



Maribyrnong
CITY COUNCIL

ANNUAL REPORT
2015/16



Faces of Maribyrnong

Steve Phillips – Waterside Metal Art, Footscray

There's a primal side to metalworking when you're working with steel and fire and water. You put your steel into the fire and wait – there's no instant gratification. I get to share this passion with others and I still get excited every time I walk through the door.

There's an industrial edge and a rawness to Footscray and I'm privileged to be part of something that also represents the past.



Faces of Maribyrnong

The city of Maribyrnong offers friendly neighbourhoods, a thriving ‘foodie’ scene, a packed calendar of cultural festivals, universities and a beautiful riverside lifestyle – all just seven kilometres from central Melbourne.

But what makes our city a true community, beyond the parks and buildings and river, is the people who call this place their home.

With the pictorial theme **‘Faces of Maribyrnong’** we are recognising and paying tribute to the people who make our city such a vibrant, special place – the families and children, students and researchers, business owners and entrepreneurs, artists and creatives, the ‘born and bred’ and the newly arrived.

How to read this report

This report is structured around the strategic priorities from the Council Plan 2013–2017 (page 24):

1. urban growth
2. liveability
3. economic prosperity
4. transport
5. environmental sustainability
6. organisational accountability.

To provide a complete picture of council’s performance and service delivery, these operational chapters include:

- goals and outcomes from Council’s Priority Action Plan 2015/16
- progress statements on major initiatives from the 2015/16 Budget
- information on Council services, and community satisfaction with those services
- service quality indicators from the Local Government Performance Reporting Framework (LGPRF)
- major activities planned for 2016/17.

Note: The LGPRF is made up of 66 measures, and a governance and management checklist (page 88). LGPRF indicators are identified (by their calculations) in performance tables throughout the report, with comments provided for indicators outside of the materiality thresholds. LGPRF was introduced for 2014/15, so earlier figures are not available.

Maribyrnong City Council's Annual Report 2015/16 details performance against the Council Plan 2013–2017 and the 2015/16 Budget. Spanning the period from 1 July 2015 to 30 June 2016, this report provides an honest assessment of the challenges Council faces in a rapidly growing municipality, and celebrates its achievements in delivering high quality community services and infrastructure. Such reporting provides the Maribyrnong community and other important stakeholders with the assurance that Council spends ratepayer funds responsibly and makes good decisions for the benefit of residents, business owners and visitors.

This Annual Report fulfils Council's responsibilities under the *Local Government Act 1989* and other legislation and complies with the Local Government Performance Reporting Framework.

Council is proud to represent a municipality with such an important Indigenous history and active community. Council acknowledges the traditional owners of this land, the Kulin nation, and appreciates the rich culture and contributions Indigenous Australians have made and continue to make to this city.



This year's
* **highlights**



The year in review

A message from the Mayor and CEO

As a Council, we are proud of the range of services, events and infrastructure projects we provide – and this year more than ever. In the past 12 months, we launched a record \$37 million in capital works and improvements, delivered our strongest Festival City calendar yet, became just the sixth council in the country to achieve zero carbon status, and readied ourselves to become completely debt free. We are also proud of how our programs and projects are helping the municipality grow into a dynamic and thriving community.

Fast growing, fast changing

The inner west is transforming before our eyes. We are experiencing rapid growth and our reputation as a place to live, visit and do business is burgeoning. At Council, we welcome such change. It is an opportunity to draw on our extraordinary cultural diversity, creativity and hardworking industrial roots to emerge as a drawcard location with unique personality. Our new residents are also young, entrepreneurial and informed on local issues – giving us more chances than ever to engage our residents and deliver the services and projects they want, need and expect.

But such growth does present challenges. Over the past year, we have responded admirably to these – approving an additional 2,633 dwellings to help house future residents, creating more parks and sporting facilities in higher density areas, continuing our revitalisation of Braybrook, and rejuvenating the Footscray business precinct with the \$12.3 million Little Saigon Revitalisation project. Where local concerns are beyond our control, we have advocated strongly to enhance the amenity and liveability of Maribyrnong.

Creating more space

With an already dense population that is soon to double, and the legacy of contaminated land, opening up new parks and public spaces is not an easy task. But in the past year we increased the quantity of open space by creating four new parks and playgrounds, and improved the quality of existing parks through various renewal works. We have two sites flagged for future parkland, and continue to work through remediation and masterplan designs for Quarry Park. We also reviewed our Open Space Strategy to make sure the community benefits from large housing developments.

An important source of more public land – as well much-needed housing – is the former Maribyrnong Defence site. It has been seven years since a Federal/State partnership announced a new suburb of 3,000 homes for the site. Disappointingly, only one section of six has been remediated to date and we continue to advocate for the Federal Government to advance the project and release three kilometres of riverfront for public use.

Advocating for the best outcomes

While we were successful in securing truck curfews around two schools in Yarraville, residential concerns about traffic congestion and road freight is often beyond Council's controls and borders. On behalf of residents, we continue to advocate around the Western Distributor, and an inland rail connection to the port – both of which will alleviate air and noise pollution and safety concerns, particularly in Yarraville.

To help our future population move around, we are also encouraged by planned improvements to our public transport system and bike network. Our city benefited from the Regional Rail project, with new or renovated stations at Footscray and West Footscray, while the Metro Rail project will make cross-city travel quicker and easier. Council has again increased its funding for bicycle and shared paths and continues to advocate for improvements to the bicycle network under the Western Distributor and West Gate Distributor projects.

Connecting our community

Council is now more accessible and contactable than ever before, with great improvements to our communication and engagement over the past year. Amassing 10,489 visits, Council's new online engagement site Your City Your Voice opened up community discussion on 48 topics. And in an innovative way to involve our residents in the operations of Council, we conducted a live Facebook chat around the 2015/16 Budget, allowing users to ask questions or comment. Our following across social media roughly doubled in 2015/16, increasing the number of people engaging and commenting on our messages, or seeking further information from Council's website or blogs.

Celebrating our milestones

Likely responsible for teaching many of our children to swim, the much-loved Maribyrnong Aquatic Centre celebrated its tenth birthday in June 2016. With an extension to the gymnasium delivered in 2015/16, upgrades to the foyer, change rooms, sauna, spa and a range of other areas planned in the year ahead. Along with the re-opening of the Phoenix Youth Hub, this was one of many improvements and upgrades delivered to council facilities over the past year. Council delivered 90 per cent of the activities under the Council Plan 2013–2017 strategic priorities of urban growth, liveability, economic prosperity, transport and organisational accountability.

Looking ahead

As our community grows and changes around us, Council itself will be subject to numerous changes over coming years. As planned, Council is on track to becoming debt free in 2016. This achievement coincides with the introduction of rate capping, which brings some uncertainty to our long term financial planning. Rates are the biggest source of revenue for Council, and we don't yet know the level of rate capping beyond 2016/17.

Rate capping is likely to be the first of many changes coming to the way Council operates and represents its community, under much broader reform of the Local Government Act. The legislative review – the most comprehensive since it was first introduced in 1989 – is examining issues from the role and functions of Councillors and CEOs, to donation regulation and how complaints should be handled. Council continues to provide feedback, before the Bill is introduced into the Victorian Parliament in 2017.

With operational highlights provided throughout this report, our many achievements would not have been possible without our supportive community. Through this annual report and its theme 'Faces of Maribyrnong', we are thanking the people who help make our city such a vibrant, special place. We also thank our hardworking staff, Cr Nam Quach (who served as Mayor from November 2014 to November 2015) and all Councillors for their tireless work and commitment to the community.




Cr Cameron McDonald
Mayor



Stephen Wall
Chief Executive Officer

Key achievements

Little Saigon breaks ground

Headlining a record \$29 million capital works program, construction on the \$12.3 million Little Saigon Revitalisation project started as planned. The precinct will eventually include the \$980,000 SaiGon Welcome Arch, a new car park, plaza, shops and additional trees and car parks. Page 34.

Phoenix re-opens its wings

Maribyrnong's young people have celebrated the re-opening of the Phoenix Youth Hub in June 2016. The centre had been closed for 18 months due to major roof restoration works. Page 34.

Council goes carbon neutral

Maribyrnong became just the sixth council in Australia to become carbon neutral, after a seven-year program to replace street lights and council vehicles, and put in place emission reduction plans at Council's main buildings. Page 65.

Opening up public spaces

With open space at a premium in city fringe areas, Council opened four new parks and open spaces in the past year, one of which creatively maximised space on a median strip and now provides neighbourhood families with local playground. Council also reviewed how developers contribute to open space in the municipality. Pages 35, 37.

Aquatic centre turns 10

Reaching its tenth birthday, the Maribyrnong Aquatic Centre (MAC) gymnasium was extended this year to allow for greater participation and use. A program of refurbishment to the aquatics area will commence at the centre in 2016/17. Pages 35, 39.

Expanding online services

Making core planning activities more efficient, Council introduced online permit applications and an entirely paperless process. The Your City Your Voice site also provided the community an online avenue to provide feedback on consultations, while improvements to social media use made it easier than ever before to contact and stay in touch with Council. Page 70.

Art project reaches conclusion

Showing the changing face of Maribyrnong's busiest centre over the past five years, the f5: Footscray in Transition project reached its conclusion in 2015/16. The innovative competition got local artists recording Footscray in photographs and film in yearly instalments. Page 55.

Improving parks and play areas

Among other projects, Council invested half a million dollars upgrading the wetlands, pathways and landscaping at Pipemakers Park, Maribyrnong, while work continues in Footscray Park including endorsement of a new all-abilities playground. Pages 35, 37.

Reducing the cost of services

Council's award-winning food safety program increased its food safety assessments at the same time as lowering costs; Council's waste collection supplier performed even better; and a new partnership with the Lost Dogs Home created savings in animal management and resulted in more animals being reunited with their owners. Pages 55, 56, 67.

Key challenges

Responding to rapid growth

With the city's population forecast to grow by 80 per cent in the next 25 years, Maribyrnong is already seeing a boom in housing and new residents. Providing services and infrastructure at a rate that keeps pace with population growth is a significant challenge. To help anticipate additional demand on our services and infrastructure, we closely analyse population forecasts to help direct resources where they will be most needed. Page 36.

Balancing business and community needs

After listening to businesses in Yarraville, Council suspended paid parking meters in both central Footscray and Yarraville business centres. However, this resulted in a drop in Council revenue. With further consideration of traffic and parking options flagged, Council will continue to meet with traders and trader associations to develop a parking management policy. Page 57.

Advocating for traffic and transport solutions

The expanding Port of Melbourne on Maribyrnong's boundary has generated significant truck traffic, with the volume on the city's roads expected to double by 2020. To help alleviate traffic issues and community health and safety concerns, Council is continuing to consult with government and stakeholder groups, and advocate for the best outcomes for the community from major State Government transport projects, such as the Regional Rail Link, and the Western Distributor project. Pages 60, 62.

Outlook

Becoming debt free in 2016

Over the past five years, Council has significantly reduced its loans and borrowings. With a strong operating position of \$20.6 million, and an adjusted underlying surplus of \$7.4 million in 2015/16, Council is on track to becoming debt free in 2016. Page 14.

New Council to set priorities

The city of Maribyrnong will have a new Council after the upcoming elections in October 2016. This coincides with Council's four-yearly planning cycle, affording the new Council an opportunity to set priorities and goals to 2021. Page 71.

Rate capping

The State Government announced a policy of rate capping from 2016/17. With a 2.5 per cent cap on rate increases in the first year and subsequent caps announced annually, Council has predicted a loss of \$81 million in revenue over the next 10 years. Council is considering its model of operating into the future and a new long term financial strategy. Page 17.

Financial summary

Maribyrnong City Council's financial position continues to be sound. A summary of the Council's financial performance is outlined below, with further detail available in the full Financial Report (page 104).

Council's operating position for 2015/16 was \$20.6 million. This is \$1.5 million more than the 2014/15 surplus and was higher than expected due mainly to an increase in contributed assets. Council's adjusted underlying surplus was \$7.4 million. The higher surplus helps Council toward becoming debt free in 2016.

The adjusted underlying surplus of Council (after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions) is 6.88 per cent when compared to adjusted underlying revenue.

The underlying result is calculated by adjusting the comprehensive result by subtracting any non-cash contributions and removing any one-off or non-recurrent transactions. The underlying result allows Council to fund day-to-day operations and remain sustainable.

Table 1: Underlying result

	2014/15 \$000	2015/16 \$000
Reconciliation of underlying surplus to comprehensive result		
Total comprehensive result	48,706	103,119
Net asset revaluation increment/(decrement)	(29,574)	82,474
Surplus/(deficit) for the year	19,132	20,645
One-off/non-recurrent adjustments		
Contributions - non monetary	(449)	(8,420)
Found assets	(2,188)	(3,071)
Total non-recurrent operating grants	(1,072)	(851)
Total non-recurrent capital grants	(922)	(877)
Underlying surplus or (deficit)	14,501	7,426

Income

Council's total revenue for 2015/16 was \$140 million. This is \$12 million higher than revenue in the previous financial year and is again due to the \$8 million in contributed assets. Rates and charges continue to be the main source of income to Council.

Figure 1: Adjusted underlying result ratio
(Adjusted underlying surplus (deficit)/adjusted underlying revenue) x 100



Figure 2: Source of income



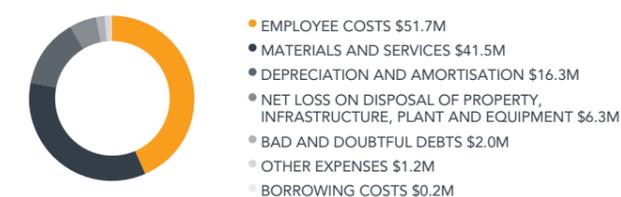
*Other revenue includes: found assets, interest received.

Expenses

Council expenditure in 2015/16 totalled \$119 million, an increased spend of \$11 million on 2014/15. This was due in part to the record capital works spend, and the demolition of disused Council buildings (such as the Skinner Reserve Grandstand and Howard Kingham Aged Care Facility that were demolished to create more open space in Braybrook), which are written off as expenditure.

The biggest expenditure for Council continues to be employee costs, followed by materials and services, which includes contractors and consultants.

Figure 3: Categories of expenditure



Other expenses include: operating lease rentals, Councillor allowances, audit fees.

Capital and improvement works

Council spent \$29 million on capital works and \$8 million on improvement works – a total of \$37 million in 2015/16. While this was the highest spend in the history of the Council, it was 39 per cent less than what was planned. This was due to delays experienced in delivering some capital works projects (page 36). Carried forward to the new financial year, \$11 million worth of capital works is currently in progress.

Figure 4: Capital works expenditure



Figure 5: Capital works expenditure



Other infrastructure includes: off-street car parks, library books, waste management, parks, open space and streetscapes.

Thirty per cent of capital works was spent on buildings, such as the commencement of the \$12.3 million Little Saigon Revitalisation project (page 34). Other major works are detailed below.

Building projects

- \$1.14 million upgrade to Maribyrnong Aquatic Centre, Maribyrnong (page 35).
- \$1.56 million refurbishment of Angliss Reserve Sports Pavilion, Yarraville, which is nearing completion.
- \$833,000 improvement works to Phoenix Youth Hub, Footscray (page 34).
- \$277,000 structural improvement and roof replacement works to the historic Dale Stables, Maribyrnong.

Other infrastructure

- Reconstructed 17 local roads, totalling 30,016 square metres and re-sheeted four roads of around 7,548 square metres.
- Constructed an important 600 metres of new bicycle path on South Road, completing the off road bike link from Tottenham Station to the existing bike lanes on South Road.
- Renewed footpaths in 20 streets across the municipality.

Open spaces

- \$1.1 million improvement works in Pipemakers Park, Maribyrnong (page 35).
- \$365,000 creation of an innovative playground in Cowper Street, Footscray (page 37).
- \$148,000 for concept designs for the old depot site at Southampton Street, West Footscray.
- \$84,000 playground and picnic facilities on a once disused parcel of land, Fyans Morven reserve, Yarraville.
- \$25,000 renewal works to bring Ruby Square, Braybrook, back to life, including a new shelter, picnic tables and irrigation system.

Asset expenditure

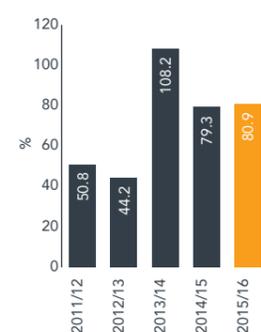
In 2015/16, Council spent \$29 million on buildings, infrastructure, plant and equipment – assets that are currently valued at \$506 million. Council's total assets, including non-current assets plus cash, debtors and land, are valued at \$1,107 million. A revaluation of Council's assets for land and buildings, drainage and car parks increased their value by \$88 million in the past year.

Asset renewal

Council spent \$12.8 million on renewing Council assets, such as buildings and car parks. Council's asset renewal ratio, which is measured by comparing asset renewal with the depreciation of assets value of \$16.3 million, was 78 per cent. On par with 2014/15, this result was due to the record capital works program.

Figure 6: Asset renewal ratio

(Asset renewal expense/asset depreciation) x 100



Council aims to ensure it is able to maintain its infrastructure assets at the expected levels while continuing to deliver the services needed by the community. In 2015/16, Council recorded a significant spend on roads, accounting for 35 per cent of asset expenditure.

Figure 7: Expenditure by asset class



Other infrastructure includes: community and cultural, waste bins.

Liquidity

Council is in a strong position to meet its liabilities. The working capital ratio, which assesses Council's ability to meet current commitments, is calculated by measuring Council's current assets as a percentage of current liabilities.

Figure 8: Working capital

(Current assets/current liabilities) x 100

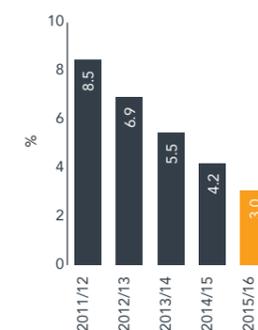


Obligations

Over the past five years, Council has significantly reduced its loans and borrowings and is on path to becoming debt free in 2016. At the end of 2015/16, Council's debt ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was 3.05 per cent.

Figure 9: Loans and borrowing ratio

(Interest bearing loans and borrowings/rate revenue) x 100

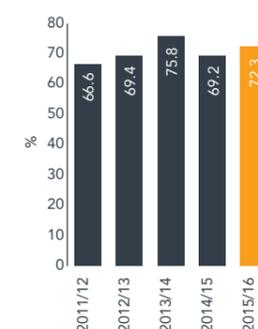


Stability and efficiency

Rates were the major source of Council income, comprising 72 per cent of all revenue in 2015/16. Other sources include fees, grants and contributions.

Figure 10: Rates concentration ratio

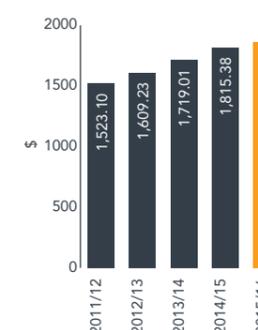
(Rate revenue/adjusted underlying revenue) x 100



The average residential rate per assessment was \$1,866.14, which compares favourably to inner metropolitan areas.

Figure 11: Revenue level

Residential rate revenue/number of residential property assessments



Contracts

During the year Council did not enter into any contracts valued at \$150,000 or more for goods or services, or \$200,000 or more for works without engaging in a competitive process. It also did not enter into any contracts valued at \$150,000 or more for services, or \$200,000 or more for works of a kind specified in section 186(5) (a) or (c) in the Local Government Act.

National Competition Policy

Council continues to comply with the requirements of the National Competition Policy and the *Competition and Consumer Act 2010*. Council's businesses operate in accordance with the principles of competitive neutrality to ensure Council does not unduly influence the private market in the operation of government-provided services.

Strategic Resource Plan

Council's Strategic Resource Plan sets out the financial and non-financial resources required to deliver the strategic objectives in the Council Plan 2013–2017. It is reviewed annually to ensure Council remains financially sustainable in the medium to long term. The key financial objectives are:

- maintaining service levels
- achieving a sustainable operating surplus
- achieving a capital works program which meets the asset renewal needs of the city
- achieving a balanced budget on a cash basis.

Looking ahead

As part of its new rate capping policy, the State Government set a 2.5 per cent cap on rate increases for 2016/17. Council made efficiencies in its operating budget to account for the cap. The ongoing rate cap percentage is unknown and will be announced by the Minister for Local Government in November each year. Council is considering its model of operating into the future with a predicted loss of \$81 million in revenue over the next 10 years.

A new long term financial strategy will also be considered by Council over the next year. The strategy will address the challenges of cost shifting from other levels of government, repaying Council's inherited debt, managing asset renewal and rate capping.



Faces of Maribyrnong

Christina Blaby – Boutique Cake Art, Yarrville

I work on something different every day and it's creative, not traditional. I work with clients to create what they want and to come up with something out of the box!

Yarrville is a great place to be in business. While my clients come from everywhere, there's still a sense of the country in Yarrville. Everyone knows everyone – you stop and talk or wave.

City snapshot

Located in Melbourne’s western suburbs approximately seven kilometres from Melbourne’s central business district, Maribyrnong is a 32-square kilometre thriving hub of arts, culture, cuisine, retail, education and innovation.

- 83,515 estimated residential population¹
- average 34 years of age
- 35,544 dwellings
- 151 open space reserves
- suburbs: Braybrook, Footscray, Kingsville, Maidstone, Maribyrnong, Seddon, Tottenham, West Footscray, Yarraville

The area around Footscray was originally home to the Woimurrung and Boonwurrung tribes of the Kulin nation for more than 40,000 years. Maribyrnong is an anglicised version of the Aboriginal term ‘Mirring-gnay-bir-nong’, which translates as ‘I can hear a ringtail possum’.

The city of Maribyrnong was formed in 1994 from the merger of the city of Footscray and parts of the city of Sunshine.



Celebrating cultural diversity at Maidstone Community Centre

A city rich in diversity

Forty per cent of Maribyrnong’s population was born overseas and 43 per cent speak a language other than English at home. Between 2010 and 2015, the city welcomed 4,907 permanent new arrivals. All contribute to and enhance the city’s vibrant community, whose diversity is reflected in the fact that more than 135 countries are represented and more than 80 languages are spoken. The longstanding influence of migrants from Vietnam, China, Greece and Italy is still apparent, but other cultural groups speaking Mandarin, Hindi and Punjabi are emerging.

A creative city

Known as the ‘Festival City’, Maribyrnong hosts more than 20 festivals and events through the year, capped off by the fireworks-filled New Year’s Eve spectacular. Local community festivals are supported through Council’s Festival City funding program. Home to the Footscray Community Arts Centre, Maribyrnong is a thriving centre of diverse arts and culture with a wide range of opportunities for both emerging and professional artists.

An active city

From organised sport to informal activities in Council’s parks, tennis courts, basketball courts, skate parks and shared paths – Maribyrnong provides many opportunities for an active and healthy lifestyle. The Maribyrnong Aquatic Centre, the Active Maribyrnong Program and the YMCA (through RecWest Footscray and RecWest Braybrook), all offer a range of popular leisure activities.

Celebrating cultural diversity

More than 1,500 people attended Harmony Feast at the Maidstone Community Centre. Now in its sixth year, Harmony Feast encourages people from all walks of life to celebrate Maribyrnong’s diversity.

Table 2: Population forecasts for city of Maribyrnong²

SUBURB	2016	2041	% INCREASE 2016–2041
Footscray	16,833	45,558	170%
Maribyrnong	14,324	30,018	110%
Maidstone	9,567	19,514	104%
Braybrook	10,080	14,566	44%
Yarraville	15,281	21,702	42%
West Footscray	11,754	14,446	23%
Kingsville	3,905	4,505	15%
Seddon	5,185	5,978	15%
City of Maribyrnong	86,975	156,291	80%

² Source: ID Population and Household Forecasting, 2016

A city for curious minds

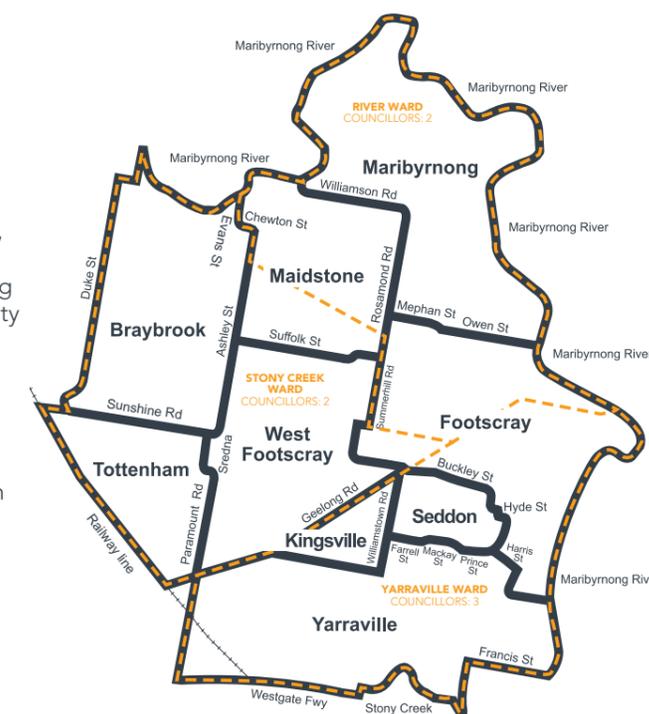
Almost one-third of the city’s residents attend an education institution. Through Council’s new partnership with Victoria University – Footscray University Town – Footscray is being developed as an education and research hub for Melbourne’s west.

