

FINANCIAL PLAN

2021-2022 to 2030-2031



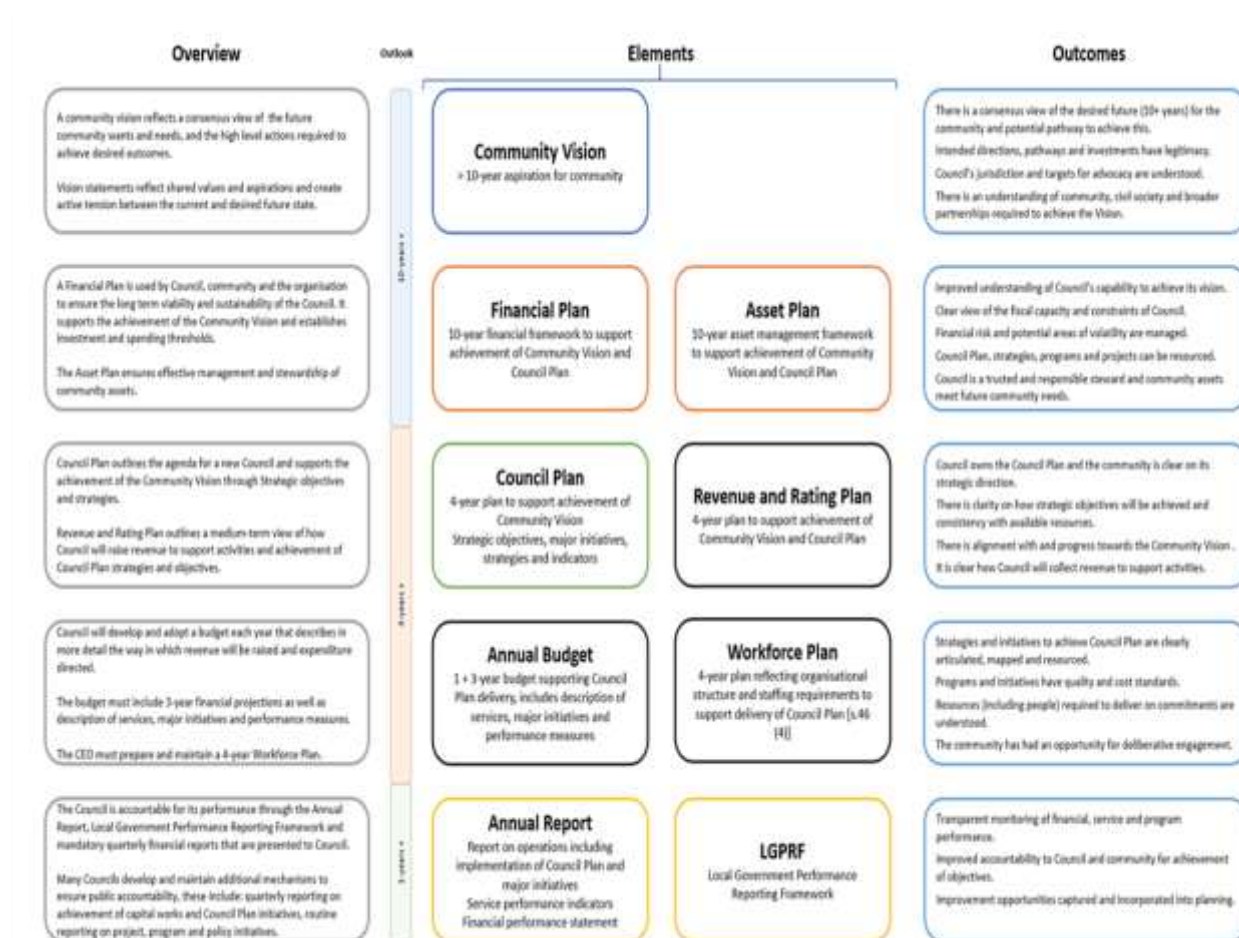
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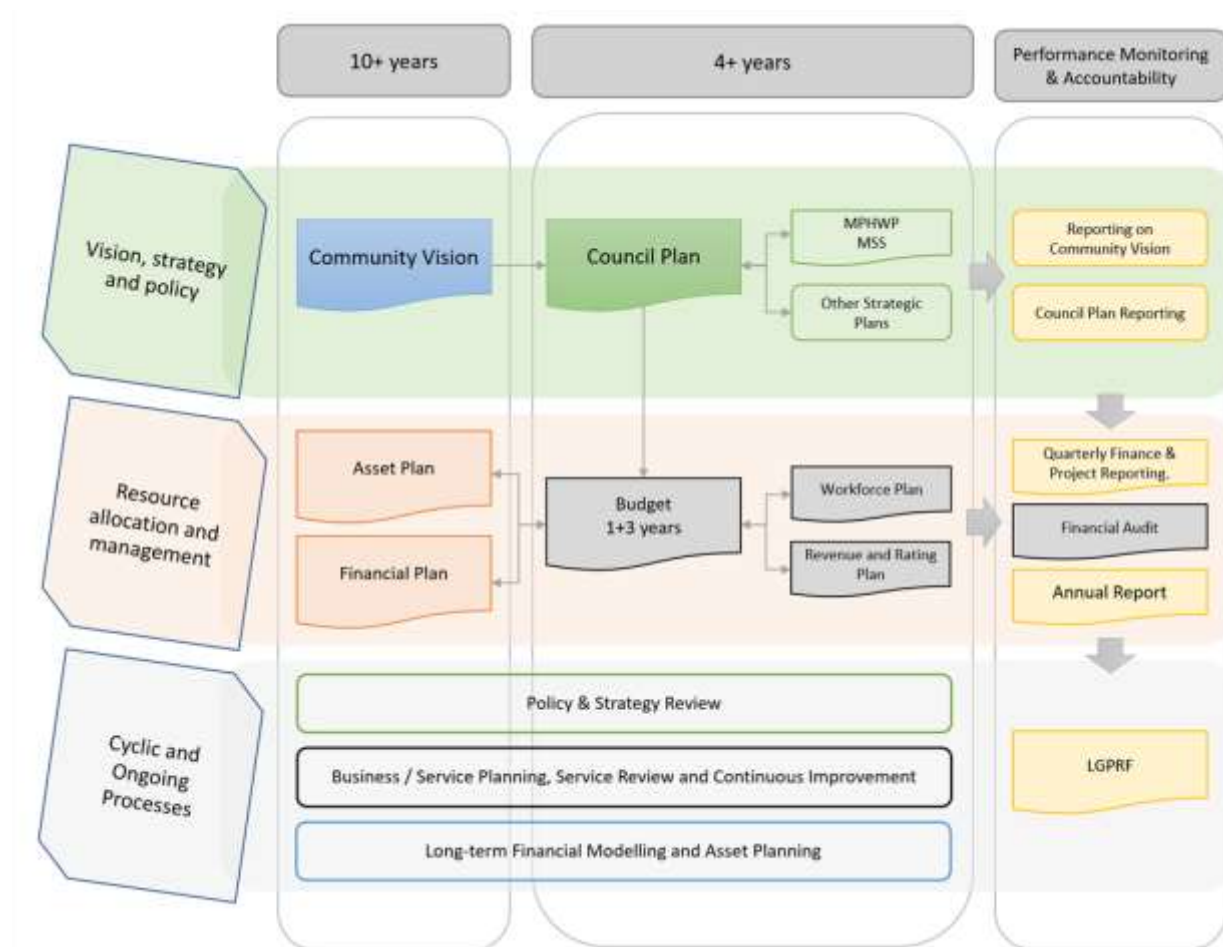
1. Legislative Requirements

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.



1.1. Strategic Planning Principles

The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- The Financial Plan provides for the strategic planning principles of progress monitoring of progress and reviews to identify and adapt to changing circumstances.

1.2. Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
 - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - b) the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
- 1.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- 1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

1.3. Engagement Principles

Under Section 91 of *The Local Government Act 2020* Council must develop, adopt and keep in force a Financial Plan in accordance with its deliberative engagement practices as outlined in its Engagement Policy.

Phase 1: Priority Setting

During this phase we want to understand the community spending, revenue, and capital works priorities generally.

Phase 2: Have We Got It Right

This is where the draft Financial Plan, informed by community thinking, is provided back to the community with an explanation as to how their input has been considered and request for formal feedback on the document for consideration prior to adoption.

Phase 3: Close the Loop

This is where we share the final Financial Plan including how community feedback is taken into account and ensure any enquiries have been closed out.

Deliberative Engagement approach

Deliberative engagement is a form of engagement involving the sharing of information and in-depth conversations with a group of residents, representative of the demographics of the community, to consider their thoughts and opinions, and come to a consensus outcome (which may include recommendations) – to ensure community voices are heard and listened to.

In relation the 10-year Financial Plan Council has already hosted two representative focus groups and a workshop with the community panel as part of the development of the Council Plan 2025.

Along with other engagement activities, we also provided a budget assessment tool for ratepayers to provide input into 'balancing the books' which we are again rolling out as part of the Financial Plan engagement to support a deliberative conversation.

In addition, Council will be working with our Maribyrnong Matters panel – a group of residents who've nominated to come on board and support the community in working with Council to provide feedback on projects in their community during engagement specifically on the Financial Plan.

This will involve sharing information during the first phase of community engagement to inform them of the capital works and revenue and spending program and funding assumptions, and invite them to provide initial feedback on their priorities in these areas

Council will also host a dedicated working group discussion towards the end of August – during the final phase – where group members will review a draft 10-year Long Term Financial Plan and take part in a robust discussion hosted by an external facilitator to provide further input. This will involve seeking a consensus on key questions that have arisen during wider community engagement.

This deliberative approach will continue post adoption of the Financial Plan with further conversations and focus groups/workshops to feed into development and recommendations for the Annual Budget 2022-26 on an ongoing basis starting around November 2022.

1.4. Service Performance Principles

Council services are designed to target to community needs and provide value for money outcomes for residents. The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to the relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- d) Council is developing a performance monitoring framework to continuously improve its service delivery standards.
- e) Council is developing a service delivery framework that considers and responds to community feedback and complaints regards service provision.

1.5. Asset Plan Integration

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

The capital expenditure assumptions (including new assets, renewals, disposals, depreciation etc.) are an input item to the model. These are based on the Council's City Infrastructure Plan. These assumptions are underpinned by key financial objectives including maintenance of existing service levels, 28 per cent of Rates and municipal charge be dedicated to capital and asset improvements.

2. Financial Plan Context

This section describes the context and external / internal environment and consideration in determining the 10-year financial projections and assumptions.

Our Challenges and Opportunities

While many of the challenges we face are similar to those of other Victorian councils, we are presented with some unique ones. The following are some of our most significant challenges and opportunities.

Tackling Climate Change and Its Impact on Our Environment, Economy and People

Climate change is one of the greatest challenges of our time. We already see its effects. There are more warm spells, frequent and intense downpours and longer fire seasons. It's impacting our biodiversity, water supplies, energy demand, and our health (particularly that of our more vulnerable community members). As outlined in our Climate Emergency Strategy 2021-25 and Action Plan and in Zero Waste Strategy 2030, we recognise that every action our community and Council takes influences our environment. We want to make that influence as positive as possible. How we adapt and mitigate climate change impacts will require a holistic approach, from how we drive sustainable development to how we grow our local industries.

COVID-19 Pandemic and Economic Recovery

The global COVID-19 pandemic has impacted how we live, work, access important services and socially connect. The impacts and changes have been rapid. The effects will be long lasting.

The pandemic's economic impacts are some of the most significant, along with mental health impacts from isolation and uncertainty. We will need creative solutions to help businesses recover, manage our financial resources, and support individuals to get back on their feet.

We can learn from the pandemic. Through the pandemic, having access to everything you need locally become more important than ever. We want to continue supporting this and strengthening our financial and community resilience for the next challenge or natural disaster.

Many small and medium businesses across a diverse range of industry sectors are vulnerable as they typically do not have the cash reserves to prop up declining revenues. Whilst the current crisis continues to evolve, some have been forced to reduce staff and many face the risk of closure. This reduction in the payment of wages will have flow on impacts to households and local communities. Major business and associated industries are being impacted throughout the supply chain.

