

# Council Plan 2017 - 2021



Maribyrnong  
CITY COUNCIL

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# Vision

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

# 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

# Strategic objectives

## 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, 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 a 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.

# Mayor's welcome

Our newly elected Council is committed to consultation with the community and we are pleased to deliver this *Council Plan 2017-21* which reflects feedback from across our diverse community.

It was wonderful to see the community respond with over 1,400 contributions towards the development of the *Council Plan 2017-21*, by taking part in consultations that took place at festivals and events, through feedback postcards, our website consultation platform and community workshops.

Our vision as a Council and as a community is to have a vibrant, diverse and progressive city that strives for a sustainable future.

Our community enjoys the lifestyle opportunities that living in the City of Maribyrnong presents - its proximity to the city, great foodie culture and natural beauty. As an inner Melbourne municipality we live in an exciting period of rapid growth and change which poses challenges and opportunities for continuous improvement.

As your elected Council, we will continue to maximise opportunities for our community's health and prosperity, incorporating a strong municipal public health and wellbeing focus as we plan for the future.

We will also provide strong leadership to ensure the long term financial sustainability of Council with improved service delivery through partnerships, diversified income and business efficiencies. Our focus on growing our business and commerce sectors to increase investment in our City and opportunities for employment will also be maintained.

We're protecting and enhancing our City's liveability, amenity, heritage and environment. We will continue our aim of being clean and green with increased investment in recycling, the removal of graffiti and rubbish, and planting of trees.

We are building a city that has attractive and well maintained infrastructure that meets the community's growing needs such as facilitating access to quality children's services and planning for future demand.

We will continue to provide opportunities and open spaces, both natural and urban, for our community to come together with family and friends to enjoy, strengthening our long tradition of being a caring, welcoming and inclusive community.

As a Council it is also essential that all levels of government hear your concerns on the issues that are of importance to you and we will speak out on your behalf to ensure that these issues are addressed.

This *Council Plan 2017-21* builds on a foundation of good governance and continues to move us in a direction that ensures our Council is adaptable, progressive and committed to a bright future for our City.

Cr Catherine Cumming  
Mayor



# The City of Maribyrnong

Maribyrnong is undergoing significant change. Population growth, redevelopment, gentrification, and a transitioning economy is leading to an influx of new residents, businesses and opportunities.

The city has a relatively young population with a large proportion of infants and young adults. The population is expected to grow considerably, from over 85,000 in 2016 to almost 150,000 by 2041.

Maribyrnong's multicultural diversity is evident with around 40% of residents born overseas and speaking languages other than English. Maribyrnong receives a high number of new arrivals and has welcomed many new residents from India, Vietnam, Burma and China.

Community expectations and population continue to grow and are changing the city's demographics through age, cultural background and wealth. Levels of income, education and employment have risen over the last decade. High population growth provides great opportunities for retail, services, land use and economy on a larger scale and quality. Conversely, it also provides great challenges in identifying service needs and managing congestion, urban growth, liveability and promoting health equity.

The social determinants of health mostly responsible for health inequities in Maribyrnong are income, employment, housing, education and early years' outcomes, social participation, inclusion, and health literacy. The specific health and wellbeing issues in the city are varied and include healthy eating and active living, air pollution, alcohol and other drugs, gambling, community safety, gender equity and prevention of family violence, sexual and reproductive health and health screening. Council's Health and Wellbeing Profile has helped to inform the city's planning and includes more details about the health status of residents and health determinants in the city.

## Council's role

Maribyrnong City Council provides leadership and governance for the city. As the closest level of government to the community, Council is best placed to respond to and advocate for community challenges and needs.

Council represents its community through considering its diverse needs in decision making, advocacy and support and ensuring resources are well-managed and governed responsibly and accountably.

In making Maribyrnong a great place to live, work and visit, Council provides local leadership in the following areas:

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

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

## Resilient Melbourne

Maribyrnong City Council is part of *100 Resilient Cities*, a global program helping cities build resilience to the economic, social and physical challenges increasingly part of the 21st century. Locally, Council's role in *Resilient Melbourne*, is to collaborate with other councils to help make metropolitan Melbourne a viable, sustainable, liveable and prosperous city into the future. Council is



building resilience through programs such as urban forests, emergency management and community leadership to assist the community adapt and grow regardless of chronic stresses and acute shocks.

## Councillors

The City of Maribyrnong is divided into the River, Stony Creek and Yarraville Wards. All Councillors were elected in the last Council elections held in October 2016. Councillors are as follows:

### River Ward

Cr Sarah Carter

Cr Gina Huynh

### Stony Creek Ward

Cr Catherine Cumming

Cr Cuc Lam

### Yarraville Ward

Cr Simon Crawford

Cr Mia McGregor

Cr Martin Zakharov



*From left to right: Mayor Cr Catherine Cumming, Cr Simon Crawford, Deputy Mayor Cr Sarah Carter, Cr Gina Huynh, Cr Mia McGregor, Cr Cuc Lam, Cr Martin Zakharov*

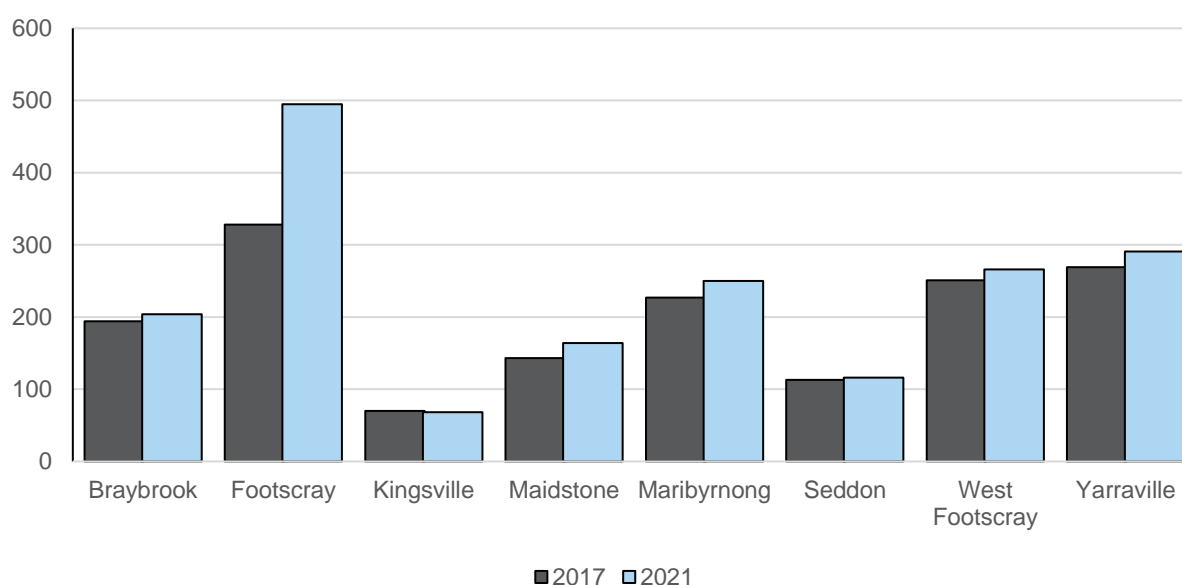
## Statistics

The City of Maribyrnong is made up of nine suburbs including Braybrook, Footscray, Kingsville, Maidstone, Maribyrnong, Seddon, Tottenham, West Footscray and Yarraville, with a total land area is 3,121 ha (31 km<sup>2</sup>). The suburbs vary in demographics and social and economic status.