A city with a bright future

The city of Maribyrnong is undergoing significant change and expansion. People are flocking to the city, attracted by period homes, the ‘foodie’ culture and arts scene, the natural environment of the Maribyrnong River, access to public transport and the close proximity to Melbourne’s city centre.

The population of the city overall is expected to grow by 80 per cent over the next 25 years, with Footscray alone forecast to experience an increase of 170 per cent during that time. With any such change comes challenges, and Council is working to ensure that both affordable housing and adequate open spaces are available, as well as effective transport options and other infrastructure essential to a healthy and vibrant community.

Figure 12: Municipal map and ward boundaries



¹ Source: Australian Bureau of Statistics Catalogue 3218.0, as at 30 March 2016

About Council

Maribyrnong is a diverse and vibrant city, which is rapidly changing through population and economic growth. As the closest level of government to the community, Council is best placed to respond to the challenges and needs of the community.

Our vision

A diverse and vibrant city dedicated to community wellbeing through democracy, sustainable growth and opportunity for all.

Our values

Respect – This includes the promotion of inclusiveness, empathy, communication and goodwill.

Courage – This includes the promotion of innovation, considered risk, creativity, problem solving, initiative, accountability and responsibility.

Integrity – This includes the promotion of honesty, loyalty, ethical behaviour and trustworthiness.

Our functions

To help make Maribyrnong a great place to live, work and visit, Council performs a range of functions including:

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

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

Our guiding principles

Upholding human rights – Council will uphold the rights of everyone in order for the city to operate in a respectful and peaceful manner.

Implementing social justice and equity – Council will pursue equal rights and equal opportunity for all people, ensuring no one is discriminated against regardless of age, gender, sexuality, ability, faith, social and economic status, cultural background or beliefs and will promote equitable access to the municipality's services and public places.

Engaging with our community – Council will foster a culture where individuals and diverse local communities are respected, engaged and encouraged to participate in the life, activities and decision making of the city.

Advocating on issues – Council will represent the interests of its communities through lobbying of government, business and other organisations to achieve best outcomes for its diverse community.

Developing strong partnerships – Council will seek to build new partnerships and strengthen the trust and confidence of our community partners. We will work closely with groups, organisations and communities to achieve a shared vision.

Being transparent and accountable – Council will ensure its processes, decisions and actions are carried out in an honest and transparent manner and are open to regular public monitoring and scrutiny.

Maribyrnong City Council provides leadership and good governance to the municipality. The role of Council is to represent its community by considering its diverse needs when making decisions, advocating in the interests of ratepayers and encouraging active participation in civic life. Council also establishes Council objectives and ensures resources are managed in a responsible and accountable way.

Councillors and wards

The city of Maribyrnong is divided into the River, Stony Creek and Yarraville Wards.

River Ward

- Cr Sarah Carter
- Cr Cameron McDonald, Mayor from November 2015 and Deputy Mayor from November 2014 to November 2015

Stony Creek Ward

- Cr Catherine Cumming, Deputy Mayor from November 2015
- Cr Nam Quach, Mayor from November 2014 to November 2015

Yarraville Ward

- Cr Michael Clarke
- Cr Grant Miles
- Cr Martin Zakharov

All Councillors were elected in the last Council elections held in October 2012. For information on Councillor allowances, expenses and meeting attendance, see page 74.



From left to right:
Mayor Cameron McDonald,
Cr Grant Miles, Cr Sarah Carter,
Cr Martin Zakharov, Cr Nam Quach,
Deputy Mayor Catherine Cumming,
Cr Michael Clarke.

Council Plan 2013–2017

The Council Plan 2013–2017 guides the planning, development, resourcing and provision of services to the community. Reviewed annually to consider emerging community needs, this Council Plan will ensure the organisation is progressive, dynamic and committed to the city of Maribyrnong.

The Council Plan sets out strategic objectives for each of the six priority areas and how Council will achieve them.

Table 3: Council Plan 2013–2017 strategic objectives and strategies

Strategic objective	Strategies
<p>1. Urban growth We will create a well-planned city that facilitates change while respecting our heritage and neighbourhood character</p> 	<ul style="list-style-type: none"> • Build a well-planned city for our growing population, which is respectful of all people • Champion innovative best practice design • Protect the city's heritage, unique neighbourhood character and waterway environments • Develop social spaces that facilitate use by the community including securing new and improved open spaces to meet increasing population needs • Establish benchmarks for provision of facilities and infrastructure in new developments
<p>2. Liveability We will foster a connected and welcoming city for all by providing well-designed places and quality services</p> 	<ul style="list-style-type: none"> • Improve the city's amenity to create safe, high quality and inviting public places, services and facilities for all • Increase opportunities for community participation in Council's decision making • Celebrate and promote our history, creativity and diversity • Advocate on issues of importance to our community • Develop strong partnerships with a range of organisations and stakeholders to provide social, economic, built and cultural environments that support community wellbeing

3. Economic prosperity

In partnership with our community and stakeholders, we will support local business, attract investment and employment opportunities and improve pathways for education and training



- Promote and advocate for lifelong learning
- Support new industries and sectors that create a variety of local employment opportunities and encourage skill development
- Promote Footscray as a university/knowledge city
- Encourage greater investment in the city through creative industries, the Festival City program and safe, attractive places
- Develop a more sustainable and equitable municipal economy and work with neighbouring councils to promote economic activity

4. Transport

We will plan and advocate for a functional, sustainable and safe, bike and pedestrian friendly transport and traffic management system that meets the community's needs



- Create a connected, pedestrian focused and bicycle friendly city
- Improve amenity and reduce impacts of traffic congestion on our community through traffic management measures
- Advocate for a safe, efficient, accessible and sustainable transport system to avoid adverse health and safety impacts on residential communities
- Support an expansion of safe and accessible train, tram and bus services that facilitate population and employment growth
- Support the efficient movement of freight on designated routes across the municipality

5. Environmental sustainability

In partnership with our community and stakeholders we will educate and promote environmental sustainability



- Collaborate with the community and key stakeholders to support local sustainability initiatives
- Educate the community on environmental issues and best practice in waste management
- Ensure all new Council buildings meet high environmental design standards
- Protect our natural environment through sustainable practices to create a greener city
- Manage issues relating to landfill and contamination

6. Organisational accountability

We will implement a transparent, engaging and accountable governance structure to deliver this Council Plan



- Create an engaging, transparent and accountable organisation, focusing on sustainability, leadership and service improvements
- Report on the wellbeing outcomes committed to in the Council Plan
- Implement the new technology and systems required to support business transformation, innovation and service delivery
- Continue to measure and improve our performance through our service review program
- Improve our relationship with our community and stakeholders by fostering partnerships and encouraging the use of social media

Wellbeing outcomes

Incorporating the Municipal Public Health and Wellbeing Plan, the Council Plan 2013–2017 has a strong focus on improving the physical, social, natural, cultural and economic environments that impact community health. All strategies and activities in the Council Plan and annual Priority Action Plans are linked to the below wellbeing outcomes. These icons are used in the main chapters of the report.



Well-planned city

Well-planned neighbourhoods, city design and developments that are attractive and provide safe and accessible public spaces for all



Cultural vibrancy

A city that respects, celebrates and protects the history and diversity of our heritage, cultural precincts, the arts and community spaces



Economic prosperity

Economic activity that supports local investment, local employment and access to income as well as pathways to education and training



Equity

Equitable access to quality resources that support individual and community wellbeing now and into the future



Community harmony

A strong sense of community built on diversity of gender, age, culture, ability, lifestyle and faith and that supports social inclusion and community decision making



Liveability

A city that has liveable places and community infrastructure that promotes social connections and improves quality of life for everyone



Environmental sustainability

A city and organisation that implements environmentally sustainable policies, practices and procedures that protect the environment and promote the sustainable use of natural resources



Sustainable transport

Accessible, affordable and safe transport options for all community members that encourage sustainable and active transport around the municipality



Efficient workforce

An effective and efficient workforce that demonstrates engagement, innovation, accountability, transparency, good governance and sustainable economic practices that ultimately build and support municipal-wide wellbeing

Planning and accountability framework

Council is accountable to the community and other levels of government, and so is transparent and honest in how decisions are made, rate money is spent, and future services and infrastructure are planned.

The diagram below shows the relationship between the key statutory planning and reporting documents that make up Council's planning and accountability framework.

Figure 13: Council's planning and accountability framework



Adapted from the Local Government Planning and Reporting: Better Practice Guide 2015/16, Victorian Government.

Best value

In accordance with the Local Government Act, Council incorporates Best Value Principles through regular business planning and performance monitoring processes. Multiple initiatives were undertaken in 2015/16 to identify opportunities for improvement and innovation, ensuring Council's services achieve best practice standards in regards to service performance.

In 2015/16, Council:

- developed guidelines and processes for fees and charges
- reviewed processes and procedures around Council agenda and minutes
- undertook four service reviews (page 69).

Performance against Council's Priority Action Plan

Priority Action Plans are developed each year to detail the activities Council will deliver as part of the four-year Council Plan. As part of annual planning, Council committed to 77 actions across the six strategic objectives. Ninety per cent of planned activities were fully delivered – activities that were delayed to 2016/17 are noted throughout the report.

Figure 14: Delivery of activities in Council's Priority Action Plan 2015/16



Community satisfaction

Maribyrnong City Council provides more than 80 community services across a range of areas, such as libraries and community centres, sports and recreation, home and community care, garbage collection, planning and infrastructure, and advocacy. Council aims to provide high quality and responsive services to residents. The Customer Service Charter is embraced throughout the organisation, while community satisfaction is tested through an annual survey.

2015 community survey

To provide insight into local issues and help inform Council's future priorities, the 2015 annual community survey involved 800 randomly selected households and covered community satisfaction and involvement with Council's core services and facilities.

The community's level of satisfaction with Council's overall performance was rated an average of 66.4 per cent. This is a measurable and significant increase from the 2014 score of 61.4 per cent. The results also showed Council is largely delivering high quality services in the areas that matter most to the community.

The top 5

Services most important to the community

1. weekly garbage collection
2. regular recycling
3. services for people with a disability
4. hard rubbish collection
5. services for seniors

Services with greatest satisfaction

1. weekly garbage collection
2. local library
3. regular recycling
4. green waste collection
5. services for seniors

Further results are included throughout this report.

Reading the results

- excellent: 77.5% and above
- very good: 72.5% to <77.5%
- good: 65% to <72.5%
- solid: 60% to <65%
- poor: <60%
- very poor: <55%

Customer service charter

Council reviewed its Customer Service Charter in 2016, ensuring it continues to guide high quality services to the community. The charter echoes Council's commitment to simplify processes, find solutions and continuously improve its services. Council also seeks to make it easy for people to make contact, including through a mobile app that allows them to submit and track a service request.

Table 4: Customer requests and enquiries

	2011/12	2012/13	2013/14	2014/15	2015/16
Customer requests	29,304	33,302	40,441	37,165	32,243
Phone enquiries	75,119	131,050	165,167	152,025	138,741
Emails responded to (via Council's primary email address)	36,529	37,643	47,586	53,405	32,868

The number of enquiries and requests Council received from the community fell measurably over the past year. The drop is most likely due to increased accessibility to Council information, with a corresponding increase in visitation to Council's website, social media accounts, online planning applications and consultation opportunities.

The annual community survey found Council's customer service fell within the 'good' to 'excellent' range, with high satisfaction around staff understanding language needs, online payment processes, courtesy of service, access to relevant officers and provision of information.



Faces of Maribyrnong

Abdul Hussen – Konjo Cafe and Restaurant, Footscray

We're very passionate about sharing Ethiopian culture and cuisine with all our customers. We want everyone who comes to us to enjoy a unique experience.

The best thing about Footscray is not just the diversity, but how people have come to embrace this diversity. I think all the efforts to raise general awareness about the various backgrounds and what those communities have to offer – be it through festivals or other events – have succeeded.

01 Urban growth

From Maribyrnong's quiet, character-filled residential streets to the busy and vibrant business centres, Council is working to ensure it can meet future growth and needs. This includes protecting the amenity, heritage and lifestyle we enjoy, opening up required land for new housing and encouraging investment in local infrastructure. This chapter details how Council is guiding sustainable growth through development applications, driving major new public infrastructure and finding innovative ways to create inviting open spaces.

- 960 planning applications received
- 2,633 new dwellings approved
- four new open spaces, parks and playgrounds created
- 3,000 trees planted

Table 5: Delivering Council's Priority Action Plan 2015/16

We will create a well-planned city that facilitates change while respecting our heritage and neighbourhood character.

ACTION	2015/16 GOAL	2015/16 OUTCOME	WELLBEING OUTCOMES
Strategy: Build a well-planned city for our growing population, which is respectful of all people			
Complete the refurbishment of the Angliss Reserve Pavilion	Complete refurbishment	● 85% complete – scheduled for completion in September 2016 (page 36)	
Complete the construction of the Maribyrnong Aquatic Centre (MAC) gymnasium expansion	Complete expansion of the MAC gymnasium	● Completed (page 35)	
Commence construction of Little Saigon project in Footscray *	Commence construction by December 2015	● Commenced (page 34)	
Prepare a planning scheme amendment to implement the Maribyrnong Economic and Industrial Development Strategy into the Maribyrnong Planning Scheme	Present amendment to Council	● Completed – amendment now with Minister for Planning for approval	
Prepare a planning scheme amendment to implement the Maidstone Hampstead Road East Planning Framework into the Maribyrnong Planning Scheme	Present amendment to Council	● Completed – amendment now with Minister for Planning for approval	

Deliver 2015/16 capital works program	Complete planned capital (renewal, upgrade, new) works	● 50% complete (page 36)	
Implement the Gender Equity in Maribyrnong Action Plan to ensure Council's policies, practices and services consider gender	Implement 2015/16 plan	● Completed	
Strategy: Champion innovative best practice design			
Implement stage two of the Pipemakers Park upgrade	Complete city design works	● Completed (page 35)	
Strategy: Protect the city's heritage, unique neighbourhood character and waterway environments			
Investigate and prepare an incorporated plan to assist with planning applications in heritage areas	Prepare draft incorporated plan or other suitable planning	● 50% complete – scheduled for completion in October 2016 (page 38)	
Strategy: Develop social spaces that facilitate use by the community including securing new and improved open spaces to meet increased population needs			
Deliver budgeted 2015/16 open space improvement projects	Deliver open space improvement projects on time and on budget	● Completed (page 37)	
Complete stage one of a new park space at Southampton Street, Footscray	Complete stage one	● Completed	
Develop Masterplan for Lae Street Nursery/McDonald A Reserve	Complete plan	● Completed – adopted by Council in April 2016	
Strategy: Establish benchmarks for provision of facilities and infrastructure in new developments			
Prepare a planning scheme amendment to implement the Maribyrnong Open Space Strategy contribution rate into the Maribyrnong Planning Scheme	Present amendment to Council	● Completed – approved by Minister for Planning (page 35)	
Review Council's Community Infrastructure Plan to accommodate for the future population growth	Complete review	● Completed	

* Major initiative.

Of the 14 urban growth actions in Council's Priority Action Plan 2015/16, 79 per cent were completed.

Major initiative

Breaking ground at Little Saigon

Construction started as planned on projects associated with the revitalisation of the Little Saigon Precinct, the area bound by Hopkins, Moore and Donald Streets in central Footscray. Projects being delivered include:

SaiGon Welcome Arch – To welcome visitors to Little Saigon, Council is installing a spectacular welcome arch on Leeds Street, in partnership with the Vietnamese community and the State Government. Situated at the corner of Leeds and Hopkins Streets, construction of the arch commenced in June 2016.

New car park, shops and plaza – On the corner of Leeds and Byron Streets, a new five-level development will provide retail space and four levels of parking above, along with a new plaza, giving visitors and shoppers even more opportunity to enjoy Footscray's offerings. Reconfiguration of street parking has also created an additional 100 car spaces.

Footscray goes green – As part of the Little Saigon project and Council's overall efforts to 'green Footscray', 52 trees were planted on Irving Street, from Nicholson Street through to Hopkins Street. Another 150 trees have recently been planted throughout central Footscray over 14 streets.

Achievements

Introducing paperless planning

Helping to make the process of applying for a planning permit easier, Council launched its online application portal in June 2016. While beneficial to residents and developers, the transition also resulted in efficiencies for Council – becoming one of the first metropolitan councils to introduce entirely paperless application processes, from online lodgement, through assessment, to final decisions. Under a staged roll-out, residents will soon be able to track online applications.

Phoenix youth hub reopens

The Phoenix Youth Hub re-opened its doors to much celebration at the end of June 2016. The Council facility, which was closed for 18 months due to major roof restoration works, is a place where all young people aged 12 to 25 who live, work and play in the city can get together.

Council services – statutory planning

Under the guidance of the *Planning and Environment Act 1987*, Council implements the Maribyrnong Planning Scheme through responsive planning application services and planning permit compliance, and administers and enforces the *Building Act 1993* and Regulations.

Figure 15: Accessibility of planning information and advice

Community satisfaction with the accessibility of planning information has increased to a 'good' level in 2015. Satisfaction levels were similar between the applicants and objectors. Council anticipates continued improvements in the 2016 community survey, due to introduction of online applications and tracking.

FIG 15:

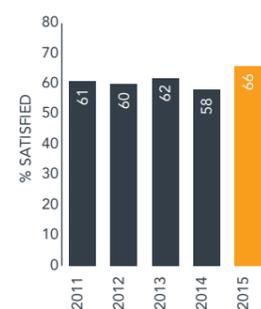


FIG 16:



Figure 16: Community consultation and involvement in statutory planning

Community satisfaction with community consultation around statutory planning matters has increased to a 'good' level in 2015. Satisfaction was slightly lower among objectors.

Source: Maribyrnong annual community survey.

Table 6: Statutory planning

	2014/15	2015/16
Planning applications received	1003	960
Planning application decisions	808	740
Time taken to decide planning applications The median number of days between receipt of a planning application and a decision on the application	82 days	89 days
Planning applications decided within 60 days		
Planning applications decided within 60 days Number of planning application decisions made within 60 days/number of application decisions made	54%	64%
		See comment 1
Victorian Civil and Administrative Tribunal (VCAT) decisions	34	44
Council planning decisions upheld at VCAT (Number of VCAT decisions that did not set aside council's decision in relation to a planning application/number of VCAT decisions in relation to planning applications) x 100	70%	79%
		See comment 2
Cost of statutory planning service Direct cost of the statutory planning service/number of planning applications received	\$1,776.21	\$1,797.58

1. In 2015/16, Council improved its resourcing and processes to ensure the majority of planning applications are processed quickly and efficiently. As a result, the percentage of decisions made by Council within 60 days is higher than the metropolitan average.

2. This result illustrates Council is continuing to make sound decisions in line with the Maribyrnong Planning Scheme and is reflective of training and development efforts in this area.

More in the pipeline for Pipemakers Park

A half million dollar upgrade to the popular Pipemakers Park, Maribyrnong – including wetland enhancements, new tracks and trails, fencing, viewing platforms and landscaping – was delivered in 2015/16, following an additional half million dollar investment in 2014/15.

Guiding open space contributions

To help meet the needs and expectations of the city's existing and future residents, Council's Open Space Strategy (developed in 2014) guides the future provision, design and management of open space. Building on this in 2015/16, Amendment C137 was prepared to give effect to the open space contributions required through development. The amendment sought a 5.7 per cent contribution and was approved by the Minister for Planning. The amendment:

- identifies areas where Council prefers land contributions rather than cash contributions towards public open space
- outlines criteria for new open space to ensure development contributes to high-quality open space
- permits Council to consider requiring a greater land contribution (for larger subdivisions).

Extended gym helps mark MAC's 10th birthday

An extension to the Maribyrnong Aquatic Centre (MAC) gymnasium allowed the centre to expand its training program to members. An additional 280 square metres was opened in March 2016, providing a larger indoor training space and a small outdoor training area. The project was delivered in time for the centre's tenth anniversary, celebrated in June 2016. In the decade since opening, MAC has received around 10 million visits and seen up to 3,400 children learn to swim each year. A program of refurbishment to the aquatics area will commence at the centre in 2016/17 (page 49).

Council services – open space and playgrounds

Council creates new parks, playgrounds and open spaces, and also maintains them – including gardening, mowing, replacing damaged equipment and watering. Council also maintains more than 49,000 trees on the roadside and in parks.

Figure 17: Provision and maintenance of parks and gardens

Satisfaction increased very marginally and is now categorised as ‘very good’. Respondents from Yarraville and Maribyrnong precincts were measurably more satisfied.

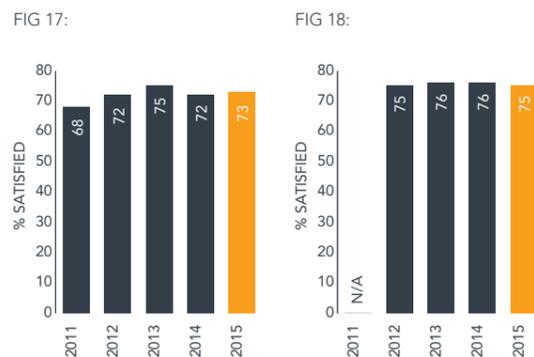


Figure 18: Provision and maintenance of playgrounds

Satisfaction has remained remarkably stable at a ‘very good’ level.

Source: Maribyrnong annual community survey.

Challenges

Housing our future residents

With the city’s population expected to increase by 80 per cent over the next 25 years, Council is responding by ensuring appropriate new housing progressively opens up over that time and earmarking higher density precincts that are close to amenities and transport. While the number of planning applications lodged in the past year dropped slightly, more applications were for higher density housing – mostly within Footscray which is expected to experience a 170 per cent population growth in the next 25 years. A total of 2,633 new dwellings was approved in 2015/16.

After reviewing its Community Infrastructure Plan to accommodate population growth and community infrastructure needs, Council is now reviewing its Housing Strategy (page 38) to ensure new dwellings are built and land is available for housing, without losing industrial land or opportunities for open space.

Accelerating the capital works program

Council is working to accelerate delivery of its capital works and improvement projects, after scheduling setbacks and supplier delays arose on numerous projects. At time of printing, many of these projects have either been finalised or are imminent:

- Angliss Pavilion refurbishment, Yarraville
- Norfolk Street reconstruction, Maidstone
- Busch Street reconstruction, Kingsville
- concrete footpath construction program, various locations
- Kingsford Street rehabilitation, Braybrook
- Little Saigon and SaiGon Welcome Arch.

Finding innovative ways to provide more open space

Providing open space for residents in inner city locations where available land is limited is an ongoing challenge for Council. With the additional challenge of responding to rapid population growth, Council continues to investigate ways to improve existing parks to make them more useable, and to secure new parkland and open space.

In the past year, Council opened four new parks and public spaces:

- a new park was opened in Southampton Street, Footscray in February 2016
- a \$365,000 playground was opened in Cowper Street, Footscray as a creative way to make the most use of a median strip
- an \$84,000 playground and picnic facilities on a once disused parcel of land, Fyans Morven reserve, Yarraville
- council land was converted to parkland, to extend useable space at Kindersmith Reserve in Braybrook.

Upgrades were also completed at Coulson Gardens in Maribyrnong and two new skate parks were created at Robert Barrett Reserve, Maribyrnong and Johnson Reserve, West Footscray. Further improvements were undertaken at Pipemakers Park and Footscray Park, with the Mills Close steps opened up, providing better access between Victoria University and the Maribyrnong River (page 43). Council continues to work with the State Government to secure new areas for parks, with two future sites flagged in Footscray.

Council services – strategic planning

Council drives sustainable and responsible land use and development, through analysing population and housing trends and influences, and provides direction to property owners and developers.

Figure 19: Quality and appearance of new developments

Community satisfaction with the quality and appearance of new developments is remaining stable.