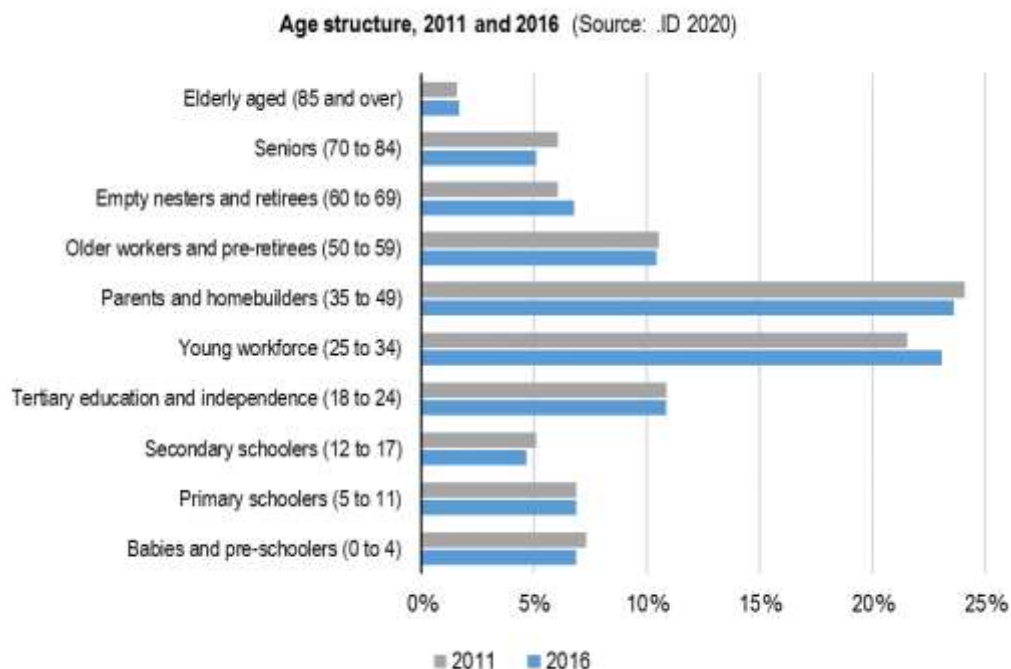
Meeting the Changing Needs and Expectations of a Growing and Diverse Community

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

Population- Age Groups

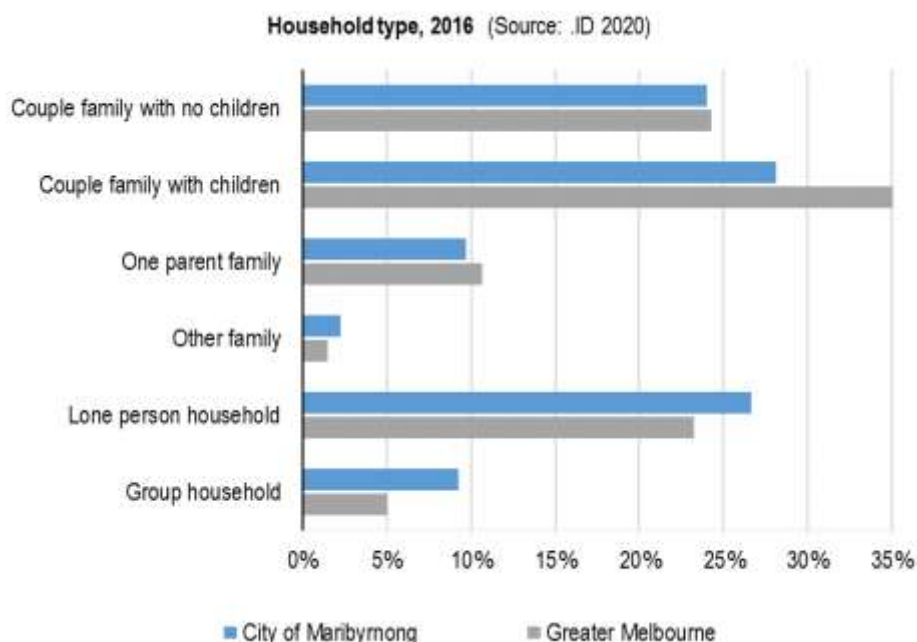
The estimated resident population of the City of Maribyrnong was 94,982 people in 2020 (according to the Australia Bureau of Statistics). This was a significant increase of 10,200 people over the five year period to 2020 (representing a strong average annual growth rate of 2.3%).

The age structure of the population in 2011 and 2016 is shown in the chart below. The chart shows an increase in the proportion of residents who were young adults (18-24 years), young workers (25-34 years), empty nesters and retirees (60-69 years), and the elderly aged (85 years and over).



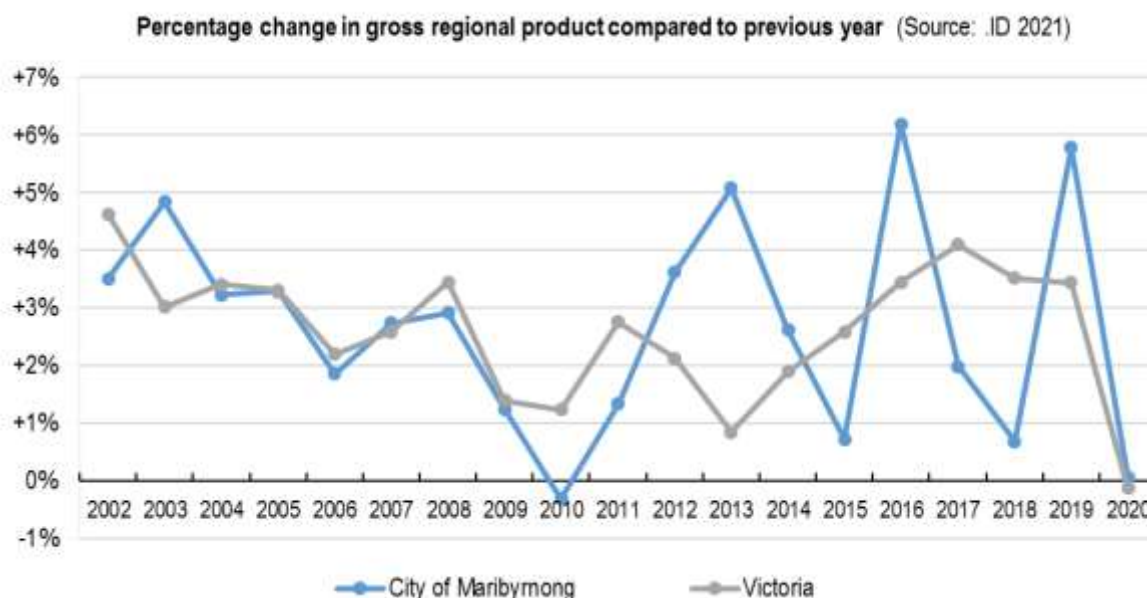
Household Structure

The City had lower proportions of families with children and higher proportions of lone person and group households compared to Greater Melbourne in 2016. The household structure of the population is shown in the chart below.



Employment and Jobs

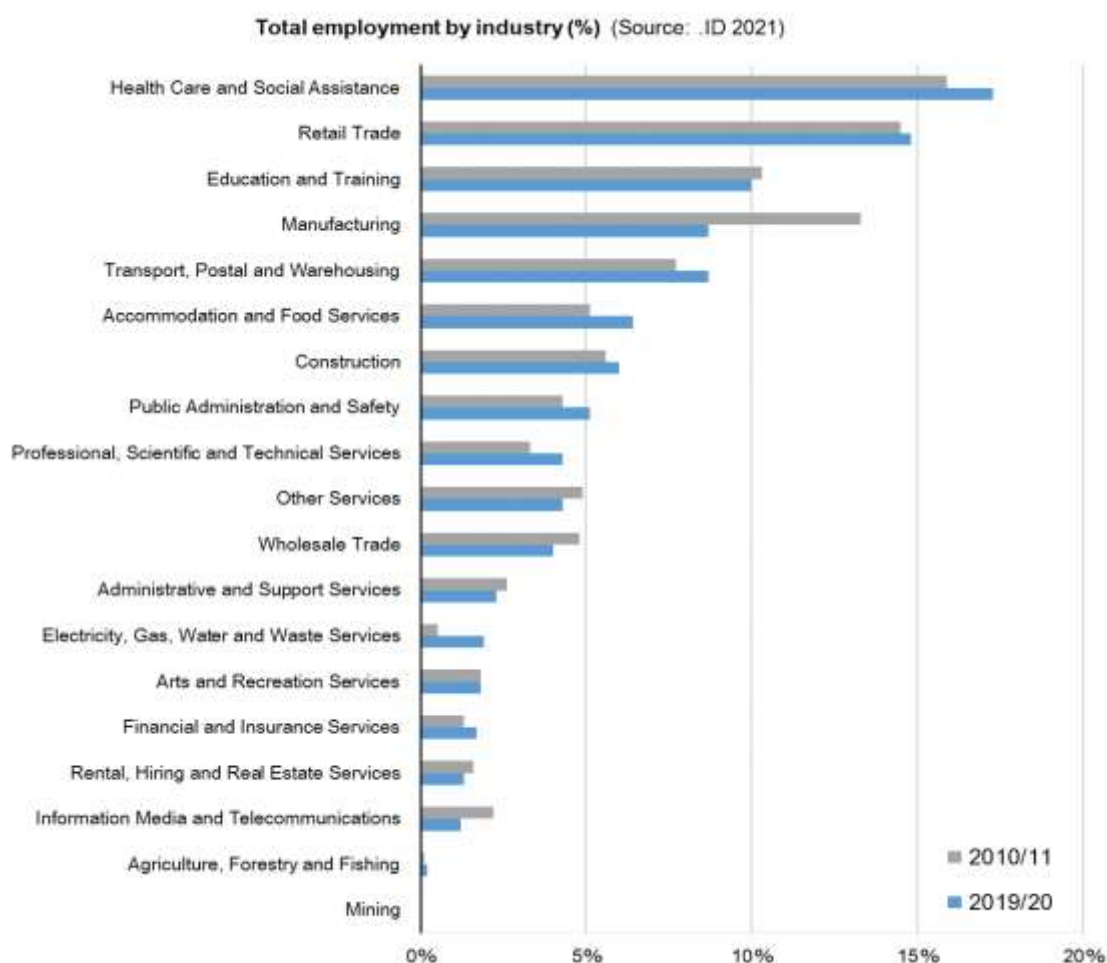
The City's gross regional product was estimated at around \$6 billion in the year ended June 2020. Gross regional product is an estimate of the wealth generated in a region. In the City of Maribyrnong, gross regional product has been variable but growing in the last decade (as shown in the chart below).



There were an estimated 45,900 jobs and 9,800 active businesses (registered for GST) based in the City of Maribyrnong in 2020. Key employment industries were health care and social assistance; retail trade; and education and training, while the key industries by number of businesses were transport, postal and warehousing businesses; professional, scientific and technical services businesses; and construction businesses.

The City's economy is in transition from an economy focused on production to one focused on services. The number of manufacturing jobs has reduced in response to changes in technology and competition from lower cost producers overseas. The proportion of service sector jobs has been increasing, with demand growing for a range of services. Employment in many residential related industries, such as retail trade; accommodation and food services; and health, are growing. Employment in knowledge intensive services are also increasing, such as those in the professional services, science and creative industries. As this transition continues, manufacturers in the City of Maribyrnong are adapting to these new conditions with a shift to high value-adding, knowledge-intensive manufacturing. The transition of the local economy is illustrated in the employment profile chart shown below.

The chart shows that the health care and social assistance industry was the largest employer in 2019/2020, followed closely by the retail trade industry. Employment in these industries is growing, with an additional 3,050 jobs created between 2011 and 2020. Over the same period, the manufacturing industry lost 1,100 jobs and declined to 8.7% of total employment (a slightly lower proportion compared to Victoria at 9.0%).

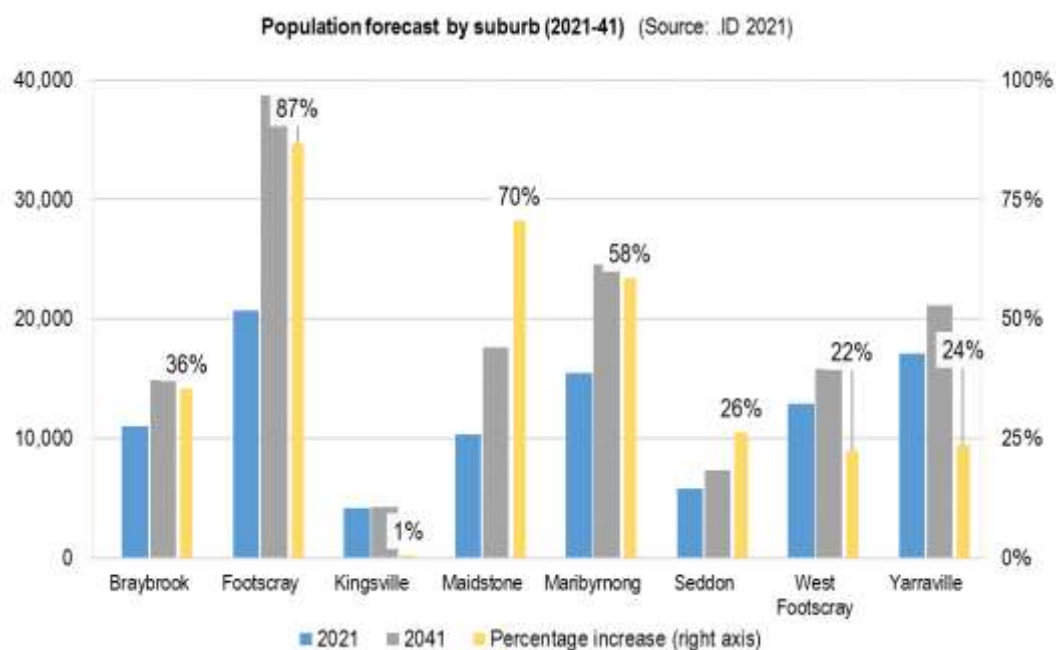


Future Growth Forecasts - Population

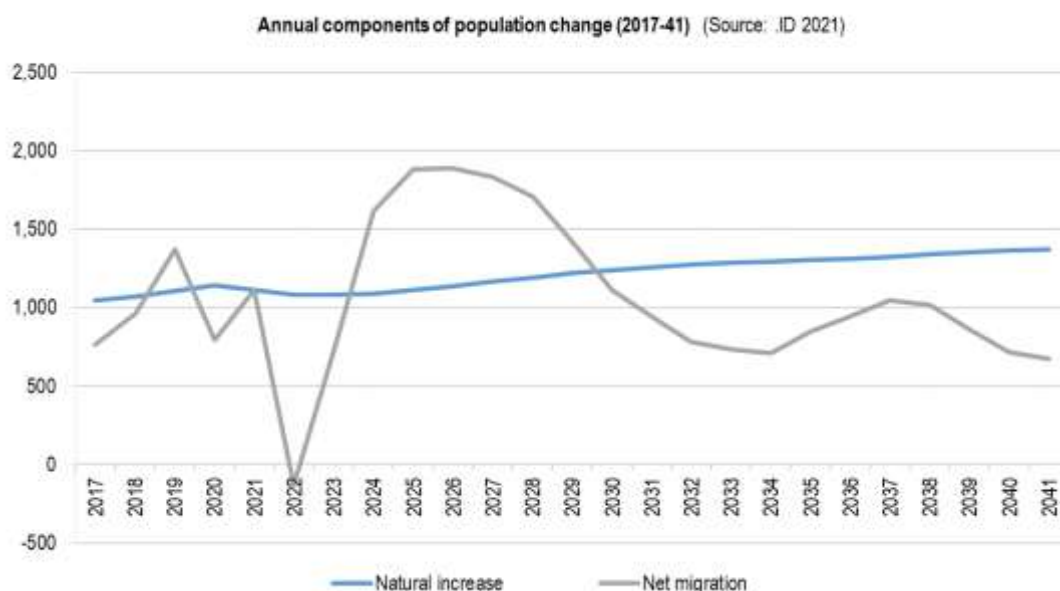
The City's population at June 2021 was forecast to be around 97,500 residents, and is expected to grow by around 48% to 144,100 residents at 2041. This is a forecast increase of around 46,700 residents over this 20 year period, representing a moderate average annual growth rate of 2.0%. These forecasts were developed in January 2021 and were based on the growth and development trends and expected development at that time. The forecasts attempted to account for the early population trends associated with the COVID-19 pandemic, however these had a high degree of uncertainty at the time.

