



Maribyrnong
CITY COUNCIL

ANNUAL REPORT

2021/22



English

This is Maribyrnong City Council's Annual Report. If you would like to know more about the information in this report, please call the Telephone Interpreter Service on **131 450** and ask them to call **9688 0200**.

Arabic

إليك التقرير السنوي لمجلس بلدية ماريبيرنونغ. إذا كنتم ترغبون في معرفة المزيد عن المعلومات الواردة في هذا التقرير، من فضلكم اتصلوا بخدمة الترجمة الشفهية عبر الهاتف على الرقم **131 450** واطلبوا منهم الاتصال بالرقم **9688 0200**.

Greek

Αυτή είναι η Ετήσια Έκθεση του Δήμου Maribyrnong. Εάν θέλετε να μάθετε περισσότερα για τις πληροφορίες σ' αυτό το έγγραφο, παρακαλείστε να καλέσετε την Τηλεφωνική Υπηρεσία Διεμνηνέων στο **131 450** και ζητήστε τους να καλέσουν το **9688 0200**.

Spanish

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Italian

Questa è la relazione annuale del Comune di Maribyrnong. Se desiderì saperne di più sulle informazioni contenute in questa relazione, chiama il servizio di interpretariato telefonico al numero **131 450** e chiedi di chiamare il numero **9688 0200**.

Macedonian

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Vietnamese

Đây là Báo cáo Hàng Năm của Hội đồng Thành phố Maribyrnong. Nếu quý vị muốn biết thêm thông tin về báo cáo này, vui lòng gọi Dịch vụ Thông dịch qua Điện thoại theo số 131 450 và nhờ họ gọi số 9688 0200.

Mandarin

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Cantonese

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Burmese

ဤအစီရင်ခံစာမှာ Maribyrnong City Council ၏ နှစ်ပတ်လည် အစီရင်ခံစာ ဖြစ်ပါသည်။ ဤအစီရင်ခံစာပါ အချက်အလက်များကို သင် ပိုမို သိရှိလိုပါက ကျေးဇူးပြု၍ တယ်လီဖုန်းစကားပြန်ဝန်ဆောင်မှုနှင့် 131 450 သို့ ဖုန်းခေါ်ဆိုပြီး 9688 0200 သို့ ခေါ်ဆိုပေးပါရန် တောင်းဆိုပါ။

CONTENT

Maribyrnong City Council's Annual Report 2021–22 details performance against the Council Plan 2021–25 and the 2021–22 Annual Budget for the period 1 July 2021 to 30 June 2022. It 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. This Report provides the Maribyrnong community and other important stakeholders with the assurance 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 2020 and other relevant legislation and complies with the Local Government Performance Reporting Framework.

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Cover image

On National Tree Day, members of the Maribyrnong community gathered at Burndap Park to plant 4,000 trees. Opening the event was Wurundjeri Woi Wurrung elder Uncle Bill Nicholson Jnr who facilitated a Welcome to Country, smoking ceremony, and spent time connecting attendees with culture and teachings of the land.

Photo by **Gianna Rizzo**

REBUILDING

Maribyrnong City Council, its staff and residents navigated through the remainder of the 2021 lockdowns with resilience. As pandemic restrictions lessened and we could see the light at the end of the tunnel, Council placed a renewed focus on rebuilding community, connection and infrastructure.

Recognising it was not easy for residents emerging from the pandemic, Council endorsed an additional \$1 million recovery package. Key areas of support included the extension of residential rates relief, program and fee relief for community organisations, and continued support for local businesses and help for vulnerable members of the community.

Council welcomed residents back into community facilities at a COVIDSafe pace, with the reopening of our libraries and community centres being a fundamental first step in rebuilding our connection with our community. Often referred to as the 'community lounge room' it soon became evident our residents, eager to get back to normality, valued the opportunity to return to these welcoming and inclusive spaces. Maribyrnong also joined the state-wide campaign to 'Return Yourself to the Library', which celebrated the wide variety of services offered.

Similarly, community centres emerged from the pandemic more engaged than ever. Rebuilding connection through a range of creative activities, courses and services, there was never a better time to discover a new hobby, learn something new and engage with neighbours.

Commencing the economic rebuild was also critical in restoring the City to its pre-pandemic status. And as we entered 2022, Council also investigated ways to rebuild our rich arts and culture program, seeking input from our community on the future of our vibrant festivals, events and place making activities.

Following the successful extension of the Outdoor Dining Program in 2021–2022, Council decided the initiative was here to stay. The outdoor dining spaces, which had been introduced on a temporary basis to support businesses manage pandemic restrictions and provide opportunities for connection in a COVIDSafe way, were loved by the community. They have welcomed the move to make the Ballarat Street Pop-Up Park permanent and conversations are ongoing with residents around permanency for other parklets and pop-ups.

To strengthen the connection between First Nations and the broader diverse community, Council also began a conversation with its community to help shape a respectful way to respond to 26 January going forward. Recognising the complexity of the conversation, Council sent a postcard to residents of 38,000 properties encouraging them to share their views on this issue by return post or online survey. Nearly 3,000 responded.

In addition to supporting the rebuilding of the local economy and cultural connections, Council also completed a number of physical builds, with more infrastructure projects in the pipeline.

This included the opening of the Billy Button Children's Centre in Footscray, supporting parents and children alike. Investing in education infrastructure, especially early childhood, builds intellectual capital supporting the growing minds of Maribyrnong. The completion of the Footscray Wharf project saw this historic space opened up and returned to the public to enjoy. Breathing new life into the structure, built in the 1880s, the upgrade included a new 230-metre-long timber boardwalk, a wider pedestrian promenade, seating spaces, sheltered picnic and barbecue areas, more trees and new lighting.

Over 19,500 square metres of Couch Grass was laid on the oval at Skinner Reserve in Braybrook to improve the playing surface as part of a \$3 million redevelopment, which also saw improvements to fencing, lighting and amenities. The project was funded equally with the Western Bulldogs Football Club, which has taken up a tenancy at the Reserve.

Final designs were also endorsed for the new Civic Precinct and Community Hub, which will see refurbishment and conservation works to the historic Footscray Town Hall, along with a new public park. A modern, efficient and sustainable six-star Green Star administration building, including a community space with capacity to seat 200, will also be constructed delivering lower operating costs, electricity and water consumption, and improved health and wellbeing for staff.

As we look to the future, the construction of the multipurpose Henry Turner South Reserve Pavilion, which began in January 2022, will provide modern universally designed unisex facilities with access for people of all abilities, with the ultimate aim of increasing player participation and retention. New pavilions are also on the drawing board for both Johnson and Shorten reserves.

State Government funding has also been secured to support the development of the Maribyrnong Aquatic Centre Splash Park. Two new water slides and an interactive aquatic leisure area are being added to the facility with construction to begin in the latter part of 2022.