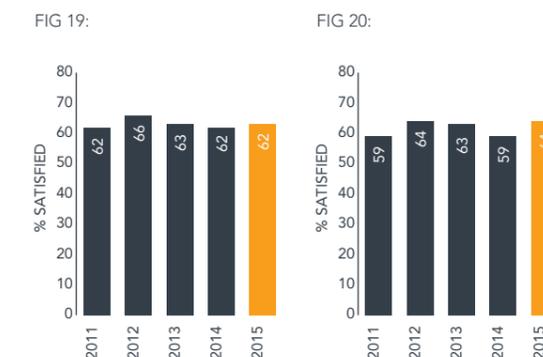


Figure 20: Maintaining local heritage and sites of significance

Community satisfaction with how heritage and significant sites are maintained returned to a ‘solid’ level.

Source: Maribyrnong annual community survey.

Outlook

Reviewing Council's housing strategy

To help ensure Maribyrnong meets the forecast housing needs of the city, Council is reviewing its 2011 Housing Strategy. Since the strategy was first finalised in 2011, forecasts have increased – the city now requires 66,713 dwellings in 2041, with around a third of those in Footscray.

The review will update and revise the existing strategy to facilitate housing diversity and direct housing growth to appropriate locations, while maintaining industrial land and protecting heritage precincts.

Protecting Maribyrnong's heritage precincts

Council will this year establish clear and consistent guidelines to help consideration of the planning controls around the city's established heritage precincts. The guidelines will help the community and Council prepare and assess planning applications, under controls that seek to protect and enhance the city's unique heritage areas.

Aeroplane Park playground to be rebuilt

Council will construct a new playground at Aeroplane Park, Skinner Reserve in Braybrook, after it was destroyed by fire in late 2015. Plans for the new playground and park space were shared with the community in April 2016, after a groundswell of community support. The project is scheduled for completion in June 2017.

How Maribyrnong is changing – 2016 to 2041

- The city's population will increase from 86,975 to 156,291.
- An additional 31,169 dwellings will need to be built, on top of the current stock of 35,544 dwellings.
- The largest population group is the 35 to 49 age group, which is forecast to increase by 70 per cent to 2041.
- The age group with the biggest increase in population (99 per cent) will be between 60 to 69 years.
- Lone person households will overtake couple families with dependents as the most common household type.



Faces of Maribyrnong

Dan Nguyen – Chef, West of Kin, Braybrook

I love the fact that I can experiment and express my creativity with molecular gastronomy and still be able to produce exceptional quality of food and be in an environment where I can socialise and maximise my time with friends and colleagues.

I love Braybrook because it reflects a big part of my culture being Vietnamese, there are many locals out here who also appreciate the flavours that we try to achieve and I love that I can deliver that to them.

02 Liveability

With its close proximity to Melbourne's central business district, Maribyrnong is becoming home to thousands of new residents who see the inner west as an ideal place to buy their first home, start a family or establish a business. To support both new and old residents at all stages of life, Council delivers vital community services and infrastructure to make Maribyrnong a safe and thriving place. This chapter details the popular programs delivered through community centres, libraries and sports and recreation facilities, as well as those to support the revitalisation of neighbourhoods and public spaces.

- **359,720** visitors to community centres
- **712,274** visitors to libraries
- **45,500** people participated in community centre and library programs
- **79,311** home and community care services delivered (includes meals, home care, personal care)

Table 7: Delivering the Council's Priority Action Plan 2015/16

We will foster a connected and welcoming city for all by providing well-designed places and quality services.

ACTION	2015/16 GOAL	2015/16 OUTCOME	WELLBEING OUTCOMES
Strategy: Improve the city's amenity to create safe, high quality and inviting public places, services and facilities for all			
Revise Council's 10-year capital expenditure program (2016/17 to 2025/26)	Review program by March 2016	● Completed	
Deliver 2015/16 tree planting program	Deliver tree planting program	● Completed	
Undertake major repairs to Nicholson Street Mall	Complete repairs	● 70% complete – works commenced August 2016	
Undertake design for regional playground and barbeque facilities, as outlined in the Footscray Park Masterplan *	Complete design	● Completed (page 43)	
Implement Council's Graffiti Management Plan	Complete year one actions	● Completed	
Deliver a new event for Braybrook's community, in conjunction with Braybrook Hub and Council's Activation Program	Deliver new community event	● Completed	

Implement the Early Years' Service and Spatial Plan 2014	Complete actions for redevelopment of Church Street and Maribyrnong River projects	● Completed	
In partnership with State Government, Victoria University and schools, explore the feasibility of the Footscray Civic and Education Precinct	Participate in the Footscray Civic and Education Precinct project	● Feasibility report completed	
Deliver the Maribyrnong public art commission at Thomson Reserve	Install artwork	● 90% complete – installation scheduled for September 2016	
Implement stage three of the StreetWORKS graffiti prevention program installing visual wall art in strategic locations	Implement stage three	● Completed	
Implement Council's Sport Development Strategy	Implement year one actions	● Completed	
Strategy: Increase opportunities for community participation in Council's decision making			
Establish Community Voice Panel *	Establish panel	● Completed (page 43)	
Develop the Maribyrnong Young People's Advisory Committee	Establish committee	● Completed	
Implement year two of the Revitalising Braybrook, Braybrook on Board leadership program	Implement year two program	● Completed (page 43)	
Undertake 2015 annual community survey	Present results to Council by December 2015	● Completed (page 28)	
Strategy: Celebrate and promote our history, creativity and diversity			
Develop the Tourism Action Plan 2015/16 *	Plan adopted by Council by July 2015	● Completed (page 43)	
Prepare a plan for the Bunbury Art Walk in conjunction with Footscray Community Arts Centre	Complete plan by March 2016	● Completed	
Strategy: Advocate on issues of importance to our community			
Develop an advocacy program on community issues	Advocacy program adopted by Council	● Completed	

Deliver 'Trucks in the Inner West' forums to advocate for protection of our community from the health and amenity impacts	Deliver a minimum of two 'Trucks in the Inner West' forums	● Completed (page 60)	
Implement the Maribyrnong Family Strengthening Framework with local agencies	Implement priority actions	● Completed	
Implement the Active Maribyrnong 2015/16 grants program	Implement program	● Completed – 142 young people helped to join sporting clubs	
Strategy: Develop strong partnerships with a range of organisations and stakeholders to provide social, economic, built and cultural environments that support community wellbeing			
In partnership with the Asylum Seekers Resource Centre, and neighbouring councils (Melbourne, Brimbank and Hobsons Bay), develop and implement programs and activities for asylum seekers	Deliver programs and activities	● Completed	
Deliver two seniors expos in the Braybrook and Maribyrnong areas	Deliver two seniors expos	● Completed	
Implement year two of the Maribyrnong Strategy for Young People 2014–2018	Implement year two actions	● Completed	
Implement year one priorities from the Maribyrnong Early Years Plan 2015–2018 in partnership with the Maribyrnong Early Years Alliance	Implement year one actions	● Completed	
Develop the Maribyrnong Shared Approach to Safety Strategy 2015–2017	Strategy developed and endorsed by Council	● Completed	
Work in partnership with the Western Bulldogs to deliver the Youth Leadership Project	Deliver Youth Leadership program	● Completed – 10 young leaders currently undergoing the program	
Develop stage two of the Revitalising Braybrook Action Plan *	Develop stage two of the Action Plan	● Completed (page 43)	

* Major initiative.
Of the 28 liveability actions in Council's Priority Action Plan 2015/16, 93 per cent have been completed.

Major initiatives

Masterplanning Footscray Park

Set to become a major attraction in the Maribyrnong area, Council endorsed a masterplan for a sensory playground and new barbecue facilities at Footscray Park. The all-abilities playground features sensory, physical and water play and is wheelchair accessible. Ongoing works under the Footscray Park Masterplan for 2015/16 included construction of a new car park, upgraded river frontage and pedestrian connections and lighting. Extensive planting accompanied the improvements and continues to build on the heritage character of Footscray Park.

Attracting visitors and tourists

Between 2010/11 and 2014/15 more than 14,000 overseas visitors stayed more than four million nights in Maribyrnong, with many being visiting friends and relatives. With the number of visitors to the city growing year on year, Maribyrnong's Tourism Action Plan 2015/16 focused on enhancing the visitor experience, and maximising opportunities and resources through partnerships and stakeholder relations. Key outcomes included improved positioning of Maribyrnong through increased social media, the city's festivals and inclusion in Melbourne's official visitors guide and map.

Revitalising Braybrook: stage two

After a successful first stage, this year Council voted unanimously to move ahead with stage two of Revitalising Braybrook. The innovative revitalisation project is designed to improve the wellbeing of Braybrook residents, tackling the issues of social and economic disadvantage. In consultation with residents, community organisations, businesses and other levels of government, stage two addresses five priority areas: Learning Braybrook; Thriving Braybrook; Vibrant Braybrook; Connected Braybrook; and Great Places and Spaces. Stage one saw more than 30 stakeholders jointly deliver 86 actions over the past three years.

Establishing a community voice

The Community Voice Panel initiative provides direct and balanced feedback from the community. In the past year, the panel responded to the Art Work for the SaiGon Welcome Arch project (page 34), Council's Reducing the Harm from Gambling Policy and was also invited to engage in the live budget consultation (page 70). The panel is made up of 168 participants, selected from 850 applications from across the city. Participants were selected to represent diverse ages, languages and cultural backgrounds.

Targeting chronic health issues

With rates of diabetes much higher than the national average, Council funded an initiative to address diabetes in Braybrook. The place-based Braybrook Diabetes Prevention and Management Project was integrated into Revitalising Braybrook. As part of the project, 13 local residents participated in a 12-week accredited training program which focused on building healthy living practices in the community. The project also worked with community leaders (Braybrook on Board) and supported an ongoing 'health literate hub' with HealthWest and cohealth.

Achievements

Libraries lead lifelong learning and literacy

In its first year of implementation, the new Lifelong Learning and Literacy Strategy resulted in the development of several new successful programs. For example, in cooperation with Asylum Seekers Resource Centre, Conversation Café provided informal group get-togethers at Footscray Library to help people improve their English conversation skills and meet new friends.

More than 140 programs were delivered across community learning and libraries over the past year. These included Harmony Feast (page 20), internet training classes, language and literacy programs, play groups, seniors programs, Lego club, book clubs in several languages, bilingual story time and Chinese language health workshops.



Council services – libraries and community centres

Council manages five libraries and three community centres, and supports five community-managed neighbourhood houses. Services are many and varied, ranging from library collections, information technology and training, cultural and social activities, and education and training.

Figure 21: Library services

The importance of the local library has remained very high in the community. Satisfaction increased marginally in 2015, and remains categorised as 'excellent'.

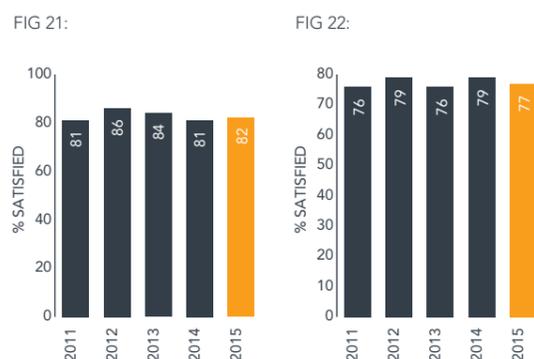


Figure 22: Community centres

Satisfaction declined marginally to 'very good', but remains 'excellent' in Maribyrnong, Maidstone, Footscray and West Footscray.

Source: Maribyrnong annual community survey.

Braybrook Community Hub wins awards

Opened in March 2015, Braybrook Community Hub received an LGPro Excellence award in the Community Assets and Infrastructure Initiative (over \$1.5 million) category in February 2016, adding to the Australian Property Institute Commendation 2015 for Excellence in the Local Government Property category. The Braybrook Community Hub Governance Committee also elected a community representative to help guide the strategic direction of the community facility.

She's Game!

Aimed at increasing women's participation and inclusion in local sporting clubs, the 'She's Game – Gender Equity in Sport' project ran from February 2015 and concluded in June 2016. Comprised of a video face to face education, research, policy development and a small grants program, 'She's Game' acknowledged gender inequality as a primary driver of men's violence against women.

Combining community and club at new Maidstone Park

Transforming a disused and abandoned site, Maidstone Park now caters for community needs and presents new sporting club opportunities. Council held an extensive community consultation process with residents and community groups, which resulted in maximum usability combining two public access tennis courts, a restored heritage tennis pavilion and an adjoining pocket park.

Table 8: Libraries and community centres

	2014/15	2015/16
Number of visits to community centres	111,520*	359,720
Number of participants in community centre programs	14,855	20,712
Number of visits to libraries	633,966	712,274
Number of loans from libraries	718,740	731,691
Number of participants in library programs	19,210	21,804
Library collection usage	4	4
Number of library collection item loans/number of library collection items		
Standard of library collection (Number of library collection items purchased in the last five years/number of library collection items) x 100	82%	83%
Active library members (Number of active library members/municipal population) x 100	18%	18%
Cost of library service Direct cost of the library service/number of visits	\$5.76	\$5.44

* Braybrook Community Centre was only partially operational due to the development of the Braybrook Community Hub.

While Council has extended library opening hours, increased collections and opened an additional library, the average cost per visit is falling. This reflects Council efforts to provide a highly cost-effective library service.

Table 9: Home and community care (HACC)

	2014/15	2015/16
Number of older adults, and people with disabilities who used home and community support services	2,891	1,487
Participation in HACC service (Number of people that received a HACC service/municipal target population of HACC services) x 100	23%	24%
Participation in HACC services by culturally and linguistically diverse (CALD) people Number of CALD people who receive a HACC service/municipal target population in relation to CALD people for HACC services) x 100	15%	20%
		See comment 1
Number of hours of care provided to older adults and people with disabilities	121,150	96,310
Time taken to commence the HACC service Number of days between the referral of a new client and the commencement of HACC service/number of new clients who have received a HACC service	n/a	10 days
Compliance with Community Care Common Standards (Number of Community Care Common Standards expected outcomes met/number of expected outcomes under the Community Care Common Standards) x 100	89%	89%
Cost of domestic care service Cost of the domestic care service/hours of domestic care service provided	n/a *	\$71.31
Cost of personal care service Cost of the personal care service/hours of personal care service provided	n/a *	\$48.45
Cost of respite care service Cost of the respite care service/hours of respite care service provided	n/a *	\$46.55

* Note: the cost of domestic, personal and respite care services was not required to be reported on in 2014/15. The average cost of these services in 2015/16 was within the expected range.

1. Increased participation demonstrates a growing awareness and promotion of Council services. The city of Maribyrnong has the second most ethnically diverse population in Victoria, with 40 per cent of residents born outside Australia.

Council services – support for seniors

Council provides many services for seniors and people with a disability and their carers. These include respite, home delivered meals, personal care and domestic assistance, social programs, and support to enable community members to remain at home through care packages, gardening, property maintenance and transport.

Figure 23: Services for seniors

Satisfaction with Council's services supporting seniors increased in 2015 and is now categorised as 'excellent'.

FIG 23:



Source: Maribyrnong annual community survey.

Council services – children, young people and families

Council provides a long list of services for children, young people and their families. Support services include (among many other) immunisation, parental information, breastfeeding support, occasional childcare, playgroup support and kindergarten, holiday programs, recreational, volunteering, counselling and personal development programs.

Figure 24: Services for children

Satisfaction with Council's services increased in 2015 and is being maintained at a 'very good' level. Respondents from West Footscray and Braybrook rated satisfaction measurably higher than average.

FIG 24:



FIG 25:

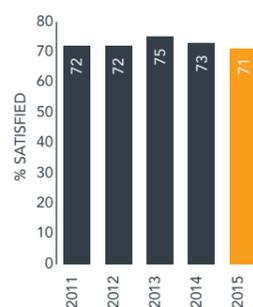


Figure 25: Services for young people

Satisfaction with services for young people declined marginally in 2015 but are still categorised as 'good'. Levels in Maidstone are significantly higher than in other suburbs.

Source: Maribyrnong annual community survey.

Table 10: Maternal and child health (MCH)

	2014/15	2015/16
Participation in first MCH home visit (Number of first MCH home visits/number of birth notifications received) x 100	104%	n/a *
Infant enrolments in the MCH service (Number of infants enrolled in the MCH service (from birth notifications received)/number of birth notifications received) x 100	100%	n/a *
Participation in the MCH service (Number of children who attend the MCH service at least once in the year/number of children enrolled in the MCH service) x 100	79%	n/a *
Participation in the MCH service by Aboriginal children (Number of Aboriginal children who attend the MCH service at least once in the year/number of Aboriginal children enrolled in the MCH service) x 100	67%	n/a *
Cost of the MCH service Cost of the MCH service/hours worked by MCH nurses	n/a	\$58.91

* In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for the 2015/16 financial year.

Table 11: Aquatic facilities

	2014/15	2015/16
Number of visits to Maribyrnong Aquatic Centre	972,704	883,209
Utilisation of aquatic facilities Number of visits to aquatic facilities/municipal population	12	11
Health inspections of aquatic facilities Number of authorised officer inspections of Council aquatic facilities/number of Council aquatic facilities	1	1
Reportable safety incidents at aquatic facilities Number of WorkSafe reportable aquatic facility safety incidents	0	1
Cost of indoor aquatic facilities Direct cost of indoor aquatic facilities less income received/number of visits to indoor aquatic facilities	\$0.20	\$0.26



Unveiling reconciliation artwork (left)

In partnership with cohealth, Council recognised National Sorry Day in March 2016 by unveiling a new artwork at Braybrook Community Hub. Reconciliation... It will take all of us was created by Aboriginal artist Francine Ngardarb Riches (pictured).

Council services – sport and recreation

Council delivers health, leisure and wellbeing programs through the Maribyrnong Aquatic Centre and the Active Maribyrnong Program, and manages services provided by the YMCA. Council provides opportunities for organised sport, through to informal social and family activities in Maribyrnong's parks and recreation facilities.

Figure 26: Maribyrnong Aquatic Centre (MAC)

Satisfaction with MAC remains 'very good'. Naturally, satisfaction with the centre was higher in suburbs around the facility.

FIG 26:

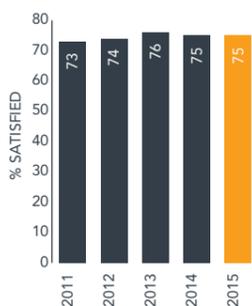


FIG 27:



Figure 27: Sports ovals

Satisfaction remained stable as 'very good'. Respondents from West Footscray and Maidstone were more satisfied and categorised ovals as 'excellent'.

Source: Maribyrnong annual community survey.

Challenges

Addressing community safety concerns

While perception of safety in public areas improved in the past year, safety and cleanliness continue to be concerns for Maribyrnong residents. In response, Council developed 'Shared Approach to Safety' with Victoria Police and other local organisations. Highlights included:

- gaining funding for and implementing the GreenWorks! graffiti prevention project
- running joint community safety forums
- community safety week activities
- production of an updated safe handling of needles and syringes brochure.

Council services – public safety

Council advocates for improved community safety, and delivers syringe management, fire hydrant maintenance, public and street lighting and CCTV maintenance services.

Figure 28: Feeling safe during the day

The perception of safety in the public areas of the city increased again in 2015 to its highest recorded result. Respondents felt very safe in the public areas during the day, in and around Highpoint, and travelling on trains.

FIG 28:

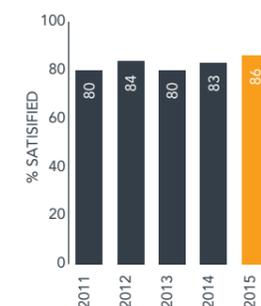


FIG 29:

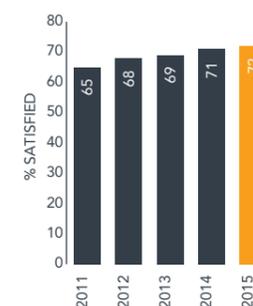


Figure 29: Provision and maintenance of street lighting

Satisfaction has trended marginally higher in each of the past four years, although it remains categorised as 'good'.

Source: Maribyrnong annual community survey.

Outlook

Footscray's mall to be upgraded

Council set an ambitious plan to redesign and commence construction on the \$2 million Nicholson Street Mall refurbishment in Footscray. The project was delayed as pavers initially sourced by the contractor did not meet Council's high quality standards. This has since been corrected and construction commenced.

The refurbishment – including new granite pavers, outdoor trading and event spaces, seats and tree planting – will revitalise how the central Footscray location will be used by businesses and the community. It will now be completed in 2016/17.

Aquatic centre to receive a facelift

Council is set to make a significant re-investment in the Maribyrnong Aquatic Centre (MAC) to both improve people's experience and update facilities. Designs are underway to upgrade the foyer, change rooms, sauna, spa and a range of other areas.

MAC has more than one million visits a year, an award-winning Learn to Swim program and accessible programs to suit all ages. To ensure the centre can continue to remain sustainable while meeting the demands of a growing community, Council is also assessing future developments at MAC.

Public art to get a boost

Over the next year, Council will develop two major arts plans aimed at driving the city's investment in the creative arts and enlivening public spaces with new works. Running alongside the StreetWORKS program (page 76) which will deliver new street art commissions, the Public Art Policy and Program 2017–2021 and the Strategic Arts Framework and Action Plan 2017–2021 will guide the future direction of arts in Maribyrnong.

Community feedback informing Footscray Hub design

Following initial community and stakeholder feedback in December 2015, Council will be completing a detailed design process and further consultation around the proposed Footscray Library and Community Hub project over the next year.

Faces of Maribyrnong

Duncan Gibson – Hop Nation Brewing, Footscray

As winemakers, we travelled the world. However, we loved craft beer and started home brewing – even competing against one another. In brewing, you can be more experimental, you can play with the flavours.

This is such an up and coming area to be in. There's a great mix of people around here and hopefully we've created a place that you can come to with your family and friends and enjoy yourselves.

03 Economic prosperity

Maribyrnong is a place of opportunity for business, employment and education. Council is working to support bustling employment hubs, through forging stronger partnerships with key stakeholders and attracting new industries. Council delivers the infrastructure and promotion to make Maribyrnong an undeniably attractive place to do business. This chapter includes a wide range of programs that seek to protect and enhance the city's economy, by attracting visitors through a packed Festival City calendar, ensuring a reputation for high quality and safe food, and providing business education and consultation.

- **180,600** people attended more than 20 community festivals
- **450** people accessed Council business training and networking events
- more than **3,000** businesses opened

Table 12: Delivering Council's Priority Action Plan 2015/16

In partnership with our community and stakeholders, we will support local business, attract investment and employment opportunities and improve pathways for education and training.

ACTION	2015/16 GOAL	2015/16 OUTCOME	WELLBEING OUTCOMES
Strategy: Promote and advocate for lifelong learning			
Deliver targeted lifelong learning and literacy programs through Council's community centres and libraries	500 people participate in programs	● Completed	
Strategy: Support new industries and sectors that create a variety of local employment opportunities and encourage skill development			
In partnership with the State Government, deliver small business training and mentoring programs	Deliver a minimum of 10 sessions/events	● Completed – more than target completed	
Prepare a series of business newsletters	Publish eight Business Bulletin editions	● Completed – 10 newsletters sent	
Establish an Enterprise Maribyrnong Committee to effectively liaise with traders and business *	Establish committee	● Completed (page 53)	
Strategy: Promote Footscray as a university/knowledge city			
In partnership with Victoria University implement annual actions from the Footscray University Town business plan	Implement 2015/16 actions	● Completed	

In partnership with Victoria University implement public WiFi in Footscray CBD *	Implement WiFi in Footscray CBD	● Completed (page 53)	
Strategy: Encourage greater investment in the city through creative industries, the Festival City program and safe, attractive places			
Deliver the 2015/16 Festival City program	Deliver program	● Completed (page 53)	
Strategy: Develop a more sustainable municipal economy and work with neighbouring councils to promote economic activity			
Promote Maribyrnong as a business destination	Prepare a business prospectus and undertake business visitation program	● Completed	
Promote business activity in Footscray and Yarraville through a business improvement district program in partnership with trader representatives	Develop program	● Completed	

* Major initiative.

All nine economic prosperity actions under Council's Priority Action Plan 2015/16 were completed.

Major initiatives

Launching free WiFi in Footscray

Free WiFi is now available in central Footscray's Nicholson Street mall, making it an ideal place to shop, grab a coffee or relax. Funded by Council, the project is a Footscray University Town initiative and is aimed at encouraging university students to visit central Footscray. Council will assess initial take up, and hopes to extend the WiFi service to other areas in the future.

Establishing Enterprise Maribyrnong

A new Enterprise Maribyrnong Committee (page 76) is guiding economic development in the city and helping Council create excellent business opportunities and meaningful employment. Three meetings were held in 2015/16, after calling for nominations from experienced business representatives in July 2015.