Forecast population growth is concentrated in Footscray. Footscray is expected to grow by almost 18,000 residents from 2021 to 2041 (an 87% increase and representing a strong average annual growth rate of 3.2%).

Forecast population growth by suburb is shown in the chart below from 2021 to 2041.

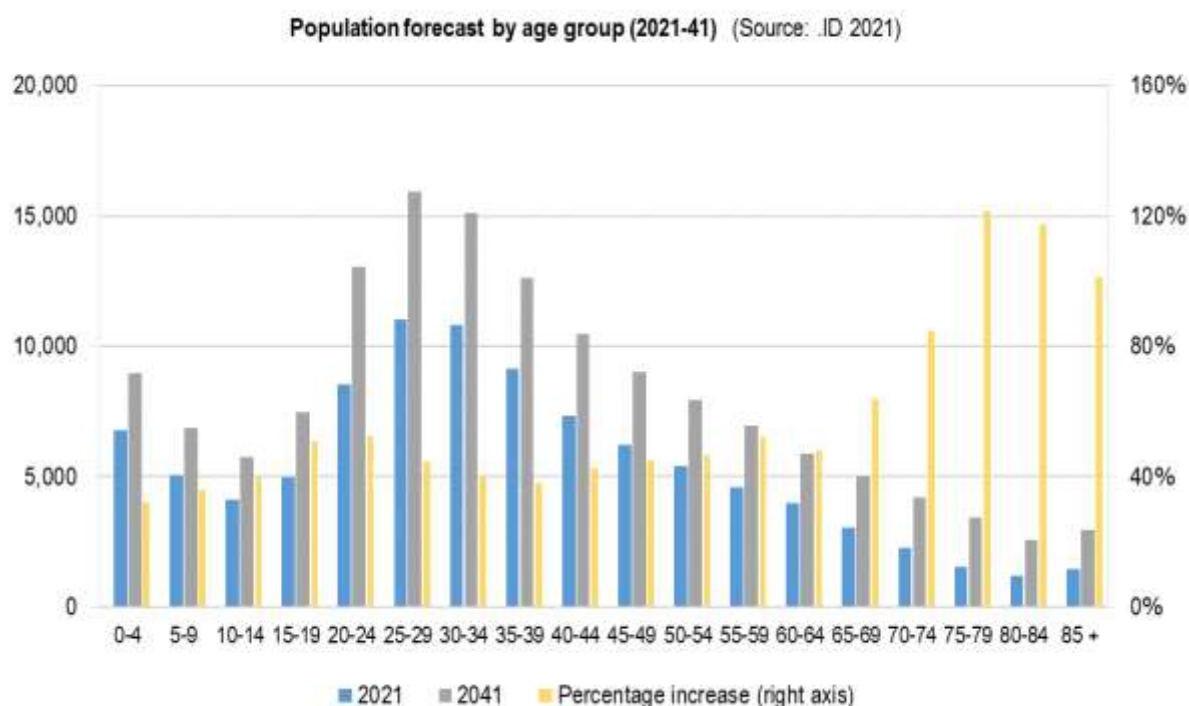


The forecast increase in population is made up of two components – natural increase in population (which is the net change in population based on births and deaths of residents), and net migration (which is the net change in population based on residents moving into and out of the municipality). Net migration is expected to decrease during the pandemic but recover quickly in 2022/23. Natural increase is also expected to be slightly lower during the pandemic period but continues a steady increase over time.



The ageing of the City of Maribyrnong population is forecast to continue with large increases in the proportion of older residents. The number of residents 65 years of age and older is expected to increase from around 9,500 residents in 2021 to around 18,200 residents in 2041, an increase of around 8,600 residents. However, the numbers of residents in all age groups increase, and there is expected to be a strong increase in the number of young adults as well.

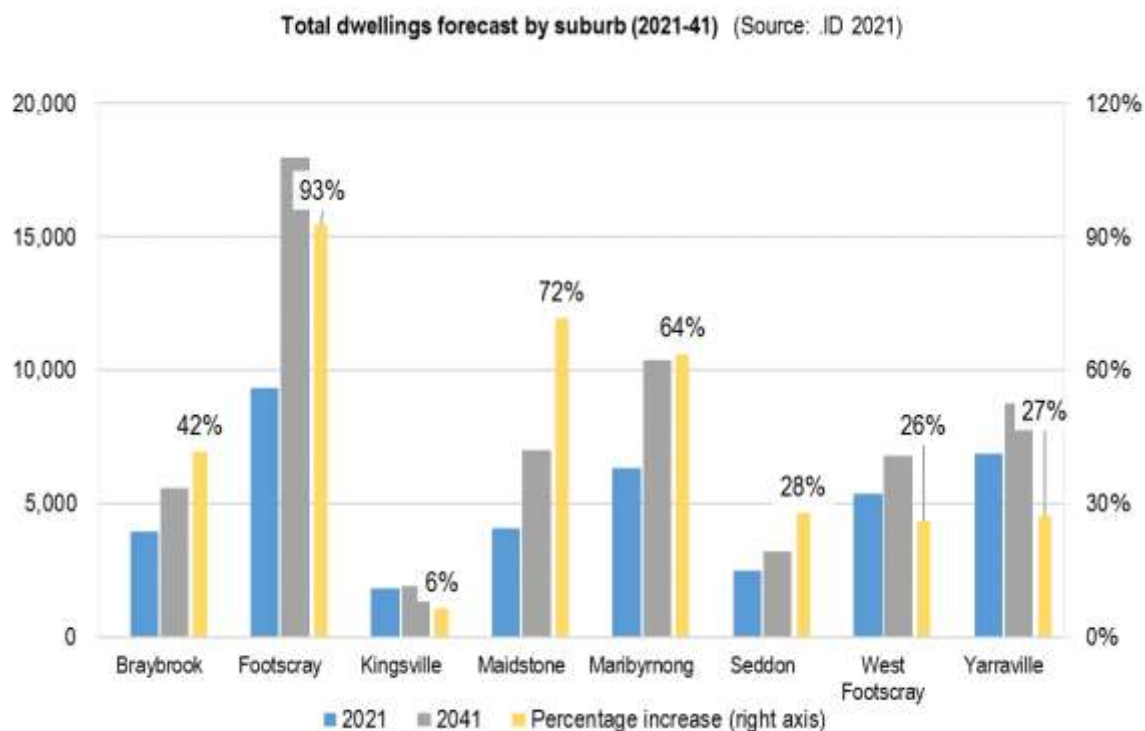
The number of residents aged 20 to 34 years is expected to increase from around 30,400 residents to 44,000 residents, an increase of around 13,700 residents. The chart below shows the projected future population by age group.



Future Growth Forecasts - Dwellings

The total number of occupied and unoccupied dwellings in the City of Maribyrnong at June 2021 was forecast to be around 40,300 dwellings, and was expected to grow by around 53% to around 61,700 dwellings at 2041. This is a forecast increase of around 21,400 dwellings over this 20 year period, representing an average annual growth rate of 2.1%.

The forecast growth in dwellings is concentrated in Footscray. An additional 8,700 dwellings are expected in Footscray between 2021 and 2041 (a 93% increase and representing a strong average annual growth rate of 3.3%). Forecast dwellings by suburb are shown in the chart below from 2021 to 2041.



Developing a Prosperous Local Economy That Is the Right Fit for Maribyrnong City Council

Strong growth is forecast in Footscray and Highpoint activity centres. These areas will continue to change quite significantly to include higher density development. The Braybrook Regeneration project will result in higher population growth in Braybrook than would otherwise be the case. Large development areas such as Defence Site Maribyrnong will add significant additional population over the longer term. Infill development will increase development activity and population throughout the suburbs of the City.

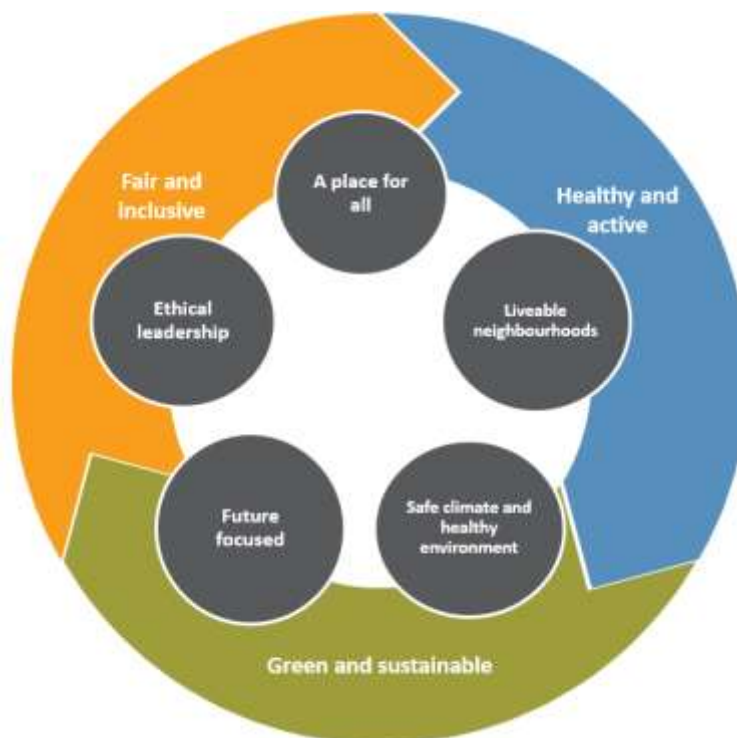
Our Wellbeing Commitment

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 is committed to social justice and equity for all and 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 is required under the Public Health and Wellbeing Act 2008 to produce a Municipal Public Health and Wellbeing Plan every four years to identify and respond to community health and wellbeing needs. Council has chosen for the fourth time to meet this requirement through including health and wellbeing matters in the Council Plan. In doing so, Council elevates its commitment to health and wellbeing and acknowledges the importance of considering health and wellbeing as part of everything we do.

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. In light of the pandemic, effective social recovery and building community resilience are seen to be crucial components of our health and wellbeing responses over the next four years.

This approach is summarised in the diagram below, acknowledging the many influences on the health and wellbeing of the community.



Our Council Plan vision 2021-25

An inclusive, flourishing, progressive city that cares for both its residents and its environment.

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 268 sub services to the community. Each contributes to the achievement of one of the five *Strategic Objectives* as set out in the Council Plan for the years 2021-25. The following table lists the five Strategic Objectives as described in the Council Plan.

Strategic Objectives	Description
Safe climate and healthy environment	Council will proactively identify opportunities to support a return to a safe climate and healthy environment and work with our community to respond to climate emergency challenges.
Liveable neighbourhoods	Council will partner with its community to provide and advocate for integrated built and natural environments with access to open spaces that are well maintained, accessible and respectful of the community and neighbourhoods.
A place for all	Council will provide well-planned neighbourhoods and a strong local economy delivering services that support wellbeing healthy and safe living, connection to the community, and cultural interaction.
Future focussed	Council will plan and advocate for new infrastructure and safe, sustainable and effective transport networks and a smart innovative city that encourages and supports new generations to thrive.
Ethical leadership	Council will proactively lead our changing City using strategic foresight, innovation, transparent decision-making and well-planned and effective collaboration to support economic growth during the ongoing challenges of the pandemic and beyond.

2.1. Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	Target	Forecast Actual										
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
1. Consistent underlying surplus results	Adjusted underlying result greater than \$0	\$0	-\$1,368	\$4,689	\$5,388	\$5,872	\$6,710	\$7,511	\$9,023	\$6,793	\$7,930	\$9,655	\$9,413
2. Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.25	1.25	4.14	3.64	3.29	3.34	3.18	3.07	3.01	2.95	2.9	2.88	2.82
3. Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation above 100%	100%	101.77%	146.19%	121.67%	165.09%	138.50%	117.97%	139.28%	133.61%	134.56%	120.78%	130.27%
4. That Council applies loan funding to new capital and	Total borrowings / Rate revenue	60%	0.00%	0.00%	7.99%	6.93%	5.92%	4.96%	4.03%	3.15%	2.31%	1.50%	0.73%

Policy Statement	Measure	Target	Forecast Actual										
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
maintains total borrowings in line with rate income and growth of the municipality.	to remain below 60%												
5. Council maintains sufficient unrestricted cash (per LGPRF definition) to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 15% (LGPR indicator)	15%	200.24%	183.26%	158.55%	138.85%	103.04%	114.61%	92.51%	76.79%	79.52%	85.33%	94.42%
6. Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital Outlays as a % of Own Source Revenue to remain above 25%	25%	20.8%	33.0%	37.9%	27.3%	28.7%	28.2%	27.5%	27.3%	27.0%	27.0%	26.9%

Policy Statement	Measure	Target	Forecast										
			Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
7. Rates and municipal charge dedicated to capital and asset improvements (excludes external grants, contributions, borrowings and reserves)	Capital and asset improvement 28 per cent of Rates and Municipal Charges	28%	25.59%	29.14%	28.43%	27.63%	29.09%	30.71%	33.02%	32.06%	31.71%	31.55%	32.71%

2.2. Strategic Actions

The strategic actions are included to the 10-year financial plan and, where appropriate, referenced in the commentary associated with the 10-year Comprehensive Income Statement and the 10-year Statement of Capital Works.