To close out 2021–22, Council endorsed a future focused budget that includes more than \$85 million for Capital Works to fund the ongoing renewal and continued improvement of community assets as our City continues to expand, adapt and rebuild.

How to read this report

This report is structured around the strategic objectives in the Council Plan 2021-25, which also incorporates the Municipal Public Health and Wellbeing Plan (page 41):



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 2021–22
- progress statements on major initiatives from the 2021–22 Annual Budget
- indicators for the Municipal Public Health and Wellbeing Plan achievements against its nine identified priorities
- information on Council services, and community satisfaction with those services
- service quality indicators from the Local Government Performance Reporting Framework (LGPRF)
- major activities in 2021–22

Note: Council reports on 68 indicators and measures, and a governance and management checklist (page 119) providing transparency on operational and administrative issues in the governance space. LGPRF indicators are identified (shaded) in performance tables throughout the report, with comments provided on the results.



A photograph of a tropical beach at sunset. The scene is dominated by palm trees whose fronds and trunks are reflected in the calm water of a lagoon or beach. The sky is a deep orange and yellow, with the sun low on the horizon, creating a warm, golden glow. The overall mood is peaceful and serene.

Acknowledgement of Country

Council is proud to represent a municipality filled with important and significant Aboriginal history. It acknowledges the Traditional Custodians of this land, the Kulin Nation, and acknowledges the rich culture and considerable contributions Aboriginal and Torres Strait Islander Peoples have made and continue to make to this City.

Photo by **Nico Keenan**

THIS YEAR'S HIGHLIGHTS

150,000+ participants at festivals and events

100,000+ visitors to community centres

16,237 participants in community centre programs



35,647

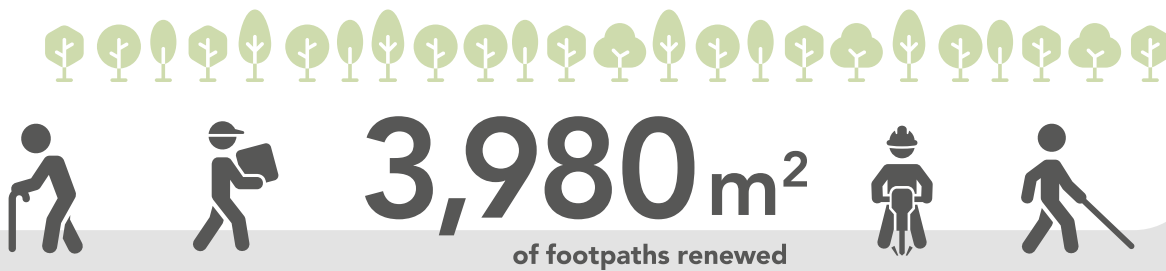
visits to Council's community engagement platform
Your City Your Voice



213,896

visitors to libraries





The iconic Footscray Town Hall prior to the multi-million dollar Civic Precinct and Community Hub redevelopment, which will include the refurbishment of the heritage Town Hall and demolition of the existing office and community services buildings to make way for a new civic administration building and civic park.

Photo by Gianna Rizzo





THE YEAR IN REVIEW

A message from the Mayor and CEO

The 2021–22 year was an opportunity for ‘rebuilding’. With the impacts of the pandemic continuing to be felt, along with delivering the services and facilities that are important to our community, economic and community recovery were high on Council’s agenda.

This was tangibly demonstrated in the Annual Budget for 2021–22, which saw \$174 million committed to the ongoing delivery of around 58 services to our community.

Of this, more than \$56 million was allocated to infrastructure improvements and upgrades as part of our capital works program to support the physical rebuild of our municipality. Strongly influenced by community feedback, funding was channelled into areas you told us you wanted us to focus on that would also support residents rebuild their mental health and wellbeing.

This included continued investment in improving parks and open spaces, roads, footpaths and cycle ways, and recreational, leisure and community facilities. We also invested in progressing delivery of major projects including detailed design of the Civic Precinct and Community Hub, which will build and strengthen connections with Council and community, and construction of the integrated early childhood learning centre in Footscray to build new learning opportunities for new generations.

During engagement on key strategic documents, including the Council Plan, we heard very clearly that our community wants to see green, connected, liveable neighbourhoods, with infrastructure and facilities that support our growing population and their improved health and wellbeing. Our community also want to feel safe, supported, and included; for the vulnerable in our community to be looked after; and for Council to deliver on global responsibilities like responding to climate change.

While these aspirations align with the vision in the Council Plan 2021–25 for ‘an inclusive, flourishing, progressive City that cares for both its residents and its environment’, the challenge has been how we can deliver improved facilities and services our community is asking for, within an environment of controlled revenue growth. We also recognise at the same time some in our community have been calling for reduced spending.

Striking the right balance is never easy and the continued presence of COVID-19, which has impacted finances, delivery, resourcing and recruitment, has compounded the challenges. Despite this, looking back on the past 12 months, Council can be confident we are building a stronger and more resilient municipality with services and facilities the community can continue to use with confidence.

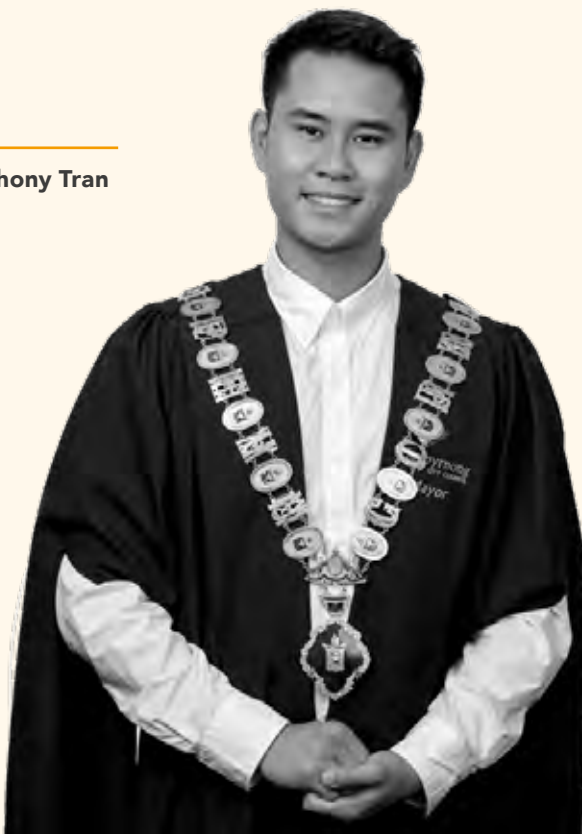
There has been much for us to celebrate, including:

Highlights

- Opened the newly renovated historic Footscray Wharf, including a new 230-metre-long timber boardwalk as its centrepiece, with a fixed lower landing and floating pontoon, improving the connection for the local community to the Maribyrnong River. The historic rail spur line, installed parallel to the River in 1917, has been retained and incorporated as part of this \$12 million project, which was jointly funded with State Government.
- Welcomed the first learners to the brand new state of the art integrated early learning centre – Billy Button Children’s Centre – in Footscray. Jointly funded by Council and State Government, the Centre, which is part of the \$110 million dollar Footscray Learning Precinct, provides three and four year old kindergarten, long day care and maternal and child health services, while supporting a seamless transition from early years to primary school due to its close proximity to Footscray City Primary School. Ingrid Stitt, Minister for Early Childhood was joined by the Mayor, Councillor Anthony Tran and Katie Hall MP, Member for Footscray for the official opening on 16 June.

