



Maribyrnong  
CITY COUNCIL

# PROPOSED BUDGET 2021-22

Companion Document





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# Message from the Mayor and CEO

The Proposed Annual Budget 2021-2022 has been developed to meet the needs of local residents and businesses recognising the ongoing impacts of the COVID pandemic on our community.

We know 2020 was a tough year and that the impacts of the pandemic continue to be felt. This is why economic and community recovery is high on our agenda, as is delivering the services and facilities that are important to you.

We have endeavored to deliver a budget that is responsible and balanced, provides a strong capital program and is responsive to the growing needs of our community.

This has been no easy task – especially given the decision last year to implement a zero rates increase, divert \$11 million dollars to COVID relief and a seven million dollar shortfall in service fees.

We've also heard through feedback on the Council Plan that our community wants better roads and footpaths and more trees, facilities, amenities, and services – especially for the young, aged and disadvantaged.

We want you to know that we have heard you. The challenge for us has been how we deliver more and better facilities and services you are asking for on a finite income while at the same time some in our community are calling for reduced spending to lower rates.

Preparing the Proposed Annual Budget is an essential part of any Local Government and it's a complicated balancing act – weighing up all the demands for services and how they will be paid for, while meeting legal and policy requirements and ratepayer expectations.

We understand we will not have been able to please everyone but we have worked diligently to meet the needs of the community while keeping rates at a reasonable level.

Cr Michael Clarke  
Mayor of the City of Maribyrnong

Stephen Wall  
CEO of Maribyrnong City Council

# Budget overview

This year, following adoption of the Local Government Act 2020, the Proposed Budget forecasts four years of spending aligning with the Council Plan 2021-2025.

## Budget features and highlights

In the first year, 2021-2022, Council has budgeted to spend \$167.2 million to support ongoing delivery of services to the Maribyrnong community.

Services are outlined on the following pages.

## Delivery of capital projects

- \$11.132 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
- \$13.755 million to improve Council-owned roads across the City
- \$1.578 million to build and improve footpath and cycle ways
- \$4.394 million for recreational, leisure and community facilities
- \$955,000 for off street carparks and other infrastructure
- \$1.25 million in waste management
- \$235,000 for Park Infrastructure Maintenance
- \$5.5 million in City Amenity
- \$2.7 million in Environmental Services
- \$3.3 million in Road Maintenance
- \$515,000 for drainage maintenance
- \$250,000 in Line Marking

## Meeting the budget challenges

The Proposed Budget meets the challenges of maintaining ageing infrastructure while investing in new infrastructure to meet the needs of our growing population.

## Budget and Council Plan – a sustainable future

Council's Proposed Annual Budget invests in a vision for an inclusive, flourishing, progressive city that cares for both its residents and its environment as outlined in our Draft Council Plan 2021-25.

The Draft Council Plan Actions for the financial year 2021/22 are aligned to the Proposed Annual Budget with 69 actions proposed to make up the Annual Council Plan Implementation Plan 2021-22 (year 1 of the Council Plan 2021-25). Of the 69 actions, 7 are considered major initiatives.

Major initiatives are significant initiatives Council has identified as priorities as they generate significant benefit to the community, directly contribute to the achievement of the Council Plan and have a major focus in the budget.



The proposed major initiatives for 2021-22 include:

**Strategic objective 1: Safe climate and healthy environment**

- Develop and implement the adopted Climate Emergency Action Plan (Years 1 – 4)
- Deliver actions under the Zero Waste Strategy 2019- 2030 (Short/Med term actions)

**Strategic objective 2: Liveable neighborhoods**

- Implement Maribyrnong Bicycle Strategy (years 1-4)

**Strategic objective 3: A place for all**

- Continue to implement strategies to respond to family violence and promote gender equality through the Towards Gender Equity 2030 Strategy

**Strategic objective 4: Future focused**

- Develop and implement a smart cities framework to make the best use of technologies for our community
- Single Customer View experience enabling digital delivery of services to our customers

**Strategic objective 5: Ethical leadership**

- Implement the Reconciliation Action Plan (RAP)

Each quarter, the progress of the 69 Council Plan actions is monitored and reported to Council and then the community via our website. End of year achievements are included within the Annual Report.