Some of Council's key strategic actions include:

- Set rate increases in accordance with the *Fair Go Rates* framework and Revenue and Rating Plan.
- Identify efficiency gains in the operating budget to promote achievement of a financially sustainable operating surplus in a rate cap environment.
- Ensure service users make a reasonable contribution to the cost of services through appropriate fees and charges consistent with adopted pricing strategies and principles within the Revenue and Rating Plan.
- Seek alternative revenue streams and external funding opportunities to reduce over reliance on rate revenue.
- Apply a best value service/supply contract pricing approach to achieve quality and cost effective inputs to the delivery of Council services to the community.
- Increase investment in renewal capital to reduce the increasing risk and maintenance of aging infrastructure.
- Allocate additional funding towards addressing climate change.
- Apply new debt funding to growth infrastructure where necessary and based on a sound business case and demonstrated community benefit.
- Maintain current service levels for the next four years to enable Council sufficient time to complete a full review of its service delivery programs.

2.3. Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

The following table shows the description and annual escalations for each income and expenditure line item contained in the Comprehensive Income Statement for the 10-year period. Further information regarding the revenue sources is available in Revenue and Rating Plan. The annual escalations are based on research and information across various sources, mainly Australian Bureau of Statistics, Victorian Department of Treasury and Finance, State government budget, Forecast Id data, and general economic updates across the sector.

CITY OF MARIBYRNONG			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ASSUMPTIONS:	NOTE:	TYPE/BASE:	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's
Rates and charges		% Incr. p.a.	SRP	SRP	SRP	SRP	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contributions - cash	Open space	% Incr. p.a.	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%
Receivables - Rates Debtors		% of Rates & charges	15.73%	10.73%	7.77%	7.77%	7.77%	7.77%	7.77%	7.77%	7.77%	7.77%
Receivables - Infringement Debtors		% of Stat fees & fines	17.97%	17.97%	17.97%	17.97%	17.97%	17.97%	17.97%	17.97%	17.97%	17.97%
Receivables - Other Sundry Debtors		% of User fees	19.28%	19.28%	19.28%	19.28%	19.28%	19.28%	19.28%	19.28%	19.28%	19.28%
Inventories (swim centre stock)		Current amount	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other assets (Prepayments, Inventory (per Budget LTFP))		% of mat/servis + capex	13.75%	13.75%	13.75%	13.75%	13.75%	13.75%	13.75%	13.75%	13.75%	13.75%
Annual Leave - EOY	Current	% of empl costs	9.64%	9.64%	9.64%	9.64%	9.64%	9.64%	9.64%	9.64%	9.64%	9.64%
LSL - EOY	Current	% of empl costs	16.44%	16.44%	16.44%	16.44%	16.44%	16.44%	16.44%	16.44%	16.44%	16.44%
Retirement Gratuity - EOY	Current	indexed	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
LSL - EOY	Non-current	% of empl costs	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%
Retirement Gratuity	Non-current	indexed	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GST on Materials and Services		%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
GST on User Fees		%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Cash investment interest	Operating only	Up to \$10000	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash investment interest	'At call'	Up to \$60000	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Cash investment interest	Term deposits (< 3 months)		0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Cash investment interest	Term deposits (> 3 months)		0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%
CPI		% Incr. p.a.	1.80%	1.80%	1.80%	1.80%	1.80%	1.80%	1.80%	1.80%	1.80%	1.80%
Fees & charges		% Incr. p.a.	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Stat Fees/fines		% Incr. p.a.	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Empl costs		% Incr. p.a.	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Grants Recurr		% Incr. p.a.	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%
Grants VGC		% Incr. p.a.	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Energy costs		% Incr. p.a.	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%
Spare xxx		% Incr. p.a.	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Depreciation Rates:												
Land		Diminishing Value	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Buildings		Diminishing Value	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Building Improvements		Diminishing Value	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Leasehold improvements		Diminishing Value	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Plant, machinery and equipment		Diminishing Value	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Computers and telecommunications		Diminishing Value	33.33%	33.33%	33.33%	33.33%	33.33%	33.33%	33.33%	33.33%	33.33%	33.33%
Library books		Diminishing Value	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Roads (Incl surface & substructure, excl LUR)		Diminishing Value	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Bridges		Diminishing Value	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%
Footpaths and cycleways		Diminishing Value	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Drainage		Diminishing Value	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Recreational, leisure & community facilities		Diminishing Value	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Waste management		Diminishing Value	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Parks, open space and streetscapes		Diminishing Value	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Off street car parks		Diminishing Value	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Other infrastructure		Diminishing Value	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
NOTES*												
CIP -denotes City Infrastructure Plan												

2.3.1. Rates and Charges

The Victorian Government introduced rate capping from 2016 as a part of the *Fair Go Rates* system, requiring all Local Councils to limit their annual the rate cap applies to general rate and municipal charges. It does not apply to waste charges or the State's fire services property levy. The rate cap for 2021/22 has been set at 1.5% as approved by Minister for Local Government, in comparison to 2% prescribed for 2020/21. Financial plan forecasts are based on Council complying with expected rate cap, annual rate increase for future years is aligned with expected future years Consumer Price Index (CPI) growth and wage price index. The actual rate cap is announced by the Minister for Local Government in December of the preceding year of the budget. In addition, it is expected that an additional \$1.0m per annum will be driven by growth (additional properties) through receipt of supplementary rates. An increase of 1,200 dwellings every year is factored to reflect the expected growth and development across the municipality. Further information about rating principles can be found in Council's Revenue and Rating Plan 2021-25. Waste charges are based on the actual cost of delivering the waste service, it's based on a cost recovery principle.

Future years' waste charges are estimated to increase in line with the CPI % increase to ensure Council continues to recover the full costs of providing waste services. Waste service charge includes expected tonnages of waste collected, increase in State Government landfill levy coming in place from July 2021 resulting in significant increase, general contract increase allowed for CPI and growth, also includes waste education and incentives as a part of future waste collection and disposal in the future. Residents may vary the waste service they receive and be charged according to the services they use and size of their bins.

2.3.2. Statutory Fees and Fines

The Financial Plan indexes statutory fees, set by legislation, according on the estimated annual rate of CPI. This is often a best case scenario given some fees are outside of the control by Council and therefore may be subject to increases less than CPI.

2.3.3. User Fees

User fees and charges are those that Council will charge for the delivery of services and use of community infrastructure. The provision of infrastructure and services form a key part of Council's role in supporting the local community. In providing these, Council must consider a range of 'Best Value' principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability. Councils must also comply with the Government's Competitive Neutrality Policy for significant business activities they provide and adjust their service prices to neutralise any competitive advantages when competing with the private sector.

In providing services to the community, council must determine the extent of cost recovery for particular services consistent with the level of both individual and collective benefit that the services provide and in line with the community's expectations.

Services are provided on the basis of one of the following pricing methods:

- a. Market Price
- b. Full Cost Recovery Price
- c. Subsidised Price

Revenue increase for user fees and charges for ten years is in line with CPI increase.

2.3.4. Grants

Council receives various grant funding and recognises the importance of actively pursuing grant funding to deliver significant projects and services to the community. Operating grants are expected to increase in line with CPI increase for future years.

Council only allows for confirmed capital grant funding in budget allocations. Capital grants are essential for council to deliver projects that will have intergenerational benefits.

2.3.5. Contributions

Council receives contributions from developers. These contributions represent funds to enable Council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

Contributions Plan

Council has in the past derived cash revenues from property developers in the form of open space contributions. These are based on 5.7% of the value of proposed developments. These are levied and collected through the planning process. In addition, there exists (under section 46 of the Planning and Environment Act 1987) the capacity for Council to consider city-wide and precinct-based development contributions plans for infrastructure. The objective of such plans would be to partially recoup the costs of Council's community and development infrastructure associated with dwelling and/or floor space growth, which springs from new land developments (i.e. over and above the cost of open space) through the planning and building permit processes. This Financial Plan acknowledges that a city-wide Development Contributions Plan (DCP) for the City of Maribyrnong was developed in 2018/19 and 2019/20. Once the DCP has been included in the Maribyrnong Planning Scheme, funds generated by this plan will be collected.

City wide Development Contribution Plan

This Financial Plan also gives the City of Maribyrnong's longer-term community and development infrastructure commitments for a 20 year delivery horizon. These commitments will be periodically reviewed and reflect Council's intention to fund infrastructure projects and programs which are needed to support dwelling and/or floor space growth in the City. The list of committed longer-term projects is in Appendix A. These projects will be considered for the city wide DCP.

The Appendix A list has been prepared in-light of relevant legislation, ministerial directions and government guidelines for DCPs. The final list of projects for the city wide DCP will also come from Council's annual budget commitments and Strategic Resource Plan, and will be included in a Council endorsed DCP.

2.3.6. Other Income

Revenue from other income mainly comprises recovery income from a variety of sources and rental income received from the hire of Council buildings and facilities.

2.3.7. Employee Costs

Employee costs is one of the largest expenditure for council to support the community and meet organisation commitments. Employee costs constitute a combination of direct wages and salaries, including on-costs such as superannuation, WorkCover, leave entitlements, training and temporary staff arrangements.

The 2021/22 year includes a 2.25% increase for the wages and salaries component of employee costs that mainly reflects salary increase, banding movement for all staff pursuant to the Enterprise Bargaining Agreement and increased staff resources for the Organisation increase in service levels with changes in demographics. Additional growth in staff movement is assumed for 2026/27 to 2030/31 for delivery of council services as the organisation services continues to grow.

The 2021/22 increase in employee costs mainly reflects the:

Impact of unfilled vacancies across Council in 2020/21. The budget for 2021/22 is based on the assumption that every position will be filled throughout the year and Council will not have any savings derived from vacancies.

Current Enterprise Bargaining Agreement (EBA) increase in 2021/22 at an increment of 2.25%. Please note that new EBA negotiations will commence in 2021/22 financial year and this assumption may need to be revisited.

Increase in the Superannuation Guarantee (SG) from 9.5% in 2020/21 to 10% in 2021/22. The new superannuation guarantee rules effective from July 2021 will increase the SG rate to 10% pa, with progressive increases thereafter to 12% pa by 2025/26.

2.3.8. Materials and Services

Materials costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. The cost of council maintenance contracts for parks and gardens are expected to exceed CPI due to continuing growth in new council assets, and the cost of raw materials like concrete, asphalt and other road base items continue to exceed CPI. These external influences are driving the long term forecasts for this budget cost item.

Council also utilises external expertise on a range of matters, including legal services and audit, and outsource large contracts such as waste management which on aggregate are expected to grow as our municipality grows. This is due to increased tonnage and the anticipated increase in landfill levy, with the new State government levy from July 2021 to increase contractual costs for landfill charges.

Other associated costs included under this category are utilities, materials, and consumable items for a range of services. Council also utilises external expertise on a range of matters, including insurance, legal and consulting services. These costs are kept to within CPI levels year on year.

2.3.9. Depreciation and Amortisation

Depreciation estimates have been based on the projected capital spending contained within this 10-year Financial Plan. Depreciation is further increased by the indexation of the replacement cost of Council's fixed assets and Council's continued receipt of donated assets.

2.3.10. Borrowing Costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

2.3.11. Other Expenses

Other expenses include administration costs such as Councillor allowances, election costs, court charges, lease expenditure, audit costs and other costs associated with the day to day running of Council.

2.4. Other Matters Impacting the 10-Year Financial Projections

Council continues to face challenges, which may impact future events likely to impact the Financial Plan projections. Some of the main factors that may impact the 10-year financial projections are:

Lower Rate Environment

The overall financial impact of the lower rate environment has lead Council to review it services and capital works program and to source alternative funding.

New Local Government Act 2020

The requirement for Asset Management Planning will be better informed by new deliberative community engagement. A possible re-defining of service demand and service levels in respect of community assets and infrastructure may increase asset maintenance and renewal expenditure.

COVID-19 Impact

As the economy recovers from this pandemic, our community will continue to recover from these challenges. Council will continue to support the community and businesses where possible and provide assistance. We are learning different ways of working and making council facilities more akin to provide hybrid work environment and more services to move electronically. Our innovative ways of working and advance IT infrastructure supported us to work through the pandemic and we will need to continue to build our IT infrastructure to grow the organisation.

Cost Shifting

This occurs where Local Government provides a service to the community on behalf of the State or Federal Government. Over time the funds received by Local Governments do not increase in line with real Cost increases. An example of this is Maternal & Child Health, where the level of payment received by Council from the State Government does not reflect the real Cost of providing the service to the community. Council still plays a role in maintaining crown land reserves and has some exposure to infrastructure owned by other State authorities.