- Completed detailed design for the Civic Precinct and Community Hub, which will see the return of the historic Footscray Town Hall and a new public park for community use, and construction of a new six-star Green Star administration building including a new community space with capacity to seat 200. Works, which are scheduled to begin towards the end of 2022, are being supported by a \$10 million low-interest loan from the State Government.
- Adopted the Climate Emergency Action Plan to deliver on the 96 goals of the Climate Emergency Strategy to address the climate emergency formally acknowledged by Council in 2019.
- Installed street signs at Council-owned venues and open spaces, and stencilled decals on walkways throughout key business districts proclaiming 'racism is not welcome' in our City, in multiple languages. The first council in Victoria to endorse the Sydney-initiated campaign, Maribyrnong began rolling out the signs on the International Day for the Elimination of Racial Discrimination.
- Endorsed two long term key strategic documents: the Financial Plan, which looks at projected income and how it will be spent over the next 10 years, and the Asset Plan. The latter will ensure the approximately 54,000 community owned infrastructure assets are managed over the next 10 years in a way that ensures they remain fit for purpose while also providing best value outcomes throughout their life cycle in terms of cost, taking into account population growth, demographic changes, ageing infrastructure and technology advances.
- Council also committed to achieving customer service excellence with the adoption of its Putting Customers First Strategy, which contains guiding principles as well as an action plan to enhance the delivery of customer service across the whole of the organisation. The Strategy outlines five key areas of focus to transform and enhance our customer's experience: Listening to our Customers, People, Process and Services working together, Celebrating Diversity, Digitally enabled/connected, and a Continuous Improvement Culture. It is designed to put customers first to ensure their experience is the best it can be, both externally and internally.

Cr Anthony Tran
Mayor



Celia Haddock
Chief Executive Officer



Advocacy and engagement

Council continues to advocate for support from State and Federal governments to address issues, such as improved air quality and public and active transport networks, and for funding to deliver major projects including the Creative West project (formally known as NeXT), a regional library, community, cultural, and arts space proposed for the West to be hosted in Maribyrnong. Council also continues to lobby for community outcomes from the redevelopment of the old Footscray Hospital, Maribyrnong Defence Site and Maidstone Tram Depot.

Over the past year, Council secured \$11,739,972 in grants for various community projects and capital works and continued to build partnerships. Additional revenue received included \$250,000 from the Department of Environment, Land, Water and Planning to support the planting of additional trees across the municipality in an effort to increase canopy cover, \$504,000 from the Department of Transport for road safety initiatives, \$100,000 from Department of Environment, Land, Water and Planning for Thomson Reserve Dog Park upgrade, almost \$170,000 from Department of Jobs, Precincts and Regions for lighting upgrades at Mclvor Reserve, and \$128,000 from Department of Health and Human Services for the detailed design of the Henry Turner South Pavilion.

Council is also committed to engaging effectively with our communities on decisions that affect them. We continue to improve our engagement practice and enhance participation through the application of the principles and commitments embedded in the Community Engagement Policy adopted in February 2021. There were 45 engagement opportunities provided via Council's online engagement platform Your City Your Voice in 2021–22, and 15 face-to-face engagement sessions, including pop-ups at libraries, community centres and markets, information sessions at reserves, and walking tours.

Economic growth

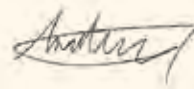
The economic impacts of COVID-19 continue to prove challenging as we focus on rebuilding. We saw an encouraging turnaround in the financial landscape towards the end of 2021, with an upturn in the hospitality and retail market. This resulted in a record-breaking spend for businesses during December, which has continued to increase month-by-month to now exceed pre-pandemic levels.

The continuation of the Love Your Local Campaign, Activation Grants, Outdoor Dining and Parklets have all contributed to this positive bounce back, which is a welcome and unexpected development given a decline in spending was predicted as many residents returned to jobs outside the municipality.


Thank you

Overall, this year we achieved a completion rate of 85 per cent of the actions in the Council Plan, with the remainder (delayed primarily due to the economic and social implications of the pandemic) to be completed within the 2022 calendar year. We would like to thank everyone who contributed to this success, in a financially and resource constrained environment. These projects continue to enhance our local community by fostering wellbeing and liveability, environmental sustainability and leadership, strengthening our local economy and supporting resident safety.

Council will continue to actively engage with our community and gather feedback to deliver high quality services, programs and facilities, now and into the future.



Mayor, Cr Anthony Tran



CEO, Celia Haddock

Significant achievements during the year included the following:

Key achievements

Climate Emergency Action Plan

The Climate Emergency Action Plan was endorsed to deliver on the 96 goals of the Climate Emergency Strategy to address the climate emergency formally acknowledged by Council in 2019. The actions include a wide-ranging community education program for residents, businesses, and industry to enhance understanding of climate issues and the role they can also play in tackling them. A 'Sustainability Learning Portal' was established to support this.

Smart City

Council launched its Smart Cities Framework to build on the strong foundations set by current and past projects to manage services and infrastructure effectively, improve the wellbeing of the community and the environment, and create vibrant local economies. The Footscray Smart City Social Cohesion Project, which was rolled out in 2020 and was the forerunner to the Framework, was named as a finalist for the 'Collaboration or Partnership' and 'Emerging Technologies' categories at the Municipal Association of Victoria (MAV) 2022 Awards for Excellence, which will be hosted in the second half of 2022. Funded by a \$400,000 Federal Government grant and in partnership with Victoria University, the project included the installation of digital kiosks, expanded free public Wi-Fi, energy efficient lighting and air monitoring sensors, a Footscray Park Web App listing flora and fauna, and pedestrian, cyclist, and vehicle counting technology to reduce congestion and improve transport.

Outdoor Dining

Introduced in October 2020 with State Government funding as a temporary measure to support the hospitality sector during the pandemic, Council this year developed draft Outdoor Dining Design Guidelines to support businesses to permanently extend their footprint outside their premises. It is proposed businesses would pay a fee for the use of public space, carry construction and maintenance costs and be responsible for managing the spaces. A total of 71 car parking spaces were repurposed to facilitate the establishment of 103 parklets and pop-up parks across the City – the greatest concentration in Footscray, Seddon and Yarraville. Council has resolved the temporary parklets will remain until 30 November 2022. After testing the appetite with locals, Council will also be making the Ballarat Street Pop-Up Park permanent and is in conversation with other neighbourhoods around making some others, like Raleigh Street, also permanent, recognising the value they bring to local communities.