Achievements

Council delivers strongest festival line up ever

Drawing visitors to the inner west, more than 20 festivals were held in Maribyrnong in 2015/16 – the strongest line up since the city became known as the Festival City.

A key component of Festival City is the \$312,900 festival grant program. The program supports a diverse range of community-led festivals including street-based festivals, and cultural festivals including East Meets West Lunar, Quang Minh Tet, Ethiopian New Year, Bathukamma and Wominjeka Festival. Partnering with a range of stakeholders, Council supports and delivers festivals including St Jerome's Laneway Festival, Melbourne Food and Wine Festival 'Eat Drink Westside', Comedy Out West and the Melbourne Fringe Festival. Council also produced a range of community festivals and events including Fireworks in Footscray Park for New Year's Eve.

Table 13: Festival and community grants

	2011/12	2012/13	2013/14	2014/15	2015/16
Festival grants – total funds available	\$271,737	\$288,787	\$303,787	\$312,900	\$312,900
Community grants – total funds available	\$134,000	\$134,986	\$134,943	\$139,970	\$160,000

Supporting community initiatives

Supporting community-based initiatives, Council's 2015/16 community grants program funded 46 projects, ranging from seniors support funding of \$500, to three large Revitalising Braybrook (page 43) grants. Through increasing the annual funds available, Council supported arts and culture, environment and community development opportunities.

Supporting business growth and success

More than 450 people honed their business skills through Council's popular calendar of business workshops, training and networking events. The 2015/16 calendar included events such as social media training, business planning and networking breakfasts, and allowed local business owners and employees to meet, learn and share experiences. Council also distributed its monthly Business Bulletin, detailing new developments and events to ensure business confidence in the strong economic future in the city.

Leading on food safety standards

In recognition of the high quality food safety program available to Maribyrnong businesses, Council received the Maddocks Professional Excellence Award in the Team Excellence and Innovation Category by Environmental Health Professionals Australia. Helping businesses comply and meet their obligations under the *Food Act 1984*, Council's innovative food safety assessment program responds to the city's high number of businesses and multicultural events.

Council services – economic growth

Council assists the business community in establishing and growing their business through providing training and networking opportunities, promotion and marketing of Maribyrnong as a business location, and improving retail precincts.

Figure 30: Promoting local economic development

As the importance of promoting local business increased in 2015, so too did community satisfaction with Council's activities. Satisfaction was higher in the suburbs of Braybrook, West Footscray and Maidstone.

FIG 30:

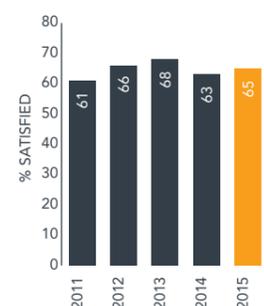


FIG 31:

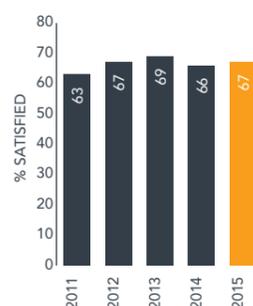


Figure 31: Maintenance and cleaning of shopping strips

Satisfaction with how shopping strips are maintained increased marginally, although it remains categorised as 'good'. Respondents from Maribyrnong, Maidstone, and Yarraville were measurably more satisfied.

Source: Maribyrnong annual community survey.



Five years in Footscray – the final instalment

'f5: Footscray In Transition' was a five-year project aimed at creatively capturing urban, environmental and social changes in Footscray from 2011 to 2016. This year's final instalment featured 11 large photographic prints and a video by local artist Kip Scott (pictured), and concluded with a catalogue and exhibition at Footscray Community Arts Centre.

Table 14: Food safety

	2014/15	2015/16
Time taken to action food complaints Number of days between receipt and first response action for all food complaints/number of food complaints	n/a *	4 days
Food safety assessments (Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> /number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>) x 100	88%	100% See comment 1
Critical and major non-compliance outcome notifications (Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises) x 100	51%	82% See comment 2
Cost of food safety service Direct cost of the food safety service/number of food premises registered or notified in accordance with the <i>Food Act 1984</i>	\$1,024.49	\$917.90 See comment 3

* Reporting on this measure commenced in 2015/16.

1. Council increased the frequency of Class 1 and Class 2 food premises assessments in 2015/16. With a strong enforcement and food safety education program, the city has very high rates of food safety compliance among food operators.
2. In 2015/16, Council focused on improving its performance reporting and recording in this area, and reviewed its processes and systems to ensure follow-up of critical and major non-compliance notifications.
3. While Council increased food safety activities (such as assessments), the cost of delivering the food safety service decreased due to improved and streamlined processes and systems reducing the need for re-inspections.

Food Act directions

No Ministerial Directions were received by Council under the *Food Act 1984*.



Year of human rights film festival

The Human Rights and Arts Film Festival (HRAFF) held its first event in Melbourne's west, titled 'HRAFF Goes West: Seeking Refuge'. Co-hosted by Council at the Footscray Community Arts Centre, HRAFF's Vy Wijekumar (pictured) led an afternoon of film and panel discussion, celebrating the cultural and creative contribution of Australia's newest residents.

Image courtesy of HRAFF. Photography: Phil Portellos

Managing the city's pets

During 2015/16, Council greatly reduced the cost of its animal management service achieved in part by a review of Council service provided in-house. Council also reviewed its policies, procedures and operating manuals around animal management, and continued to offer discounted registration fees for microchipped and desexed animals.

Under the Domestic Animals Act 1994, Council started preparing its new four-year Domestic Animal Management Plan to address issues such as dogs at large, cat overpopulation, nuisance pets, and registration and identification. The new plan will be finalised in October 2017.

Table 15: Animal management

	2014/15	2015/16
Number of registered dogs and cats	9,682	8,819
Number of animals found	918	808
Animals reclaimed (Number of animals reclaimed/number of animals collected) x 100	36%	39%
Animal management prosecutions Number of successful animal management prosecutions	2	4
Time taken to action animal management requests Number of days between receipt and first response action for all animal management requests/ number of animal management requests	n/a	1
Cost of animal management service Direct cost of the animal management service/number of registered animals	\$31.35	\$18.74
		See comment 1

1. Council significantly decreased the cost of its animal management services in 2015/16. This is largely due to a new partnership with the Lost Dogs Home and a revision of costs associated with afterhours processing services. Lower costs area also due to more proactive work in animals being reunited with owners, and cat management now being performed in-house.

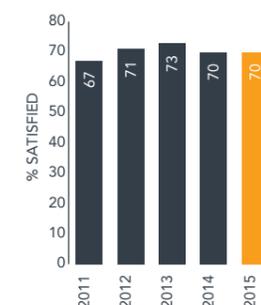
Council services – environmental health

Council monitors compliance around environmental health and animal management and oversees restaurant and rooming house standards, lost pets and registrations and animal and noise complaints.

Figure 32: Animal management

The importance of animal management increased marginally in 2015. Satisfaction also increased very marginally although it remains categorised as 'good'.

FIG 32:



Source: Maribyrnong annual community survey.

Challenges

Balancing business and parking needs

In line with other busy shopping precincts, Council switched on 17 paid parking meters covering 97 parking spaces in Yarraville in August 2015. After listening to traders, Council suspended the meters in both Yarraville and Footscray business centres in December. With expected revenue of more than \$200,000 in Yarraville alone, this impacted Council's annual budget. Council flagged it will reconsider traffic and parking options in the future, and will continue to meet with traders and trader associations.

Outlook

Promoting Maribyrnong as a business destination

Council will continue to develop new opportunities to secure future economic growth through business development and relocation. Council coordinates a business visitation program and prospectus. Officers also meet with new businesses that are considering moving to the city, to help streamline government requirements around planning, traffic, local laws and food safety.

04 Transport

With major transport projects either neighbouring or intersecting Maribyrnong, the impact of traffic congestion and heavy freight on local roads is becoming an increasing health and safety concern. Within its control, Council applies improvements to local roads and pedestrian and cyclist safety measures. Beyond this, Council works closely with government and other stakeholders to ensure the best possible outcomes from major road and rail projects. This chapter looks at how Council is creating a bike and pedestrian friendly city, and advocates for improved public transport and arterials.

- 21 local roads reconstructed or re-sheeted, totalling 37,564 square metres
- footpaths in 20 streets renewed
- 600 metres of bike path constructed
- 16 traffic signal sites upgraded

Table 16: Delivering Council's Priority Action Plan 2015/16

We will plan and advocate for a functional, sustainable and safe, bike and pedestrian friendly transport and traffic management system that meets the community's needs.

ACTION	2015/16 GOAL	2015/16 OUTCOME	WELLBEING OUTCOMES
Strategy: Create a connected, pedestrian focused and bicycle friendly city			
Implement actions from the Maribyrnong Bicycle Strategy 2014, including the construction of the shared path on South Road, Braybrook, from Ashley Street to Melon Street	Complete budgeted works	● Completed (page 62)	
Prepare designs for the linking of the Maribyrnong River Trail from Waterford Green Estate to the City of Brimbank *	Complete design	● Completed (page 60)	
Construct Pipemakers Park connection, as outlined in the Highpoint Structure Plan	Complete construction	● Completed	
Strategy: Improve amenity and reduce impact of traffic congestion on our community through traffic management measures			
Implement recommendations outlined in the Angliss Precinct, Footscray Local Area Traffic Management (LATM) study report 2014	Implement priority actions	● Completed (page 60)	

Implement recommendations outlined in the Maribyrnong LATM study report 2015	Implement priority actions	● Completed	
Deliver the 2015/16 Traffic Management Improvement Program	Complete program	● Completed	
Strategy: Advocate for a safe, efficient and sustainable transport system to avoid adverse health and safety impacts on residential communities			
Deliver 2015/16 actions contained in the following:	Budgeted works completed	● 90% complete	
<ul style="list-style-type: none"> • MITS/NMITS (year four projects) • Safe Travel Plan • Walking Strategy • Public Lighting Improvement program 			
Continue to work in partnership with key stakeholders (including EPA) to engage with the community in regards to the health issues associated with truck pollution	Complete community engagement	● Completed	
Strategy: Support an expansion of train, tram and bus services that facilitate population and employment growth			
Advocate for improved community outcomes from government transport projects impacting on the city *	Identify advocacy opportunities	● Completed (page 60)	
Strategy: Support the efficient movement of freight on designated routes across the municipality			
Continue to work with State Government and key stakeholders on managing heavy freight vehicles through our city *	Participate in the Western Region – VicRoads Freight Strategy Working Group	● Completed (page 60)	

* Major initiative.

Of the 10 transport actions in Council's Priority Action Plan 2015/16, 90 per cent were completed.

Major initiatives

Advocating for our community

Council is continuing to advocate for the best outcomes for the community from major State Government transport projects. In the past year, Council was heavily involved in the community consultation group and technical reference group for the Western Distributor project. Council provided a submission to the State Government on the scope of the project's Environment Effects Statement.

On behalf of the community, Council also advocated for:

- timely remediation of the former defence site and in particular the three kilometres of Maribyrnong River frontage
- urgent funding to upgrade and redevelop Footscray Hospital.

Responding to increased heavy traffic

With at least 20,000 truck movements made on inner west roads every day, Council continues to support measures to reduce truck traffic through residential streets. Over the past year, Council worked with VicRoads, the Environment Protection Authority (EPA), the Department of Health and Human Services through the 'Trucks in the Inner West' partnership to consider short, medium and long term solutions.

As an example, Council successfully lobbied for extended truck curfews near Wembley Primary School in Yarraville to improve the safety of children before and after school. These extended curfews followed similar bans on Somerville Road during school times.

Linking the Maribyrnong trail

Council completed construction plans for the extension of the Maribyrnong River Trail in Braybrook. The trail will extend from Cranwell Park to the municipal border with the City of Brimbank. Construction will be undertaken in 2016/17, while a further extension linking to Waterford Green is in design.

Achievements

Improving local traffic conditions for residents

As part of annual planning to improve pedestrian, cyclist and traffic safety in residential areas, Council completed important traffic and safety treatments in the Angliss Precinct in 2015/16. Council also consulted with the community and commenced work on the Moreland Street Precinct, Footscray and the Severn Street Precinct Local Area Traffic Management plan in Yarraville.

Additionally, and under the Traffic Signal Renewal Program, Council upgraded 16 individual traffic signal sites to more energy-efficient LED lanterns, which not only reduced energy usage (page 65), but cut down on ongoing maintenance costs and repair requirements.

Road management directions

No Ministerial directions were received by Council under the *Road Management Act 2004*.

Improving pedestrian safety and parking

Over the past year, Council worked to improve pedestrian and motorist safety and accessibility, through its rolling Traffic Management Improvement Program. Flashing amber pedestrian crossings were installed in Victoria Street, Seddon and in Edgewater Boulevard, Maribyrnong to improve pedestrian safety. Resealing, reconstruction and other improvements were also made to Council's on and off road parking infrastructure, while parking restrictions including loading zones, accessible parking bays and restricted parking areas were reviewed to meet community and business needs.

Council services – roads and footpaths

Council plans, constructs and maintains local roads, footpaths and shared paths and drainage.

Figure 33: On and off road bike paths

The importance of on and off road bike paths increased noticeably in 2015. Satisfaction declined marginally, although it remains categorised as 'good'.

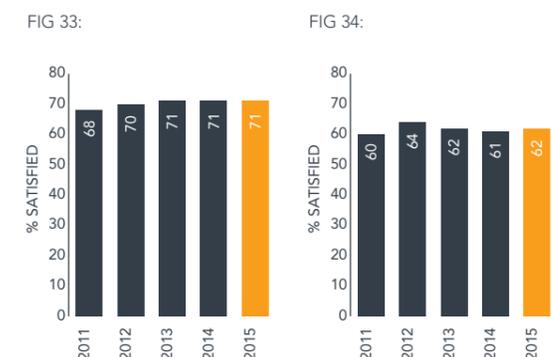


Figure 34: Maintenance and repair of footpaths

Satisfaction with footpath maintenance and repairs increased marginally, and remains categorised as 'solid'.

Source: Maribyrnong annual community survey.

Council services – traffic management

Council monitors compliance around parking, local laws and buildings. Within this broad remit, Council oversees school crossings, road safety initiatives, parking machines, tickets and fines as well as ensuring the safety of buildings.

Figure 35: Traffic management

The importance of traffic management increased marginally in 2015. Satisfaction also increased marginally although it remains categorised as 'solid'. Satisfaction with speed on local roads increased by a greater margin, but remained 'solid'.

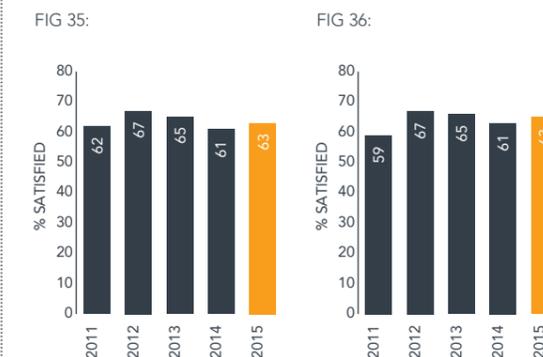


Figure 36: Volume of local traffic

Satisfaction with the volume of traffic on local roads increased marginally to remain 'solid', while satisfaction with main roads was 'poor'. Satisfaction with the number of trucks on main roads increased significantly in 2015, improving categorisation from 'very poor' to 'poor'.

Source: Maribyrnong annual community survey.

Table 17: Roads

	2014/15	2015/16
Sealed local road requests (Number of sealed local road requests/kilometres of sealed local roads) x 100	75%	86 See comment 1
Sealed local roads below the intervention level (Number of kilometres of sealed local roads below the renewal intervention level set by Council/ kilometres of sealed local roads) x 100	80%	81%
Satisfaction with sealed local roads Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads	63	65
Cost of sealed local road reconstruction Direct cost of sealed local road reconstruction/square meters of sealed local roads reconstructed	\$177.05	\$180.85
Cost of sealed local road resealing Direct cost of sealed local road resealing/square meters of sealed local roads resealed	\$20.46	\$47.84 See comment 2

1. The number of requests per 100km of sealed local road increased in 2015/16. This result reflects the natural ageing of local roads approaching the end of their lifecycle and our standard to maintain safe and accessible (Council-owned) roads.

2. As Council undertakes works in a way that minimises disruption to the community, the increase in cost is explained by a number of individual projects. For example, Warrs Road work was done at night to minimise inconvenience to visitors and traders of Highpoint Shopping Centre; Hatelit grids were used to prevent longitudinal cracking at both Warrs Road and Adaleigh Street; and unexpected works were needed at Queensville Street in response to a vehicle accidents.

Challenges

Responding to transport changes

Following completion of the Regional Rail Link, Council continues to respond and adapt to changes to travel behaviour and public transport use – particularly around the relatively new West Footscray station and rebuilt Footscray station. Further changes are anticipated around the Western Distributor and West Gate Distributor projects, including a new bridge across the Maribyrnong River for pedestrians and cyclists. Council continues to work with the State Government and stakeholders to achieve the best outcomes for residents and the broader community.

Outlook

Lowering speed limits in Footscray

In what is becoming common practice in local shopping precincts, Council will consider lowering the speed limit to 40 kilometres an hour in central Footscray. Aimed at calming traffic and improving pedestrian, cyclist and motorist safety, extensive community consultation will be conducted. The proposal will be reported to Council following the Council election.

Connecting the city's bike network

With completion of a shared path at South Road, Braybrook and other improvements to the city's bicycle network, Council has lined up numerous projects to commence in coming years.

Council has increased funding for the renewal of existing bicycle and shared paths, consistent with the Maribyrnong Bicycle Strategy and the Principal Bicycle Network Plan. Council also continues to actively advocate with VicRoads and the State Government for improvements to the bicycle network and associated infrastructure, including:

- completion of the Federation Trail as an off road shared path as part of the Western Distributor project
- investigation of opportunities to improve bicycle links between West Footscray Station and Shepherd Bridge along Napier Street, with the West Gate Distributor Project Team.

Continuing implementation of the Bicycle Strategy, Council will install bicycle lanes in Central Footscray and a repair station on the Maribyrnong River Trail in Maribyrnong. Council is also planning to widen the shared path at Van Ness Avenue in Maribyrnong, and improve the main bike route under the railway bridge in Pilgrim Street, Footscray subject to funding in the capital works program.



Industry honoured in 'Pipedreams'

Commissioned by Council in 2015/16, 'Pipedreams' is a major public art commission for Thompson Reserve by Australian public sculptor and designer, Matthew Harding (pictured). The design was inspired by historical working methods used in the pipe making industries.

05 Environmental sustainability

Council provides great leadership in improving the sustainability of its practices and buildings, including use of native flora in landscaping, installation of solar panels on Council buildings and other sustainability initiatives. This chapter details the activities Council is undertaking to help maintain carbon neutrality, as well as its events program to encourage residents to reduce their waste, and energy and water use.

- 34 per cent of household rubbish diverted from landfill
- 7,517 tonnes of recyclables processed
- 1,191 tonnes of hard waste collected
- 1,300 residents attended environmental programs

Table 18: Delivering Council's Priority Action Plan 2015/16

In partnership with our community and stakeholders we will educate and promote environmental sustainability.

ACTION	2015/16 GOAL	2015/16 OUTCOME	WELLBEING OUTCOMES
Strategy: Collaborate with the community and key stakeholders to support local sustainability initiatives			
Implement Footscray CBD Waste Management Improvement Program 2015/16	Implement program	● Completed	 
Strategy: Educate the community on environmental issues and best practice in waste management			
Deliver community education program on environmental issues	Hold a minimum of five events	● Completed – 14 events held	 
Strategy: Ensure all new Council buildings meet high environmental design standards			
Consider environmental design standards in relation to the Little Saigon Footscray development	Report to Council	● Completed – design standards completed and construction underway	 
Consider environmental design standards in relation to the Footscray Community Hub project	Report to Council	● Completed – design standards completed and construction underway	 
Strategy: Protect our natural environment through sustainable practices to create a Greener city			
Deliver workshops and information about sustainable practices through the My Smart Garden program	Hold a minimum of five events	● Completed (page 66) – 13 events held	 
Strategy: Manage issues relating to landfill and contamination			
Manage land contamination environmental issues on Council properties	Report to Council	● Completed (page 67)	  

All six environment actions in Council's Priority Action Plan 2015/16 were completed.

Achievements

Council achieves zero carbon

Council this year became just the sixth council in Australia to become carbon neutral. Implementing its Carbon Neutral Policy in 2008, Council has saved close to 15,000 tonnes of carbon dioxide equivalent (CO2e) after undertaking energy efficiency retrofit actions in Council buildings and street lights. In the past seven years, Council reduced emissions to zero by:

- replacing more than 4,000 street lights with energy-efficient light fittings and bulbs
- undertaking a Sustainable Building Management Plan to reduce emissions from the Maribyrnong Aquatic Centre, Town Hall, Footscray Library, operations centre and community centres
- undertaking an Energy Performance Program at four of its highest energy using buildings
- updating the Car Fleet Policy to improve the energy efficiency of Council vehicles.

Council signed up as one of the founding partners of the State Government's Take 2 pledging program to encourage all Victorians to work towards limiting climate warming to two degrees. Council will continue to work with Maribyrnong residents to reduce emissions from energy consumption.

Table 19: Energy and water use

	2011/12	2012/13	2013/14	2014/15	2015/16
Total greenhouse emissions (tonnes CO2e)	11,778	12,911	11,937	11,367	10,276
Minus use of Greenpower/other offsets	4,333	4,333	3,754	11,367	10,276
Total (tonnes CO2e)	7,445	8,578	8,185	0	0
Water consumption (megalitres)	178	195	209	243	320

While Council achieved zero carbon status, its consumption of water increased in the past year. This is largely due to increased need for irrigation at Council parks and creation of new open spaces.

Reducing energy use across the city

Alongside the focus on its own practices and processes, Council also has an extensive program to encourage community members and businesses to reduce their energy use.

Positive charge

Maribyrnong subscribed to Positive Charge to provide community support, residential and business advice and consultation. Through the program:

- 54 small businesses were audited to assess their potential to improve energy efficiency through lighting upgrades and solar photovoltaic (PV) installation
- community support and advice was provided to 220 residents
- 43 home energy assessments were conducted.

In the past year, the Victorian energy efficiency certificates created by Maribyrnong residents resulted in 54,416 tonnes of carbon dioxide being abated.

Council services – waste and recycling

Council provides garbage, recycling and optional garden waste collection services, manages dumped rubbish and building site litter, and maintains public bins. Council also provides educational programs and support around sustainable living.

Figure 37: Weekly waste collection

Consistently Council's highest rated service by the Maribyrnong community, satisfaction increased to its highest recorded level. Satisfaction also increased with regular recycling services, which remained 'excellent'.

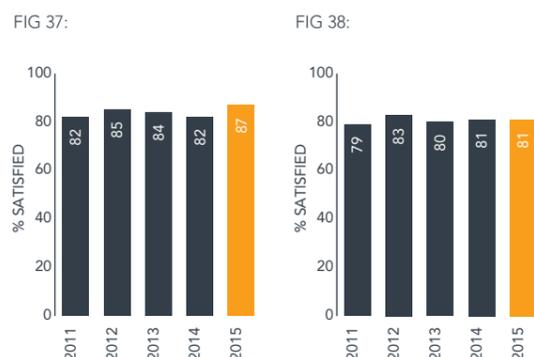


Figure 38: Green waste collection

Satisfaction with green waste collection remained stable as 'excellent'. Satisfaction with hard rubbish collection declined marginally, although it remained categorised as 'very good'.

Source: Maribyrnong annual community survey.

Diverting waste from landfill

Council continued to deliver an innovative and exciting program of free environmental events to help educate and encourage residents to reduce the amount of rubbish heading to landfill – including food and green waste.

My Smart Garden

Marking its five-year anniversary, My Smart Garden continued to support Maribyrnong residents to adapt to a changing climate by turning their outdoor spaces into sustainably-tended, productive gardens. Thirteen environmental education events were delivered to 664 community members. Council also collaborated with community gardens, health centres and other organisations. In its five years, 130 events have been held across Maribyrnong City Council, Moonee Valley City Council and Hobsons Bay City Council. As a result of the program:

- organic waste has dropped by 165 tonnes
- greenhouse gas emissions have reduced by 283 tonnes CO₂e (around 18 households)
- 8,385 kilolitres of potable water has been saved.

Sustainable Living Maribyrnong

Council held 11 free environmental workshops as part of the Sustainable Living Maribyrnong program, providing 310 participants with simple tools to live sustainably for a healthier planet

Food Know How

Reducing the amount of food waste sent to landfill, the Food Know How series provided practical information on meal planning, using leftovers, smart shopping and food storage. More than 110 Maribyrnong residents received easy-to-use tools through the program to reduce the amount of food they threw away.