Public Infrastructure Maintenance:

Councils are entrusted with the maintenance of public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

What Council Is Doing To Address Revenue Constraints

- Council officers are continually looking at ways to operate more efficiently and finding costs savings.
- Council is investing in information technology to improve the efficiency of services to its growing community, which enables greater levels of productivity across Council staff and service providers.
- Council is also progressively reviewing all of its key services to ensure that the community is receiving value for money.
- Council regularly reviews its services in detail to ensure that it is operating efficiently and delivering the services required by the community.
- Council is constantly looking for additional grant funding from the Federal and State Governments to fund infrastructure.
- Council reviews its fees and charges to reduce the reliance on rates (which is shared by all property owners).

3. Financial Plan Statements

This section presents information in regard to the following Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

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

3.1. Comprehensive Income Statement

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Income											
Rates and charges	104,543	109,325	112,949	115,943	119,007	122,140	125,350	128,636	132,000	135,444	138,977
Statutory fees and fines	11,855	14,017	14,179	14,344	14,510	14,679	14,850	15,023	15,198	15,375	15,554
User fees	5,305	12,276	12,497	12,722	12,951	13,184	13,422	13,663	13,909	14,159	14,414
Grants - Operating	7,688	6,137	6,248	6,360	6,474	6,591	6,709	6,830	6,953	7,079	7,206
Grants - Capital	4,059	9,833	4,958	958	958	975	993	1,011	1,029	1,047	1,066
Contributions - monetary	9,367	6,625	6,713	8,301	7,922	7,969	8,092	8,326	8,086	8,249	8,416
Contributions - non-monetary	3,168	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	347	-	-	-	-	-	-	-	-	-	-
Other income	1,996	2,218	2,437	2,448	2,459	2,387	2,409	2,428	2,462	2,495	2,536
Total income	148,328	160,431	159,981	161,076	164,281	167,925	171,825	175,917	179,637	183,848	188,169
Expenses											
Employee costs	52,387	58,108	59,416	60,753	62,120	64,117	65,646	66,708	68,802	69,930	70,992
Materials and services	59,083	58,760	58,015	58,679	59,130	59,179	60,394	62,401	63,255	64,267	67,100
Depreciation	17,904	18,118	20,986	21,987	22,883	23,103	23,045	25,999	25,805	25,915	25,857
Amortisation - right of use assets	572	336	290	250	221	200	186	177	171	168	167
Bad and doubtful debts	2,812	3,000	3,054	3,109	3,165	3,222	3,280	3,339	3,399	3,460	3,523
Borrowing costs			44	40	35	31	27	22	18	13	9
Finance Costs - leases	19	18	17	16	16	1,570	1,570	1,570	1,570	1,570	1,570
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	1,420	1,568	1,570	1,570	16	16	16	16	16	16
Other expenses	952	482	490	499	509	1,007	546	566	585	605	1,106
Total expenses	133,729	140,242	143,880	146,903	149,649	152,445	154,710	160,798	163,621	165,944	170,340

	Forecast Actual	Budget	Projections								
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Surplus/(deficit) for the year	14,599	20,189	16,101	14,173	14,632	15,480	17,115	15,119	16,016	17,904	17,829
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	14,599	20,189	16,101	14,173	14,632	15,480	17,115	15,119	16,016	17,904	17,829

3.2. Balance Sheet

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Projections								
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Assets											
Current assets											
Cash and cash equivalents	55,982	56,493	53,180	55,365	58,833	51,230	50,147	43,425	37,020	29,305	20,734
Trade and other receivables	19,598	16,617	13,739	14,044	14,357	14,675	15,001	15,335	15,675	16,023	16,379
Other financial assets	40,000	42,000	45,000	39,000	32,540	37,540	37,540	43,540	49,540	57,540	65,540
Inventories	8	8	8	8	8	8	8	8	8	8	8
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-
Other assets	2,040	2,077	2,114	2,152	2,191	2,230	2,271	2,311	2,353	2,395	2,439
Total current assets	117,628	117,195	114,041	110,569	107,929	105,683	104,967	104,619	104,596	105,271	105,100
Non-current assets											
Trade and other receivables	190	228	275	330	397	477	574	690	829	997	1,198
Other financial assets	-	-	-	-	-	-	-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries	-	-	-	-	-	-	-	-	-	-	-
Property, infrastructure, plant & equipment	1,190,803	1,215,387	1,245,284	1,260,270	1,277,373	1,294,524	1,311,774	1,326,714	1,342,333	1,358,920	1,376,446
Right-of-use assets	1,146	954	811	710	640	1,350	1,164	1,897	1,726	1,558	1,391
Investment property	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	1,192,139	1,216,569	1,246,370	1,261,310	1,278,410	1,296,351	1,313,512	1,329,301	1,344,888	1,361,475	1,379,035
Total assets	1,309,767	1,333,764	1,360,411	1,371,879	1,386,339	1,402,034	1,418,479	1,433,920	1,449,484	1,466,746	1,484,135
Liabilities											
Current liabilities											
Trade and other payables	9,487	12,073	13,235	11,143	11,580	11,491	11,548	11,824	11,955	12,174	12,616
Trust funds and deposits	3,462	3,462	3,462	3,462	3,462	3,462	3,462	3,462	3,462	3,462	3,462

	Forecast Actual	Budget	Projections								
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Provisions	14,792	16,024	16,359	16,805	17,260	17,781	18,180	18,457	19,003	19,297	19,574
Interest-bearing liabilities	-	-	985	989	993	998	1,002	1,007	1,011	1,015	1,020
Lease liabilities	657	657	657	657	657	657	657	657	657	657	657
Total current liabilities	28,398	32,216	34,698	33,056	33,952	34,389	34,849	35,407	36,088	36,605	37,329
Non-current liabilities											
Provisions	937	1,069	1,242	1,315	1,389	1,406	1,431	1,448	1,484	1,501	1,520
Interest-bearing liabilities	-	-	8,035	7,046	6,053	5,055	4,053	3,046	2,035	1,020	-
Lease liabilities	935	793	649	502	353	1,112	959	1,713	1,555	1,394	1,231
Total non-current liabilities	1,872	1,862	9,926	8,863	7,795	7,573	6,443	6,207	5,074	3,915	2,751
Total liabilities	30,270	34,078	44,624	41,919	41,747	41,962	41,292	41,614	41,162	40,520	40,080
Net assets	1,279,497	1,299,686	1,315,787	1,329,960	1,344,592	1,360,072	1,377,187	1,392,306	1,408,322	1,426,226	1,444,055
Equity											
Accumulated surplus	398,376	422,962	443,791	459,713	477,759	495,852	514,051	529,942	546,519	564,067	582,558
Reserves	881,121	876,724	871,996	870,247	866,833	864,220	863,136	862,364	861,803	862,159	861,497
Total equity	1,279,497	1,299,686	1,315,787	1,329,960	1,344,592	1,360,072	1,377,187	1,392,306	1,408,322	1,426,226	1,444,055

3.3. Statement of Changes and Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021 Forecast Actual				
Balance at beginning of the financial year	1,264,898	392,588	797,739	74,571
Surplus/(deficit) for the year	14,599	14,599	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(27,927)	-	27,927
Transfers from other reserves	-	19,116	-	(19,116)
Balance at end of the financial year	1,279,497	398,376	797,739	83,382
2022 Budget				
Balance at beginning of the financial year	1,279,497	398,376	797,739	83,382
Surplus/(deficit) for the year	20,189	20,189	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(12,555)	-	12,555
Transfers from other reserves	-	16,952	-	(16,952)
Balance at end of the financial year	1,299,686	422,962	797,739	78,985
2023				
Balance at beginning of the financial year	1,299,686	422,962	797,739	78,985
Surplus/(deficit) for the year	16,101	16,101	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(13,722)	-	13,722
Transfers from other reserves	-	18,450	-	(18,450)
Balance at end of the financial year	1,315,787	443,791	797,739	74,257
2024				
Balance at beginning of the financial year	1,315,787	443,791	797,739	74,257
Surplus/(deficit) for the year	14,173	14,173	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(16,251)	-	16,251
Transfers from other reserves	-	18,000	-	(18,000)
Balance at end of the financial year	1,329,960	459,713	797,739	72,508
2025				
Balance at beginning of the financial year	1,329,960	459,713	797,739	72,508
Surplus/(deficit) for the year	14,632	14,632	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(13,852)	-	13,852
Transfers from other reserves	-	17,266	-	(17,266)
Balance at end of the financial year	1,344,592	477,759	797,739	69,094
2026				
Balance at beginning of the financial year	1,344,592	477,759	797,739	69,094
Surplus/(deficit) for the year	15,480	15,480	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(12,687)	-	12,687
Transfers from other reserves	-	15,300	-	(15,300)

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at end of the financial year	1,360,072	495,852	797,739	66,481
2027				
Balance at beginning of the financial year	1,360,072	495,852	797,739	66,481
Surplus/(deficit) for the year	17,115	17,115		
Net asset revaluation increment/(decrement)				
Transfers to other reserves		(11,216)		11,216
Transfers from other reserves		12,300		(12,300)
Balance at end of the financial year	1,377,187	514,051	797,739	65,397
2028				
Balance at beginning of the financial year	1,377,187	514,051	797,739	65,397
Surplus/(deficit) for the year	15,119	15,119		
Net asset revaluation increment/(decrement)				
Transfers to other reserves		(13,528)		13,528
Transfers from other reserves		14,300		(14,300)
Balance at end of the financial year	1,392,306	529,942	797,739	64,625
2029				
Balance at beginning of the financial year	1,392,306	529,942	797,739	64,625
Surplus/(deficit) for the year	16,016	16,016		
Net asset revaluation increment/(decrement)				
Transfers to other reserves		(13,739)		13,739
Transfers from other reserves		14,300		(14,300)
Balance at end of the financial year	1,408,322	546,519	797,739	64,064
2030				
Balance at beginning of the financial year	1,408,322	546,519	797,739	64,064
Surplus/(deficit) for the year	17,904	17,904		
Net asset revaluation increment/(decrement)				
Transfers to other reserves		(15,156)		15,156
Transfers from other reserves		14,800		(14,800)
Balance at end of the financial year	1,426,226	564,067	797,739	64,420
2031				
Balance at beginning of the financial year	1,426,226	564,067	797,739	64,420
Surplus/(deficit) for the year	17,829	17,829		
Net asset revaluation increment/(decrement)				
Transfers to other reserves		(15,638)		15,638
Transfers from other reserves		16,300		(16,300)
Balance at end of the financial year	1,444,055	582,558	797,739	63,758

3.4. Statement of Cash Flows for the Four Years Ending 30 June 2032

	Forecast Actual	Budget	Projections								
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities											
Rates and charges	96,095	114,001	115,853	115,655	118,702	121,817	125,006	128,267	131,603	135,014	138,506
Statutory fees and fines	12,257	13,628	14,150	14,314	14,481	14,649	14,819	14,992	15,166	15,343	15,522
User fees	6,495	12,123	13,667	13,913	14,163	14,418	14,678	14,942	15,211	15,485	15,764
Grants - operating	7,688	6,137	6,247	6,360	6,474	6,591	6,709	6,830	6,953	7,078	7,206
Grants - capital	4,059	9,833	4,958	958	958	975	993	1,011	1,029	1,047	1,066
Contributions - monetary	9,367	6,625	6,713	8,301	7,922	7,969	8,092	8,326	8,086	8,249	8,416
Interest received	720	405	592	570	547	440	427	496	510	526	548
Dividends received	-	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits taken	2,423	2,505	2,565	2,621	2,679	2,737	2,797	2,858	2,920	2,984	3,048
Other receipts	1,276	1,813	1,845	1,878	1,912	1,947	1,982	1,932	1,952	1,969	1,988
Net GST refund / payment	6,648	4,598	4,501	4,544	4,567	4,548	4,646	4,823	4,884	4,960	5,218
Employee costs	(51,794)	(56,886)	(59,052)	(60,381)	(61,739)	(63,561)	(65,221)	(66,412)	(68,219)	(69,616)	(70,696)
Materials and services	(70,700)	(67,627)	(66,923)	(67,514)	(68,094)	(68,276)	(69,509)	(71,670)	(72,827)	(73,981)	(76,909)
Short-term, low value and variable lease payments	-	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits repaid	(2,423)	(2,505)	(2,565)	(2,621)	(2,679)	(2,737)	(2,797)	(2,858)	(2,920)	(2,984)	(3,048)
Other payments	(952)	(482)	(490)	(499)	(509)	(1,007)	(546)	(566)	(585)	(605)	(1,106)
Net cash provided by/(used in) operating activities	21,159	44,168	42,061	38,099	39,384	40,510	42,076	42,971	43,763	45,469	45,523
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(23,870)	(42,077)	(51,618)	(41,157)	(41,617)	(42,350)	(42,407)	(42,938)	(43,410)	(44,422)	(45,331)