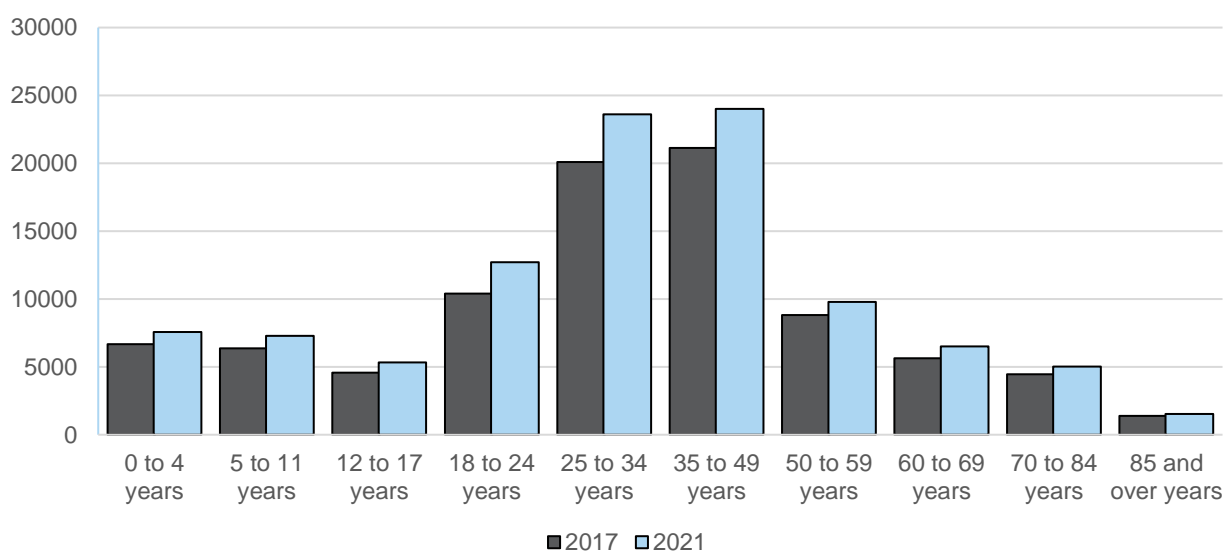
## Population

The population is 83,515<sup>1</sup> and is forecast to grow to approximately 156,291 by 2041, an 80 per cent increase on the current population.

**Forecast birthrate by suburb  
2017-2021**



**Population forecasts  
2017-2021**



<sup>1</sup> ABS Estimated Residential Population 2015



### What attracts people to our City

Maribyrnong's proximity to the Melbourne CBD and its thriving hub of arts, culture, retail, education and innovation has people flocking to the city. People are attracted by the period homes, 'foodie' culture, the natural environment of the Maribyrnong River and open spaces, access to public transport, job opportunities and the close proximity to Melbourne's city centre and airports.

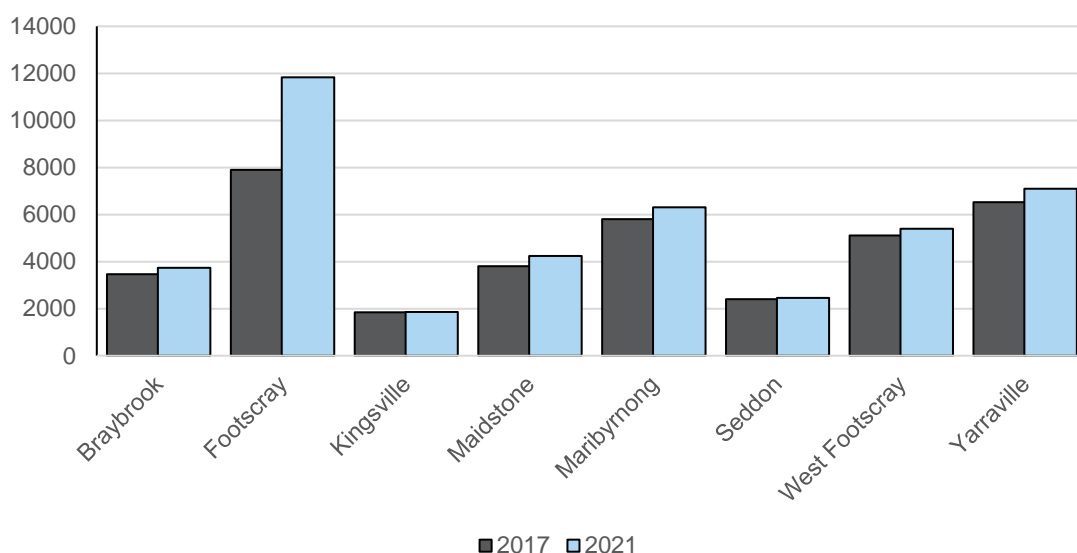
### Multiculturalism

The city is culturally and linguistically diverse with 43 per cent of the population born overseas. The main countries of birth of residents, apart from Australia include Vietnam, China, India, the United Kingdom and New Zealand.