## Summary of Capital Works and Asset Improvements

Capital & Improvement Works Program	Project Cost	Asset Expenditure Types				Summary of Funding Sources						
For The Year Ending 30 June 2022	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 Project & Other Reserves \$'000	Council Cash \$'000
Property												
- Land	2,150	-	-	2,150	-	-	-	-	-	-	-	2,150
- Buildings	9,347	4,623	3,584	1,140	-	513	-	-	-	-	2,487	6,347
Total property	11,497	4,623	3,584	3,290	-	513	-	-	-	-	2,487	8,497
Plant and equipment					-							
- Computers and telecommunications	972	-	972	-	-	-	-	-	-	-	-	972
- Library books	860	-	860	-	-	-	-	-	-	-	-	860
- Plant, machinery and equipment	1,900	-	1,900	-	-	-	-	-	500	-	100	1,300
Total plant and equipment	3,732	-	3,732	-	-	-	-	-	500	-	100	3,132
Infrastructure					-					-		
- Roads	13,755	2,798	7,657	3,300	-	3,725	1,500	-	-	-	1,450	7,080
- Bridges	-	-	-	-	-	-	-	-	-	-	-	-
- Footpath and cycleways	1,578	200	458	920	-	-	-	-	-	-	-	1,578
- Drainage	1,531	375	1,156	-	-	-	-	-	-	-	270	1,261
- Recreational, leisure and community facilities	4,394	662	1,337	2,395	-	2,050	-	-	-	-	180	2,164
- Parks, open space and streetscapes	11,132	5,669	1,540	3,923	-	1,950	-	-	-	180	4,816	4,186
- Waste management	1,255	1,050	125	80	-	300	-	-	-	-	-	955
- Offstreet carpark	80	-	80	-	-	-	-	-	-	-	80	-
- Other infrastructure	875	800	-	75	-	-	-	-	-	-	-	875
Total - infrastructure	34,600	11,554	12,353	10,693	-	8,025	1,500	-	-	180	6,796	18,099
Total - capital works	49,829	16,177	19,669	13,983	-	8,538	1,500	-	500	180	9,383	29,728

# Directorates, Services and Staff

Council has 3 Directorates with 16 Departments and 60 Services in total. There are 523.06 equivalent full time (EFT) staff.

Directorate	Dept.	Service	Eft	% Eft
Office of the Chief Executive: not a directorate, but includes Major Projects and Strategic Relationships department and service.	1	1	5	.96%
<b>Community Services:</b> Focuses on the population's wellbeing and activity, with particular attention to individuals and communities with special needs or defined by particular demographic characteristics.	5	18	197.13	37.69%
<b>Infrastructure Services:</b> Responsible for managing and maintaining the city's built and natural environments in the public domain.	4	21	201.13	38.45%
<b>Corporate Services:</b> Provides internal services to ensure a well- managed, financially sustainable, reputable and accountable organisation. Also supports the elected Council and its decision making role.	6	20	119.80	22.90%
<b>Total</b>	<b>16</b>	<b>60</b>	<b>523.06</b>	

## Budget summary by directorate

Directorate	\$ Total Employee Costs	\$ Other cost	\$ Total Expenditure	\$ Total Income	\$ Net
Office of the Chief Executive	\$949,946	\$654,818	\$1,604,764	\$250,000	\$1,354,764
Community Services	\$22,170,341	\$8,803,233	\$30,973,574	\$10,191,673	\$20,781,901
Infrastructure Services	\$19,916,865	\$34,377,885	\$54,294,750	\$21,487,962	\$32,806,788
Corporate Services	\$15,071,159	\$15,492,743	\$30,563,902	\$115,235,355	-\$84,671,453
<b>Total</b>	<b>\$58,108,311</b>	<b>\$59,328,679</b>	<b>\$117,436,990</b>	<b>\$147,164,990</b>	<b>-\$29,728,000</b>

*Note: Office of CEO Cost gets allocated to Governance and Major Projects and Strategic Relationship service.*