Reducing litter in local waterways

Running through 2015/16, the Don't Mess with Footscray project aimed to reduce litter originating in the Footscray business district from reaching local waterways, the Yarra River and Port Phillip Bay. Funded in part by the Metro Waste and Resource Recovery Group's Litter Hotspots grant, the program involved an assessment of the types of litter in the area through litter audits and behavioural surveys, bin posters and education for Footscray traders.

Table 20: Waste collection

	2013/14	2014/15	2015/16
Waste to landfill (tonnes)	22,917	20,412	18,556
Kerbside bin collection requests (Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households) x 1000	n/a	185	142
			See comment 1
Kerbside collection bins missed (Number of kerbside garbage and recycling collection bins missed/number of scheduled kerbside garbage and recycling collection bin lifts) x 10,000	n/a	10	10
Recycling (tonnes)	8,067	7,836	7,517
Kerbside collection waste diverted from landfill (Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins) x 100	n/a	34%	34%
Cost of kerbside garbage bin collection service Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins	n/a	\$120.96	\$116.16
Cost of kerbside recyclables collection service Direct cost of the kerbside recyclables collection service/number of kerbside recyclables collection bins	n/a	\$38.51	\$27.13
			See comment 2
Number of households subscribing to green waste bins	5,841	6,454	7,489
Green waste processed (tonnes)	2,151	2,011	2,097
Hard waste collections completed – residential properties	6,812	6,882	7,566
Hard waste collections completed – multi-unit developments	1,899	1,965	2,193

1. Council's waste collection service is provided by an external contractor. Improved contract management by Council has seen the number of kerbside bin collection requests decrease.

2. A new disposal contract started in 2015/16 and provides Council with more income from the sale of recyclables. This led to a decrease in the cost of collecting recyclables.

Council collects landfill, recycling and garden waste from 38,920 properties every week, equating to 3.15 million bins collected each year. In line with its Waste Minimisation Strategy, Council actively works with the community to divert waste from landfill and will reviews its kerbside waste collection services model in 2016/17 to identify further potential efficiencies.

Challenges

Treating the legacy of industry

With a long history of industrial use, pockets of land in Maribyrnong can be contaminated with substances such as chemicals and waste products. This creates challenges for Council when the land – often in premium locations – is transformed from industrial use into useable community space. Currently, these sites are managed on a case by case basis with input from environmental consultants and auditors, so as to mitigate any health and environmental risks associated with the rehabilitation process.

Over the past year, Council undertook rehabilitation works at Quarry Park, including ongoing groundwater monitoring works and submission of a groundwater management plan and hydrogeological assessment to the EPA. Council is also working through environmental

audit processes at the former Council works depot located in Southampton Street, Footscray, which was converted to a car park in late 2012. This work involves some drilling works and environmental monitoring to assess the environmental condition of the site.

Outlook

Adopting ecological building principles

In addition to considering environmental design standards for new developments and community infrastructure, Council will develop an overarching Ecologically Sustainable Design Policy for Council buildings, adopting best practice principles to improve building design for sustainability.

Council will also be installing another 100 kilowatts of solar panels on community buildings over 2016/17, and will investigate opportunities for use of on-site recycled material in footpaths and road bases.

06 Organisational accountability

The decisions Council makes impact greatly on the community and the future of the city. That's why Council involves the community wherever possible – seeking feedback through consultation or directly through advisory groups, and inviting attendance to open Council meetings where the majority of decisions are made. This way, Council can assure residents it is spending responsibly and making fair decisions for the benefit of the city.

- 10,489 visitors to Council's consultation portal, Your City Your Voice
- 2,014 submissions made to Council consultations
- 406,192 unique visits to Council's website

Table 21: Delivering Council's Priority Action Plan 2015/16

We will implement a transparent, engaging and accountable governance structure to deliver the Council Plan 2013–2017.

ACTION	2015/16 GOAL	2015/16 OUTCOME	WELLBEING OUTCOMES
Strategy: Create an engaging, transparent and accountable organisation, focusing on sustainability, leadership and service improvements			
Develop and implement an evaluation/ rating system for the prioritisation of capital works	Develop and implement system by June 2016	● 75% complete – review has commenced	 
Review and update the Customer Service Charter	Update charter in January 2016	● Completed (page 29)	 
Review and update the governance meeting procedures	Review and update procedures	● Completed – to be adopted by the next Council	
Promote social justice agenda through Council's Human Rights and Social Justice Steering Group	Conduct Steering Group meetings	● Completed (page 84)	  
Undertake the White Ribbon Foundation Workplace Accreditation Program	Maribyrnong City Council undergo accreditation	● Completed	  
Strategy: Report on the wellbeing outcomes committed to in the Council Plan			
Review and report on the achievements of wellbeing outcomes	Report wellbeing outcomes in the 2015/16 Annual Report	● Completed (page 26)	  

Strategy: Implement the new technology and systems required to support business transformation, innovation and service delivery

Implement an integrated asset management and maintenance system	Implement system	● 75% complete	  
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Strategy: Continue to measure and improve our performance through our service review program

Continue to implement service review program *	Undertake service reviews in line with the 2015/16 program	● Completed (below)	 
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Deliver a new Maribyrnong General Purposes Local Law *	Implement the new General Purpose Local Law by December 2015	● Completed (below)	 
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Strategy: Improve our relationship with our community and stakeholders by fostering partnerships and encouraging the use of social media

Implement Council's online community engagement Your City Your Voice web tool	Your City Your Voice web tool implemented	● Completed (page 70)	 
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* Major initiative.

Of the 10 organisational accountability actions in Council's Priority Action Plan 2015/16, 80 per cent were completed.

Major initiatives

Providing best value services

As part of a broad continuous improvement program, Council undertook four service reviews in 2015/16 into mowing and turf maintenance, cleansing services, home and community care services and customer service. As a result of these reviews, Council adopted recommendations to improve the services in the short and long term. Recommendations are all being implemented and improvements can be grouped in the following areas:

- building organisational capabilities: skills, leadership, multi-skilling
- service models: service levels, staffing, clarity of roles
- improving internal collaboration: cross-departmental, partnership, communication
- mobility solutions: use of new technology in the field
- setting clear strategic directions: data collection methods, monitoring and evaluation
- improving existing business processes: systems, use/ access to equipment

- strengthening external communication: promoting our services
- improved work practices: efficiency/cost effectiveness
- measuring performance: having appropriate key performance indicators.

Protecting Maribyrnong's amenity

Governing decisions, processes and requirements to protect the community from health and safety risks, as well as issues that impact on quality of life, Council reviewed and updated the Maribyrnong General Purposes Local Law in November 2015. With a lifespan of 10 years, the General Purposes Local Law 2015:

- promotes a physical and social environment free from hazards to health or public safety
- prevents and suppresses nuisances which may adversely affect the enjoyment of life
- prohibits, regulates and controls activities which may be dangerous or detrimental to quality of life and the environment.

Achievements

Engaging with a new audience

Over the past year, Council has significantly increased its reach by better utilising online communication and social media accounts. By using innovative approaches and new technologies, and creating more active, engaging messages:

- Facebook followers increased from 2,500 to 4,039
- Twitter increased from 2,500 to 4,308
- Instagram increased from 120 to more than 800.

This helped drive more people to Council's website and blog in order to seek more information or to take part in community consultation. A total of 406,912 people visited the website over the year, with a further 30,230 to the blog site. Council also communicated through its quarterly Maribyrnong News resident newsletter, media coverage and advertising, and community information forums, consultations, events and activities.

A new way to consult

Breaking with tradition, Council this year conducted a live Facebook chat around the 2015/16 Council Budget. Normally conducted through a Town Hall meeting, far more people were able to access the online debate and ask questions, receiving more detailed responses as staff were on hand to assist. More than 40 questions and comments were made.

Your City Your Voice

Providing an outlet for residents to voice their ideas and feedback on what matters most to them, Council launched a new online community engagement site.

Your City Your Voice opened up consultation on 48 topics such as park designs and masterplans, car share services, Council's responsible gambling policy, youth services and neighbourhood house activities, just to name a few. The site had 10,489 visits and 2,014 submissions were made.

Reviewing Councillor Code of Conduct

Council adopted a new Code of Conduct at a Special Council Meeting on 14 June 2016 as a result of amendments to the Local Government Act. The revised Code of Conduct includes a mandatory internal resolution procedure. The code (page 74) helps Councillors maintain the highest standards of conduct and behaviour and provides a procedure for dealing with disputes when they arise.

Council services – representing the community

Council serves the community and works in partnership with them through engagement and advocacy. Council lobbies State and Federal Government to fund services and infrastructure, including hospitals, schools, roads and public transport.

Figure 39: Representation, lobbying and advocacy

Satisfaction with Council's representation, lobbying, and advocacy increased in 2015. This level of satisfaction remains categorised as 'solid'. Satisfaction with the responsiveness of Council to local community needs increased to 64 per cent in 2015, remaining 'solid'.

FIG 39:

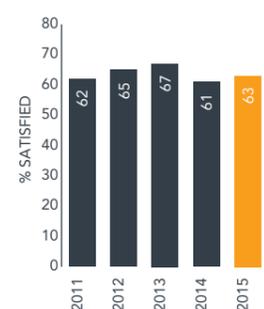


FIG 40:

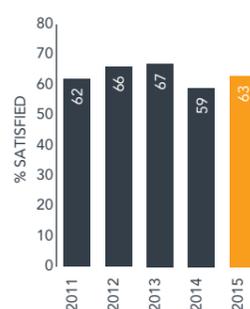


Figure 40: Maintaining community trust and confidence

Satisfaction with Council's performance increased from 'poor' to 'solid' in 2015.

Source: Maribyrnong annual community survey.

Recognising achievement

CEO and Founder of the Asylum Seeker Resource Centre, Kon Karapanagiotidis OAM (pictured) was named 2016 Citizen of the Year as part of Council's Australia Day celebrations. With nine awards presented, the annual Maribyrnong Civic Awards recognise individuals and organisations who tirelessly work to improve the lives of people in the community.



Table 22: Governance

	2014/15	2015/16
Council decisions made at meetings closed to the public (Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors) x 100	4%	7% See comment 1
Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	65%	64%
Councillor attendance at Council meetings The sum of the number of Councillors who attended each ordinary and special Council meeting/ (number of ordinary and special Council meetings) x (number of Councillors elected at the last Council general election) x 100	97%	96%
Satisfaction with Council decisions Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community	60%	64%
Cost of governance Direct cost of the governance service/number of Councillors elected at the last Council general election	\$47,262.34	\$41,051.29 See comment 2

1. This result increased slightly in 2015/16 due to the necessary confidentiality of some matters considered by Council. The vast majority of Council decisions continue to be made at open meetings which community members are encouraged to attend.

2. Council continues to deliver low-cost operating expenses relating to the activity of Councillors. In 2015/16 there was a reduction in Councillor expenses.

Outlook

Inducting a new Council

Following council elections in October 2016, a detailed induction program will commence with the new Council. The program will provide a comprehensive overview of local government and include the roles and responsibilities of Councillors and the administration. In addition Council is required under the Local

Government Act to review the Councillor Code of Conduct, develop a four-year Council Plan and Strategic Resource Plan by 2017, review delegations from Council to staff and receive an election report which has been prepared by the Victorian Electoral Commission.

Faces of Maribyrnong

Narelle Dalziel – Ironstone Jewellers,
Yarraville

I love creating a piece that will become an heirloom for someone. I get to turn someone's idea into a wearable object that they will love for years and perhaps for generations to come.

This area is welcoming, so friendly and warm. Everyone looks out for, and supports, each other – there's a real sense of community.



Corporate governance

Council strives to maintain high standards of democratic and corporate governance. Wherever possible and appropriate, Council decisions are informed by community consultation and made at public meetings.

Councillor conduct

Councillors are elected by the residents and ratepayers to act in the best interests of the community.

To guide the conduct of elected members, Council adopted a revised Councillor Code of Conduct in June 2016. The code articulates expected standards of conduct and behaviour, accountability and responsibilities to ensure public confidence in Council is maintained. The community expects the business of Council to be conducted with efficiency, transparency and impartiality. The code also outlines the dispute resolution procedure.

To mitigate any personal or private interests that may compromise the conduct and decisions of a Councillor, declaration of conflicts of interest is a standing agenda item for all Council and committee meetings. Councillors must step aside from any decision making process or the exercise of a public duty, should they have relevant interests.

Councillor allowances

Under the Local Government Act, Councillors receive an allowance for performing their duty. The Minister for Local Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. As a category two council, the Councillor allowance was fixed at \$23,539 per annum and \$72,834 for the Mayor. The annual allowances were adjusted on 1 December 2015 to be \$24,127 per annum for Councillors and \$74,655 for the Mayor.

Table 23: Summary of the allowances and superannuation

COUNCILLOR	ALLOWANCE AND SUPERANNUATION (INCLUSIVE)
Cr Sarah Carter	\$26,276.21
Cr Michael Clarke	\$26,276.21
Cr Catherine Cumming	\$26,276.21
Cr Cameron McDonald (Mayor from 4 November 2015)	\$67,255.79
Cr Grant Miles	\$26,276.21
Cr Nam Quach (Mayor until 4 November 2015)	\$40,325.30
Cr Martin Zakharov	\$26,276.21

Councillor expenses

The Local Government Act also allows Councillors to seek reimbursement of expenses incurred while performing their duties. The Councillor Support and Expenses Policy provides guidance for the reimbursement of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

Table 24: Councillor expenses

COUNCILLOR	TRAVEL	CHILDCARE	CONFERENCES AND TRAINING	TOTAL
Cr Sarah Carter	\$215.98	\$0	\$0	\$215.98
Cr Michael Clarke	\$1,733.55	\$0	\$1,829.00	\$3,562.55
Cr Catherine Cumming	\$27.40	\$1,340.00	\$280.00	\$1,647.40
Cr Cameron McDonald	\$1,362.94	\$0	\$1,609.00	\$2,971.94
Cr Grant Miles	\$0	\$0	\$0	\$0
Cr Nam Quach	\$352.21	\$0	\$269.54	\$621.75
Cr Martin Zakharov	\$118.68	\$0	\$321.00	\$439.68

Meetings and committees

Council meetings

Ordinary Council Meetings are generally held on the third Tuesday of each month. Members of the community are welcome to attend, submit a question to Council or speak to an item.

Chair of Council meetings

- (To 4 November 2015) Cr Nam Quach
- (To 30 June 2016) Cr Cameron McDonald

Table 25: Councillor attendance

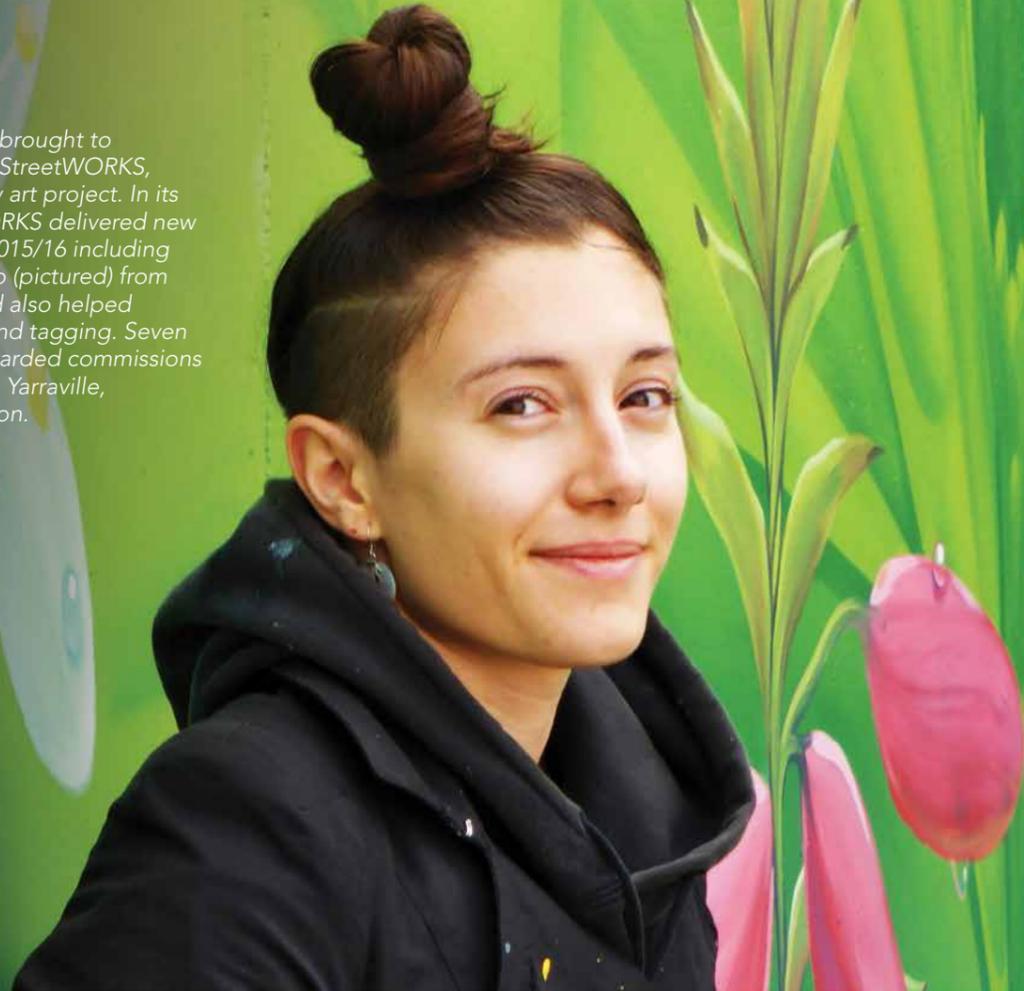
COUNCILLOR	COUNCIL MEETING	SPECIAL COUNCIL MEETING	TOTAL
Cr Sarah Carter	9	3	12
Cr Michael Clarke	10	4	14
Cr Catherine Cumming	8	5	13
Cr Cameron McDonald	9	5	14
Cr Grant Miles	11	5	16
Cr Nam Quach	10	5	15
Cr Martin Zakharov	11	4	15

While Council delegates the majority of operational decisions to Council staff, Councillors adopted a number of significant policies, strategies and plans during 2015/16, including:

- Priority Action Plan 2015/16
- Code of Conduct 2016
- Election Period Policy
- Council Budget 2015/16.

StreetWORKS

New artwork will be brought to the streets, through StreetWORKS, Council's community art project. In its third year, StreetWORKS delivered new colourful pieces in 2015/16 including work by Julia Palazzo (pictured) from Mayfield Palace, and also helped discourage graffiti and tagging. Seven artists have been awarded commissions for this year's sites in Yarraville, Footscray and Seddon.



City Development Special Committee

The City Development Special Committee has delegated authority to make decisions on behalf of Council and meetings are held on the fourth Tuesday of each month.

Chair of City Development Special Committee

- (To 4 November 2015) Cr Cameron McDonald
- (To 30 June 2016) Cr Nam Quach

Enterprise Maribyrnong Special Committee

The Enterprise Maribyrnong Special Committee was established on 19 May 2015, to promote and guide economic development within the city. The committee helps Council establish Maribyrnong as a leader in urban economic transition and renewal, and create vibrant and successful urban places with excellent business opportunities and meaningful employment.

Maribyrnong's key business sectors are represented on the committee, including manufacturing, education, retail, and creative industries and Councillor representation. The Committee comprises a maximum of 11 members including an independent Chair, the Mayor and two additional Councillor representatives.

Chair of Enterprise Maribyrnong Special Committee

(To 30 June 2016) Ms Kate Roffey

Planning forums

Planning forums are held as required throughout the year. This forum enables Councillors and officers to meet with planning permit applicants and objectors to hear firsthand about proposed developments and issues of concern before decisions are made.

Advisory and community groups

An important part of the role of a Councillor is to represent the community on special interest committees and advisory groups. Each year, Councillors are appointed to committees that have a local or regional focus. There is a requirement that Councillors report back to the community and Council at Ordinary Council Meetings each month, via a delegate's report, as part of Council's commitment to govern responsibly and transparently. A full list is provided at Appendix 1 (page 151).

Inner Melbourne Action Plan

The Inner Melbourne Action Plan (IMAP) is a collaborative partnership between the cities of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong which seeks to help foster creativity, liveability, prosperity and sustainability across the inner Melbourne region. IMAP was first adopted in 2005 and its 11 regional strategies and 57 actions were progressively implemented over the following 10 years.

To date, around 75 per cent (49 projects) of all actions in the plan have been addressed. With the inclusion of Maribyrnong City Council in 2013 and the release of the State Government's Plan Melbourne, the IMAP Implementation Committee resolved to review the plan.

IMAP 2016–2026

Commencing in June 2014, the extensive review was overseen by the IMAP Implementation Committee, which comprises elected officials and executive staff from across the five councils.

Following initial workshops in August 2014 and involvement of reference groups and senior staff to help shape the new plan, the draft plan was presented at the Maribyrnong City Council for feedback on 1 December 2015. Community feedback on the draft plan was sought from 27 January to 29 February 2016 and on 17 May 2016 the Maribyrnong City Council approved the Inner Melbourne Action Plan 2016–2026. All five partner councils had endorsed the new plan by 28 June 2016.

The IMAP 2016–2026 takes into account the significant changes to the social, economic, environmental and policy context that have occurred since IMAP was first created a decade ago, together with consideration of the likely challenges and opportunities facing the region in the coming decade. The plan sets out five goals and 27 strategies to help achieve a vision of 'Making the inner Melbourne region more liveable while responding to the challenges of rapid growth'.

2015/16 achievements

- The Visitor Wayfinding Signage Project steering group developed its draft Master Style Guide, aimed at encouraging coordinated pedestrian and visitor signage across metropolitan Melbourne. Final editing and consultation is underway and signage design and testing at trial sites is ongoing.

- The new Regional Recreation Facilities Planning Project commenced data gathering and was successful in being awarded a \$50,000 Regional Planning Grant from Sport and Recreation Victoria to assist the future planning stage of the project.
- The Urban Manufacturing Project aims to improve understanding of land, sector and economic issues associated with small creative businesses in the city. The Phase 1 report was completed and the Makers Melbourne website launched to collate location and qualitative data on small makers and manufacturers in the inner city, attracting more than 140 entries to date.
- The Environmental Sustainable Design Factsheets project team completed their extended set of 15 fact sheets on key design issues. The fact sheets are used by 20 councils in Victoria to advise development applicants on sustainable design solutions.
- The 'Growing Green Guide – a guide to green walls, roofs and facades in Melbourne and Victoria' received further recognition at the Premier's Sustainability Awards in November, winning the Education category and placing as a finalist in the Government category.
- The Regional Tourism group continues to update and promote the IMAP tourism map as the Official Visitors Map in partnership with Destination Melbourne Ltd (DML). The IMAP councils agreed to support DML's development of a Destination Management Plan for the metropolitan region.
- An Affordable Housing Forum hosted by the City of Yarra in October was co-sponsored by the five IMAP councils. Ninety attendees viewed the premiere of a short film 'The future of Social Housing in the Inner City' and joined the wide ranging discussion on ways to enhance affordable housing choices in inner Melbourne.

Looking ahead

The new plan will be published and launched in 2016/17 and, following consultation across the five councils, the main priority actions for the next three years identified and agreed. Current projects being undertaken during 2015/16 are reflected in the new plan and comprise a number of the new priorities going forward.

Governance and management

Council maintains a high standard of corporate governance, with a strong leadership group ensuring it acts with accountability, integrity and openness. The Executive Management Team meets weekly to discuss:

- topics to be reported to Council
- implementation of Council decisions
- issues of organisation wide impact.

Chief Executive Officer

Stephen Wall

Stephen returned to Maribyrnong in October 2014, after previously being Director Corporate Services from 2011 to 2013. Stephen has a local government career of almost 20 years and has been CEO of three councils. Having started as a purchasing and creditors officer, he has worked across a range of corporate functions in six different councils in three states. He holds a Masters Degree in Business Management from Charles Sturt University and a Bachelor of Business. Stephen has held a number of non-executive Director roles with not-for-profit boards, and is a member of the Australian Institute of Company Directors and LGPro.

The Chief Executive Officer is responsible for implementing the Council Plan and advising Council on organisational performance.

Director Corporate Services

Celia Haddock

Commencing with Maribyrnong in April 2013, Celia has an extensive background in the local government, public health and education sectors. She came from Manningham City Council, where she was Director Community Services. Celia has an established record in strategic business development and financial governance, best practice service delivery, corporate planning, research and social policy, advocacy and community engagement. She has a Master of Arts (Social Policy), Bachelor of Education and Diploma of Teaching. Celia is a graduate of the Australian Institute of Company Directors, has Chief Executive and Board experience of non-government organisations and is the current Treasurer of LGPro.