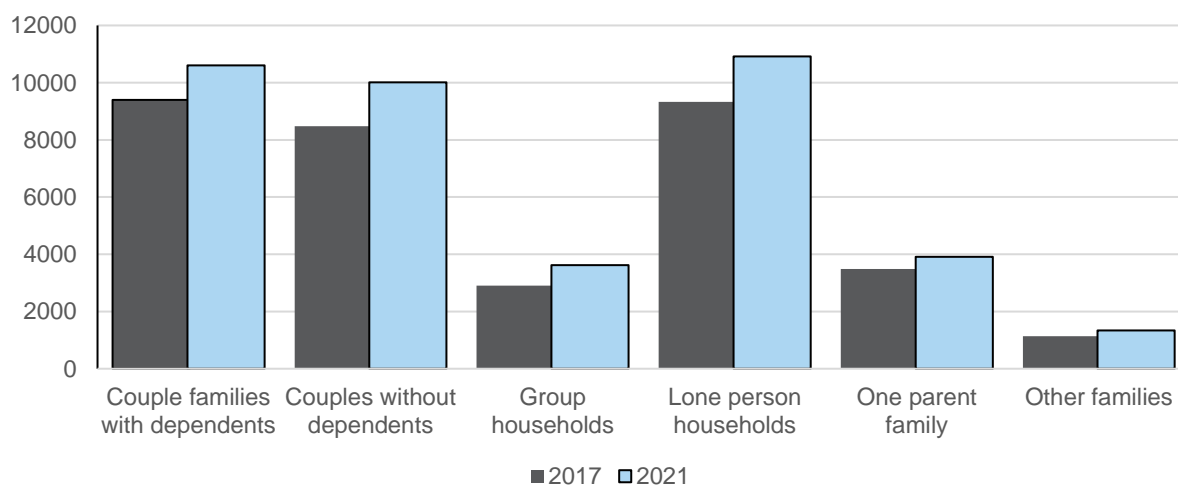
### Housing

23 per cent of Maribyrnong residents owned their home, 30 per cent had a mortgage, 31 per cent were renting privately, 6 per cent lived in social housing and 10 per cent were unspecified.

**Forecast number of dwellings  
2017-2021**



**Forecast households 2017-2021**



### Education

60 per cent of residents have completed Year 12, 28 per cent of residents have a Bachelors' degree university qualification and almost one-third of the city's residents attend a tertiary education institution.

### Business community

Maribyrnong is a net importer of jobs with 45,056 local jobs and 42,890 employed residents (2014). 6,092 businesses were registered in the city in 2014. The three most popular occupation groups of residents are<sup>2</sup> professional, clerical or administrative workers and managers.

Increasing housing prices and the restructuring of manufacturing industries has contributed to a number of large redevelopment projects with more than \$1.2 billion of investment and development in Footscray. Business consolidation has occurred along with significant investment to protect industrial and employment land and to establish new organisations.

### Open space and recreation

The city has just over 150 open spaces, covering 307.9 hectares of land or 9.9 per cent of the total land area of the municipality which is much lower than the surrounding municipalities.

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<sup>2</sup> 2011 Census

# Council Plan 2017-21

The Council Plan 2017–2021 guides the planning, development, resourcing and provision of services to the community over a four year period. Reviewed annually, to consider emerging community needs, this Council Plan aims to ensure the organisation is progressive, dynamic and committed to the City of Maribyrnong.

## Integrated planning and the community

Integrated planning places the Council Plan 2017-21 at the centre of all Council's planning. Integration aligns community and stakeholder priorities to Council's vision to inform direction and activity through all plans be they long, medium or short-term.

The benefits of this approach are clarity of direction and streamlining of effort, planning, cost and administration. It also assists Council in 'matching' staff, resources and expenditure to the provision of services, programs, facilities and infrastructure whilst remaining financially viable. Reporting on the results of integrated planning is Council's transparency and accountability to the community.



## How this plan was developed

The Council Plan 2017-21 is the result of months of planning and deliberation inclusive of:

- research and consideration of the city's long term challenges and opportunities
- Councillor and staff planning workshops to identify directions and outcomes
- community engagement and feedback

Community engagement guided the development of the Council Plan 2017-21 and was open to all who live, work, or play in Maribyrnong. Engagement consisted of online surveying and mapping, direct email, community outreach, reply paid postcards, facilitated workshops and advisory group

meetings. A summary of the community's priorities is included under each strategic objective. Health and wellbeing partnerships were identified through a facilitated workshop with 36 external stakeholders.

# Municipal Public Health and Wellbeing Plan

## 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.

## Council's approach to health and wellbeing

For the third time, Council will meet its requirements under the *Public Health and Wellbeing Act 2008* by considering health and wellbeing matters in the Council Plan.

Including health and wellbeing in the Council Plan, rather than in a separate Municipal Public Health and Wellbeing Plan, has many benefits including reducing duplication of planning processes, elevating health and wellbeing across Council and strengthening public accountability.

To inform health and wellbeing planning, Council has:

- developed a Health and Wellbeing Profile, including key data on health status and determinants
- consulted with the community (through the broader Council Plan consultations)
- engaged internal and external stakeholders in identifying key issues and partnership opportunities
- participated in regional planning, including the Better Health Plan for the West and the PreventionTaskforce
- considered where local government is best placed to take action, informed by the Victorian Public Health and Wellbeing Plan 2015-2019 and the Climate Change Act 2010

At the end of the planning process Council's priorities over the four year period were determined. The priorities are linked to the strategic objectives as indicated below.

STRATEGIC OBJECTIVES	HEALTH AND WELLBEING PRIORITIES
Strong leadership	Advocacy and engagement on key health and wellbeing issues
Healthy and inclusive communities	Participation and inclusion - volunteering, community leadership, civic participation, arts and culture, life-long learning and positive ageing Prevention of violence against women Healthy and active lifestyles (including physical activity and healthy eating) Early years, children and youth services and engagement Alcohol and other drugs
Quality places and spaces	Community safety Open space in natural and urban environments Community infrastructure
Growth and prosperity	Housing
Mobile and connected city	Sustainable transport options Truck and traffic pollution
Clean and green	Climate change, air pollution, tree planting

## Integrating health and wellbeing

In addition to the links with the Council Plan strategic objectives, Council's health and wellbeing action is guided by three broad wellbeing outcome areas<sup>3</sup>. This approach is summarised in the diagram below, acknowledging the many influences on the health and wellbeing of the community.



In the Council Plan the core health and wellbeing strategies are highlighted with a [blue HW](#).

Actions against these strategies will be detailed as part of annual action planning and a separate Health and Wellbeing Evaluation Plan will be developed to demonstrate health impacts.

A wide range of partners will be involved in delivering the health and wellbeing strategies and actions.

These include: Victorian Department of Health and other government departments, Health West Primary Care Partnership, cohealth, Women's Health West, North West Melbourne Primary Health Network, Victoria Police, health and community service providers, local community organisations and groups, businesses, education and early childhood settings, state-wide/peak bodies and other Councils.

<sup>3</sup> Adapted from the Victorian Health Outcomes Framework



# Council's objectives

To achieve the vision, Council has focused on six strategic objectives over the span of the Council Plan 2017-21. These objectives are achieved through strategies which determine how Council will address community priorities, health and wellbeing responsibilities and effective and accountable service now and into the future. The strategic indicators measure Council's aspirational outcomes at the end of the Council Plan's four year term.

Community priorities are summarised under each objective followed by Council's response.

As the breadth and depth of Council's work is extensive, each strategic objective also contains Council's health and wellbeing aspirations, other plans, strategies and yearly activities.

Council operationalises the plan annually through an annual priority action plan, detailing key actions for Council to deliver on its strategies, objectives and ultimately, our vision. Performance is monitored and reported quarterly to the community.