# Services by Directorate

Community Services	Infrastructure Services	Corporate Services
<p>Arts, Community Learning &amp; Libraries</p> <ul style="list-style-type: none"> <li>- Arts &amp; Culture</li> <li>- Community Centres</li> <li>- Library Services</li> </ul> <p>Community Development, Positive Ageing &amp; Inclusion</p> <ul style="list-style-type: none"> <li>- Community Support</li> <li>- Community Development</li> <li>- Diversity &amp; Inclusion</li> <li>- Positive Ageing</li> </ul> <p>Community Services &amp; Social Infrastructure Planning</p> <ul style="list-style-type: none"> <li>- Early Years</li> <li>- MCH &amp; Immunisation</li> <li>- Social Policy &amp; Social Infrastructure Planning</li> <li>- Strategic Project Management</li> <li>- Youth Services</li> </ul> <p>Leisure Health &amp; Wellbeing Development</p> <ul style="list-style-type: none"> <li>- Health &amp; Wellbeing</li> <li>- Maribyrnong Aquatic Centre</li> <li>- Sports &amp; Recreation</li> </ul> <p>City Futures</p> <ul style="list-style-type: none"> <li>- Activation &amp; Festivals</li> <li>- Economic Development</li> <li>- Strategic Planning</li> </ul>	<p>Engineering Services</p> <ul style="list-style-type: none"> <li>- Civil Design &amp; Drainage</li> <li>- Development Engineering</li> <li>- Transport Planning</li> </ul> <p>Operations &amp; Maintenance</p> <ul style="list-style-type: none"> <li>- Arboriculture</li> <li>- Asset Protection</li> <li>- City Amenity</li> <li>- Civil Works</li> <li>- Facilities Management &amp; Maintenance</li> <li>- Parks and Open Space</li> </ul> <p>Assets &amp; Capital</p> <ul style="list-style-type: none"> <li>- Asset Management</li> <li>- Capital Projects Delivery</li> <li>- Environmental Service</li> <li>- Fleet Management</li> <li>- Waste Management</li> </ul> <p>Regulatory Services</p> <ul style="list-style-type: none"> <li>- Animal Management</li> <li>- Building Services</li> <li>- Compliance</li> <li>- Emergency Management</li> <li>- Environmental Health</li> <li>- Local Laws</li> <li>- Parking</li> </ul>	<p>Finance</p> <ul style="list-style-type: none"> <li>- Financial Accounting</li> <li>- Funding Management</li> <li>- Payroll</li> <li>- Revenue Services (Rates)</li> </ul> <p>Governance &amp; Commercial Services</p> <ul style="list-style-type: none"> <li>- Governance</li> <li>- Property Management</li> <li>- Strategic Procurement &amp; Risk Management</li> </ul> <p>Information Technology Services</p> <ul style="list-style-type: none"> <li>- Information Management</li> <li>- Information Technology</li> </ul> <p>People and Capability Performance</p> <ul style="list-style-type: none"> <li>- Capability and Innovation</li> <li>- Corporate Planning &amp; Performance</li> <li>- Health, Safety &amp; Wellbeing</li> <li>- Human Resources</li> </ul> <p>Customer Engagement &amp; Advocacy</p> <ul style="list-style-type: none"> <li>- Customer Services and Civic Facilities</li> <li>- Media &amp; Communications</li> </ul> <p>City Places</p> <ul style="list-style-type: none"> <li>- Active Transport Planning</li> <li>- City Design</li> <li>- City Planning</li> <li>- Open Space Planning</li> </ul>

*Note: Major Projects and Strategic Relationships reports to the Office of the CEO and sits outside of this structure.*

## Community Services

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

With 5 departments, 18 services and 197.13 budgeted EFT, Community Services comprise 37.69% of the workforce.

Community Services Departments	EFT*	Proportion of the Directorate
City Futures	16.65	8.45%
Community Development Positive Ageing and Inclusion	22.72	11.52%
Arts Community Learning and Libraries	44.34	22.49%
Community Services and Social Infrastructure Planning	50.70	25.72%
Leisure Health and Wellbeing	62.72	31.82%
<b>Total</b>	<b>197.13</b>	

## Budget Summary: Community Services Departments

Department	\$ Staffing Cost	\$ Other Costs	\$ Total Expenditure	\$ Total Income	\$ Net
Arts, Community Learning and Libraries	\$4,937,369	\$2,356,953	\$7,294,322	\$1,183,001	\$6,111,321
Community Development, Positive Ageing and Inclusion	\$2,589,740	\$1,244,715	\$3,834,455	\$1,437,617	\$2,396,838
Community Services and Social Infrastructure Planning	\$6,431,503	\$916,087	\$7,347,590	\$1,862,202	\$5,485,388
Leisure, Health and Wellbeing	\$6,086,603	\$1,889,711	\$7,976,314	\$5,586,000	\$2,390,314
City Futures	\$2,125,126	\$2,395,767	\$4,520,893	\$122,853	\$4,398,040
<b>Community Services Directorate Total</b>	<b>\$22,170,341</b>	<b>\$8,803,233</b>	<b>\$30,973,574</b>	<b>\$10,191,673</b>	<b>\$20,781,901</b>