Corporate Services provides services to maintain Council's operation and sustainable development. The directorate is responsible for governance, planning and performance reporting, engagement and customer service, information technology, property management and finances.

Director Planning Services

Nigel Higgins

Nigel commenced with Maribyrnong in 2011, coming from Moonee Valley City Council where he was Executive Manager Environment and Lifestyle. He has an extensive background in local government in Australia and New Zealand, across planning, urban design, place making, business development, city activation, infrastructure and community services. Nigel has undertaken a Masters in Planning and Design from the University of Melbourne, has a postgraduate Diploma in Landscape Architecture from Lincoln University and a Bachelor of Social Science from University of Waikato. He is a member of Council's Project Control Board for both Footscray University Town and Capital Works Major Projects.

Planning Services promotes the long term sustainable development of the city. The directorate is responsible for sustainable urban planning, improving public realms, and regulatory services including building services, environmental health and traffic, local law and compliance.

Director Community Services

Clem Gillings

Clem commenced with Maribyrnong in February 2016, after being Director Community Services at Nillumbik Shire Council for five years when the municipality was recovering from the 2009 Black Saturday bushfires. Clem has held a number of senior roles with State Government, contributing to a broad range of portfolios such as child protection, youth and family services planning, and community infrastructure regional grant investments. She holds a Bachelor Arts and Diploma of Education from Sydney University and has board experience with a number of community health agencies. Clem's key interests are in advocacy and delivery of public realm and social infrastructure.

Community Services provides support services to enhance wellbeing in all stages of life. The directorate is responsible for leisure services, community learning, libraries, early years, youth and family services, and positive ageing and inclusion programs.

Director Infrastructure Services

Sunil Bhalla

While Sunil started his career in the private sector, he has more than 23 years' experience working in local government and delivering significant infrastructure projects. Prior to joining Maribyrnong in February 2016, he spent 14 years at Surf Coast Shire Council where he held the roles of Director Infrastructure, Director Corporate Services and General Manager Governance and Infrastructure. Sunil holds a Bachelor of Engineering - Civil (Honours), a Master of Technology in Construction and Master of Business Administration (Finance). He is also a member of the Institution of Engineers Australia and a graduate of the Australian Institute of Company Directors.

Infrastructure Services manages the city's local roads, paths, drains, alleyways and buildings. The directorate is responsible for transport planning, parking and traffic management, risk management, public lighting, waste and cleansing services, and maintenance of parks.



From left to right:
Stephen Wall, Celia Haddock, Nigel Higgins,
Clem Gillings, Sunil Bhalla.

Figure 41: Organisational structure



Audits and risk management

Council has a robust audit program – consisting of the Audit Committee and appointed internal and external auditors – that is improving each year, as well as sound management to mitigate or prevent risks.

Audit Committee

The Audit Committee’s role is to oversee Council’s internal control procedures and risk management processes. Under the Audit Committee Terms of Reference, it ensures there is a balance of compliance,

internal control and operational audits. The Committee also provides advice to help Council address financial, strategic and operational risks and maintain a reliable system of internal controls.

Committee membership includes two independent members (including the Chair), the Mayor and two Councillors. Independent members are appointed for a period of two to three years. In 2015/16, the Chief Executive Officer and senior staff regularly attended and at least one representative from Council’s internal auditors attended each meeting.

Table 26: Audit Committee attendance

MEMBER	ELIGIBLE TO ATTEND	ATTENDED
Cr Cameron McDonald (ex officio)	4	4
Cr Nam Quach (ex officio)	2	1
Cr Nam Quach (as a member)	4	1
Cr Grant Miles	2	1
Cr Michael Clarke	4	3
Linda MacRae (Chair)	6	6
Mark Anderson (independent member)	6	6

During 2015/16, the Audit Committee met six times to discuss audit reports, Council reports and other issues, such as:

- overdue debtors reports and rate debtors report
- asset management processes and procedures
- a review of Council’s risk management framework, implementation of the monitoring process and a fraud and corruption control update
- Business Continuity Plan
- quarterly finance and performance reports and Councillor support and expenses reports
- the impact of rate capping and review of Local Government Act.

Internal audits

Internal audit services are contracted to DFK Kidson. Internal audits scrutinise the processes and controls applied by Council to its administrative and accounting functions. Reports were submitted to the Audit Committee on the following internal audits:

- payroll review
- fraud management and prevention
- customer service (request and complaints system)
- cash handling
- IT general controls review
- review of parking revenue
- Internal Audit Program status reports.

The internal auditor’s work is supplemented by business process reviews, which are completed by internal staff. These reviews ensure Council processes are efficient, comply with legislation and identify opportunities for change.

External audits

Council's external auditors, HLB Mann Judd, who are appointed by the Victorian Auditor General's Office attended Audit Committee meetings to discuss the 2014/2015 Annual Financial Statements, the 2015/2016 Audit Strategy and the 2015/2016 Interim Management Letter.

Risk management

Through a comprehensive risk management framework, council actively prevents and minimises risks and disruptions to vital community services and projects. Council's Risk Management Policy and processes are in line with best practice and AS/NZS 31000 guidelines. With potential risks considered as part of every decision made by Council, the framework also ensures conflicts of interest, and gifts and benefits are entered on registers.

In the past year, Council:

- updated its Business Continuity Plan to best manage and mitigate events that may result in loss or outage of critical Council functions, processes, resources and/or services
- updated the Disaster Recovery Plan around specific issues, emergencies and crises
- updated its Fraud and Corruption Control Policy and related procedures to help prevent and detect all forms of fraud and corrupt conduct by staff, as well as all agents and contractors
- undertook staff fraud awareness training.

Our workforce

Council recognises the vital contribution of its people and is committed to their wellbeing. At the end of June 2015, Council had 517 full time equivalent (FTE) employees in a diverse range of disciplines across Council. Of this number, 55 per cent were female and 45 per cent were male. Council's workforce is made up of 323 full time and 147 part time permanent staff.

Table 27: Workforce profile

EMPLOYEE TYPE/ GENDER	CEO OFFICE FTE	COMMUNITY SERVICES FTE	CORPORATE SERVICES FTE	INFRASTRUCTURE SERVICES FTE	PLANNING SERVICES FTE	TOTAL FTE
Permanent full time female	1.00	53.35	35.00	14.00	29.44	132.79
Permanent full time male	1.00	18.80	28.00	99.00	43.00	189.90
Permanent part time female	-	94.42	10.59	1.95	10.44	117.40
Permanent part time male	-	21.12	0.50	0.80	7.56	29.98
Temporary female	-	20.84	2.60	2.40	7.80	33.64
Temporary male	-	2.39	4.00	4.00	2.80	13.19
Total	2	210.92	80.69	122.15	101.04	516.80
Casual		176	7	1	9	193

Note: the casual numbers are actual head count numbers not FTE as this employment status does not form part of the calculation for FTE and they are not added to the total figures.

Table 28: Summary of FTE staff by classification and gender

EMPLOYMENT CLASSIFICATION	FEMALE FTE	MALE FTE	TOTAL FTE
Band 1	5.33	3.56	8.89
Band 2	1.30	1.12	2.42
Band 3	60.90	16.20	77.10
Band 4	40.85	34.24	75.09
Band 5	55.91	40.13	96.04
Band 6	49.52	31.56	81.08
Band 7	18.21	30.00	48.21
Band 8	10.80	4.00	14.80
All others	41.01	72.16	113.17
Total			516.80

Working with Council

We aim to attract, support and retain people with the right skills and values, to enable Council to continue providing high quality services and products to meet community needs.

To provide a supportive environment, Council offers a range of work/life balance options:

- flexible work hours, including rostered days off
- job share arrangements
- study leave and study assistance
- home-based telecommuting.

Council also offers staff and their families an Employee Assistance Program, a confidential and free counselling service to help staff with personal or work-related issues.

Learning and development

To ensure staff are appropriately skilled, trained and engaged in the work they do, Council invested a training budget of \$300,000 in study assistance, and development and leadership programs for staff in 2015/16.

These included:

- frontline management programs
- women's leadership and coaching programs
- LGPro Emerging Leaders and Executive Leadership programs
- departmental specific training and development and upskilling courses/workshops
- compliance training, such as:
 - manual handling
 - traffic management
 - first aid
 - food handling
 - contact officer
 - fire warden
 - health and safety representatives
 - asbestos awareness
 - environmental risks.

Equal employment opportunities

Council's equal employment opportunity program is designed to eliminate discrimination against and promote equal opportunity for women and persons in designated groups in relation to employment matters.

The program aims to:

- ensure there is no discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010* such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation
- ensure the workplace is free from bullying and harassment.

In 2015/16, Council promoted and encouraged equal employment opportunities through:

- encouraging young people, people with disability, Aboriginal and Torres Strait Islander peoples and people from culturally diverse backgrounds to apply in advertised employment opportunities
- requiring new employees to complete an online induction and equal employment opportunity course, as well as other compliance modules
- refresher programs around equal opportunities for council staff and information sessions for the leadership group
- awareness and understanding of Council's Respect in the Workplace Policy and Code of Conduct, which outlines the expected behaviours and responsibilities of all employees to behave in accordance with these policies.

Council's Workplace Consultative Committee meets regularly to promote employee and management awareness, consider relevant issues and contribute to resolution and advice.

Tackling gender-based violence

Taking a stand against violence to women and children, Maribyrnong City Council proudly took part in 16 Days of Activism (Against Gender Based Violence) in November and December 2015.

Council supported a packed calendar of free events for residents to learn more about violence against women, to raise awareness and to take action. Events included a comedy night, competitions and performances, as well as the Maribyrnong Inclusive Recognition Awards (opposite) and the launch of Council's Disability Policy 2015–2018.

Occupational Health and Safety (OH&S)

Council applies proactive and preventative safety programs to improve safety culture throughout the organisation and ultimately protect staff from workplace injury.

To help create a safe and healthy workplace, Council:

- continued to deliver an active Health and Wellbeing Program for all staff, including a monthly themed activity ranging from group exercise programs, health and fitness challenges, resilience training and onsite massages
- commenced the Healthy Outdoor Worker Program to work towards improving overall health and injury prevention in the Operations and Maintenance Department
- updated safe work procedures and risk assessments for the Operations and Maintenance Department teams
- maintained the electrical test and tag program throughout the organisation
- updated emergency management procedures for 10 maternal and child health centres, four libraries and the Phoenix Youth Hub.

Through these actions and increased participation in Council's early intervention injury programs, the number of days lost through workplace injury was reduced by 37 per cent.

Human rights and social justice

The Human Rights and Social Justice Steering Group is chaired by the Chief Executive Officer. Members are drawn from across the organisation and met four times in 2015/16. The group supported opportunities to promote an understanding of human rights and social justice to Council staff and the wider community, including:

- developing a Victorian Charter for Human Rights training workshop program for Council staff
- supporting key forums and events that promote human rights and social justice (such as the Human Rights Arts and Film Festival and the 16 Days of Action program)
- making a submission on the review of the Victorian Charter of Human Rights and Responsibilities, which was completed in September 2015

- developing case studies of Council programs, policies and services that support human rights and social justice such as the Engaging Children in Decision Making project.

Disability Action Plan

Council's Disability Action Plan is in accordance with the *Disability Act 2006*. Over the past year, Council:

- hosted a staff event with a high profile disability advocate to increase disability awareness across Council
- continued to support the Disability Advisory Committee as it provides advice on issues of importance for people with a disability, their families and carers
- continued to advocate to State Government on the provision of accessible public transport services and facilities in the municipality
- investigated options for developing Council traineeship opportunities to enable people with a disability to obtain work experience and develop skills
- explored opportunities to increase reading aids available at library branches (eg CCTV, iPads, magnifying sheets)
- explored opportunities to support young people with disabilities and young carers of people with disabilities in partnership with other organisations
- celebrated International Day for People with a Disability with a range of inclusive activities
- arranged for the provision of targeted access/inclusion training for Council departments on request.

Recognising carers

To promote the principles of the *Carers Recognition Act 2012*, Council:

- distributed printed material to target audiences, including those in care relationships and community networks
- worked and conducted training with Home Support Officers.

Council has taken all practicable measures to ensure staff and volunteers are informed about the principles and obligations of the Act by including information on the care relationship in Council induction and training programs. Council regularly reviews Aged and Diversity policies and procedures to make sure that recognition of the care relationship is maintained.

Promoting professional conduct

Council's values of Respect, Courage and Integrity guide expectations for all staff in how they conduct day-to-day business activities and the standards by which they treat stakeholders and colleagues. Additionally, staff have an annual performance review to ensure any issues and concerns are raised, while best practice policies help inform staff on correct procedures.



Celebrating Maribyrnong's carers and volunteers

Council recognised and celebrated inclusiveness at the Maribyrnong Inclusive Recognition Awards ceremony in December 2015. Multiple awards were presented to volunteers, carers, childcare workers and people with disability, to acknowledge work well done. The winners were: Absolutely Awetistic Arts (Arts – Group), Margherita Coppolino (Arts – Individual), Dimmeys (Inclusive Business), Rob Sneddon (Recreation and Sports – Group), Marilyn Luck (Recreation and Sports – Individual), Jonathan Baker (Volunteering) and Amani Matthews (Youth) (pictured with her family).

Protected disclosures

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on Council's website.

During 2015/16 no disclosures were notified to Council officers appointed to receive disclosures, or to the Independent Broad-based Anti-corruption Commission.

Accessing Council documents and information

The *Freedom of Information (FOI) Act 1982* provides for access to documents in Council's possession, subject to certain exemptions. Council has a duty under the FOI Act to assist a person wishing to make a request. Requests for access to documents under the FOI Act must:

- be in writing
- identify, as far as possible, the particular document/s being sought
- include payment of the prescribed application fee. (The fee from 1 July 2016 is \$27.90.)

FOI requests must be addressed to:

FOI Officer

Maribyrnong City Council
PO Box 58, Footscray Vic 3011

Access charges may also apply once documents have been processed and a decision on access is made (eg photocopying and search and retrieval charges). An application form and further information can be found at www.maribyrnong.vic.gov.au

During 2015/16, Council received 11 FOI requests.

Further information can be found at www.foi.vic.gov.au

Documents available for public inspection

In accordance with regulation 12 of the Local Government (General) Regulations 2015 the following are prescribed documents that are available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the Act at Maribyrnong City Council offices, corner Napier and Hyde Streets, Footscray, during office hours:

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by Councillor or any member of council staff in the previous 12 months
- minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act
- a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease
- a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- a list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

Faces of Maribyrnong

Venerable Thich Phuoc Tan OAM –
Quang Minh Temple, Braybrook

Nowadays running a religious centre like this is not just about religion, it's very much a cultural centre. People don't just come here to practise Buddhism – I'd say there are at least 10 to 20 per cent who are non-Buddhist. So, my role here includes creating an inclusive hub for the community's broader cultural activities.



Governance and management checklist

GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	OUTCOME
Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation Date	✓ 22/07/2014
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation Date	✓ 11/11/2014
Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Plan adopted in accordance with section 126 of the Act Date	✓ 14/06/2016
Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 130 of the Act Date	✓ 14/06/2016
Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation Dates	✓ Asset Management Policy 9/12/2014, Asset Management Improvement Strategy 21/07/2015, Building Asset Management Plan 11/09/2012, Open Space Asset Management Plan 16/10/2013, Road and Footpath Asset Management Plan 1/09/2007 and is currently under review, Bridge Asset Management Plan 11/09/2012, Road Management Plan 17/05/2013
Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Current strategy in operation Date	✓ 14/06/2016
Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date	✓ 15/10/2013

Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date	✓ 20/09/2015
Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date	✓ 21/09/2010 and is currently under review
Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act Date	✓ 14/06/2016
Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation Date	✓ 30/03/2016
Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation Date	✓ 30/03/2016
Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation Date	✓ 10/09/2013
Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with section 139 of the Act Date	✓ 1/10/1995
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged Date	✓ 23/04/2013
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Current framework in operation Date	✓ 13/05/2015

Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report ✓ Date 16/02/2016
Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly statements presented to Council in accordance with section 138(1) of the Act ✓ Dates Quarter 1: 17/11/2015, Quarter 2: 16/2/2016, Quarter 3: 17/5/2016
Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented ✓ Dates 17/11/2015, 14/06/2016
Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports prepared and presented ✓ Dates 10/2/2016, 15/6/2016
Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	Annual report considered at a meeting of Council in accordance with section 134 of the Act ✓ Date 20/10/2015
Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Code of conduct reviewed in accordance with section 76C of the Act ✓ Date 19/03/2013
Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 98(6) of the Act ✓ Date 29/11/2013
Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act ✓ Dates Adopted 19/04/2011 and amended 18/02/2014

Performance statement

For the year ended 30 June 2016

Description of municipality

The City of Maribyrnong is located just seven kilometres west of Melbourne CBD and covers an area of 32 square kilometres. Maribyrnong has an estimated residential population of approximately 83,515 (ABS Catalogue 3218.0 as at 30 March, 2016).

Maribyrnong has a diverse population. According to the 2011 census, 40 per cent of population were born overseas and 43 per cent speak a language other than English at home. The city also continues to attract new cultural groups who bring with them diversity and a new dynamic. More than 80 languages from 135 countries are now spoken in Maribyrnong. The top six emerging country of birth groups outside of Australia are India, Vietnam, China, Burma, Bangladesh and Ethiopia.

Maribyrnong City Council provides more than 80 high quality services and facilities across a range of areas including community, health and wellbeing, environment, planning and building, parks and gardens, customer services and more. The existing open space network comprises 151 open space reserves that are accessible to the public at all times, covering 307.9 hectares of land area, which equates to 9.9 per cent of the municipality.

Sustainable capacity indicators

For the year ended 30 June 2016

INDICATOR/MEASURE	RESULTS		MATERIAL VARIATIONS
	2015	2016	
POPULATION			
Expenses per head of municipal population [Total expenses/Municipal population]	\$1,275.00	\$1,427.52	This demonstrates Council's expenditure on the provision of services for the community.
Infrastructure per head of municipal population [Value of infrastructure/Municipal population]	\$5,916.00	\$6,205.50	This result reflects Council's commitment to investing in infrastructure with a priority on renewing existing infrastructure.
Population density per length of road [Municipal population/Kilometres of local roads]	268	274	This result indicates that Maribyrnong has a well developed road network to support the size of its population.
OWN-SOURCE REVENUE			
Own-source revenue per head of municipal population [Own-source revenue/Municipal Population]	\$1,326.00	\$1,427.65	Own source revenue excludes government grants and capital works contributions.

RECURRENT GRANTS			
Recurrent grants per head of municipal population	\$125.00	\$89.60	This result reflects Council's lower receipt of grant funding from other levels of government.
[Recurrent grants/Municipal population]			
DISADVANTAGE			
Relative socio-economic disadvantage	3	3	The SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics such as level of income, educational attainment and employment. The index ranges from 1–10, with a lower score meaning a higher level of disadvantage. Maribyrnong scored a 3 on the index (reference: 2011 ABS Catalogue 2033.0.55.001 Index of Relative Socio-Economic Disadvantage by LGA within Victoria). Like many other councils, SEIFA becomes part of our research and planning in determining the need for improved services and where potential opportunities may lie. Council has a range of projects, such as Active Maribyrnong and Revitalising Braybrook, which are dedicated to improving the wellbeing outcomes of residents in our municipality.
[Index of Relative Socio-economic Disadvantage by decile]			

Definitions

"adjusted underlying revenue" means total income other than—
 (a) non-recurrent grants used to fund capital expenditure; and
 (b) non-monetary asset contributions; and
 (c) contributions to fund capital expenditure from sources other than those referred to (a) and (b)

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"population" means the resident population estimated by Council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service performance indicators

For the year ended 30 June 2016

INDICATOR/MEASURE	RESULTS		MATERIAL VARIATIONS
	2015	2016	
AQUATIC FACILITIES			
Utilisation			
Utilisation of aquatic facilities	12	11	While attendance remains high when compared to similar facilities, 2015/16 visitation to the Maribyrnong Aquatic Centre dropped slightly due to a cooler summer season and the opening of a gymnasium opposite the centre.
[Number of visits to aquatic facilities/Municipal population]			
ANIMAL MANAGEMENT			
Health and safety			
Animal management prosecutions	2	4	The number of animal management prosecutions remains low. This is because Council takes a proactive approach to community education upon pet registration. Additionally Council prefers to resolve matters through education, voluntary surrender and penalty notices where possible. The number of registered dogs and cats fell from 9,682 to 8,819 in 2015/16.
[Number of successful animal management prosecutions]			
FOOD SAFETY			
Health and safety			
Critical and major non-compliance notifications	51%	82%	In 2015/16, Council focused on improving its performance reporting and recording in this area, and reviewed its processes and systems to ensure follow-up of critical and major non-compliance notifications.
[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100			
GOVERNANCE			
Satisfaction			
Satisfaction with council decisions	60%	64%	Community satisfaction with Council decisions increased from 2014/15, reflecting Council's continued efforts to consult and engage with the community before making decisions.
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]			
HOME AND COMMUNITY CARE			
Participation			
Participation in HACC service	23%	24%	The slight increase in participation in 2015/16 reflects the city's ageing population and the number of individuals who require support to remain independent at home.
[Number of people that received a HACC service/Municipal target population for HACC services] x100			

Participation		
Participation in HACC service by CALD people	15%	20%
[Number of CALD people who receive a HACC service/Municipal target population in relation to CALD people for HACC services] x100		

Increased participation demonstrates a growing awareness and promotion of our services. The city of Maribyrnong has the second most ethnically diverse population in Victoria, with 40 per cent of residents born outside Australia.

LIBRARIES

Participation		
Active library members	18%	18%
[Number of active library members/Municipal population] x100		

Use of library collections slightly increased in 2015/16, which reflects Council's investment to improve the standard of library collections. Library users also visit the library for events, hobby programs and internet access.

ROADS

Satisfaction		
Satisfaction with sealed local roads	63%	65%
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]		

This reflects Council's commitment to minimising disruption to road users and residents, community satisfaction has increased slightly.

STATUTORY PLANNING

Decision making		
Council planning decisions upheld at VCAT	70%	79%
[Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100		

This result illustrates that Council is continuing to make sound decisions in line with the Maribyrnong Planning Scheme and is reflective of training and development efforts in this area.

WASTE COLLECTION

Waste diversion		
Kerbside collection waste diverted from landfill	34%	34%
[Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100		

Council remains committed to diverting waste from landfill in line with our Waste Minimisation Strategy.

MATERNAL AND CHILD HEALTH

Participation		
Participation in the MCH service	79%	n/a
[Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100		
Participation		
Participation in the MCH service by Aboriginal children	67%	n/a
[Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service] x100		

In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for the 2015/16 financial year.

Definitions

- "Aboriginal child" means a child who is an Aboriginal person
- "Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*
- "active library member" means a member of a library who has borrowed a book from the library
- "annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act
- "CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English
- "class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act
- "class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act
- "Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth
- "critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
- "food premises" has the same meaning as in the *Food Act 1984*
- "HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the *Home and Community Care Act 1985* of the Commonwealth
- "HACC service" means home help, personal care or community respite provided under the HACC program
- "local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*
- "major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
- "MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
- "population" means the resident population estimated by council
- "target population" has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth
- "WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Financial performance indicators

For the year ended 30 June 2016

DIMENSION/ INDICATOR/ MEASURE	RESULTS		FORECASTS				MATERIAL VARIATIONS
	2015	2016	2017	2018	2019	2020	
EFFICIENCY							
Expenditure level							
Expenses per property assessment [Total expenses/Number of property assessments]	\$2,746.24	\$2,895.69	\$3,149.78	\$3,076.85	\$3,130.64	\$3,197.14	
Revenue level							
Average residential rate per residential property assessment [Residential rate revenue/Number of residential property assessments]	\$1,815.38	\$1,866.14	\$1,968.79	\$2,014.06	\$2,059.39	\$2,105.72	
Workforce turnover							
Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations/Average number of permanent staff for the financial year] x100	13.12%	14.10%	13.43%	13.43%	13.43%	13.43%	The 2015/16 result is an accurate reflection of the turnover rate of permanent staff at Council. The small difference in staff turnover compared to 2014/15 financial year is due to natural attrition of staff through resignations, terminations, retirements and redundancies.
LIQUIDITY							
Working capital							
Current assets compared to current liabilities [Current assets/Current liabilities] x100	297.96%	294.99%	176.68%	197.17%	209.90%	187.22%	This is a strong result enabling Council to meet its future commitments. The Council resolved to be debt free during 2016 and as a result, all of the non-current loans and borrowings have become current liabilities at the end of 2015/16 and marginally reduced the current ratio.