# 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

## COUNCIL'S RESPONSE AND ACTIVITY OVER THE NEXT FOUR YEARS

STRATEGIES ACHIEVING THE OBJECTIVE	STRATEGIC INDICATORS MEASURING SUCCESS
1.1 Build a customer-focused culture providing targeted services to meet our community needs	Improved annual community survey outcomes in customer service satisfaction, customer service measures and timely, informed communications
1.2 Ensure decision-making is based on good governance practices, community input, rigorous reporting, accountability and sound financial management practices	High performing, accountable organisation delivering transparent, quality services and outcomes
1.3 Strengthen engagement and communications with the community	Increased community use of Council's engagement portals and social media
1.4 Develop and deliver a strategic advocacy plan <sup>HW</sup>	Planned advocacy with other levels of government reflecting the priorities of Council
1.5 Secure the long term financial sustainability of Council	Improved service delivery through developing partnerships, diversified income and business efficiencies
1.6 Undergo service planning to ensure services and programs are relevant and targeted to meet community needs	Improved and proactive organisational planning, service delivery and efficiency
1.7 Implement Council Plan actions that address the community's priorities over the next four years	Priorities identified with resultant actions tailored and delivered to meet community need
1.8 Drive business led innovation to deliver efficiencies, responsive customer experiences and an agile, flexible workforce	A responsive and progressive organisation with modernised, fit for purpose systems, technologies and services
1.9 Collaborative procurement and shared service initiatives with other Councils	Enhanced efficiency and reduced expenditure in service delivery and quality through co-sharing costs and resources with other Councils

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

## Other strategies, plans, services and ongoing activities supporting the objective

### Strategies & Plans

- Customer Service Charter
- Codes of Conduct
- Complaints Resolution Procedure
- Information Technology Strategy
- Lease and Licence Policy
- Long Term Financial Resource Plan
- Planning and Accountability Framework
- Property Management Strategy
- Spatial Information Strategy

### Service Areas

- Communications and Engagement
- Contracts, Procurement and Risk
- Corporate Planning and Performance
- Finance
- Governance and Customer Service
- Human Resources
- Information Technology Services
- Learning and Development
- Property Management

### Yearly Activity

- responds to over 35,000 requests, 1,000 My Council Services (mobile application), 67,000 emails and 143,000 phone enquiries through customer service
- conducts around 35 consultations per year through the online engagement portal, Your City Your Voice
- manages budget revenue of approximately \$134 million and expenditure of \$119 million
- manages a total asset value of more than \$1.1 billion
- employs over 500 full-time equivalent staff
- develops staff capability and leadership
- conducts monthly citizenship ceremonies
- presents approximately 10 Civic Leadership Awards on Australia Day
- provides personalised service via phone and email, online rates notices and account access as well as payment arrangements and methods

## Objective 2 - Healthy and inclusive communities

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

### 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 impacts

### COUNCIL'S RESPONSE AND ACTIVITY OVER THE NEXT FOUR YEARS

STRATEGIES ACHIEVING THE OBJECTIVE		STRATEGIC INDICATORS MEASURING SUCCESS
2.1	Deliver sport and recreation programs and capital works that increase capacity, accessibility and wellbeing <sup>HW</sup>	Increased formal/informal sport and recreation participation and facility quality and capacity
2.2	Embed social and community needs within all major infrastructure projects impacting Maribyrnong <sup>HW</sup>	Community needs identified, considered and integrated into infrastructure development and service planning
2.3	Enhance community access to integrated life-long learning opportunities across the community learning network <sup>HW</sup>	Increased opportunities for formal and informal learning and engagement
2.4	Facilitate early years, children, youth and family-focused services for a rapidly growing community <sup>HW</sup>	Needs of children, family and young people are met through service and infrastructure planning and delivery
2.5	Deliver and support arts and culture opportunities that enhance social connection, inclusion and the experience of living in Maribyrnong <sup>HW</sup>	Increased social connection, participation and inclusion through arts based activity and facilities

<b>2.6</b>	Support and deliver community health and wellbeing initiatives <sup>HW</sup>	Improvements in the health status of our community in physical activity, healthy eating, alcohol and other drugs and health screening
<b>2.7</b>	Facilitate the development of Maribyrnong as an 'intercultural city' <sup>4</sup> that promotes inclusivity and diversity <sup>HW</sup>	A harmonious and cohesive community that is strengthened through its diversity
<b>2.8</b>	Enable formal and informal volunteering, community leadership, civic participation and place-based neighbourhood development <sup>HW</sup>	Increased participation in community leadership programs, increased engagement in volunteerism and increased civic and community engagement
<b>2.9</b>	Plan and promote services and opportunities that promote positive ageing <sup>HW</sup>	A community that embraces and celebrates older people
<b>2.10</b>	Develop and strengthen programs to prevent violence against women and promote gender equity <sup>HW</sup>	Annual reporting on the measures taken to reduce family violence and respond to the needs of victims. Action taken to meet the Victorian Gender Equality Strategy
<b>2.11</b>	Enhance the community's resilience to withstand and recover from emergencies <sup>HW</sup>	Compliance with the Emergency Management Act 1966 through maintenance, testing and updating of the Municipal Emergency Management Plan

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

## Other strategies, plans, services and ongoing activities supporting the objective

### Strategies & Plans

- Access and Inclusion Plan
- Active Maribyrnong Plan
- Alcohol and Other Drugs Policy and Action Framework
- Arts and Culture Strategy
- Community Gardens Policy
- Community Infrastructure Plan
- Community Learning and Libraries Information Technology Plan
- Community Learning and Libraries Lifelong Learning and Literacy Strategy
- Early Years Strategy
- Family Strengthening Strategy
- Flood Management Plan
- Youth Strategy
- Human Rights and Social Justice Framework
- Municipal Emergency Management Plan
- Positive Ageing Strategy
- Public Art Strategy
- Recreation Strategy
- RecWest Footscray Feasibility Study
- Reducing Harm From Gambling Policy
- Revitalising Braybrook Action Plan
- Sports Development Strategy
- Sports Ground Renewal Strategy
- Sports Pavilion Capital Improvement Program

<sup>4</sup> An 'intercultural city' has multiple nationalities, languages and beliefs with tools to manage diversity, cultural conflict, recognise/reconcile the first people and greater mixing and interaction between groups in public spaces.