	Forecast Actual	Budget	Projections								
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Proceeds from sale of property, infrastructure, plant and equipment	2,347	580	430	430	430	430	430	430	430	430	430
Payments for investments	(2,000)	(16,000)	(7,000)	(12,000)	(20,000)	(7,000)	(2,000)	(8,000)	(8,000)	(10,000)	(10,000)
Proceeds from sale of investments	12,000	14,000	4,000	18,000	26,460	2,000	2,000	2,000	2,000	2,000	2,000
Loan and advances made	-	-	-	-	-	-	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by/ (used in) investing activities	(11,523)	(43,497)	(54,188)	(34,727)	(34,727)	(46,920)	(41,977)	(48,508)	(48,980)	(51,992)	(52,901)
Cash flows from financing activities											
Finance costs	-	-	(44)	(40)	(35)	(31)	(27)	(22)	(18)	(13)	(9)
Proceeds from borrowings	-	-	10,000	-	-	-	-	-	-	-	-
Repayment of borrowings	-	-	(980)	(985)	(989)	(993)	(998)	(1,002)	(1,007)	(1,011)	(1,015)
Interest paid - lease liability	(19)	(18)	(17)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)
Repayment of lease liabilities	(142)	(142)	(144)	(147)	(149)	(151)	(153)	(156)	(158)	(161)	(163)
Net cash provided by/(used in) financing activities	(161)	(160)	8,815	(1,188)	(1,189)	(1,191)	(1,194)	(1,196)	(1,199)	(1,201)	(1,203)
Net increase/(decrease) in cash & cash equivalents	9,475	511	(3,312)	2,184	3,468	(7,601)	(1,095)	(6,733)	(6,416)	(7,724)	(8,581)
Cash and cash equivalents at the beginning of the financial year	46,507	55,982	56,492	53,181	55,365	58,831	51,242	50,158	43,436	37,029	29,315
Cash and cash equivalents at the end of the financial year	55,982	56,493	53,180	55,365	58,833	51,230	50,147	43,425	37,020	29,305	20,734

3.5. Statement of Capital Works For the four years ending 30 June 2025

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Projections								
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Property											
Land	-	-	-	-	-	15,000	2,000	-	6,000	10,500	13,000
Land improvements	-	1,650	-	-	-	-	-	-	-	-	-
Total land	-	1,650	-	-	-	15,000	2,000	-	6,000	10,500	13,000
Buildings	5,106	6,116	18,540	15,885	19,160	4,060	12,460	12,460	6,960	6,960	2,960
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	5,106	6,116	18,540	15,885	19,160	4,060	12,460	12,460	6,960	6,960	2,960
Total property	5,106	7,766	18,540	15,885	19,160	19,060	14,460	12,460	12,960	17,460	15,960
Plant and equipment											
Plant, machinery and equipment	1,335	1,800	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
Computers and telecommunications	2,009	2,256	1,159	899	899	899	4,899	2,899	2,499	2,576	4,459
Library books	727	860	875	890	907	907	907	907	907	907	907
Total plant and equipment	4,071	4,916	3,434	3,189	3,206	3,206	7,206	5,206	4,806	4,883	6,766
Infrastructure											
Roads	6,010	7,807	12,416	12,830	11,997	12,279	12,922	17,563	17,949	14,449	14,949
Bridges	-	150	200	-	-	-	-	-	-	-	-
Footpaths and cycleways	922	5,845	2,868	1,693	2,048	2,048	2,048	2,048	2,048	2,048	2,048
Drainage	130	986	747	768	1,212	1212	1212	1212	1212	1212	1212
Recreational, leisure and community facilities	629	5,237	8,520	938	907	907	907	907	907	907	907
Waste management	460	1,255	4,904	2,416	2,287	375	375	375	375	375	375
Parks, open space and streetscapes	7,827	10,062	455	455	375	2,287	2,287	2,287	2,287	2,287	2,287
Off street car parks	150	80	-	-	-	80	80	80	80	80	80
Other infrastructure	-	600	800	800	800	800	800	800	800	800	800

	Forecast Actual	Budget	Projections								
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Total infrastructure	16,128	32,022	30,910	19,900	19,626	19,988	20,631	25,272	25,658	22,158	22,658
Total capital works expenditure	25,305	44,704	52,884	38,974	41,992	42,254	42,297	42,938	43,424	44,501	45,384
Represented by:											
New asset expenditure	7,084	18,217	27,350	2,675	10,300	15,000	10,200	8,200	8,700	13,200	11,700
Asset renewal expenditure	14,868	15,161	14,134	16,099	16,392	17,354	18,197	18,838	19,224	19,724	20,224
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	3,353	11,326	11,400	20,200	15,300	9,900	13,900	15,900	15,500	11,577	13,460
Total capital works expenditure	25,305	44,704	52,884	38,974	41,992	42,254	42,297	42,938	43,424	44,501	45,384
Funding sources represented by:											
Grants	3,259	9,433	4,958	958	958	975	993	1,011	1,029	1,047	1,066
Contributions	328	200	2,800	3,000	-	-	-	4,000	4,000	-	-
Council cash	18,362	19,973	19,126	19,666	23,418	25,629	28,654	27,277	27,745	28,304	27,668
Borrowings	-	-	10,000	-	-	-	-	-	-	-	-
Asset sales	400	500	350	350	350	350	350	350	350	350	350
Reserves	2,957	14,598	15,650	15,000	17,266	15,300	12,300	10,300	10,300	14,800	16,300
Total capital works expenditure	25,305	44,704	52,884	38,974	41,992	42,254	42,297	42,938	43,424	44,501	45,384

3.6. Statement of Human Resources

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

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2028/29	2029/30	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Community Services										
Permanent - Full time	7,883	8,060	8,242	8,427	8,817	9,065	9,119	9,524	9,638	9,804
Female	6,060	6,196	6,336	6,478	6,724	6,925	6,981	7,238	7,351	7,466
Male	1,823	1,864	1,906	1,949	2,093	2,140	2,138	2,286	2,287	2,338
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	4,005	4,095	4,187	4,281	4,377	4,625	4,780	4,988	5,050	5,113
Female	3,625	3,707	3,790	3,875	3,962	4,201	4,346	4,544	4,596	4,649
Male	380	389	397	406	415	424	434	444	454	464
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total Community Services	11,888	12,155	12,429	12,709	13,194	13,690	13,899	14,512	14,688	14,917
Corporate Services										
Permanent - Full time	12,208	12,483	12,764	13,051	13,444	13,646	13,853	14,258	14,479	14,705
Female	5,771	5,901	6,034	6,169	6,408	6,502	6,598	6,740	6,892	6,997
Male	6,437	6,582	6,730	6,881	7,036	7,144	7,255	7,518	7,587	7,708
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	1,741	1,780	1,820	1,861	1,903	2,046	2,092	2,139	2,187	2,236
Female	1,612	1,648	1,685	1,723	1,762	1,902	1,945	1,989	2,034	2,080
Male	129	132	135	138	141	144	147	150	153	156
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total Corporate Services	13,949	14,263	14,584	14,912	15,347	15,692	15,945	16,397	16,666	16,941
Infrastructure Services										
Permanent - Full time	17,314	17,704	18,102	18,509	19,226	19,647	19,938	20,487	20,778	21,146
Female	4,349	4,447	4,547	4,649	4,954	5,004	5,066	5,280	5,329	5,449
Male	12,965	13,257	13,555	13,860	14,272	14,643	14,872	15,207	15,449	15,697

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2028/29 \$'000	2029/30 \$'000	2029/30 \$'000	2030/31 \$'000
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	1,616	1,652	1,690	1,728	1,766	1,805	1,946	1,989	2,034	2,079
Female	670	685	700	716	732	748	865	884	904	924
Male	946	967	989	1,011	1,034	1,057	1,081	1,105	1,130	1,155
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total Infrastructure Services	18,930	19,356	19,791	20,237	20,992	21,452	21,884	22,476	22,812	23,225
Casuals, temporary and other expenditure	13,341	13,641	13,948	14,262	14,583	14,812	14,980	15,417	15,764	15,908
Capitalised labour costs	3,328	3,403	3,479	3,558	3,638	3,720	3,803	3,889	3,976	4,066
Total staff expenditure	61,436	62,818	64,232	65,677	67,754	69,366	70,512	72,691	73,907	75,057

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2028/29 FTE	2029/30 FTE	2029/30 FTE	2030/31 FTE
Community Services										
Permanent - Full time	64.88	64.88	64.88	64.88	66.88	67.88	67.88	69.88	69.88	69.88
Female	49.88	49.88	49.88	49.88	50.88	51.88	51.88	52.88	52.88	52.88
Male	15.00	15.00	15.00	15.00	16	16	16	17	17	17
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	35.53	35.53	35.53	35.53	35.53	37.53	38.53	39.53	39.53	39.53
Female	31.90	31.90	31.90	31.90	31.9	33.9	33.9	34.9	34.9	34.9
Male	3.63	3.63	3.63	3.63	3.63	3.63	4.63	4.63	4.63	4.63
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total Community Services	100.41	100.41	100.41	100.41	102.41	105.41	106.41	109.41	109.41	109.41
Corporate Services										
Permanent - Full time	96.19	96.19	96.19	96.19	97.19	97.19	97.19	98.19	99.19	99.19
Female	48.19	48.19	48.19	48.19	49.19	49.19	49.19	49.19	50.19	50.19
Male	48.00	48.00	48.00	48.00	48	48	48	49	49	49
Self-described gender	-	-	-	-	-	-	-	-	-	-

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2028/29	2029/30	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Permanent - Part time	16.75	16.75	16.75	16.75	16.75	17.75	17.75	17.75	17.75	17.75
Female	15.75	15.75	15.75	15.75	15.75	16.75	16.75	16.75	16.75	16.75
Male	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total Corporate Services	112.94	112.94	112.94	112.94	113.94	114.94	114.94	115.94	116.94	116.94
Infrastructure Services										
Permanent - Full time	160.30	160.30	160.30	160.30	162.3	163.3	163.3	164.3	166.3	166.3
Female	40.40	40.40	40.40	40.40	41.4	41.4	41.4	42.4	43.4	43.4
Male	119.90	119.90	119.90	119.90	120.9	121.9	121.9	121.9	122.9	122.9
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	14.71	14.71	14.71	14.71	14.71	14.71	15.71	16.71	16.71	16.71
Female	7.28	7.28	7.28	7.28	7.28	7.28	8.28	8.28	8.28	8.28
Male	7.43	7.43	7.43	7.43	7.43	7.43	7.43	8.43	8.43	8.43
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total Infrastructure Services	175.01	175.01	175.01	175.01	177.01	178.01	179.01	181.01	183.01	183.01
Casuals and temporary staff	110.71	110.7	110.7	110.7	110.7	111.7	111.7	113.7	114.7	114.7
Capitalised labour	23.93	23.93	23.93	23.93	23.93	23.93	23.93	23.93	23.93	23.93
Total staff numbers	523.00	523.00	523.00	523.00	528	534	536	544	548	548

4. Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10 year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Measure		Actual 2019/20	Forecast 2020/21	Budget 2021/22	2022/23	2023/24	2024/25	2025/26	Projections				
									2026/27	2027/28	2028/29	2029/30	2030/31
Operating position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-0.30%	-1.03%	3.24%	3.61%	3.84%	4.29%	4.70%	5.51%	4.05%	4.62%	5.50%	5.24%
Liquidity													
Working Capital	Current assets / current liabilities	382.03%	414.21%	363.78%	328.67%	334.49%	317.89%	307.32%	301.21%	295.48%	289.84%	287.59%	281.55%
Unrestricted cash	Unrestricted cash / current liabilities	190.12%	200.24%	183.26%	158.55%	138.85%	103.04%	114.61%	92.51%	76.79%	79.52%	85.33%	94.42%
Obligations													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	0.00%	0.00%	0.00%	7.99%	6.93%	5.92%	4.96%	4.03%	3.15%	2.31%	1.50%	0.73%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	0.00%	0.00%	0.00%	0.91%	0.88%	0.86%	0.84%	0.82%	0.80%	0.78%	0.76%	0.74%

		Actual	Forecast	Budget	Projections								
Measure		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Indebtedness	Non-current liabilities / own source revenue	1.42%	1.51%	1.35%	6.99%	6.09%	5.23%	4.97%	4.13%	3.89%	3.10%	2.34%	1.60%
Asset renewal and upgrade	Asset renewal and upgrade expenses / Asset depreciation	120.48%	101.77%	146.19%	121.67%	165.09%	138.50%	117.97%	139.28%	133.61%	134.56%	120.78%	130.27%
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	74.11%	78.98%	75.43%	75.67%	75.89%	76.11%	76.36%	76.56%	76.76%	76.95%	77.13%	77.32%
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.34%	0.32%	0.33%	0.33%	0.33%	0.33%	0.33%	0.33%	0.33%	0.33%	0.33%	0.33%
Efficiency													
Expenditure level	Total expenses/ no. of property assessments	\$3,325.62	\$3,176.46	\$3,253.87	\$3,272.83	\$3,276.07	\$3,271.87	3,267.65	3,251.17	3,312.85	3,304.92	3,286.12	3,307.03
Revenue level	Total Rate Revenue (General Rates and Municipal Charges / no. of total property assessments	\$2,282.79	\$2,289.60	\$2,341.76	\$2,366.27	\$2,386.64	\$2,406.84	\$2,454.97	\$2,504.07	\$2,554.15	\$2,605.24	\$2,657.34	\$2,710.49

4.1. 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. The trend in later years is to remain steady at an acceptable level.

Debt Compared To Rates

Trend indicates that borrowings are required to fund future city infrastructure projects.

Asset Renewal and Upgrade

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.

5. Strategies and Plans

This section describes the strategies and plans that support the 10 year financial projections included to the Financial Plan.

5.1. Borrowing Strategy

5.1.1. Current Debt Position

Whilst not a source of income, borrowings can be an important cash management tool in appropriate circumstances. Loans can only be approved by council resolution. The following financial sustainability principles must be adhered to with new borrowings:

- Borrowings must only be applied for where it can be proven that repayments can be met in the Long Term Financial Plan
- Borrowings must not be used to fund ongoing operations
- Borrowings are appropriate for funding large capital works where the benefits are provided to future generations.
- Council will maintain its debt at levels which are sustainable, with:
 - indebtedness <60% of rate and charges revenue, and
 - debt servicing cost <5% of total revenue (excluding capital revenue).

There are no borrowings included in the 2021/2022 budget and therefore, after making loan principle repayments of \$2.67 million in July 2016 reduced its total borrowings to \$0.