Footscray Wharf Upgrade

The renovated historic Footscray Wharf, built back in 1880, has opened to the public. The upgraded facility includes a new 230-metre-long timber boardwalk (continuation of the Henderson House Landing) as its centrepiece, with a fixed lower landing and floating pontoon for small vessels and recreational boats. Two new sheltered picnic and barbecue spaces have also been installed to support the improved connections to the Maribyrnong River Trail. The historic rail spur line, installed parallel to the River in 1917, has been retained and incorporated as part of the \$12 million project, which was jointly funded with State Government.

Budget

To close out 2021–22, Council endorsed a future focused budget that includes more than \$85 million for Capital Works for ongoing renewal and improvements. This Budget was developed with calls for submissions at the top and bottom of the process allowing residents to inform the development of the Proposed Budget not just comment on a prepared document. In this way we moved the community from the passenger to the driver's seat to better steer the outcome in the direction they want. This pioneering approach attracted interest from 10,000 residents, a third of whom took some form of action to provide feedback resulting in the largest number of submissions received in a five year period.

Business Improvement District (BID) Grant Program

In late 2021, the Business Improvement District grant program was overhauled to create a more equitable allocation process for trader groups and associations. This included the introduction of the newly developed voucher-based Business Elevate Program, which was designed to support more local business to business activity across 12 specific categories. A total of 60 vouchers worth \$2,000 each were issued – an overall investment of \$120,000 in the Business Elevate Program. These grants have created a ripple effect in our local economy – where small businesses are supporting other local small businesses to grow and prosper.

Key challenges

Skinner Reserve

More than 19,500 square metres of Couch Grass was laid on the oval at Skinner Reserve in Braybrook to improve the playing surface, providing a field comparable to the MCG, as part of a \$3 million upgrade that also included a new 506 metre two-lane running track, fencing, energy efficient LED competition lighting, and improved spectator amenities. New coach boxes, boundary fencing, AFL goal posts, goal safety netting, spectator seating, and an electronic scoreboard were also installed. The redeveloped oval reopened to the community in May 2022 and was jointly funded by Council and the Western Bulldogs Football Club who will use the Reserve as a secondary training base for 12 hours per week and as a base to run its community programs.

COVID-19 Vaccination Ambassadors

As the COVID-19 vaccination rollout progressed across the country, Council launched a Vaccination Ambassadors Campaign to help ensure our municipality was a COVIDSafe place. Recognising the need to talk directly with our diverse community, Council recruited leaders and representatives of key groups to share their stories to encourage an increase in local vaccination rates, which were lagging behind other municipalities across Melbourne. Ambassadors explained what being safe means to them and why they chose to vaccinate. The campaign consisted of a hero video featuring the chosen ambassadors from all walks of life with individual profiles for each ambassador supporting this central piece. Collateral was shared across Council social media channels, on our website, street billboards, bus-backs, and as part of cinema advertising.

Workforce resourcing

During 2021–22, Council continued to navigate the ongoing challenges in delivering services during the pandemic. Council staff continued to operate in a hybrid working environment, and while this offered flexibility, it also presented challenges and opportunities with communication and technology and embedding new ways of working. The development and adoption of Council's Workforce Plan 2021-26 has been an important step towards addressing these challenges and setting actions for the coming financial year.

Continuing to welcome new citizens

Welcoming new citizens at regular citizenship ceremonies at the Footscray Town Hall is a highlight for Council, and one the City's strong multicultural community enjoys, with about 40 per cent of residents in the City of Maribyrnong born outside Australia. During the pandemic, Council continued online citizenship ceremonies in place of in-person ceremonies whenever government restrictions were in place. Throughout the year, a mix of in-person and online ceremonies were held, and despite the challenges, a total of 30 ceremonies were hosted and 642 new citizens welcomed. The top two countries of origin for new citizens in 2021–22 were India and Vietnam.

Air quality improvement

Council developed a draft Air Quality Improvement Plan, one of the first of its kind in Victoria, which will provide an overview of the issues we face in Maribyrnong. The Plan will outline 37 proposed actions Council can take to address these issues over the next five years – including things like a targeted tree planting program to create 'active' walking paths to schools, as well as continuing to lobby State Government for a ban on diesel trucks from residential streets. The draft document also acknowledges the importance of the community in supporting changes at a local level. It is due to go to Council for adoption in the second half of 2022.

Outlook

Footscray Town Hall Redevelopment

Part of the Civic Precinct and Community Hub project, the upgrade of the historic Footscray Town Hall moved another step closer with the endorsement of detailed design. Originally built in 1936 as the Municipal Offices, Court House and Post Office, over time, despite some upgrade works, changing legislation and building code standards have rendered the heritage structure no longer fit for purpose as a civic administration facility. It will instead be refurbished and returned to the community for use, along with a new public park. A new six-star Green Star sustainable administration building will also be constructed as part of the project. Council has secured a \$10 million loan through the State Government's Community Infrastructure and Loans Scheme to help deliver the Project, reducing the impost on ratepayers by achieving savings through the low-interest loan.

Let's Talk: 26 January

Council began a conversation to better understand diverse community thinking to help shape a respectful way to respond to 26 January – a date recognised as both Australia Day and Invasion Day – going forward. A broad ranging and deliberative engagement process was held over a number of months, started by asking simply "Do you believe Council should take any actions to acknowledge the experience of Aboriginal and Torres Strait Islander Peoples on 'Australia Day', 26 January – and if so, what should that look like?" Nearly 3,000 people responded. Big Business meetings were held with First Nations elders, and workshops with members of the CALD community and Aboriginal community. Recognising this is an important conversation for our community, Council has resolved not to rush the community engagement, which is ongoing.