### Service Areas

- Aquatic and Leisure Centres
- Arts and Culture
- Community Centres
- Community Transport
- Diversity, Inclusion and Equity
- Early Years, Maternal Child Health, Immunisation and Family Support
- Health and Wellbeing Policy and Planning
- Home Support Program
- Libraries
- Neighbourhood Development
- Positive Ageing
- Recreation Services
- Safety and Emergency Management
- Social and Community Infrastructure
- Social Policy and Research
- Youth Services

### Yearly Activity

- supports approximately 1,000 children in kindergarten
- operates 1 aquatic and recreation centre, 37 sports grounds and 29 sporting pavilions / clubhouses (e.g. lawn bowls, football, tennis)
- provides family services including maternal and child health for around 6,000 children
- provides over 76,000 hours of care to frail, older and/or disabled people and over 33,700 meals
- receives over 900,000 visits to the Maribyrnong Aquatic Centre
- develops community leadership
- runs Active Maribyrnong for approximately 4,000 participants
- provides more than 300 days of access to the Bluestone Church Arts Space for artists and arts organisations
- supports around 1,600 users in home and community support services
- supports around 360,000 visitors to Community Centres and 20,000 enrolments
- supports over 22,000 participants in programs and 700,000 visitors at the 5 libraries
- increases perceptions of safety and improves the visual presentation of the city through public art and the street-art program
- delivers the Western Bulldogs' Sons of the West Men's Health Program
- supports 3 key community gardens in Yarraville, Braybrook and Maribyrnong
- provides over \$260,000 of funding to arts organisations in Maribyrnong
- teaches swimming to 3,500 people
- runs over 50 weekly health and fitness classes (e.g. yoga, aerobics, group exercise classes)



## 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

### COUNCIL'S RESPONSE AND ACTIVITY OVER THE NEXT FOUR YEARS

STRATEGIES ACHIEVING THE OBJECTIVE	STRATEGIC INDICATORS MEASURING SUCCESS
<b>3.1</b> Plan and deliver a diverse range of open space in natural and urban environments <sup>HW</sup>	Increased area of high quality open space that provides a range of leisure pursuits and experiences for active and passive participation
<b>3.2</b> Facilitate the renewal and development of contemporary community infrastructure that are multi-purpose and multi-generational <sup>HW</sup>	Community satisfaction with usage and participation
<b>3.3</b> Develop a City Infrastructure Plan aligning to community need and Council's finances	Sustainable infrastructure that is fit for purpose, functionally suitable and compliant throughout the asset life cycle
<b>3.4</b> Promote community safety through space activation, crime prevention partnerships, and amenity improvements <sup>HW</sup>	Increased perceptions of safety and satisfaction with use of local spaces
<b>3.5</b> Enhance public space and connection to place through visual and public arts <sup>HW</sup>	Improved visual amenity, design of public buildings and open space and reflects community diversity and character
<b>3.6</b> Plan and deliver Council's capital works program	Program and works delivered within the required timeframes and to budget, scope and quality
<b>3.7</b> Provide high quality amenity through appropriate regulatory frameworks <sup>HW</sup>	Improved standards in food safety, animal management and amenity through management of local laws

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

## Other strategies, plans, services and ongoing activities supporting the objective

### Strategies & Plans

- Asset Management and Improvement Strategy
- Asset Management Plans for bridges, building and open spaces
- Capital Works Plan
- Closed-Circuit Television Policy
- Community Infrastructure Plan
- Community Learning and Libraries Strategic Plan and Building Strategy
- Domestic Animal Management Plan
- Footscray Park Masterplan
- Maribyrnong Open Space Strategy
- Play Maribyrnong Improvement Plan
- Park Masterplan
- Public Lighting Improvement Policy
- Sustainable Surfaces Strategy

### Service Areas

- Animal Management
- Asset Management
- Building Maintenance and Inspections
- Capital Projects Delivery
- Environmental Health
- Regulatory Services and Compliance
- Social Infrastructure Planning
- Urban Design and Open Space Planning

### Yearly Activity

- maintains more than 150 parks and 27 sport fields
- maintains over 170 Council buildings and facilities
- plans, designs and constructs new buildings and parks
- maintains and ensures building safety through compliance with the Building Act, repairs and completion of over 3,200 Essential Safety Measures
- registers around 9,500 pets and promotes responsible pet ownership
- maintains and develops over 55 playgrounds
- inspects over 1,200 food premises to ensure high standards of food safety
- registers more than 350 new food premises
- ensures compliance of approximately 60 rooming houses
- inspects over 180 hairdressers, beauty and tattoo parlours to ensure high quality standards
- addresses approximately 400 customer requests for noise and pollution
- delivers a capital works program of approximately \$30 million

## 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 centres (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

### COUNCIL'S RESPONSE AND ACTIVITY OVER THE NEXT FOUR YEARS

STRATEGIES ACHIEVING THE OBJECTIVE	STRATEGIC INDICATORS MEASURING SUCCESS
<b>4.1</b> Plan for diverse, high quality and affordable housing in appropriate locations that responds to community growth and needs <i>HW</i>	Dwelling numbers, type and affordability options meet the Maribyrnong Housing Strategy requirements
<b>4.2</b> Support the business community and actively promote the city for business	Promotional strategies implemented, business training and support programs utilised and new businesses and jobs established
<b>4.3</b> Land set aside for employment is protected and enhanced	Economic growth and employment opportunities provided
<b>4.4</b> Provide high-quality public spaces that respond to local character, encourage economic vitality and are safe at all times <i>HW</i>	Streets and urban spaces are vibrant, engaging, well used and safe
<b>4.5</b> Manage planning applications in a timely manner to accommodate stakeholder and community expectations	Improved community satisfaction with quality and appearance of new developments
<b>4.6</b> Develop the Festival City program across the city and calendar year <i>HW</i>	Maribyrnong is recognised as the Festival City with increased community participation and diverse celebrations
<b>4.7</b> Develop a community plan to capture the community's vision and aspirations to 2040	Community plan developed and integrated into Council services and programs

*HW indicates a health and wellbeing strategy*

## Other strategies, plans, services and ongoing activities supporting the objective

### Strategies & Plans

- Central West (Braybrook) Major Activity Centre Structure Plan
- Festival City Policy
- Footscray City Edge Masterplan
- Footscray Structure Plan
- Footscray University Town Business Plan
- Gordon and Mephan Street Framework Plans
- Highpoint Urban Design Framework
- Housing Strategy
- Maribyrnong Economic and Industrial Development Strategy
- Maribyrnong Heritage Plan
- Maribyrnong Planning Scheme
- Maribyrnong River Valley Urban Design Guidelines
- Property Management Strategy
- River Edge Masterplan
- Seddon Urban Design Framework
- Tourism Visitation Action Plan
- West Footscray Urban Design Framework
- Yarraville Village Urban Design and Traffic Study
- Footscray University Town Memorandum of Understanding

### Service Areas

- Business and Events
- Economic Development
- Property Management
- Strategic Planning
- Town Planning
- Transport Planning
- Urban Design and Open Space Planning

### Yearly Activity

- develops and manages macro, precinct and local level plans for development, land use and socio-economic purposes
- delivers 10 business bulletins and more than 25 development and networking events for the business community
- undertakes up to 10 Planning Scheme amendments
- represents Council at Planning Panels Victoria and Ministerial Advisory Committees
- delivers and supports over 50 festivals, events and activations across the city
- coordinates Heritage Advisory Committee meetings
- decides on over 860 planning permits
- decides on over 170 subdivision applications
- approves over 2000 dwellings
- meets regularly with key small business and traders associations
- works closely with Victoria University to develop Footscray as a university town
- registers over 3,000 new businesses in the city