Unrestricted cash								This is a strong result enabling Council to meet its future commitments. The Council resolved to be debt free during 2016.
Unrestricted cash compared to current liabilities [Unrestricted cash/Current liabilities] x100	142.95%	160.36%	101.00%	116.81%	132.54%	115.35%		
OBLIGATIONS								
Asset renewal								The asset renewal program movement is within an acceptable range.
Asset renewal compared to depreciation [Asset renewal expenses/Asset depreciation] x100	79.32%	80.90%	183.04%	101.41%	104.21%	107.52%		
Loans and borrowings								This result shows Council adhered to the CBA loan repayment schedule.
Loans and borrowings compared to rates [Interest bearing loans and borrowings/Rate revenue] x100	4.17%	3.05%	0.00%	0.00%	0.00%	0.00%		
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings/Rate revenue] x100	1.17%	1.11%	3.11%	0.00%	0.00%	0.00%	The Council resolved to be debt free in 2016.	
Indebtedness								This is a strong result in debt reduction enabling Council to meet its future commitments. Council will become debt free in 2016 and as a result, all of the non-current loans and borrowings have become current liabilities at the end of 2015/16 and reduced the non-current liability.
Non-current liabilities compared to own source revenue [Non-current liabilities/Own source revenue] x100	3.34%	0.88%	1.03%	1.09%	1.17%	1.24%		

DIMENSION/ INDICATOR/ MEASURE	RESULTS		FORECASTS				MATERIAL VARIATIONS
	2015	2016	2017	2018	2019	2020	
OPERATING POSITION							
Adjusted underlying result							
Adjusted underlying surplus (or deficit)	12.93%	6.88%	4.61%	8.47%	7.66%	6.48%	The ratio is less when compared to 2014/15 financial year because the increases in rates and statutory fines less operating grants are more than offset by increases in employee costs, materials, services and depreciation.
[Adjusted underlying surplus (deficit)/Adjusted underlying revenue] x100							
STABILITY							
Rates concentration							
Rates compared to adjusted underlying revenue	69.24%	72.25%	71.47%	71.37%	71.75%	72.11%	This includes underlying surplus in the ratio that has gone up because adjusted underlying revenue is less compared to 2014/15 financial year; \$3m less in operating grants; \$1m less in other income and \$6.9m net loss in property, infrastructure, plant and equipment from demolition of buildings.
[Rate revenue / Adjusted underlying revenue] x100							
Rates effort							
Rates compared to property values	0.37%	0.39%	0.34%	0.35%	0.35%	0.36%	2015/16 property values for rating purposes remained the same from 2014/15 as it was not a revaluation year. Supplementary rate revenue has increased due to increased development.
[Rate revenue/Capital improved value of rateable properties in the municipality] x100							

Definitions

"adjusted underlying revenue" means total income other than—
(a) non-recurrent grants used to fund capital expenditure; and
(b) non-monetary asset contributions; and
(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)
"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure
"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
"current assets" has the same meaning as in the AAS
"current liabilities" has the same meaning as in the AAS
"non-current assets" means all assets other than current assets
"non-current liabilities" means all liabilities other than current liabilities
"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan
"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
"population" means the resident population estimated by council
"rate revenue" means revenue from general rates, municipal charges, service rates and service charges
"recurrent grant" means a grant other than a non-recurrent grant
"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other information

For the year ended 30 June 2016

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 14 June 2016 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the *General Purpose Financial Statements*. The strategic resource plan can be obtained by contacting council.

Certification of the performance statement

In my opinion the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989*, the Local Government (Planning and Reporting) Regulations 2014.



Bryan Stone CPA
Principal Accounting Officer
6 September 2016
Footscray

In our opinion the accompanying performance statement of Maribyrnong City Council for the year ended 30 June 2016 presents fairly the results of council's performance in accordance with the *Local Government Act 1989*, the Local Government (Planning and Reporting) Regulations 2014.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.



Cameron McDonald
Councillor
6 September 2016
Footscray



Michael Clarke
Councillor
6 September 2016
Footscray



Stephen Wall
Chief Executive Officer
6 September 2016
Footscray

VAGO

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, Maribyrnong City Council

The Performance Statement

I have audited the accompanying performance statement for the year ended 30 June 2016 of the Maribyrnong City Council which comprises the statement, the related notes and the certification of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

The Councillors of the Maribyrnong City Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

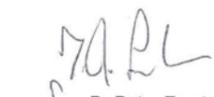
Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the performance statement of the Maribyrnong City Council in respect of the 30 June 2016 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE
9 September 2016



Dr Peter Frost
Acting Auditor-General



Faces of Maribyrnong

Col Patterson – Braybrook Men's Shed

I came from a metalwork background in my trade days and now I've found a new passion for woodwork. The work that comes out of the Men's Shed is fantastic and the friendly environment makes my work very enjoyable.

Braybrook is a tightknit community that's seen a great deal of positive development in the past five years, including Braybrook's first ever library at the Community Hub. It's a very exciting time to be involved in the development of this community.

Comprehensive Income Statement

For the Year Ended 30 June 2016

	Note	2016 \$'000	2015 \$'000
Income			
Rates and charges	3	88,238	83,507
Statutory fees and fines	4	12,927	11,227
User fees	5	11,830	11,529
Grants – operating	6	7,422	10,371
Grants – capital	6	1,789	1,860
Contributions – monetary	7	3,003	2,268
Contributions – non monetary	7	8,420	449
Other income	8	6,235	6,076
Total income		139,864	127,287
Expenses			
Employee costs	10	51,721	49,379
Materials and services	11	41,523	37,615
Bad and doubtful debts	12	1,962	2,459
Depreciation and amortisation	13	16,329	13,576
Borrowing costs	14	185	231
Other expenses	15	1,212	1,096
Net loss on disposal of property, infrastructure, plant and equipment	9	6,287	3,799
Total expenses		119,219	108,155
Surplus/(deficit) for the year		20,645	19,132
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	26	82,474	29,574
Total comprehensive result		103,119	48,706

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2016

	Note	2016 \$'000	2015 \$'000
Assets			
Current assets			
Cash and cash equivalents	16	32,349	20,193
Other financial assets	17	32,000	42,000
Trade and other receivables	18	10,271	10,040
Inventories	19	11	14
Other assets	20	1,316	1,602
Total current assets		75,947	73,849
Non-current assets			
Trade and other receivables	18	165	88
Property, infrastructure, plant and equipment	21	1,030,867	925,721
Total non-current assets		1,031,032	925,809
Total assets		1,106,979	999,658
Liabilities			
Current liabilities			
Trade and other payables	22	6,488	7,689
Trust funds and deposits	23	3,277	3,064
Provisions	24	13,308	13,244
Interest-bearing loans and borrowings	25	2,673	787
Total current liabilities		25,746	24,784
Non-current liabilities			
Provisions	24	993	947
Interest-bearing loans and borrowings	25	–	2,673
Total non-current liabilities		993	3,620
Total liabilities		26,739	28,404
Net assets		1,080,240	971,254
Equity			
Accumulated surplus		324,664	299,307
Reserves	26	755,576	671,947
Total Equity		1,080,240	971,254

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2016

	Note	Total Accumulated Surplus	Revaluation Reserve	Other Reserves
2016				
Balance at beginning of the financial year		971,254	299,307	629,735
Surplus/(deficit) for the year		20,645	20,645	–
Net asset revaluation increment/(decrement)	26	88,341	5,867	82,474
Transfers to other reserves	26	–	(23,915)	–
Transfers from other reserves	26	–	22,760	–
Balance at end of the financial year		1,080,240	324,664	712,209
2015				
	Note	Total Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		922,548	286,770	600,161
Surplus/(deficit) for the year		19,132	19,132	–
Net asset revaluation increment/(decrement)	26	29,574	–	29,574
Transfers from revaluation reserve		–	–	–
Transfers to other reserves	26	–	(23,625)	–
Transfers from other reserves	26	–	17,030	–
Balance at end of the financial year		971,254	299,307	629,735

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2016

	Note	2016 Inflows/ (Outflows) \$'000	2015 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		88,262	82,749
Statutory fees and fines		10,661	8,299
User fees		12,999	13,303
Grants – operating		7,422	10,371
Grants – capital		1,789	1,860
Contributions – monetary		3,003	2,268
Interest received		2,424	1,973
Trust funds and deposits taken		2,473	2,408
Other receipts		905	1,834
Net GST refund/payment		5,657	5,323
Employee costs		(51,190)	(48,214)
Materials and services		(49,002)	(46,462)
Trust funds and deposits repaid		(2,260)	(1,990)
Other payments		(1,212)	(1,096)
Net cash provided by/(used in) operating activities	27	31,932	32,626
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	21	(29,672)	(26,415)
Proceeds from sale of property, infrastructure, plant and equipment		868	214
Payments for investments		(2,000)	(47,000)
Proceeds from sale of investments		12,000	10,000
Net cash provided by/(used in) investing activities		(18,804)	(63,201)
Cash flows from financing activities			
Finance costs		(185)	(231)
Repayment of borrowings		(787)	(740)
Net cash provided by/(used in) financing activities		(972)	(971)
Net increase (decrease) in cash and cash equivalents		12,156	(31,546)
Cash and cash equivalents at the beginning of the financial year		20,193	51,739
Cash and cash equivalents at the end of the financial year	16	32,349	20,193
Financing arrangements	28		
Restrictions on cash assets	16		

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the Year Ended 30 June 2016

	Note	2016 \$'000	2015 \$'000
Property			
Buildings		4,295	12,637
Works in progress		4,727	26
Total buildings		9,022	12,663
Total property		9,022	12,663
Plant and equipment			
Plant, machinery and equipment		2,131	629
Computers and telecommunications		2,030	3,433
Library books		477	600
Total plant and equipment		4,638	4,662
Infrastructure			
Roads		3,553	2,428
Footpaths and cycleways		2,994	1,997
Drainage		854	1,249
Recreational, leisure and community facilities		965	-
Waste management		186	164
Parks, open space and streetscapes		111	467
Off street car parks		720	65
Other infrastructure		107	1,088
Works in progress		6,522	1,632
Total infrastructure		16,012	9,090
Total capital works expenditure		29,672	26,415
Represented by:			
New asset expenditure		4,327	5,457
Asset renewal expenditure		12,791	10,619
Asset upgrade expenditure		1,305	10,339
Works in progress		11,249	1,658
Total capital works expenditure		29,672	28,073

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Notes to the Financial Report

For the Year Ended 30 June 2016

Introduction

The Maribyrnong City Council was established by an Order of the Governor in Council on 15th December 1994 and is a body corporate. The Council's main office is located at 61 Napier Street Footscray.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the Local Government (Planning and Reporting) Regulations 2014.

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 1. Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 1 (j))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 1 (k))
- the determination of employee provisions (refer to note 1 (p))

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Changes in accounting policies

There have been no changes in accounting policies from the previous period.

(c) Revenue recognition

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Rates and Charges

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Statutory fees and fines

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

User fees

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 1. Significant accounting policies (cont.)

Contributions

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

Sale of property, infrastructure, plant and equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest

Interest is recognised as it is earned.

Other Income

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

(d) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(e) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

(f) Trade and other receivables

Receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

(g) Other financial assets

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Notes to the Financial Report For the Year Ended 30 June 2016

Note 1. Significant accounting policies (cont.)

(h) Inventories

Inventories are measured at the lower of cost and net realisable value.

(i) Non-current assets classified as held for sale

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

(j) Recognition and measurement of property, plant and equipment, infrastructure, intangibles

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed in Note 1 (l) have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 21, Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Land under roads

Council recognises land under roads it controls at fair value for all acquisitions after 1 July 2008.

Notes to the Financial Report For the Year Ended 30 June 2016

Note 1. Significant accounting policies (cont.)

(k) Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

Asset recognition thresholds and depreciation periods:

	Depreciation Period	Threshold Limit
Property		
land	n/a	10
land improvements	10-25 years	10
heritage buildings	100 years	10
buildings	50-100 years	10
building improvements	10-25 years	10
leasehold improvements	1-20 years	10
Plant and Equipment		
plant, machinery and equipment	2-10 years	1
computers and telecommunications	3-10 years	1
library books	1-10 years	1
Infrastructure		
road pavements and seals	13-25 years	10
road substructure	50-80 years	10
road kerb, channel and minor culverts	50 years	10
bridges	50-100 years	10
footpaths and cycleways	50 years	10
drainage	30-100 years	10
recreational, leisure and community facilities	5-50 years	10
waste management	3 years	10
parks, open space and streetscapes	5-30 years	10
off street car parks	20-80 years	10

(l) Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Notes to the Financial Report For the Year Ended 30 June 2016

Note 1. Significant accounting policies (cont.)

(m) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

(n) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 23).

(o) Borrowings

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

(p) Employee costs and benefits

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current Liability – unconditional LSL is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

Notes to the Financial Report For the Year Ended 30 June 2016

Note 1. Significant accounting policies (cont.)

The components of this current liability are measured at:

- present value – component that is not expected to be wholly settled within 12 months.
- nominal value – component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability – conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non – current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

(q) Leases

Operating leases

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter.

At balance date, leasehold improvements are amortised over a 1 to 20 year period.

(r) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(s) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a Note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of Note and presented inclusive of the GST payable.

(t) Pending accounting standards

Certain new AAS's have been issued that are not mandatory for the 30 June 2016 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

(u) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 2. Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$1m where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 16 June 2015. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

a) Income and Expenditure

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Ref
Income				
Rates and charges	88,385	88,238	(147)	
Statutory fees and fines	13,285	12,927	(358)	
User fees	10,578	11,830	1,252	1
Grants – operating	8,871	7,422	(1,449)	2
Grants – capital	2,255	1,789	(466)	3
Contributions – monetary	–	3,003	3,003	4
Contributions – non monetary	–	8,420	8,420	5
Other income	2,957	6,235	3,278	6
Net gain on disposal of property, infrastructure, plant and equipment	1,000	–	(1,000)	
Total income	127,331	139,864	12,533	
Expenses				
Employee costs	54,435	51,721	2,714	7
Materials and services	45,442	41,523	3,919	8
Bad and doubtful debts	1,566	1,962	(396)	9
Depreciation and amortisation	15,960	16,329	(369)	
Borrowing costs	184	185	(1)	
Other expenses	1,151	1,212	(61)	
Loss on disposal of property, infrastructure, plant and equipment	–	6,287	6,287	10
Total expenses	118,738	119,219	(481)	
Surplus/(deficit) for the year	8,593	20,645	12,052	

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 2. Budget comparison (cont.)

(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	User fees	Aquatic programs moved from Statutory fees, Road opening fees moved from Other income off set by the Ticket machines being shut down.
2	Grants – operating	Victorian grants commission paid in advance last year and carried forward to fund this year's activities.
3	Grants – capital	The early years building grant was not received.
4	Contributions – monetary	Income for developer and open space was not budgeted for due the uncertainty of timing and amount receivable.
5	Contributions – non monetary	The Pipemakers park asset contributions for buildings.
6	Other income	Mainly due to a review of car park assets now recognised in the accounts plus road open fees moved to Users fees.
7	Employee costs	The main savings were in workcover premium, unfilled staff positions and leave provisions.
8	Materials and services	The main differences were a reduction in IT, electricity, business & planning, local laws & media costs.
9	Bad and doubtful debts	The provision value was increased in line with the increase in value of infringements.
10	Loss on disposal of property, infrastructure, plant and equipment	This loss is mainly for the demolition of the Skinner reserve pavilion and Howard Kingham lodge plus various roads removed during reconstruction of new assets. The fair value loss for the buildings is reflected in the write back from the building revaluation reserve to equity, the historical cost loss for these building are not material.

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 2. Budget comparison (cont.)

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Ref
b) Capital Works				
Property				
Land	1,000	–	(1,000)	1
Total Land	1,000	–	(1,000)	
Buildings	18,915	4,295	(14,620)	2
Total Buildings	18,915	4,295	(14,620)	
Total Property	19,915	4,295	(15,620)	
Plant and Equipment				
Plant, machinery and equipment	1,870	2,131	261	3
Computers and telecommunications	1,980	2,030	50	
Library books	600	477	(123)	
Total Plant and Equipment	4,450	4,638	188	
Infrastructure				
Roads	8,620	3,553	(5,067)	4
Bridges	30	–	(30)	
Footpaths and cycleway	3,334	2,994	(340)	
Drainage	1,070	854	(216)	5
Recreational, leisure and community facilities	1,390	965	(425)	6
Waste management	160	186	26	
Parks, open space and streetscapes	7,095	111	(6,984)	7
Off street car parks	850	720	(130)	8
Other infrastructure	1,770	107	(1,663)	9
Total Infrastructure	24,319	9,490	(14,829)	
Total Capital Works Expenditure	48,684	18,423	(30,261)	
Represented by:				
New asset expenditure	20,850	4,327	(16,523)	
Asset renewal expenditure	20,949	12,791	(8,158)	
Asset expansion expenditure	1,610	–	(1,610)	
Asset upgrade expenditure	5,275	1,305	(3,970)	
Total Capital Works Expenditure	48,684	18,423	(30,261)	

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 2. Budget comparison (cont.)

(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	Land	Contamination remediation works have been expensed with other works carried forward to next year.
2	Buildings	The Little Saigon project is well advanced and is expected to be completed before the end of the calendar year. The Footscray hub project is currently on hold pending a review of the service model. It was not finished this year and has been carried forward until next year.
3	Plant and Equipment	Fleet (large excavator) over spent from carried forward projects unspent last year.
4	Roads	Some projects were not finished this year due some latent conditions and have been carried forward until next year. These expect to be completed before the end of the calendar year.
5	Drainage	Drainage program and Walker Place project was not finished this year and has been carried forward until next year.
6	Recreational, leisure and community facilities	Some projects not finished this year and have been carried forward until next year.
7	Parks, open space and streetscapes	Projects like Joseph Rd and Open space program were not finished this year and have been carried forward until next year.
8	Off street car parks	Project not finished this year and has been carried forward until next year.
9	Other infrastructure	The Nicholson Street Mall was not started this year due to a delay in sourcing the specified paving materials and have been carried forward until next year.

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 3. Rates and charges		
Council uses Net annual Value (NAV) as the basis of valuation of all properties within the municipal district. The NAV of a property is the value of the rent at which the land might reasonably be expected to return.		
The valuation base used to calculate general rates for 2015/16 was \$1,194,164 million (2014/15 \$1,163,341 million). The 2015/16 rate in the NAV dollar was 7.31006 (2014/15, 7.04924).		
General rates	86,656	81,271
Waste management charge	611	520
Supplementary rates and rate adjustments	971	1,716
Total rates and charges	88,238	83,507

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2014, and the valuation will be first applied in the rating year commencing 1 July 2014/15.

Note 4. Statutory fees and fines

Infringements and costs	7,780	6,994
Court recoveries	2,280	1,775
Magistrate Court Payments	345	125
Town planning fees	586	614
Land information certificates	87	80
Permits	1,661	1,449
Other Statutory Fees	188	190
Total statutory fees and fines	12,927	11,227

Note 5. User fees

Aged and health services	825	774
Leisure centre and recreation	4,800	4,729
Child care/children's programs	50	91
Parking	2,970	3,951
Registration and other permits	440	428
Building services	-	30
Waste management services	33	74
Other fees and charges	2,712	1,452
Total user fees	11,830	11,529

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 6. Grants		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	4,127	6,833
State funded grants	5,084	5,404
Total grants received	9,211	12,237
Grants – operating		
Recurrent – Commonwealth Government		
Victoria Grants Commission	1,127	3,757
General home care	1,179	1,162
Other	315	-
Recurrent – State Government		
Aged care	1,857	1,906
School crossing supervisors	146	145
Libraries	543	527
Maternal and child health	615	627
Community safety	48	200
Other	741	975
Total recurrent operating grants	6,571	9,299
Non-recurrent – Commonwealth Government		
Environmental planning	-	31
SES	16	16
Caps	451	214
Aged care	247	498
Other	37	-
Non-recurrent – State Government		
Family and children	-	25
Other	100	288
Total non-recurrent operating grants	851	1,072
Total operating grants	7,422	10,371
Grants – capital		
Recurrent – Commonwealth Government		
Roads to recovery	662	233
Recurrent – State Government		
Local roads	250	705
Other	-	6
Total recurrent capital grants	912	938

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 6. Grants (cont.)		
Non-recurrent – Commonwealth Government		
Buildings	–	200
Plant, machinery and equipment	–	659
Footpaths and cycleway	93	63
Non-recurrent – State Government		
Other	784	–
Total non-recurrent capital grants	877	922
Total capital grants	1,789	1,860
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	626	1,574
Received during the financial year and remained unspent at balance date	975	(948)
Received in prior years and spent during the financial year	(626)	–
Balance at year end	975	626

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 7. Contributions		
Contributions – monetary	3,003	2,268
Contributions – non monetary	8,420	449
Total contributions	11,423	2,717
Contributions of non monetary assets were received in relation to the following asset classes.		
Buildings	8,420	–
Roads	–	380
Other Infrastructure	–	69
Total non-monetary contributions	8,420	449
Note 8. Other income		
Interest received	2,259	2,179
Other rent	82	39
Found assets	3,071	2,188
Other	823	1,670
Total other income	6,235	6,076
Note 9. Net loss on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	(868)	(214)
Write down value of assets disposed	7,155	4,013
Total net loss on disposal of property, infrastructure, plant and equipment	6,287	3,799

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 10. Employee costs		
(a)		
Wages and salaries	43,702	40,954
WorkCover	904	1,262
Casual staff	1,975	2,175
Superannuation	4,174	4,048
Fringe benefits tax	305	297
Other	661	643
Total employee costs	51,721	49,379
(b)		
Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	374	378
Employer contributions payable at reporting date	374	378
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,135	3,145
Employer contributions – other funds	665	525
	3,800	3,670
Employer contributions payable at reporting date	–	–

Refer to Note 32 for further information relating to Council's superannuation obligations.

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 11. Materials and services		
Contract payments	23,702	18,522
Building maintenance	2,476	2,164
General maintenance	244	380
Consultants	1,577	2,181
Office administration	2,851	3,473
Utilities	2,395	2,286
Information technology	872	1,031
Insurance	899	869
Community grants	960	903
Debt recovery infringement costs	1,553	1,228
Tipping and refuse collections	3,994	4,578
Total materials and services	41,523	37,615

Note 12. Bad and doubtful debts

Parking fine debtors	1,962	2,459
Total bad and doubtful debts	1,962	2,459

Note 13. Depreciation and amortisation

Property	3,434	2,574
Plant and equipment	3,993	2,701
Infrastructure	8,902	8,301
Total depreciation and amortisation	16,329	13,576

Refer to Note 21 for a more detailed breakdown of depreciation and amortisation charges.

Note 14. Borrowing costs

Interest – Borrowings	185	231
Total borrowing costs	185	231

Note 15. Other expenses

Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals	42	82
Auditors' remuneration – Internal	137	144
Councillors' allowances	238	232
Operating lease rentals	785	630
Other miscellaneous costs	10	8
Total other expenses	1,212	1,096

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 16. Cash and cash equivalents		
Cash on hand	11	11
Cash at bank	3,338	2,182
Short Term deposits	29,000	18,000
	32,349	20,193

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

• Trust funds and deposits (Note 23)	3,277	3,064
• Mausoleum trust (Note 26)	574	574
• Open space contributions (Note 26)	4,859	6,720
• Developer contribution plans (Note 26)	2,872	2,901
Total restricted funds	11,582	13,259
Total unrestricted cash and cash equivalents	20,767	6,934

Intended allocations

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

• Cash held to fund carried forward capital works	34,087	29,193
Total funds subject to intended allocations	34,087	29,193

Refer also to Note 17 for details of other financial assets held by council.