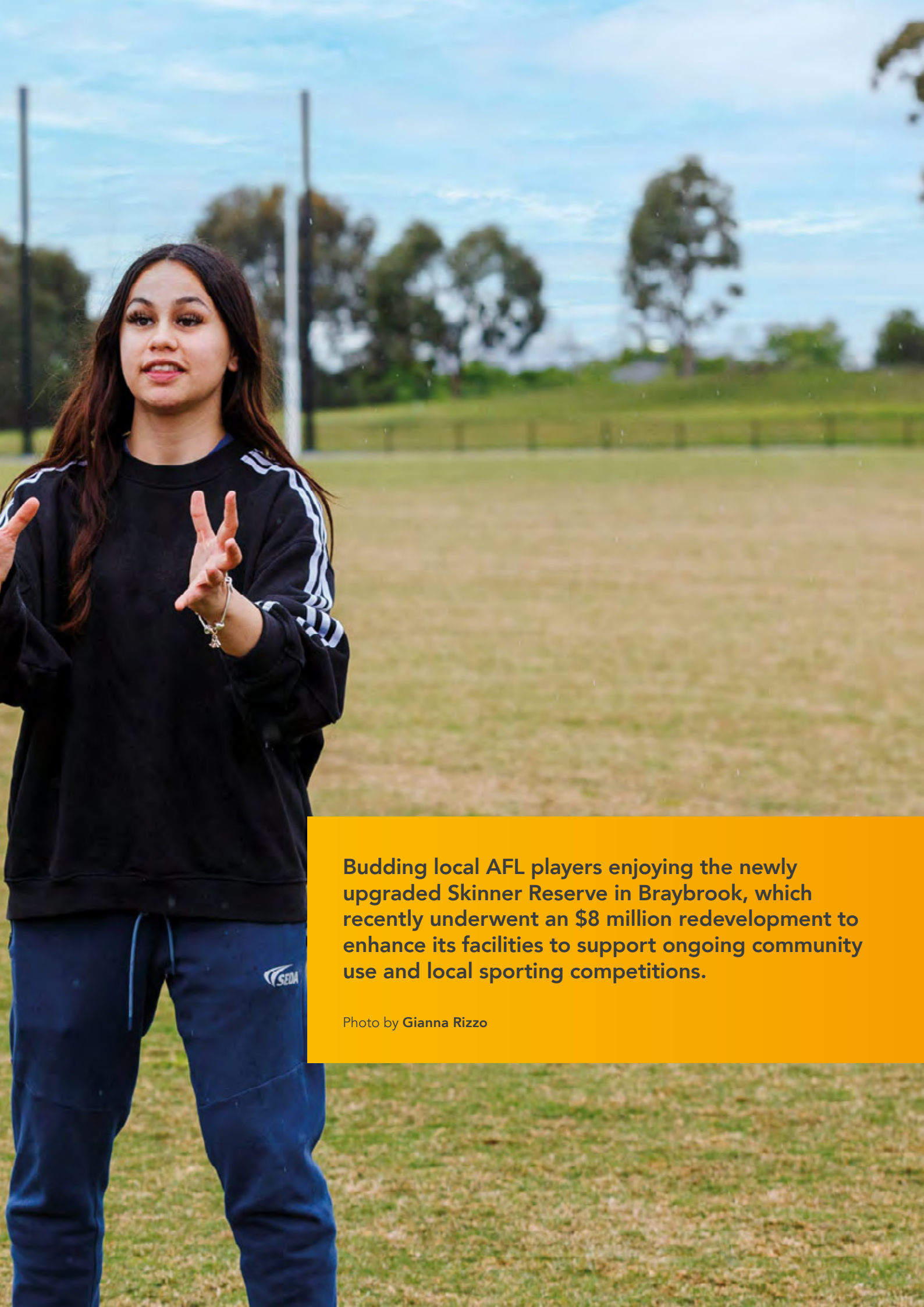
New Splash Park and waterslide for Maribyrnong Aquatic Centre

Council received over \$3 million of funding in 2020-21 to support the delivery of a new splash park and waterslide at Maribyrnong Aquatic Centre. The design phase is now complete, and construction of the \$10.2 million redevelopment will start in late 2022, delivering two new water slides catering for all abilities, along with a 400 square metre interactive aquatic leisure park. Additional change rooms will also be incorporated with wet, dry and accessible options.

Single Customer View portal

To support residents and enhance their experiences with Council in managing their services, Council is developing MyMaribyrnong – an integrated customer portal that enables the digital delivery of services for customers. It will be a one-stop-shop for residents and ratepayers to browse and access Council services in one place, like managing and paying their rates, car parking and planning permits, the renewal of pet registrations, the management of library services such as book loans and booking aquatic and fitness classes at Maribyrnong Aquatic Centre. The portal will be rolled out to the community in the coming 2022-23 financial year. The Single Customer View portal supports the implementation of Council's Customer First Strategy adopted in October 2021.





Budding local AFL players enjoying the newly upgraded Skinner Reserve in Braybrook, which recently underwent an \$8 million redevelopment to enhance its facilities to support ongoing community use and local sporting competitions.

Photo by **Gianna Rizzo**

Community engagement

Council seeks feedback and direction on major plans and projects through a range of methods to ensure all those who wish to be involved in Council decision-making are able to do so, recognising in this way Council is able to make informed decisions that better meet the needs of its community. Additionally, Council has various stakeholder relationships with State and Federal governments and authorities in areas of local and regional significance to support projects.

Engagement

While online engagement was the only viable way to reach our community in the first half of the financial year due to COVID-19 restrictions, face-to-face engagement returned in early 2022 to support additional opportunities for the community to participate in Council decision-making. This included pop-up engagement sessions at libraries and community centres, workshops, conversations at markets and festivals, and project specific heritage walking tours throughout the municipality.

In late 2021, following a review of its online digital engagement platform, Council transitioned Your City Your Voice to a new provider offering greater functionality and enhanced experiences for our community. The new platform provides additional features, such as a social pinpoint tool, which allows users to place a pin on a map and add comments, and a budget assessment tool, which allows community members to allocate funding to areas they want to see prioritised.

Along with the transition to a new platform, Council has continued implementing the principles and commitments of the Community Engagement Policy, adopted in February 2021. This focus on 'best practice' engagement has resulted in a significant increase in participation by our community on engagement projects.

Throughout 2021–22, there were 35,647 visits to Your City Your Voice and 11,448 contributions provided by way of online surveys, comments, pin drops, and quick poll responses. As COVID-19 restrictions eased, Council supported 15 face-to-face engagement opportunities, giving residents the chance to have more in-depth conversations about Council projects and how they could influence decision-making. A total of 252 community members are now part of the Maribyrnong Matters Community Panel and are able to share their views on a variety of projects – this is made up of 81 new members in 2021–22.

Projects to receive the highest number of responses included Ballarat Street Outdoor Dining (2,849) and Let's Talk: 26 January (2,688).

The Ballarat Street engagement sought feedback to help Council decide whether to retain the temporary Pop-Up Park installed during the pandemic. Tools included a Your City Your Voice project page, email to over 250 traders, delivery of 2,400 postcards to residents and businesses throughout the Yarraville CBD, and four large corflute signs with QR codes encouraging feedback.

The Let's Talk: 26 January project sought to gather feedback to help Council determine how to recognise this date going forward. This is an important conversation for our culturally diverse community. To maximise reach, 38,000 postcard surveys were delivered to every household in the City, supported with online engagement via Your City Your Voice, and face-to-face meetings and workshops. This conversation is ongoing.