Department	Services	\$ Staffing costs	\$ Other costs (e.g. materials etc.)	\$ Total Expenditure
<b>Arts, Community Learning and Libraries</b> Delivers a range of arts, learning and community participation programs from Council's centres and libraries.	Arts & Culture	\$394,161	\$1,004,775	\$1,398,936
	Community Centres	\$1,190,441	\$472,461	\$1,662,902
	Library Services	\$3,352,767	\$879,717	\$4,232,484
<b>Community Development, Positive Ageing and Inclusion</b> Delivers services to older people, people with disability and carers as well as programs and advocacy relating to diverse communities.	Community Development	\$677,305	\$317,644	\$994,949
	Community Support	\$539,126	\$732,798	\$1,271,924
	Diversity and Inclusion	\$317,550	\$117,600	\$435,150
	Positive Ageing	\$1,055,759	\$76,673	\$1,132,432
<b>Community Services and Social Infrastructure Planning</b> Delivers services to families, children and young people, manages community infrastructure projects and conducts social research.	Early Years	\$1,013,906	\$99,040	\$1,112,946
	Maternal Child Health and Immunisation	\$3,301,202	\$290,950	\$3,592,152
	Social Policy and Social Infrastructure Planning	\$616,199	\$260,199	\$876,398
	Strategic Project Management	\$411,272	\$32,000	\$443,272
	Youth Services	\$1,088,924	\$233,898	\$1,322,822
<b>Leisure, Health and Wellbeing</b> Manages Council's Health and Wellbeing Plan, recreational facilities and supports facility users.	Health and Wellbeing Development	\$853,885	\$125,000	\$978,885
	Maribyrnong Aquatic Centre	\$4,860,247	\$1,149,711	\$6,009,958
	Sport and Recreation	\$372,471	\$615,000	\$987,471
<b>City Futures</b> Responsible for Council's strategic planning and policy. Supports businesses across the city and festival, visitation and smart city initiatives.	Activation and Festivals	\$414,530	\$1,146,237	\$1,560,767
	Economic Development	\$658,227	\$477,800	\$1,136,027
	Strategic Planning	\$1,052,369	\$771,730	\$1,824,099

## Infrastructure Services

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

With 4 departments, 21 services and 201.13 budgeted EFT, Infrastructure Services comprise 38.45% of the workforce.

Infrastructure Services Departments	EFT	Proportion of the Directorate	
Engineering Services	13.05	6.49%	
Strategic Asset Management	34.72	17.26%	
Regulatory Services	61.76	30.71%	
Operations and Maintenance	91.60	45.54%	
<b>Total</b>	<b>201.13</b>		

## Budget Summary: Infrastructure Services Departments

Department	\$ Staffing Cost	\$ Other Costs	\$ Total Expenditure	\$ Total Income	\$ Net
Engineering Services	\$1,128,745	\$159,905	\$1,288,650	\$307,386	\$981,264
Operations and Maintenance	\$9,180,297	\$13,594,218	\$22,774,515	\$606,250	\$22,168,265
Strategic Asset Management	\$2,409,305	\$12,845,957	\$15,255,262	\$3,003,426	\$12,251,836
Regulatory Services	\$7,198,518	\$7,777,805	\$14,976,323	\$17,570,900	-\$2,594,577
<b>Infrastructure Services Directorate Total</b>	<b>\$19,916,865</b>	<b>\$34,377,885</b>	<b>\$54,294,750</b>	<b>\$21,487,962</b>	<b>\$32,806,788</b>

Departments	Services	\$ Staffing costs	\$ other costs (e.g. materials )	\$ Total Expenditure
<b>Engineering Services</b> Provides engineering design and supervision, and transport strategy and design for the City.	Civil Design and Drainage	\$200,037	\$50,150	\$250,187
	Development Engineering	\$249,334	\$1,750	\$251,084
	Transport Planning	\$679,374	\$108,005	\$787,379
<b>Operations and Maintenance</b> Delivers on-ground services maintaining the City's assets and amenity	Arboriculture	\$716,033	\$1,211,335	\$1,927,368
	Asset Protection	\$454,118	\$29,703	\$483,821
	City Amenity	\$2,366,159	\$3,371,394	\$5,737,553
	Civil Works	\$1,567,076	\$2,748,574	\$4,315,650
	Facilities Management and Maintenance	\$1,122,535	\$2,737,438	\$3,859,973
	Parks and Open Space	\$2,954,376	\$3,495,774	\$6,450,150
<b>Strategic Asset Management</b> Provides strategic advice and management of the city's assets and development of the City Infrastructure Plan. Delivery and management of Council's capital works program and projects.	Asset Management	\$361,488	\$107,710	\$469,198
	Capital Projects Delivery	\$315,304	\$159,233	\$474,537
	Environmental Services	\$678,056	\$2,848,597	\$3,526,653
	Fleet Management	\$620,369	\$1,522,052	\$2,142,421
	Waste Management	\$434,088	\$8,208,365	\$8,642,453
<b>Regulatory Services</b> Implements the suite of Council's laws and regulations	Animal Management	\$471,148	\$431,755	\$902,903
	Building Services	\$922,327	\$182,259	\$1,104,586
	Compliance	\$1,610,442	\$1,809,953	\$3,420,395
	Emergency Management	\$319,751	\$67,680	\$387,431
	Environmental Health	\$1,093,288	\$176,709	\$1,269,997
	Local Laws	\$1,534,935	\$257,107	\$1,792,042
	Parking	\$1,246,627	\$4,852,342	\$6,098,969