5.1.2. Future Borrowing Requirements

The following table sets out future Adopted borrowings, based on the financial position of Council as at 30 June 2021. In developing the 10 years Financial Plan, borrowings was identified as an important funding source for capital works programs.

It is likely that in future years, borrowings will be required to fund Civic and Community Precinct Project.

The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2031.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2020/21	-	-	-	-
2021/22	-	-	-	-
2022/23	10,000	980	44	9,020
2023/24	-	985	40	8,035
2024/25	-	989	35	7,046
2025/26	-	993	31	6,053
2026/27	-	998	27	5,055
2027/28	-	1,002	22	4,053
2028/29	-	1,007	18	3,046
2029/30	-	1,011	13	2,035
2030/31	-	1,015	9	1,020

5.1.3. Borrowing Performance Indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.

Performance Indicator	Target	Forecast / Actual 2020/21 %	2021/22 %	2022/23 %	2023/24 %	2024/25 %	2025/26 %	2026/27 %	2027/28 %	2028/29 %	2029/30 %	2030/31 %
Total borrowings / Rate revenue	Below 60%	0.00%	0.00%	7.99%	6.93%	5.92%	4.96%	4.03%	3.15%	2.31%	1.50%	0.73%
Debt servicing / Rate revenue	Below 5%	0.00%	0.00%	0.91%	0.88%	0.86%	0.84%	0.82%	0.80%	0.78%	0.76%	0.74%
Indebtedness / Own source revenue	Below 60%	1.51%	1.35%	6.99%	6.09%	5.23%	4.97%	4.13%	3.89%	3.10%	2.34%	1.60%

Council maintains its loan borrowing within prudent and management limits as demonstrated by the following performance indicators.

Total Borrowings / Rate Revenue

Loans balance is well within the target level of 60% to meet council targets over the ten year period.

Debt Servicing / Rate Revenue

Debt servicing (interest repayments) as a percentage of rates revenue should not exceed 5 per cent, ten year ratios are well within council target and improving over the ten years.

Indebtedness / Own Source Revenue

Comparison of non-current liabilities (mainly comprising borrowings) to own-sourced revenue. The higher % identifies council risk to cover non-current liabilities from the revenues the organisation generates itself. Own source revenue excludes grants and contributions. Council is within its 60% target over the life of the plan.

5.2. Reserves Strategy

5.2.1. Current Reserves

Non-Discretionary Reserves

Development Contributions

When people develop land for any use, they often contribute to or cause the need for new or upgraded infrastructure. Development contributions are payments or works-in-kind towards the provision of infrastructure made by the proponent of a new development. The development contributions plan outlines the levies landowners and developers must pay to the State Government and council to fund infrastructure and facilities for the new community.

A development contributions plan (DCP) is a mechanism used to levy new development for contributions to planned infrastructure needed by the future community. Council collects development contribution levies from new development through an approved DCP. An approved DCP is a DCP that forms part of a planning scheme. The Minister for Planning has to approve an amendment to the planning scheme in order to incorporate a DCP. The DCP will assist Council to fund a range of new vital local infrastructure that is associated with new development. Council will fund the balance of the cost. The DCP will be used to fund essential infrastructure including:

- Roads
- Drainage
- Footpaths
- Streetscape works
- Childcare centres
- Maternal and Child Health Centres
- Neighbourhood houses.

City Wide Development Contribution Plan

This LTFS also gives the City of Maribyrnong's longer-term community and development infrastructure commitments for a 20 year delivery horizon. These commitments will be periodically reviewed and reflect Council's intention to fund infrastructure projects and programs which are needed to support dwelling and/or floor space growth in the City. The list of committed longer-term projects is in Appendix A. These projects will be considered for the city wide DCP.

The Appendix A list has been prepared in-light of relevant legislation, ministerial directions and government guidelines for DCPs. The final list of projects for the city wide DCP will also come from Council's annual budget commitments and Strategic Resource Plan, and will be included in a Council endorsed DCP.

Restricted Reserves

Public Open Space

The Public Open Space is mainly concerned with the land that is managed by Council for community recreation and leisure, and includes parks for passive recreation, sports and active activities, linear trails, and more natural areas.

With the expected significant growth and change, it is essential that high quality open space is accessible not just for existing residents, but also for the many new residents who will be living in the Shire. To ensure that there are adequate parks and gardens for our community, Council has to plan for our future public open space needs and the ongoing enhancement of these treasured community assets.

Community Infrastructure Levies (CIL)

The Community Infrastructure Levy is a one-off payment set by the State Government under the requirements of the Planning and Environment Act 1987. It is a levy paid by property owners in residential developments/estates in growth areas. Council is responsible for delivering new facilities funded by the levy.

Each growth area precinct has different and unique infrastructure requirements. The Development Contributions Plan (DCP) sets out which CIL payments fund which infrastructure projects for that growth area. A CIL will pay for sporting pavilions, recreation facilities, and community facilities (as detailed in the relevant DCP).

Discretionary Reserves

Major Projects and Other Reserves

Council has also set up some discretionary reserves for Major Projects, Plant Replacement Reserve, Mausoleum Trust, Carry Forward Reserve and a Defined Benefit Super Shortfall Reserve. This will allow the organisation to future proof itself and have resources available to support the community during a crisis.

5.2.2. Reserve Usage Projections

10 Year projection of each reserve fund. Include restrictions to usage

Reserves	Restricted / Discretionary	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's	2025-26 \$000's	2026-27 \$000's	2027-28 \$000's	2028-29 \$000's	2029-30 \$000's	2030-31 \$000's
Development Contributions Reserve	Restricted											
Opening balance		3,483	5,788	7,088	5,788	5,788	8,318	10,804	9,320	7,975	6,294	8,678
Transfer to reserve		2,633	1,500	1,500	3,000	2,530	2,486	2,516	2,655	2,319	2,384	2,451
Transfer from reserve		328	200	2,800	3,000	-	-	4,000	4,000	4,000	-	-
Closing balance		5,788	7,088	5,788	5,788	8,318	10,804	9,320	7,975	6,294	8,678	11,129
Public Open Space Reserve	Restricted											
Opening balance		18,840	24,945	28,903	33,916	39,217	44,608	35,091	38,667	44,338	44,105	39,470
Transfer to reserve		6,515	5,125	5,213	5,301	5,391	5,483	5,576	5,671	5,767	5,865	5,965
Transfer from reserve		410	1,167	200	-	-	15,000	2,000	-	6,000	10,500	13,000
Closing balance		24,945	28,903	33,916	39,217	44,608	35,091	38,667	44,338	44,105	39,470	32,435
Major Projects Reserve	Discretionary											
Opening balance		31,858	41,905	36,324	27,033	19,133	6,948	10,816	7,090	1,442	2,245	4,302
Transfer to reserve		13,504	5,080	6,159	7,100	5,081	3,868	2,274	4,352	4,803	6,057	6,372
Transfer from reserve		3,457	10,661	15,450	15,000	17,266	-	6,000	10,000	4,000	4,000	3,000
Closing balance		41,905	36,324	27,033	19,133	6,948	10,816	7,090	1,442	2,245	4,302	7,674
Plant Replacement Reserve	Discretionary											
Opening balance		422	722	1,022	1,322	1,622	1,922	1,922	1,922	1,922	1,922	1,922
Transfer to reserve		300	300	300	300	300	300	300	300	300	300	300
Transfer from reserve		-	-	-	-	-	300	300	300	300	300	300
Closing balance		722	1,022	1,322	1,622	1,922	1,922	1,922	1,922	1,922	1,922	1,922
Mausoleum Trust Reserve	Discretionary											
Opening balance		575	575	1,075	1,575	2,075	2,575	3,075	3,575	4,075	4,575	5,075
Transfer to reserve		-	500	500	500	500	500	500	500	500	500	500
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	-
Closing balance		575	1,075	1,575	2,075	2,575	3,075	3,575	4,075	4,575	5,075	5,575

Reserves	Restricted / Discretionary	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's	2025-26 \$000's	2026-27 \$000's	2027-28 \$000's	2028-29 \$000's	2029-30 \$000's	2030-31 \$000's
Carry Forward Grants and Council Funds	Discretionary											
Opening balance		14,921	4,924	-	-	-	-	-	-	-	-	-
Transfer to reserve		4,924	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		14,921	4,924	-	-	-	-	-	-	-	-	-
Closing balance		4,924	-	-	-	-	-	-	-	-	-	-
Defined Benefit Super Shortfall Reserve	Discretionary											
Opening balance		4,473	4,523	4,573	4,623	4,673	4,723	4,773	4,823	4,873	4,923	4,973
Transfer to reserve		50	50	50	50	50	50	50	50	50	50	50
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	-
Closing balance		4,523	4,573	4,623	4,673	4,723	4,773	4,823	4,873	4,923	4,973	5,023
Total Reserves Summary	Total Restricted & Discretionary	83,382	78,985	74,257	72,508	69,094	66,481	65,397	64,625	64,064	64,420	63,758

6. Appendix A

6.1. DCP Projects

Location	DCP Project Name	TOTAL DCP COST ESTIMATE (Total Project Cost - Grants - Contributions - Open Space Reserve)
Kingsville	Kingsville Tennis Facility, West Footscray - new pavilion	\$1,216,000
West Footscray	Church Street Early Years Facility, West Meadows - facility works	\$3,650,000
Footscray	Footscray Park, Footscray - open space works	\$700,000
Yarraville	Angliss Reserve, Yarraville - open space works	\$100,000
Maidstone	Maribyrnong River Trail – Medway Link	\$600,000
Footscray	Quarry Park, Footscray - open space works	\$3,894,000
Footscray	Hopkins Street (under bridge), Footscray - new recreation space	\$400,000
Footscray	Town Hall building, Footscray - new community facility	\$3,800,000
Maribyrnong	Robert Barrett Reserve, Maribyrnong - sports field works	\$400,000
Footscray	Footscray Hockey Facility - pavilion works	\$1,200,000
Maidstone	Rogers Reserve, Maidstone - playground works	\$200,000
Kingsville	Kingsville Early Years Facility, Kingsville - outdoor area works	\$100,000
Footscray	Angliss Early Years Facility - outdoor area works	\$100,000
Kingsville	Kingsville Tennis Facility, West Footscray - floodlight works	\$150,000
Yarraville	Mclvor Reserve (Hanks), Yarraville - floodlight works	\$150,000
Maribyrnong	Burndap Reserve, Maribyrnong - open space works	\$150,000
Footscray	Footscray Park, Footscray - irrigation works	\$507,000
Maribyrnong	Jacks Wood Reserve, Maribyrnong - open space works	\$121,000
Maribyrnong	Robert Barrett Reserve, Maribyrnong - open space works	\$157,300
Maidstone	Rogers Reserve, Maidstone - irrigation works	\$193,100
Yarraville	Yarraville Gardens, Yarraville - open space works	\$250,000
Braybrook	Kinder Smith Reserve, Braybrook - cricket net works	\$150,000
Maidstone	Scovell Reserve, Maidstone - cricket wicket works	\$110,000
Braybrook	Skinner Reserve (Braybrook Park), Braybrook - cricket net works	\$150,000
Yarraville	Hanmer Reserve, Yarraville - irrigation works	\$110,000
Yarraville	Angliss Reserve, Yarraville - fence works	\$115,000
Yarraville	Schild Street (Stephen to Hyde), Yarraville - road works	\$200,000
West Footscray	Argyle Street (Barkly to Essex), West Footscray - road works	\$752,471
Maidstone	Burns Street (44 Burns to Thomson), Maidstone - road works	\$234,471
West Footscray	Rupert Street (Neil to Alberta), West Footscray - road works	\$280,000
Seddon	William Street (Charles to Pilgrim), Seddon - road works	\$176,000
Seddon	Pilgrim Street (John to Margaret), Seddon - road works	\$138,000
Maidstone	Cambridge Street (Mitchell to Desmond), Maidstone - road works	\$560,471
Braybrook	Hotham Street (Pritchard to Kent), Braybrook - road works	\$496,471
West Footscray	Hex Street (Cala to Bizana), West Footscray - road works	\$389,471
West Footscray	Fontein Street (Cala to Bizana), West Footscray - road works	\$395,471
West Footscray	Hex Street (Bizana to Aliwal), West Footscray, road works	\$386,471
West Footscray	Fontein Street (Bizana to Aliwal), West Footscray - road works	\$394,471
Braybrook	Stewart Street (Turner to Pritchard), Braybrook - road works	\$388,471
Braybrook	Turner Crescent (near Beachley), Braybrook - road works	\$224,471