Communication

Communication plans and collateral were developed to share information on Council activities and major projects to ensure it was accurate, transparent and accessible by all members of our community. Some of these projects included those listed below, which required a strategic roll out of a variety of communications across various platforms such as: reply paid postcard surveys to residents, social media promotion, newspaper advertising, webinars, signage, videos, online advertising and use of community partnerships to reach specific interest groups, in addition to hosting meetings both online and in-person:

- engagement on Let's Talk: 26 January
- promotion of the roll out of food organic and green organic (FOGO) bins to all stand-alone houses in the City of Maribyrnong
- engagement on The Financial Plan, and The Asset Plan
- promotion of the COVID-19 vaccination ambassador program
- engagement on the 2021–22 Budget

Media coverage

Council made history in November 2021 electing its youngest ever Mayor, which saw Councillor Anthony Tran accepting the role with a speech in both English and Vietnamese, and was watched over 4,000 times on YouTube. The story was covered by local, national and international print and online news, with coverage on Yahoo News reaching over 66 million people alone.

Launched through digital and traditional channels, the COVID-19 Ambassador Campaign supported the State Government's vaccine rollout efforts. Engaging with notable locals, the campaign consisted of nine profiles of community members sharing why they chose to get vaccinated.

Major changes

A video and supporting graphics were created and rolled out across Council's website and social platforms, which gained over 60,000 views and was picked up by local media. The campaign helped to increase vaccination awareness and rates.

As a part of a plan to introduce alternative revenue streams, Council began a community discussion on the potential to cultivate, produce and manufacture medicinal cannabis as a means to reduce the rates burden. Following initial engagement on the idea, in March 2022, Council resolved to undertake a feasibility study and risk assessment. Coverage on this topic peaked at the top end of the discussion in September 2021 and the update in March 2022 with a total reach of over 550,000 achieved. The idea sparked healthy discussion and will continue to be explored in the coming financial year.

Council continued to respond to media enquiries in a timely and considerate manner. Other notable stories included the Racism Not Welcome Street Sign Campaign, Let's Talk: 26 January, Outdoor Dining Program, truck bans and air quality.

Partnerships and collaboration

This year Council continued to deliver projects with the financial support of the State Government, collaborated on waterway projects with Melbourne Water and other local municipal councils, supported the roll out of the West Gate Tunnel Project grants program, and continued to advocate for the redevelopment of the former Defence Site Maribyrnong with the Victorian Planning Authority, Department of Housing and Transport for Victoria.

We also worked with the Victorian Planning Authority, in partnership with Homes Victoria, on the Braybrook Regeneration Project to ensure the right support is put in place for the current and future Braybrook community; and with the Department of Transport on their roll-out of a pilot bike lane program across 20km of local roads to make it safer and easier for cyclists to travel within Maribyrnong.

Council delivered activities with Victoria University, Western Bulldogs Football Club, local schools and reinforced partnerships with trader associations and sporting clubs. Council participated in advocacy partnerships, such as with LeadWest to advocate for the North and West Melbourne City Deal Plan to support the delivery of key regional projects. Council has also been an active member of the M9 (a group of nine inner metropolitan councils bordering Melbourne City Council).

With the departure of Chief Executive Officer Stephen Wall in July 2021, Council's former Corporate Services Director, Celia Haddock, was appointed to the role in October 2021, after a robust and competitive recruitment process.

Following her appointment, a consequent realignment of services saw the creation of a new Planning and Environment directorate to respond to challenges associated with the large forecast population growth in the City, planning reforms taking place at the State Government level, and to support the implementation of Council's Climate Emergency Strategy. The new directorate took on the Regulatory Services, City Places, City Futures, and Advocacy departments, with the Environmental Services team also moving to City Futures. These changes came into effect in February 2022.

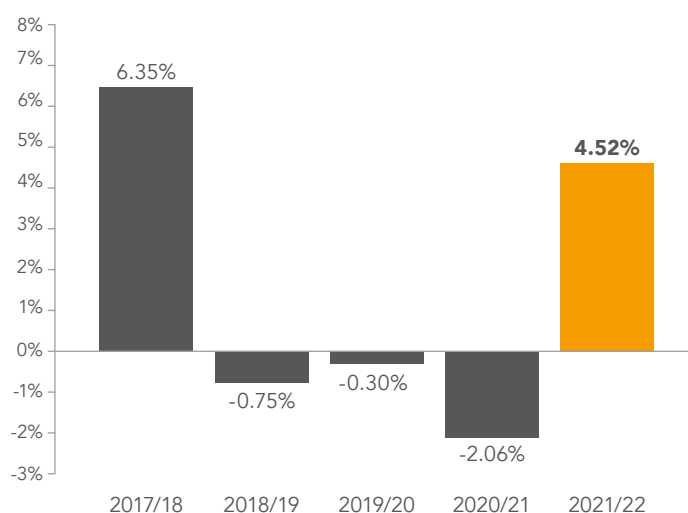
Other staff changes at executive leadership level followed the appointment of the CEO in October 2021. This included the appointment of Lisa King as Director Corporate Services and Patrick Jess as Director Infrastructure Services in December 2021, the latter following the resignation of Steve Hamilton in August 2021. Clem Gillings resigned from the role of Director Community Services in January 2022 and Lucas Gosling was appointed in April. With the re-introduction and reframing of the fourth directorate, Laura-Jo Mellan was appointed to the role of Director Planning and Environment in February 2022.

Financial summary

Maribyrnong City Council's financial position remains sound. A summary of the Council's financial performance is outlined below, with further details available in the full Financial Report.

Council's operating position for 2021–22 was a \$26.1 million surplus, with an adjusted underlying surplus of \$6.35 million. A better measure of Council's operating surplus is the adjusted underlying result (after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions) of 4.52 per cent when comparing the adjusted underlying surplus divided by adjusted underlying revenue.

Figure 1: Adjusted underlying result ratio



The underlying result ratio 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.

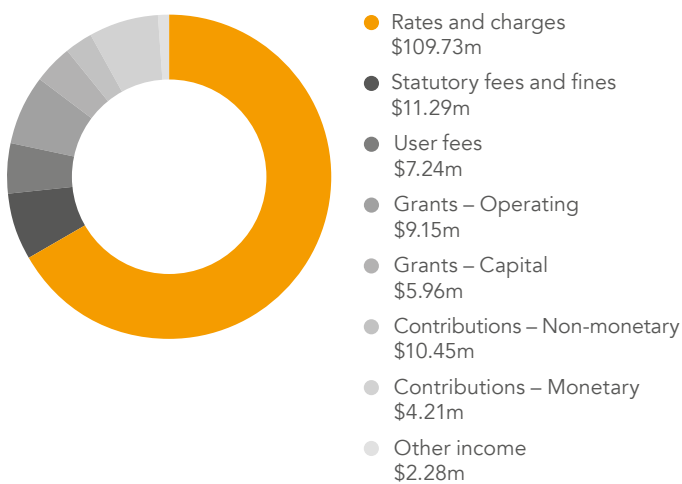
Table 1: Underlying result

Reconciliation of underlying surplus to comprehensive result	2019/20 \$000	2020/21 \$000	2021/22 \$000
Total comprehensive result	97,170	49,954	156,218
Net asset revaluation increment/(decrement)	86,351	22,393	130,123
Surplus/(deficit) for the year	10,819	27,561	26,095
One-off/non-recurrent adjustments			
Contributions – non monetary	(74)	(10,684)	(10,453)
Contribution – monetary	(5,850)	(15,550)	(4,214)
Total non-recurrent capital grants	(5,308)	(4,063)	(5,075)
Underlying surplus or (deficit)	(413)	(2,736)	6,353

Income

Council's total revenue for 2021–22 was \$160.31 million. This is lower than expected, despite an increase in rates revenue, due to a decrease in developer monetary contributions. Rates and charges continue to be the main source of income to Council.