Note 17. Other financial assets

Long term deposits – investments	32,000	42,000
Total other financial assets	32,000	42,000

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 18. Trade and other receivables		
Current		
Rates debtors	3,933	4,034
Infringement debtors	12,719	11,769
Provision for doubtful debts – infringements	(8,375)	(7,729)
Other debtors	962	1,210
Net GST receivable	1,032	756
Total current trade and other receivables	10,271	10,040
Non-current		
Deferred rates debtors	165	88
Total non-current trade and other receivables	165	88
Total trade and other receivables	10,436	10,128

a) Ageing of Receivables

At balance date other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's trade & other receivables (excluding statutory receivables) was:

Current (not yet due)	238	994
Past due by up to 30 days	489	41
Past due between 31 and 180 days	10	18
Past due by more than 1 year	225	64
Total trade & other receivables	962	1,117

Note 19. Inventories

Inventories held for sale	11	14
Total inventories	11	14

Notes 20. Other assets

Prepayments	940	1,061
Accrued income	376	541
Total other assets	1,316	1,602

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 21. Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At fair value 30 June 2016	Accumulated Depreciation 2016	WDV 30 June 2016	At fair value 30 June 2015	Accumulated Depreciation 2015	WDV 30 June 2015
Land	512,615	–	512,615	441,434	–	441,434
Buildings	278,112	(95,816)	182,296	259,055	(88,327)	170,728
Plant and Equipment	25,295	(12,890)	12,405	22,575	(11,366)	11,209
Infrastructure	499,005	(187,912)	311,093	477,727	(177,875)	299,852
Works in progress	12,458	–	12,458	2,499	–	2,499
	1,327,485	(296,618)	1,030,867	1,203,290	(277,568)	925,722

Summary of Works in Progress

	Opening WIP	Additions	Transfers	Write offs	Closing WIP
Property	58	4,727	(58)	–	4,727
Infrastructure	2,441	6,522	(265)	(967)	7,731
Total	2,499	11,249	(323)	(967)	12,458

Land and Buildings

	Land - specialised	Land under roads	Total Land	Buildings - specialised	Leasehold Improvements	Total Buildings	Work In Progress	Total Property
At fair value 1 July 2015	440,921	513	441,434	257,828	1,227	259,055	58	700,547
Accumulated depreciation at 1 July 2015	–	–	–	(87,668)	(659)	(88,327)	–	(88,327)
	440,921	513	441,434	170,160	568	170,728	58	612,220

Movements in fair value

Acquisition of assets at fair value	–	–	–	4,295	–	4,295	4,727	9,022
Revaluation increments/decrements	71,181	–	71,181	16,353	–	16,353	–	87,534
Fair value of assets disposed	–	–	–	(10,069)	–	(10,069)	–	(10,069)
Contributions	–	–	–	8,420	–	8,420	–	8,420
Transfers	–	–	–	58	–	58	(58)	–
	71,181	–	71,181	19,057	–	19,057	4,669	94,907

Movements in accumulated depreciation

Depreciation and amortisation	–	–	–	(3,245)	(189)	(3,434)	–	(3,434)
Accumulated depreciation of disposals	–	–	–	4,464	–	4,464	–	4,464
Revaluation increments/decrements Acc. Depn.	–	–	–	(8,519)	–	(8,519)	–	(8,519)
	–	–	–	(7,300)	(189)	(7,489)	–	(7,489)

At fair value 30 June 2016	512,102	513	512,615	276,885	1,227	278,112	4,727	795,454
Accumulated depreciation at 30 June 2016	–	–	–	(94,968)	(848)	(95,816)	–	(95,816)
	512,102	513	512,615	181,917	379	182,296	4,727	699,638

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 21. Property, infrastructure, plant and equipment (cont.)

Plant and Equipment

	Plant machinery and equipment	Computers and telecomms	Library books	Work In Progress	Total plant and equipment
At fair value 1 July 2015	10,186	8,680	3,709	–	22,575
Accumulated depreciation at 1 July 2015	(6,596)	(2,366)	(2,404)	–	(11,366)
	3,590	6,314	1,305	–	11,209

Movements in fair value

Acquisition of assets at fair value	2,131	2,030	477	–	4,638
Fair value of assets disposed	(1,695)	–	(1,360)	–	(3,055)
Found	–	–	1,137	–	1,137
	436	2,030	254	–	2,720

Movements in accumulated depreciation

Depreciation and amortisation	(1,058)	(2,105)	(830)	–	(3,993)
Accumulated depreciation of disposals	1,343	–	1,126	–	2,469
	285	(2,105)	296	–	(1,524)

At fair value 30 June 2016	10,622	10,710	3,963	–	25,295
Accumulated depreciation at 30 June 2016	(6,311)	(4,471)	(2,108)	–	(12,890)
	4,311	6,239	1,855	–	12,405

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 21. Property, infrastructure, plant and equipment (cont.)

Infrastructure

	Roads	Bridges	Footpaths & cycleways	Drainage	Recreational, leisure & community	Waste Management	Parks and open spaces & streetscapes	Off street car parks	Other Infrastructure	Work In Progress	Total Infrastructure
At fair value 1 July 2015	248,274	2,354	71,847	133,803	5,825	164	1,959	8,411	5,090	2,441	480,168
Accumulated depreciation at 1 July 2015	(85,980)	(1,410)	(31,411)	(52,224)	(2,456)	–	(805)	(1,787)	(1,802)	–	(177,875)
	162,294	944	40,436	81,579	3,369	164	1,154	6,624	3,288	2,441	302,293
Movements in fair value											
Acquisition of assets at fair value	3,553	–	2,994	854	965	186	111	720	107	6,522	16,012
Revaluation increments/decrements	–	705	–	6,979	–	–	–	2,995	–	–	10,679
Fair value of assets disposed	(642)	–	(245)	(123)	–	(150)	–	(22)	–	(967)	(2,149)
Found	–	–	–	–	–	–	–	2,026	–	–	2,026
Transfers	–	–	–	–	–	–	56	–	209	(265)	–
	2,911	705	2,749	7,710	965	36	167	5,719	316	5,290	26,568
Movements in accumulated depreciation											
Depreciation and amortisation	(5,235)	(49)	(1,384)	(1,406)	(384)	(14)	(96)	(137)	(197)	–	(8,902)
Accumulated depreciation of disposals	118	–	52	50	–	–	–	–	–	–	220
Revaluation increments/decrements Acc. Depn.	–	33	–	1,087	–	–	–	(2,475)	–	–	(1,355)
	(5,117)	(16)	(1,332)	(269)	(384)	(14)	(96)	(2,612)	(197)	–	(10,037)
At fair value 30 June 2016	251,185	3,059	74,596	141,513	6,790	200	2,126	14,130	5,406	7,731	506,736
Accumulated depreciation at 30 June 2016	(91,097)	(1,426)	(32,743)	(52,493)	(2,840)	(14)	(901)	(4,399)	(1,999)	–	(187,912)
	160,088	1,633	41,853	89,020	3,950	186	1,225	9,731	3,407	7,731	318,824

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 21. Property, infrastructure, plant and equipment (cont.)

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Mr Vin Bourke, Certified Practising Valuer (CPV) and principal of Rating Valuation services. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1	Level 2	Level 3
Specialised land	–	–	512,615
Buildings	–	–	186,644
Leasehold improvements	–	–	379
Total	–	–	699,638

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with an internal valuation overseen by the Mr Sam Ortisi (Graduate Diploma – Electrical Engineering and Quality Management).

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1	Level 2	Level 3
Roads	–	–	167,819
Bridges	–	–	1,633
Footpaths and cycleway	–	–	41,853
Drainage	–	–	89,020
Recreational, leisure and community facilities	–	–	3,950
Waste management	–	–	186
Parks, open space and streetscapes	–	–	1,225
Off street car parks	–	–	9,731
Other infrastructure	–	–	3,407
Total	–	–	318,824

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 21. Property, infrastructure, plant and equipment (cont.)

Description of significant unobservable inputs into level 3 valuations:

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 0% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$100 and \$5,000 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$425 to \$6,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2016 \$'000	2015 \$'000
Reconciliation of specialised land		
Land – specialised	512,102	440,921
Land under roads	513	513
Total specialised land	512,615	441,434

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 22. Trade and other payables		
Trade payables	4,323	5,925
Accrued expenses	2,165	1,764
Total trade and other payables	6,488	7,689

Notes 23. Trust funds and deposits

Refundable deposits	1,954	1,766
Retention amounts	151	360
Fire Service Levy	871	599
Other refundable deposits	301	339
Total trust funds and deposits	3,277	3,064

Purpose and nature of items.

Refundable deposits – Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Retention Amounts – Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Fire Service Levy – Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 24. Provisions

2016	Employee \$'000	Total \$'000
Balance at beginning of the financial year	14,191	14,191
Additional provisions	4,563	4,563
Amounts used	(4,675)	(4,675)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	222	222
Balance at the end of the financial year	14,301	14,301

2015		
Balance at beginning of the financial year	13,358	13,358
Additional provisions	4,909	4,909
Amounts used	(4,227)	(4,227)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	151	151
Balance at the end of the financial year	14,191	14,191

	2016 \$'000	2015 \$'000
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Employee provisions

Current provisions expected to be wholly settled within 12 months

Annual leave	3,366	3,341
Retirement gratuity	50	52
Long service leave	955	935
	4,371	4,328

Current provisions expected to be wholly settled after 12 months

Annual leave	1,401	1,475
Retirement gratuity	804	825
Long service leave	6,732	6,616
	8,937	8,916

Total current provisions	13,308	13,244
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Non-current

Long service leave	993	947
Total non-current provisions	993	947

Aggregate carrying amount of employee provisions:

Current	13,308	13,244
Non-current	993	947
Total aggregate carrying amount of employee provisions	14,301	14,191

The following assumptions were adopted in measuring the present value of employee benefits:

Weighted average increase in employee costs	2.50%	3.40%
Weighted average discount rates	1.99%	3.03%
Weighted average settlement period	192 mths	203 mths

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 25. Interest-bearing loans and borrowings		
Current		
Borrowings – secured (1)	2,673	787
	2,673	787
Non-current		
Borrowings – secured (1)	–	2,673
	–	2,673
Total	2,673	3,460
(1) Borrowings are secured by charge over the rates. The maturity profile for Council's borrowings is:		
Not later than one year	2,673	787
Later than one year and not later than five years	–	2,673
	2,673	3,460
Aggregate carrying amount of interest-bearing loans and borrowings:		
Current	2,673	787
Non-current	–	2,673
	2,673	3,460

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 26. Reserves

	Balance at beginning of reporting period \$'000	Increment \$'000	(decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves				
2016				
Property				
Land	358,130	71,181	–	429,311
Buildings	101,665	7,835	(5,867)	103,633
	459,795	79,016	(5,867)	532,944
Infrastructure				
Roads	110,081	1,259	–	111,340
Footpaths and cycleways	18,910	–	–	18,910
Drainage	40,949	8,066	–	49,015
	169,940	9,325	–	179,265
Total asset revaluation reserves	629,735	88,341	(5,867)	712,209
2015				
Property				
Land	358,130	–	–	358,130
Buildings	101,665	–	–	101,665
	459,795	–	–	459,795
Infrastructure				
Roads	86,830	23,251	–	110,081
Footpaths and cycleways	12,587	6,323	–	18,910
Drainage	40,949	–	–	40,949
	140,366	29,574	–	169,940
Total asset revaluation reserves	600,161	29,574	–	629,735

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 26. Reserves (cont.)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2016				
Mausoleum trust	574	–	–	574
Open space	6,720	2,019	(3,880)	4,859
DCP reserves	2,901	391	(420)	2,872
Carried forward grants	2,824	975	(2,824)	975
Carried forward Council funds	10,681	10,282	(10,681)	10,282
Major projects	18,512	10,248	(4,955)	23,805
Total Other reserves	42,212	23,915	(22,760)	43,367
2015				
Mausoleum trust	574	–	–	574
Open space	5,494	2,071	(845)	6,720
DCP reserves	2,709	192	–	2,901
Carried forward grants	948	2,824	(948)	2,824
Carried forward Council funds	2,456	10,483	(2,258)	10,681
Major projects	23,436	8,055	(12,979)	18,512
Total Other reserves	35,617	23,625	(17,030)	42,212

The purpose of the mausoleum trust reserve is for the future maintenance of the cemetery.
The open space reserve is to segregate the levies collected until required for major works.
The developer contributions reserves segregate the levies collected until required.
The purpose of carried forwards is to segregate unspent project funds for future expenditure.
The purpose of the major programs is to segregate funds until commencement of works.

Notes to the Financial Report

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Note 27. Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	20,645	19,132
Depreciation/amortisation	16,329	13,576
Loss on disposal of property, infrastructure, plant and equipment	6,287	3,799
Contributions – Non-monetary assets	(8,420)	(449)
Found assets	(3,071)	(2,188)
Finance costs	185	231
Other	1,127	(97)
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(231)	(283)
(Increase)/decrease in inventories	3	2
(Increase)/decrease in prepayments	121	(528)
Increase/(decrease) in accrued income	(165)	206
Increase/(decrease) in trade and other payables	(1,201)	(2,026)
Increase/(decrease) in other liabilities	213	418
Increase/(decrease) in provisions	110	833
Net cash provided by/(used in) operating activities	31,932	32,626
Note 28. Financing arrangements		
Bank overdraft	200	200
Credit card facilities	150	150
Total facilities	350	350
Used facilities	28	29
Unused facilities	322	321

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 29. Commitments

The Council has entered into the following commitments:

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
2016	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Corporate business applications	610	537	76	–	1,223
Co-generation	83	83	247	378	791
Operations & maintenance of Footscray Cemetery	258	258	215	–	731
Cleaning contracts for council buildings	430	–	–	–	430
Library management system	127	88	16	–	231
Hardware rentals	133	133	152	–	418
Consultancies	328	–	–	–	328
Other	100	20	–	–	120
Total	2,069	1,119	706	378	4,272
Capital					
Buildings	173	–	–	–	173
Street trees	210	4	–	–	214
Little Saigon	3,975	–	–	–	3,975
Other	30	13	–	–	43
Total	4,388	17	–	–	4,405
2015					
Operating					
Corporate business applications	343	297	329	–	969
Co-generation	83	83	247	461	874
Cleaning contracts for council buildings	415	–	–	–	415
Library management system	82	82	41	–	205
Other	93	32	18	–	143
Total	1,016	494	635	461	2,606
Capital					
Buildings	301	19	–	–	320
Roads	970	–	–	–	970
Communications equipment	43	43	–	–	86
Street trees	565	205	–	–	770
Other	578	16	–	–	594
Total	2,457	283	–	–	2,740

Notes to the Financial Report

For the Year Ended 30 June 2016

2016
\$'000

2015
\$'000

Note 30. Operating leases

(a) Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	204	483
Later than one year and not later than five years	341	527
	545	1,010

(b) Operating lease receivables

The Council has entered into commercial leases on its properties mainly for telecommunication towers and council buildings. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 8 years. All leases include a fixed or CPI based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	119	284
Later than one year and not later than five years	273	326
Later than five years	77	98
	469	708

Note 31. Contingent liabilities and contingent assets

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 32. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

Contingent assets

Contributed assets include roads, drains, footpaths and parks which may be created in the approval and construction of large scale residential developments. On completion of the development they are donated to the Council for ongoing maintenance and replacement. Contributed assets are valued at their current replacement cost.

Contributed assets that may be received in 2016/2017 (subject to unknown developments) and are unknown at this time and are not recognised in this financial report. The contributed assets in 2015/16 were \$8.42M and \$449K in 2014/15.

Notes to the Financial Report For the Year Ended 30 June 2016

Note 32. Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2016, this was 9.5% required under Superannuation Guarantee legislation (for 2014/15 this was 9.25%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary.

As at 30 June 2015, an interim actuarial investigation was held as the fund provides lifetime pensions in the Defined benefit category.

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 105.8%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns	7.00% pa
Salary information	4.25% pa
Price inflation (CPI)	2.5% pa

Superannuation

Vision Super has advised that the estimated VBI at June 2016 was 102%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2015 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2015 interim actuarial investigation conducted by the Fund's Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee.

For the year ended 30 June 2016, this rate was 9.5% of members' salaries (9.5% in 2014/2015).

This rate will increase in line with any increase to the SG contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Notes to the Financial Report For the Year Ended 30 June 2016

Note 32. Superannuation (cont.)

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2015 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2015 identified the following in the defined benefits category of which Council is a contributing employer:

A VBI surplus of \$130.8 million; and

A total service liability surplus of \$239 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2015.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses.

Council was notified of the 30 June 2015 VBI during August 2015.

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2016.

Future superannuation contributions

The expected contributions to be paid to the defined benefits category of Vision Super for the year ending 30 June 2017 is \$383K.

Notes to the Financial Report For the Year Ended 30 June 2016

Note 33. Financial Instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

- council have a policy for establishing credit limits for the entities Council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 32.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

Notes to the Financial Report For the Year Ended 30 June 2016

Note 33. Financial Instruments (cont.)

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 31, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 25.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Fair value

Fair value hierarchy.

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1% and -1% in market interest rates (AUD) from year-end rates of 2.89%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 34. Related party transactions

(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

Councillors

Sarah Carter
Michael Clarke
Catherine Cumming
Cameron McDonald (Mayor from start December 2015)
Grant Miles
Nam Quach (Mayor till end November 2015)
Martin Zakharov

Chief Executive Officer

Stephen Wall

(ii) Remuneration of Responsible Persons

The numbers of Responsible Persons whose total remuneration from Council and any related entities, excluding retirement benefits, fall within the following bands:

	2016 No.	2015 No.
\$20,000 – \$29,999	5	5
\$40,000 – \$49,999	1	1
\$60,000 – \$69,999	1	1
\$190,000 – \$199,999	–	1
\$200,000 – \$209,999	–	1
\$300,000 – \$309,999	1	–
	8	9

	2016 \$'000	2015 \$'000
Total Remuneration for the reporting year for Responsible Persons included above amounted to:	544	661

Notes to the Financial Report

For the Year Ended 30 June 2016

Note 34. Related party transactions (cont.)

(iii) Senior Officers Remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$139,000.

The number of Senior Officers other than the Responsible Persons, are shown below in their relevant income bands:

Income Range:	2016 No.	2015 No.
\$139,000 – \$139,999	–	3
\$140,000 – \$149,999	10	11
\$150,000 – \$159,999	8	6
\$160,000 – \$169,999	3	2
\$170,000 – \$179,999	1	1
\$180,000 – \$189,999	1	–
\$200,000 – \$209,999	1	1
\$210,000 – \$219,999	–	2
\$230,000 – \$239,998	1	1
\$240,000 – \$249,999	1	–
\$250,000 – \$259,999	2	1
	28	28

	2016 \$'000	2015 \$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	4,740	4,566

(iv) Responsible persons retirement benefits

No retirement benefits have been made by Council to a Responsible Person during the reporting year (\$Nil 2014/15).

(v) Loans to responsible persons

No loans have been made, guaranteed or secured by the Council to a Responsible Person during the reporting year (\$Nil 2014/15).

(vi) Transactions with responsible persons

No transactions other than remuneration payments or the reimbursement of approved expenses were entered into by Council with Responsible Persons, or Related Parties of such Responsible Persons during the reporting year (\$Nil 2014/15).

Note 35. Events occurring after balance date

No events occurred after balance date that have any material or significant effect on the financial report.

Certification of financial statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the Local Government (Planning and Reporting) Regulations 2014, Australian Accounting Standards and other mandatory professional reporting requirements.



Bryan Stone CPA
Principal Accounting Officer
6 September 2016
Footscray

In our opinion the accompanying financial statements present fairly the financial transactions of Maribyrnong City Council for the year ended 30 June 2016 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify the financial statements in their final form.



Cameron McDonald
Councillor
6 September 2016
Footscray



Michael Clarke
Councillor
6 September 2016
Footscray



Stephen Wall
Chief Executive Officer
6 September 2016
Footscray

VAGO

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, Maribyrnong City Council

The Financial Report

I have audited the accompanying financial report for the year ended 30 June 2016 of the Maribyrnong City Council which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements.

The Councillors' Responsibility for the Financial Report

The Councillors of the Maribyrnong City Council are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

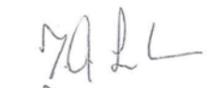
Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with the applicable independence requirements of the Australian Auditing Standards and relevant ethical pronouncements.

Opinion

In my opinion the financial report presents fairly, in all material respects, the financial position of the Maribyrnong City Council as at 30 June 2016 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

MELBOURNE
9 September 2016



Dr Peter Frost
Acting Auditor-General

Appendix

1. Committee membership

COMMITTEE	2015 REPRESENTATION	2016 REPRESENTATION	PURPOSE
Annual Youth Forum	Cr Nam Quach	Cr Nam Quach	Provides leadership and training for young people, and maximises participation in Council
Audit Committee (MCC)	Mayor ex-officio Cr Grant Miles Cr Cameron McDonald	Mayor ex-officio Cr Michael Clarke Cr Nam Quach	Ensures compliance with laws and regulations relating to financial/other business of Council
Brooklyn Community Reference Group	Cr Michael Clarke	Cr Michael Clarke	Community reference group facilitated by the EPA with industry and residents groups, as well as Hobsons Bay and Brimbank councils
Chief Executive Officer Performance Review Committee	All Councillors		Under the Local Government Act, Council reviews the performance of its Chief Executive Officer at least once a year
Disability Advisory Committee (MCC)	Mayor ex-officio	Mayor ex-officio	Facilitates consultation with people with disabilities and establishes processes that allow community discussion on disability issues Provides strategic advice on disability access and promotes the interests of people with disabilities in relation to the Disability Action Plan
Heritage Advisory Committee (MCC)	Cr Cameron McDonald	Cr Cameron McDonald	Oversees strategic and statutory planning processes impacting on heritage places
LeadWest Board	Cr Grant Miles (Cr Martin Zakharov substitute)	Cr Cameron McDonald	Formed by the councils of Brimbank, Maribyrnong, Moonee Valley, Wyndham and Melton, provides a strategic approach to advocacy and lobbying for the western suburbs
Maribyrnong Arts and Cultural Advisory Committee (MCC)	Cr Martin Zakharov Cr Catherine Cumming	Cr Martin Zakharov Cr Nam Quach	Provides Council with strategic advice across a range of arts and cultural matters, strengthening partnerships and opportunities with the community and artists
Metropolitan Local Government Waste Forum	Cr Sarah Carter	Cr Catherine Cumming	Provides a strategic approach to metropolitan waste management needs

COMMITTEE	2015 REPRESENTATION	2016 REPRESENTATION	PURPOSE
Municipal Association of Victoria (MAV)	Cr Catherine Cumming (Cr Michael Clarke substitute)	Cr Catherine Cumming Cr Michael Clarke	As the peak body, plays a major role in policy development for local government. Councils form the membership
MAV Human Services (Appointed May 2015)	Cr Michael Clarke	Cr Michael Clarke	Addresses human services issues prioritised by the MAV Board and the Strategic Plan
MAV Multicultural (Appointed May 2015)	Cr Nam Quach	Cr Nam Quach	Addresses multicultural issues prioritised by the MAV Board and the Strategic Plan
MAV Transport and Infrastructure (Appointed May 2015)	Cr Catherine Cumming	Cr Catherine Cumming	Focuses on the transport and infrastructure priorities identified in the MAV Strategic Plan, the State Council resolutions and as nominated by the Board
MAV Arts & Culture (Appointed May 2015)	Cr Martin Zakharov	Cr Martin Zakharov	Addresses arts and cultural issues prioritised by the MAV Board and the Strategic Plan
MAV Planning (Appointed May 2015)	Cr Sarah Carter	Cr Sarah Carter	Addresses planning issues prioritised by the MAV Board through the Strategic Plan and in response to State Council resolutions
MAV Professional Development Reference Group (Appointed May 2015)	Cr Cameron McDonald	Cr Cameron McDonald	Provides a resource for MAV staff responsible for professional development and training
Older Persons Reference Group (MCC)	Cr Cameron McDonald	Cr Cameron McDonald	Provides advice in relation to the needs of older persons throughout the municipality
Port of Melbourne Project Liaison Group	Cr Nam Quach Cr Martin Zakharov	Cr Nam Quach	Consults on redevelopment of Webb Dock, creating a new international container terminal, including new road connections to the M1 West Gate Freeway
Roadsafe West Gate Community Road Safety Council	Cr Nam Quach		Aims to reduce the incidence of road crashes through effective road safety programs and initiatives and collaborative arrangements with stakeholders
Victorian Local Governance Association	Cr Sarah Carter (Cr Grant Miles substitute)	Cr Sarah Carter	As a peak body, promotes good governance, sustainability and advocacy. Council has one delegate appointed

Glossary

CALD	culturally and linguistically diverse
CBD	central business district
CEO	Chief Executive Officer
CO ₂	carbon dioxide
CO ₂ e	carbon dioxide equivalent
Cr	Councillor
DML	Destination Melbourne Ltd
EPA	Environment Protection Authority
Ex officio	a member of a board, committee or council due to holding another office
FOI	freedom of information
FTE	full time equivalent
HACC	home and community care
HRAFF	Human Rights and Arts Film Festival
IMAP	Inner Melbourne Action Plan
LATM	Local Area Traffic Management
LED	light emitting diode
LGPRF	Local Government Performance Reporting Framework
LGPro	Local Government Professionals (peak body)
MAC	Maribyrnong Aquatic Centre
MAV	Municipal Association of Victoria
MCC	Maribyrnong City Council
MCH	maternal and child health
OAM	Order of Australia
OH&S	Occupational Health and Safety
Solar PV	solar photovoltaic
Unique web visits	the number of visitors to a web site, excluding repeat visits
VAGO	Victorian Auditor General's Office
VCAT	Victorian Civil and Administrative Tribunal

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