Location	DCP Project Name	TOTAL DCP COST ESTIMATE (Total Project Cost - Grants - Contributions - Open Space Reserve)
Braybrook	Churchill Place, Braybrook - road works	\$115,471
Maribymong	Maribymong Aquatic Centre, Maribymong - facility works	\$300,000
Yarraville	Angliss Reserve, Yarraville - floodlight works	\$240,000
Footscray	Cowper Street (Harris to Lyons), Footscray - road works	\$3,534,000
Yarraville	Cruickshank Park, Yarraville - open space works	\$201,000
Footscray	Footscray Activity Centre, central Footscray - pedestrian priority works	\$160,000
Footscray	Footscray Activity Centre, Barkly Street - streetscape works	\$100,000
Footscray	Footscray Activity Centre, Bunbury Street - streetscape works	\$2,443,000
Footscray	Footscray Activity Centre, Buckley Street - pedestrian priority works	\$609,000
Footscray	Footscray Activity Centre, central Footscray - pedestrian priority works	\$420,000
Footscray	Grimes Reserve, Footscray - open space works	\$600,000
West Footscray	Hansen Reserve, West Footscray - pavilion works	\$4,190,000
West Footscray	Hansen Reserve, West Footscray - open space works	\$1,300,000
Seddon	Harris Reserve, Seddon - playground works	\$100,000
Footscray	Henry Turner North Reserve, Footscray - pavilion works	\$154,000
Footscray	Henry Turner South Reserve, Footscray - new pavilion	\$884,000
Braybrook	Kinder Smith Reserve, Braybrook - floodlight works	\$124,000
Seddon	Mappin Reserve, Seddon - playground works	\$100,000
Yarraville	Norfolk Street Early Years Facility, Braybrook - facility works	\$1,950,000
Braybrook	Pennell Reserve, Braybrook - open space works	\$908,000
Braybrook	Pennell Reserve, Braybrook - pavilion works	\$2,600,000
Maidstone	Scovell Reserve, Maidstone - new pavilion	\$2,850,000
West Footscray	Stony Creek (near Cala Street), West Footscray - new bridge	\$320,000
West Footscray	Stony Creek (Waratah to Roberts), West Footscray - new path	\$275,000
Footscray	Maribymong River, Footscray - river edge works	\$6,000,000
Multiple Locations	Bicycle and Pedestrian - municipal network works program	\$11,000,000
Maribymong	Maribymong River Trail, Burndap Lake - path works	\$425,000
Footscray	Maribymong River Trail, Footscray Park - path works	\$365,000
Footscray + Maribymong	Maribymong River Trail - lighting works	\$750,000
Multiple Locations	Street Tree Planting & Urban Forest Strategy - municipal tree planting program	\$8,724,000
West Footscray	West Footscray Activity Centre, Clarke and Barkly intersection - new open space	\$150,000
Yarraville	Yarraville Activity Centre, Yarraville - pedestrian priority works	\$454,000
Footscray	Hyde Street Community Facility, Footscray - facility works	\$103,000
Footscray	Brenbeal Early Years Facility, Footscray - facility works	\$3,000,000
Braybrook	Kinder Smith Reserve, Braybrook - pavilion works	\$2,710,000
Maribymong	Burndap Reserve, Maribymong - playground works	\$250,000
Footscray	Jensen Reserve, Footscray - playground works	\$600,000
Footscray	Maddern Square, Footscray - open space works	\$600,000
Yarraville	McIvor Reserve, Yarraville - open space works	\$750,000
Maribymong	Coulson Gardens, Maribymong - open space works	\$250,000

Location	DCP Project Name	TOTAL DCP COST ESTIMATE (Total Project Cost - Grants - Contributions - Open Space Reserve)
West Footscray	Gaudion Reserve, West Footscray - open space works	\$100,000
Braybrook	Skinner Reserve (Braybrook Park), Braybrook - open space works	\$2,000,000
Footscray	Newell's Paddock - open space works	\$325,000
Footscray	Footscray Activity Centre, Donald Street (Barkly to Moore) - streetscape works	\$760,000
Tottenham	Alick Street (Somerville to Frederick), Tottenham - road works	\$125,034
West Footscray	Alma Street (Palmerston to Ashley), West Footscray - road works	\$114,625
Seddon	Thomson Street (Gamon to Greig), Seddon - road works	\$221,504
Yarraville	Austin West Crescent (Roberts to Gent) - road works	\$374,234
Braybrook	Hillary Street (Scotland to Rutland), Braybrook - road works	\$175,000
Braybrook	Hillary Street (South to Scotland), Braybrook - road works	\$130,000
Braybrook	Market Place (Ballarat to Market), Braybrook - road works	\$103,935
Maidstone	Winston Street (Churchill to Ashley), Maidstone - road works	\$291,795
Footscray	Yewers Street (Whitehall to Moreland), Footscray - road works	\$222,250
Footscray	Bunbury Street (Moreland to Maribyrnong), Footscray - road works	\$211,239
Maidstone	Clarendon Street (Ashley to Churchill), Maidstone - road works	\$478,545
Seddon	Lily Street (Alexander to Margaret), Seddon - road works	\$164,300
Kingsville	Shackell Street (Coronation to Wales), Kingsville - road works	\$121,205
Seddon	Sydenham Street (Williamstown to Margaret), Seddon - road works	\$498,701
Kingsville	Chirnside Street (Geelong to Shackell), Kingsville - road works	\$105,993
Kingsville	Empress Avenue (Chatfield to Shackell), Kingsville - road works	\$122,078
Maribyrnong	The Esplanade (Chicago to Barb), Maribyrnong - road works	\$130,825
Seddon	Seddon Street (Bayview to Hamilton), Seddon - road works	\$283,764
Yarraville	Campbell Street (Francis to Kent), Yarraville - road works	\$205,846
Footscray	Jerrold Street (Gordon to Commercial), Footscray - road works	\$838,690
Yarraville	Dickens Street (Williamstown to Powell), Yarraville - road works	\$695,126
Footscray	Essex Street (Gordon to Eleanor), Footscray - road works	\$165,596
Maribyrnong	Como Parade (Duffy to Hillside), Maidstone - road works	\$174,028
Maribyrnong	Monash Street (Prince to Gordon), Maribyrnong - road works	\$664,097
Maidstone	Barrett Street (Holland to Janson), Maidstone - road works	\$188,235
West Footscray	Gwelo Street (Aliwal to Bizana), West Footscray - road works	\$271,071
West Footscray	Leander Street (Essex to Barkly), West Footscray - road works	\$469,557
Footscray	Dudley Street (Leigh to Essex), Footscray - road works	\$617,943
Footscray	Dudley Street (Essex to Barkly), Footscray - road works	\$599,315
Yarraville	Hawkhurst Street (Francis to Wembley), Yarraville - road works	\$1,921,297
Footscray	Newell Street (Nicholson to Moore), Footscray - road works	\$1,387,092
Braybrook	Churchill Avenue (Rennison to Melon), Braybrook - road works	\$833,118
Braybrook	Churchill Avenue (Melon to Vine), Braybrook - road works	\$925,249
Braybrook	Churchill Avenue (Vine to Hargreaves), Braybrook - road works	\$1,330,521
Maribyrnong	Kellaway Street (Gordon to Rowe), Maribyrnong - road works	\$485,558
Maribyrnong	Kellaway Street (Rowe to Rosamond), Maribyrnong, road works	\$488,134
Yarraville	Lormer Street (Beverley to Hughes), Yarraville - road works	\$224,559
Yarraville	Neylon Street (Gent to Roberts), Yarraville - road works	\$507,339
Yarraville	Knox Street (Hyde to Stephen), Yarraville - road works	\$640,500
Maidstone	Radio Street (Omar to Renown), Maidstone - road works	\$339,620

Location	DCP Project Name	TOTAL DCP COST ESTIMATE (Total Project Cost - Grants - Contributions - Open Space Reserve)
Maidstone	Renown Street (Mitchell to Radio), Maidstone - road works	\$404,232
Maidstone	Dunedin Street (Omar to Renown), Maidstone - road works	\$323,149
Maidstone	Carlyle Street (Thomson to Studley), Maidstone - road works	\$504,244
Braybrook	Elizabeth Street (Crothers to Melon), Braybrook - road works	\$282,927
Braybrook	Myalla Street (Darnley to Duke), Braybrook - road works	\$1,515,730
Maidstone	Omar Street (Mitchell to Radio), Maidstone - road works	\$411,739
Maidstone	Pridham Street (Rosamond to Rowe), Maidstone - road works	\$531,586
Maidstone	Pridham Street (Rowe to Gordon), Maidstone - road works	\$487,994
West Footscray	Stanhope Street (Palmerston to Elphinstone), West Footscray - road works	\$1,560,748
Tottenham	Tottenham Parade (Geelong to Somerville), Tottenham - road works	\$611,733
West Footscray	Suffolk Street (Ashley to Brunswick), West Footscray - road works	\$554,312
Braybrook	Hampden Street (Crothers to Ashley), Braybrook - road works	\$564,200
Yarraville	Mclvor Reserve (Hanks), Yarraville - sports field works	\$170,000
West Footscray	Kingsville Tennis Facility, West Footscray - tennis courts works	\$165,000
Yarraville	Angliss Reserve, Yarraville - sports field works	\$180,000
Yarraville	Yarraville Tennis Facility, Yarraville - floodlight works	\$120,000
Yarraville	Alex Beaton Reserve, Yarraville - lighting workss	\$120,000
West Footscray	Basset Reserve, West Footscray - irrigation works	\$200,000
Yarraville	Fels Reserve, Yarraville - playground works	\$115,000
Yarraville	Hanmer Reserve, Yarraville - path works	\$128,000
Braybrook	Pritchard Reserve, Braybrook - playground works	\$175,000
Maidstone	Scovell Reserve, Maidstone - irrigation works	\$183,000
Braybrook	Skinner Reserve (Braybrook Park), Braybrook - irrigation works	\$233,000
Maidstone	Ulmara Park, Maidstone - playground works	\$133,000
Maribyrnong	Village Green, Maribyrnong - playground works	\$150,000
Yarraville	Yarraville Oval, Yarraville - floodlight works	\$200,000
Maidstone	Scovell Reserve, Maidstone - cricket net works	\$200,000
Yarraville	Angliss Reserve, Yarraville - irrigation workss	\$580,867
West Footscray	Hansen Reserve, West Footscray - floodlights works	\$550,000
West Footscray	Hansen Reserve, West Footscray - cricket net works	\$200,000
Yarraville	Angliss Reserve, Yarraville - cricket net works	\$200,000
West Footscray	Kingsville Tennis Facility, West Footscray - fence works	\$100,000
Maribyrnong	Robert Barrett Reserve, Maribyrnong – cricket net works	\$120,000
Footscray Park	Footscray Park, Footscray - sports field works	\$330,690
Yarraville	Mclvor Reserve, Yarraville - irrigation works	\$131,294
Yarraville	Mclvor Reserve, Yarraville - sports field works	\$850,000
Yarraville	Alex Beaton Reserve, Yarraville - irrigation works	\$250,000
Yarraville	Alex Beaton Reserve, Yarraville - playground workss	\$150,000
Seddon	Bristow Reserve, Seddon - playground works	\$120,000
Maribyrnong	Harmony Park, Maribyrnong - playground works	\$120,000
Footscray	Spurling Reserve, Footscray - playground works	\$150,000
Pipemakers Park, Footscray Park	Footscray Park and Pipemakers Park - footpath works program	\$397,457

Location	DCP Project Name	TOTAL DCP COST ESTIMATE (Total Project Cost - Grants - Contributions - Open Space Reserve)
Johnson Reserve, Yarraville Gardens	Johnson Reserve and Yarraville Gardens - footpath works program	\$304,082
Harmony Park, Ernie Shephard Reserve, Mappin Reserve, Beavers Reserve	Harmony Park, Ernie Shephard Reserve, Mappin Reserve and Beavers Reserve - footpath works program	\$144,597
Maribyrnong	Maribyrnong River Early Year Facility, Maribyrnong - early years facilities, playground works program	\$90,000
West Footscray	Brenbeal Early Years Facility, West Footscray - early years facilities, playground works program	\$300,000
Maidstone	North Maidstone Early Years Facility, Maidstone - early years facilities, playground works program	\$200,000
Yarraville	Clare Court Early Years Facility, Yarraville - early years facilities, playground works program	\$350,000
Braybrook (North)	BrayBrook (North) - local area traffic management works program	\$620,000
West Footscray (North West)/Maidstone (South)	West Footscray (North West)/Maidstone (South) - local area traffic management works program	\$600,000
Kingsville/West Footscray (South)	Kingsville/West Footscray (South) - local area traffic management works program	\$500,000
West Footscray (East)/Footscray North West)	West Footscray (East)/Footscray North West) - local area traffic management works program	\$650,000
Braybrook (South)	Braybrook (South) - local area traffic management works program	\$650,000
Maidstone(North)/Maribyrnong (South West)	Maidstone(North)/Maribyrnong (South West) - local area traffic management works program	\$650,000
Tottenham/Yarraville (West)	Tottenham/Yarraville (West) - local area traffic management works program	\$650,000
Cranwell Reserve, Grimes Reserve	Cranwell Reserve and Grimes Reserve - public toilet works program	\$650,000
Robert Barrett Reserve, Braybrook Park, Dobson Reserve, Johnson Reserve, Hansen Reserve, Yarraville Gardens, Cruickshank Park And Quarry Park	Robert Barrett Reserve, Braybrook Park, Dobson Reserve, Johnson Reserve, Hansen Reserve, Yarraville Gardens, Cruickshank Park and Quarry Park - public toilet works program	\$2,800,000
Seddon	Seddon Activity Centre – public toilet works program	\$350,000
Yarraville/Seddon	Yarraville/Seddon - road safety works program	\$400,000
Footscray	Footscray - road safety works program	\$400,000
Kingsville/Yarraville	Kingsville/Yarraville - road safety works program	\$200,000

Location	DCP Project Name	TOTAL DCP COST ESTIMATE (Total Project Cost - Grants - Contributions - Open Space Reserve)
Braybrook/West Footscray	Braybrook/West Footscray - road safety works program	\$400,000
Tottenham, West Footscray	Tottenham/West Footscray - road safety works program	\$200,000
Maribyrnong	Maribyrnong - road safety works program	\$200,000
Maidstone	Maidstone - road safety works program	\$200,000
Yarraville Gardens, Charlotte Street Reserve/Cruickshank Park And Robert Barrett Reserve	Yarraville Gardens, Charlotte Street Reserve/Cruickshank Park and Robert Barrett Reserve - playgrounds works program	\$300,000
Rolling Mill Reserve And Beevers Reserve	Rolling Mill Reserve and Beevers Reserve - playgrounds works program	\$200,000
Footscray	Footscray Activity Centre - activity centres streetscape works program	\$6,575,000
Maribyrnong	Highpoint Activity Centre - activity centres streetscape works program	\$5,196,000