Figure 2: Source of income

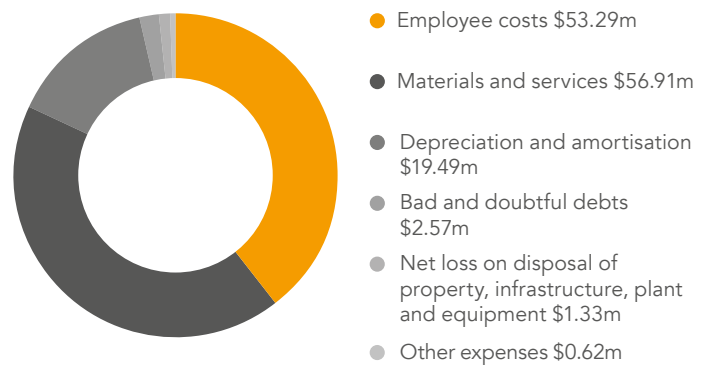


Other income includes interest received

Expenses

Council's total expenditure in 2021–22 was \$134.21 million. The highest expenditure category was materials and services, which included contractors.

Figure 3: Categories of expenditure



Capital and improvement works

Council spent \$31.12 million on capital works and \$12.2 million on improvement works – a total of \$43.32 million in 2021–22. This was less than planned due to external impacts resulting in projects being carried forward to the new financial year.

Figure 4: Capital works expenditure

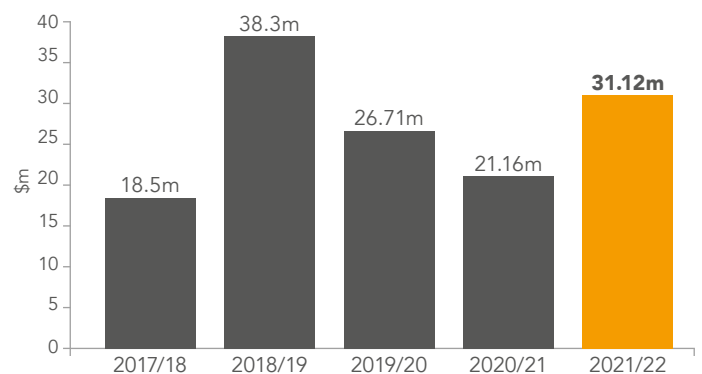
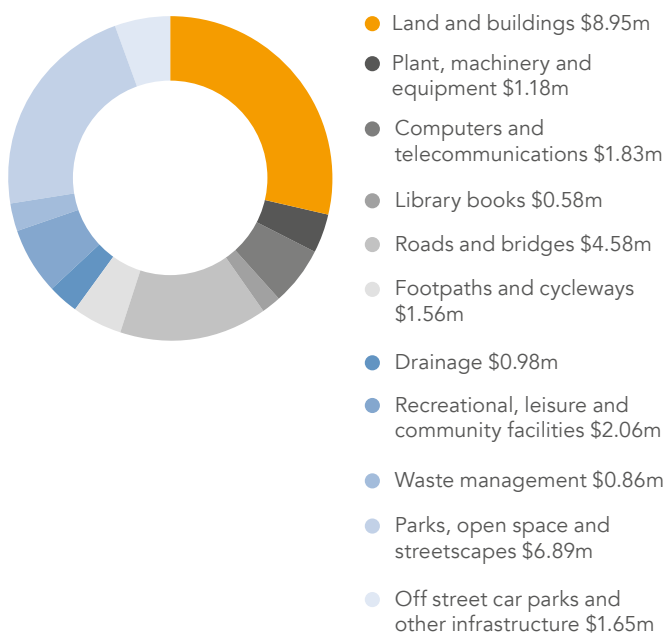


Figure 5: Capital works expenditure

Significant major works detailed as follow.

Community facilities

Community facility projects of \$8.95 million completed and in progress include, but are not limited to:

- Billy Button Children's Centre (Footscray Integrated Early Learning Centre)
- Maribyrnong Aquatic Centre customer counter and change room upgrades
- Henderson House Heritage Renewal
- RecWest Braybrook building improvements
- Henry Turner South Pavilion
- other building works includes the Civic Precinct and Community Hub Project, Footscray Library, Phoenix Youth Centre and Brenbeal Children's Centre

Plant and Equipment

Plant and equipment projects of \$3.59 million completed and in progress include, but are not limited to:

- fleet renewal \$1.18 million
- single View of Customer Project \$903,000
- other works include library books and IT equipment renewal

Infrastructure

Infrastructure projects of \$18.58 million completed and in progress include, but are not limited to:

- Roads projects including Kellaway Street, Gordon to Rosamond; Monash Street, Prince to Gordon; Joseph Road design; Vockler Street, Hyde Street to dead end, Dickson Street, Empress to Williamstown; Elizabeth Street, Crothers to Melon; Holland Court.
- Footpaths and cycle ways renewal program including Sunshine Transport Precinct Activation – Walking and Cycling Network; Benbow Street priority crossing to work with upgraded Stony Creek Path
- Drainage renewal investigation program
- Recreational, leisure and community facilities, including Skinner Reserve Oval Redevelopment and Hansen Reserve Playground, Bike Track and Pavillion
- Parks and Open Space Renewal Program including Footscray Wharf and Promenade project, Yarraville Tennis Club LED Flood Lights, Footscray Park Civil and Landscaping Structures and irrigation renewal, Yarraville Oval Lighting Replacement, and Henry Turner North Reserve Floodlighting upgrade.

Asset expenditure

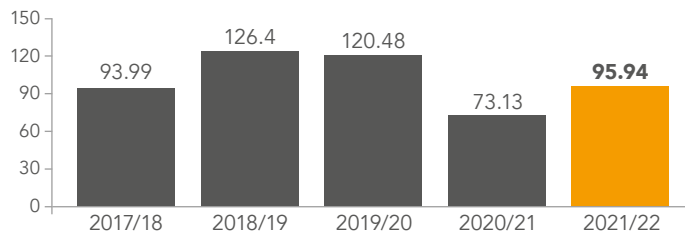
In 2021–22, Council spent \$31.12 million on buildings, infrastructure, plant and equipment – assets that are currently valued at \$1.36 billion. Council's total assets, including non-current assets plus cash and debtors are valued at \$1.51 billion. A revaluation of Council's assets increased their value by \$130.12 million in the past year.