# 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

## COUNCIL'S RESPONSE AND ACTIVITY OVER THE NEXT FOUR YEARS

STRATEGIES ACHIEVING THE OBJECTIVE	STRATEGIC INDICATORS MEASURING SUCCESS
<b>5.1</b> Create a connected, pedestrian and bicycle friendly city <sup>HW</sup>	Safer and integrated pedestrian and bicycle networks
<b>5.2</b> Support the development of sustainable transport options to reduce truck traffic and pollution <sup>HW</sup>	Cleaner, safer and less congested residential streets and neighbourhoods
<b>5.3</b> Improve amenity and reduce traffic congestion through local area traffic management	Reduced traffic speeds and volumes and improved road safety
<b>5.4</b> Work with the State Government on improved North South freight traffic linkages (Ashley Street/Paramount Road)	Additional road capacity and alternate routes that ease congestion, improve transit and increase economic opportunities
<b>5.5</b> Provide locally responsive and safe parking throughout the city	Parking management precinct plans prepared and implemented
<b>5.6</b> Develop an Asset Management System	System developed and aligned to ISO 55000
<b>5.7</b> Develop the city as a 'smart city' <sup>5</sup> using technology initiatives to manage the city's resources and services in more effective ways	Projects and partnerships identified to deliver sustainable social, economic and urban developments

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

<sup>5</sup> A 'smart city' creates sustainable economic development and quality of life through strong human and social capital and/or information communication technology infrastructure.

## Other strategies, plans, services and ongoing activities supporting the objective

### Strategies & Plans

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

### Service Areas

- City Business
- Civil Design and Drainage
- Parking and Local Laws
- Roads Maintenance
- Transport Planning
- Urban Design and Open Space Planning

### Yearly Activity

- liaises for safe, efficient and sustainable transport at Westgate RoadSafe Community Road Safety Council meetings
- attends regional meetings with VicRoads and 'Trucks in the Inner West Project' to minimise the impact of trucks on local roads
- convenes Public Transport Operators Meetings to improve the public transport network
- completes Local Area Traffic Management Studies
- works for safe, efficient, sustainable transport at transport forums
- manages over 16,600 drains and pits and around 320km of storm water pipes
- processes permit applications to support freight movement across the city
- works with the State Government via the Metropolitan Transport Forum on ways to manage heavy freight vehicles in the city
- spends around \$400,000 on transport capital projects such as traffic management improvement
- participates in the Technical Reference Group and Community Liaison Group for the Western Distributor project



## 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

### COUNCIL'S RESPONSE AND ACTIVITY OVER THE NEXT FOUR YEARS

STRATEGIES ACHIEVING THE OBJECTIVE	STRATEGIC INDICATORS TO MEASURE SUCCESS
<b>6.1</b> Deliver an urban forest strategy and a sustainable urban tree population <sup>HW</sup>	An increase in the urban tree network of minimum 1,500 per annum
<b>6.2</b> Improve the city's resilience to environmental challenges and in particular air quality <sup>HW</sup>	Improved air quality through a range of measures including increased tree canopy and greening of urban centres
<b>6.3</b> Progress Zero Carbon Maribyrnong <sup>HW</sup>	Annual compliance with zero carbon corporate emissions
<b>6.4</b> Improve the visual presentation, cleanliness and amenity of the city <sup>HW</sup>	Improved cleanliness in Footscray CBD with less graffiti, dumped rubbish and complaints
<b>6.5</b> Substantially increase Council's waste diversion rate	Kerbside waste diversion improved from 34% to 46% by 2019-20
<b>6.6</b> Reduce consumption of potable water in Council operations and promote water conservation to the community	Water consumption decreased in Council facilities and increased community awareness of water conservation
<b>6.7</b> Incorporate Ecologically Sustainable Design and measures in Council buildings	Improved building energy efficiency and thermal comfort levels
<b>6.8</b> Maintain healthy and protected waterways	Water quality measures improved
<b>6.9</b> Educate the community on environmental issues and best practice in waste management	Increased number of community members participating in environmental education programs

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

## Other strategies, plans, services and ongoing activities supporting the objective

### Strategies & Plans

- Ecologically Sustainable Design Policy for Council Buildings
- Electrical Line Clearance Plan
- Street Tree Planting Strategy
- Sustainable Water Plan
- Waste Contract – Project Management Plan
- Waste Management Planning Guidelines
- Waste Minimisation Strategy
- Waste Policy
- Water Conservation Action Plan
- Zero Carbon Maribyrnong Action Plan
- Green Travel Plan

### Service Areas

- City Cleansing
- Environmental Services
- Parks and Open Space
- Customer Operations and Rapid Response
- Waste and Recycling
- Civil Works and Services
- Building Maintenance

### Yearly Activity

- collects over 3.15 million bins from more than 40,000 properties
- collects over 28,000 tonnes of kerbside garbage, recyclables and garden organics
- recycles 25% of bundled prunings, mattresses and e-waste
- monitors and reports on Council's carbon emissions and water consumption
- mows and maintains over 270 hectares of parks, sports fields, walkways, nature strips, median strips and open space
- plants and establishes 1,500 trees
- inspects and maintains 46,000 trees in streets, parks and open spaces
- engages more than 1,300 residents in environmental education programs
- removes up to 100,000 square metres of graffiti
- provides and manages over 30 syringe bins and picks up around 6,000 syringes
- coordinates almost 10,000 hard waste collections
- responds to unsightly, unsafe and urgent matters within 24-48 hours (animals, dumped rubbish, hazards, syringes and drainage)
- runs programs to help residents and businesses save energy and water
- cleans and services over 200 street litter and recycling bins
- maintains and sweeps approximately 350 laneways and 540 kilometres of road

# How Council will deliver this plan

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

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

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

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

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

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

#### Balanced budget

- Positive Underlying Result Ratio (VAGO)
- Self-financing Ratio greater than 20% (VAGO)
- Indebtedness Ratio less than 40% (VAGO)
- no deficit budgets unless liquidity targets are achieved (Maribyrnong City Council)
- liquidity
- Working Capital Ratio greater than 140% (VAGO)
- Adjusted Working Capital Ratio greater than 175% (VAGO)

#### Sustainability

- Investment Gap Ratio greater than 150% (VAGO)
- Infrastructure Renewal Ratio greater than 100% (VAGO)
- Sustainability Assessment by the Victorian Auditor-General as low risk (VAGO)
- a minimum 30% of rates revenue applied to Capital (Maribyrnong City Council)
- a minimum 70% of capital applied to asset renewal (Maribyrnong City Council)

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.