## Corporate Services

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

With 6 departments, 20 services and 119.8 EFT staff, corporate services comprise 22.90% of the workforce.

Corporate Services Departments	EFT	Proportion of the Directorate
People and Capability	10.62	8.86%
Governance and Commercial Services	12.39	10.34%
Customer Engagement	19.36	16.16%
Information Technology Services	20.39	17.02%
Finance	23.94	19.98%
City Places	33.10	27.63%
<b>Total</b>	<b>119.80</b>	

## Budget Summary: Corporate Services Departments

Department	\$ Staffing Cost	\$ Other Costs	\$ Total Expenditure	\$ Total Income	\$ Net
Finance	\$3,038,051	\$6,967,690	\$10,005,741	\$112,795,023	-\$102,789,282
Governance and Commercial Services	\$1,793,154	\$2,643,493	\$4,436,647	\$757,296	\$3,679,351
Information Technology Services	\$2,495,364	\$3,914,641	\$6,410,005	-	\$6,410,005
People and Capability	\$1,787,018	\$556,909	\$2,343,927	-	\$2,343,927
Customer Engagement	\$2,160,040	\$941,314	\$3,101,354	\$4,798	\$3,096,556
City Places	\$3,797,532	\$468,696	\$4,266,228	\$1,678,238	\$2,587,990
<b>Corporate Services Directorate Total</b>	<b>\$15,071,159</b>	<b>\$15,492,743</b>	<b>\$30,563,902</b>	<b>\$115,235,355</b>	<b>-\$84,671,453</b>



Department	Services	\$ Staffing costs	\$ other costs (e.g. materials)	\$ Total Expenditure
<b>Finance</b> Provides overall financial management, planning and reporting for the Council organisation.	Financial Accounting	\$980,463	\$92,061	\$1,072,524
	Funding Management (\$5.8m future capital and \$1,348,650 expenditure)	\$997,881	\$6,150,769	\$7,148,650
	Payroll	\$356,925	\$1,650	\$358,575
	Revenue Services (Rates)	\$702,782	\$723,210	\$1,425,992
<b>Governance and Commercial Services</b> Administers governance and decision making procedures, procurement, property management and risk management.	Strategic Procurement and Risk Management	\$719,051	\$1,371,073	\$2,090,124
	Governance	\$808,777	\$798,220	\$1,606,997
	Property Management	\$265,326	\$474,200	\$739,526
<b>Information Technology Services</b> Provides support advice and information to ensure Information technology architecture, computing, GIS, information and record keeping systems meet business needs.	Information Management	\$437,980	\$115,050	\$553,030
	Information Technology	\$2,057,384	\$3,799,591	\$5,856,975
<b>People and Capability</b> Maximises the effectiveness of Council's human resources and strategic workforce capacity and capability.	Capability and Innovation	\$119,845	\$0	\$119,845
	Corporate Planning and Performance	\$387,519	\$61,180	\$448,699
	Health Safety and Wellbeing	\$351,805	\$169,412	\$521,217
	Human Resources	\$927,849	\$326,317	\$1,254,166
<b>Customer Engagement</b> Responsible for direct communication with the community, comprising customer services, engagement and public relations.	Community Engagement and Advocacy	\$571,595	\$144,950	\$716,545
	Customer Services and Civic Facilities	\$975,413	\$292,564	\$1,267,977
	Media and Communications	\$613,032	\$503,800	\$1,116,832

Department	Services	\$ Staffing costs	\$ other costs (e.g. materials)	\$ Total Expenditure
<b>City Places</b> Plans and manages the City's public domain and implements urban planning and development regulations.	City Design	\$381,647	\$98,910	\$480,557
	City Planning	\$2,564,796	\$225,646	\$2,790,442
	Active Transport Planning	\$158,249	\$42,390	\$200,639
	Open Space Planning	\$692,840	\$101,750	\$794,590