#### Financial Resources

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

The key financial objectives which underpin the LTFP are:

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

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

- Council's financial performance and position
- revenue and rating strategy
- long term borrowing and debt strategy
- infrastructure strategy

- service delivery strategy

### Financial Performance Indicators

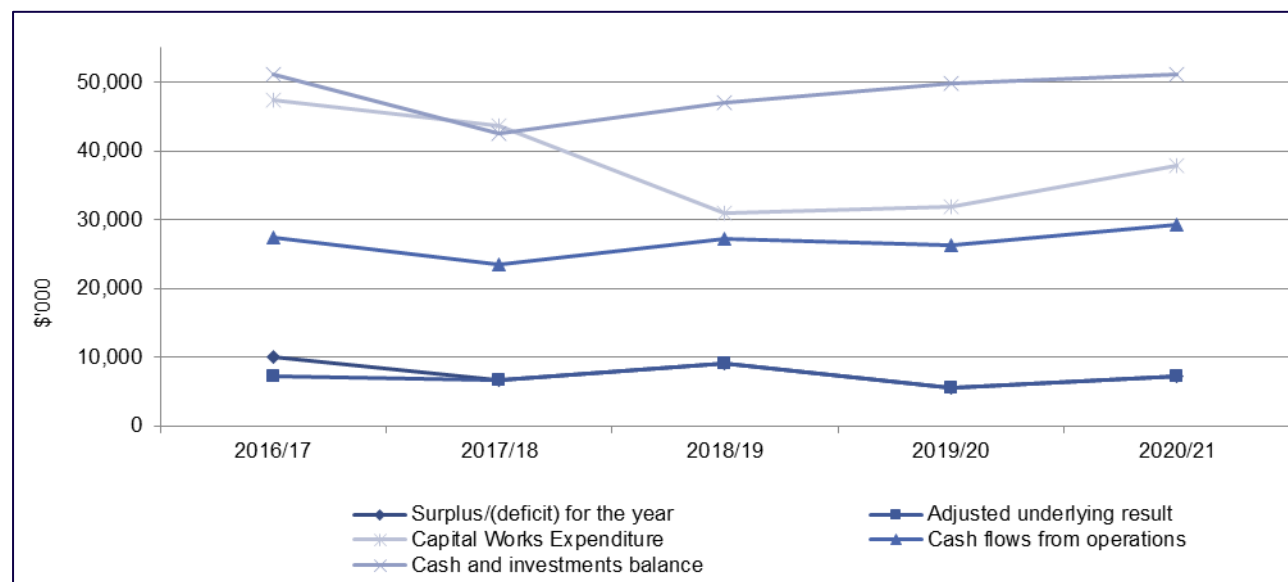
The following table summarises the key financial indicators for the next four years as set out in the SRP for years 2017/2018 to 2020/2021. Section 3 of the model budget includes a more detailed analysis of the financial resources to be used over the four year period.

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

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



### Non-Financial Resources

People are vital to the delivery of excellent service to the community and in meeting Council's long term vision. Staff are supported in their service to the community through the

hiring and development of a highly capable workforce committed to making a positive difference.

Council's organisational development strategy sets the strategic direction to achieve the following:

- builds capacity to implement continuous improvement to ensure service sustainability and delivery meet the community's growing and changing needs
- attracts and retains the best talent to serve the community
- ensures good governance and leadership to drive a culture of improvement

The key outcomes of the SRP are as follows:

- financial sustainability - cash and investments are forecast to increase over the four year period from \$42.5 million to \$51.2 million
- service delivery strategy – service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in years 2017/2018 to 2020/2021
- borrowing strategy – borrowings forecast \$0
- asset and infrastructure (see section 16 in the model budget)



## Comprehensive Income Statement for the four-years ended 30 June 2021

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

## Balance Sheet for the four-years ended 30 June 2021

	FORECAST ACTUAL	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	19,078	10,550	15,047	17,811	19,151
Trade and other receivables	12,762	13,319	13,599	13,640	13,922
Other financial assets	32,000	32,005	32,011	32,016	32,022
Inventories	11	11	11	11	11
Non-current assets classified as held for sale					
Other assets	1,316	1,602	1,602	1,602	1,602
<b>Total current assets</b>	<b>65,167</b>	<b>57,487</b>	<b>62,270</b>	<b>65,080</b>	<b>66,708</b>
<b>Non-current assets</b>					
Trade and other receivables	133	146	161	177	195
Investments in associates and joint ventures	-	-	-	-	-
Property, infrastructure, plant and equipment	1,052,452	1,068,112	1,072,596	1,076,865	1,084,478
Investment property	-	-	-	-	-
Intangible assets	-	-	-	-	-
<b>Total non-current assets</b>	<b>1,052,585</b>	<b>1,068,258</b>	<b>1,072,757</b>	<b>1,077,042</b>	<b>1,084,673</b>
<b>Total assets</b>	<b>1,117,752</b>	<b>1,125,745</b>	<b>1,135,027</b>	<b>1,142,122</b>	<b>1,151,381</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	8,439	8,146	7,014	7,202	7,900

Trust funds and deposits	3,106	3,115	3,125	3,134	3,143
Provisions	14,838	16,271	17,476	18,737	19,957
Interest-bearing loans and borrowings	-	-	-	-	-
<b>Total current liabilities</b>	<b>26,383</b>	<b>27,532</b>	<b>27,615</b>	<b>29,073</b>	<b>31,000</b>
<b>Non-current liabilities</b>					
Provisions	1,132	1,276	1,410	1,551	1,686
Interest-bearing loans and borrowings	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>1,132</b>	<b>1,276</b>	<b>1,410</b>	<b>1,551</b>	<b>1,686</b>
<b>Total liabilities</b>	<b>27,515</b>	<b>28,808</b>	<b>29,025</b>	<b>30,624</b>	<b>32,686</b>
<b>Net assets</b>	<b>1,090,237</b>	<b>1,096,937</b>	<b>1,106,002</b>	<b>1,111,498</b>	<b>1,118,695</b>
<b>Equity</b>					
Accumulated surplus	348,816	364,684	369,168	373,437	381,050
Reserves	741,421	732,253	736,834	738,061	737,645
<b>Total equity</b>	<b>1,090,237</b>	<b>1,096,937</b>	<b>1,106,002</b>	<b>1,111,498</b>	<b>1,118,695</b>

### Statement of Changes in Equity for the four years ended 30 June 2021

	TOTAL \$'000	ACCUMULATED SURPLUS \$'000	REVALUATION RESERVE \$'000	OTHER RESERVES \$'000
<b>2016/2017 Forecast</b>				
Balance at beginning of the financial year	1,080,240	324,664	712,209	43,367
Surplus/(deficit) for the year	9,997	9,997	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(18,005)	-	18,005
Transfer from other reserves	-	32,160	-	(32,160)
<b>Balance at end of the financial year</b>	<b>1,090,237</b>	<b>348,816</b>	<b>712,209</b>	<b>29,212</b>
<b>2017/2018 Budget</b>				
Balance at beginning of the financial year	1,090,237	348,816	712,209	29,212
Surplus/(deficit) for the year	6,700	6,700	-	-
Net asset revaluation increment/(decrement)	-	-	-	-

Transfer to other reserves	-	(5,051)	-	5,051
Transfer from other reserves	-	14,219	-	(14,219)
Balance at end of the financial year	1,096,937	364,684	712,209	20,044
2018/2019 Strategic Resource Plan				
Balance at beginning of the financial year	1,096,937	364,684	712,209	20,044
Surplus/(deficit) for the year	9,065	9,065	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(4,581)	-	4,581
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	1,106,002	369,168	712,209	24,625
2019/2020 Strategic Resource Plan				
Balance at beginning of the financial year	1,106,002	369,168	712,209	24,625
Surplus/(deficit) for the year	5,496	5,496	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(4,583)	-	4,583
Transfer from other reserves	-	3,356	-	(3,356)
Balance at end of the financial year	1,111,498	373,437	712,209	25,852
2020/2021 Strategic Resource Plan				
Balance at beginning of the financial year	1,111,498	373,437	712,209	25,852
Surplus/(deficit) for the year	7,197	7,197	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(4,584)	-	4,584
Transfer from other reserves	-	5,000	-	(5,000)
Balance at end of the financial year	1,118,695	381,050	712,209	25,436

## Statement of Cash Flows for the four-years ended 30 June 2021

	FORECAST ACTUAL	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS		
	2016-17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	92,301	95,775	99,681	102,518	105,350
Statutory fees and fines	13,185	13,830	14,090	14,090	14,190
User fees	10,704	13,066	13,752	13,696	13,824
Grants - operating	7,711	7,818	7,778	4,389	4,425
Grants - capital	1,177	1,046	1,046	1,046	1,046
Contributions - monetary	2,676	-	-	-	-
Interest received	1,906	1,550	1,558	1,566	1,573
Trust funds and deposits taken	2,373	2,398	2,424	2,450	2,476
Other receipts	341	242	246	250	254
Net GST refund / payment	3,787	4,050	3,899	3,889	4,099
Employee costs	(52,242)	(54,707)	(56,423)	(56,915)	(54,479)
Materials and services	(52,363)	(57,599)	(56,656)	(56,473)	(58,914)
Trust funds and deposits repaid	(2,544)	(2,389)	(2,415)	(2,441)	(2,467)
Other payments	(1,657)	(1,653)	(1,680)	(1,707)	(2,055)
Net cash provided by/(used in) operating activities	27,355	23,427	27,300	26,358	29,322
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(38,285)	(32,901)	(23,159)	(23,952)	(28,341)
Proceeds from sale of property, infrastructure, plant and equipment	481	951	361	363	364
Payments for investments	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Proceeds from sale of investments	2,000	1,995	1,995	1,995	1,995
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
Net cash provided by/(used in) investing activities	(37,804)	(31,955)	(22,803)	(23,594)	(27,982)
Cash flows from financing activities					
Finance costs	(149)	-	-	-	-

Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	(2,673)	-	-	-	-
Net cash provided by/(used in) financing activities	(2,822)	-	-	-	-
Net increase/(decrease) in cash & cash equivalents	(13,271)	(8,528)	4,497	2,764	1,340
Cash and cash equivalents at beginning of the financial year	32,349	19,078	10,550	15,047	17,811
Cash and cash equivalents at end of the financial year	19,078	10,550	15,047	17,811	19,151

## Statement of Capital Works for the four-years ended 30 June 2021

	FORECAST ACTUAL	BUDGET	STRATEGIC RESOURCE PLAN PROJECTIONS		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Property</b>					
Land	823	1,250	1,250	1,265	1,298
Land improvements	-	-	-	-	-
<b>Total land</b>	<b>823</b>	<b>1,250</b>	<b>1,250</b>	<b>1,265</b>	<b>1,298</b>
Buildings	15,330	15,965	7,900	8,221	13,440
Heritage buildings		-	-	-	-
Building improvements		-	-	-	-
Leasehold improvements		-	-	-	-
<b>Total buildings</b>	<b>15,330</b>	<b>15,965</b>	<b>7,900</b>	<b>8,221</b>	<b>13,440</b>
<b>Total property</b>	<b>16,153</b>	<b>17,215</b>	<b>9,150</b>	<b>9,486</b>	<b>14,738</b>
<b>Plant and equipment</b>					
Heritage plant and equipment		-			
Plant, machinery and equipment	1,341	1,705	1,000	948	973
Fixtures, fittings and furniture		-			
Computers and telecommunications	1,174	1,360	1,360	1,265	1,299
Library books	600	850	850	949	974
<b>Total plant and equipment</b>	<b>3,115</b>	<b>3,915</b>	<b>3,210</b>	<b>3,162</b>	<b>3,246</b>
<b>Infrastructure</b>					
Roads	11,788	11,880	8,400	8,538	8,765

Bridges	169	180	180	316	325
Footpaths and cycleways	5,715	2,920	1,900	1,897	1,948
Drainage	1,395	480	2,700	2,846	2,922
Waste management	220	350	250	316	325
Parks, open space and streetscapes	7,410	5,671	4,300	4,427	4,545
Off street car parks	958	400	500	632	649
Other infrastructure	400	678	288	316	325
<b>Total infrastructure</b>	<b>28,055</b>	<b>22,559</b>	<b>18,518</b>	<b>19,288</b>	<b>19,804</b>
<b>Total capital works expenditure</b>	<b>47,323</b>	<b>43,689</b>	<b>30,878</b>	<b>31,936</b>	<b>37,788</b>
Represented by:					
New asset expenditure	14,432	14,951	7,719	7,984	9,447
Asset renewal expenditure	23,853	21,961	15,439	15,968	18,894
Asset expansion expenditure	6,000	120	2,510	2,529	3,002
Asset upgrade expenditure	3,038	6,657	5,210	5,455	6,445
<b>Total capital works expenditure</b>	<b>47,323</b>	<b>43,689</b>	<b>30,878</b>	<b>31,936</b>	<b>37,788</b>
Capital works funding sources					
Asset sales	400	200	200	200	200
Grants	1,177	1,046	1,046	1,046	1,046
Contributions	69	-	-	-	-
Council cash	45,677	42,443	29,632	30,690	36,542
<b>Total capital funding</b>	<b>47,323</b>	<b>43,689</b>	<b>30,878</b>	<b>31,936</b>	<b>37,788</b>

## Statement of Human Resources for the four-years ended 30 June 2021

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

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

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

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



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