Asset renewal and upgrade

Council spent \$17.87 million on renewal and upgrade of Council assets, such as buildings, roads and infrastructure assets. Council's asset renewal ratio, which, when measured by comparing asset renewal and upgrade with the depreciation of assets value of \$18.63 million, was 95.94 per cent.

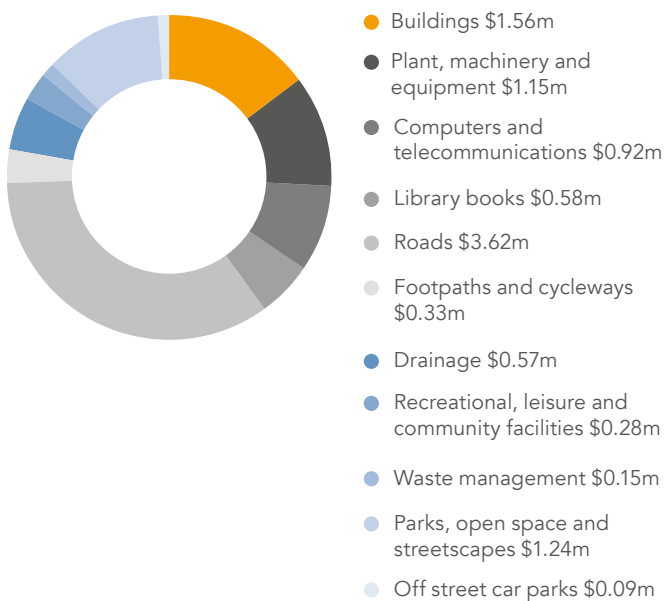
Figure 6: Asset renewal and upgrade ratio

(Asset renewal and upgrade 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.

Figure 7: Renewal and upgrade expenditure by asset class



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

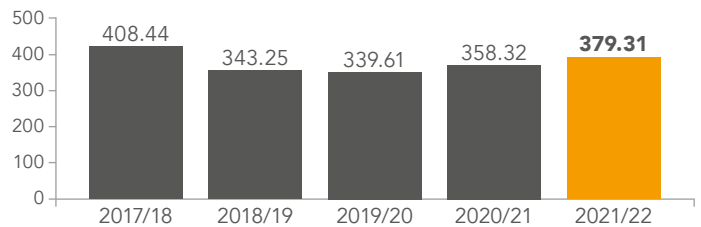
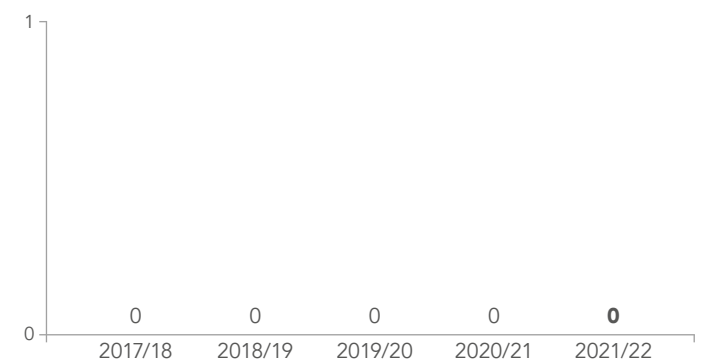


Figure 9: Loans and borrowing ratio

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

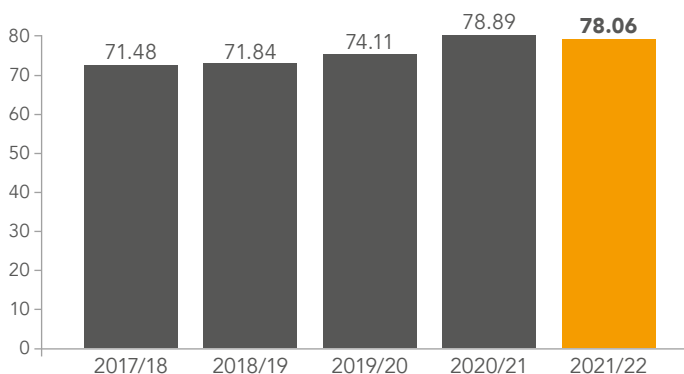


Stability and efficiency

Council raises revenue from a wide range of sources, including rates, fees and charges, grants and contributions. Rates continued to be the major source of income, comprising 78.06 per cent of adjusted underlying revenue in 2021–22.

Figure 10: Rates concentration ratio

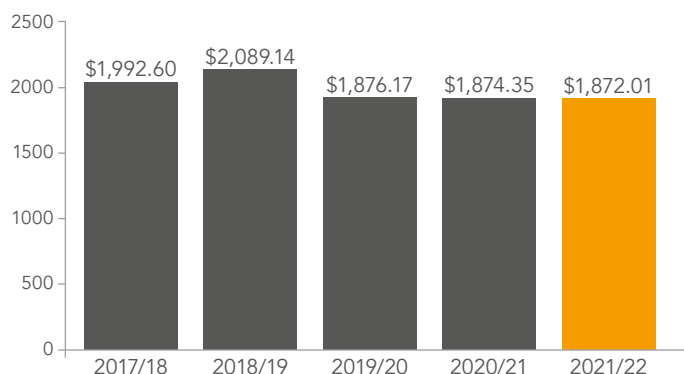
(Rate revenue/adjusted underlying revenue) x 100



In 2019/20, Council moved from a Net Annual Value (NAV) rating system to a Capital Improved Value (CIV) rating system. The average residential rate per assessment under the CIV system in 2020/21 was \$1,872.01.

Figure 11: Revenue level

(Residential rate revenue/number of residential property assessments)



Contracts

Council adopted its Procurement Policy under Section 108 of the Local Government Act 2020 on 19 October 2021.

For the financial year commencing on 1 July 2021 and prior to the commencement of the Policy, four (4) contracts were entered into by Council in accordance with section 186(5) (a) or (c) of the Local Government Act 1989. No contract was entered into without engaging in a competitive process.

With the exception of exemptions applicable under the Policy, Council is required to give public notice and invite tenders or an expression of interest before it enters into a contract valued at \$300,000 or higher. Since the commencement of the Policy, 27 contracts were entered into by Council valued above \$300,000. For this period, no contract valued above \$300,000 was entered into by Council without inviting a tender or seeking an expression of interest.

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 Planning

Council's Annual Budget sets out the financial and non-financial resources required to deliver the strategic objectives in the Council Plan 2021-25. 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

Council's long-term Financial Plan, which addresses the challenges of cost shifting from other levels of government, managing asset renewal and rate capping, continues to be delivered and adapted to meet the needs of the organisation.

It is encompassed in the Financial Plan, a 10-year look ahead that considers both the current financial situation and future projections to support delivery of projects, initiatives and programs our community think are important for our City over the next 10 years. Adopted in October 2021, it provides information on the challenges and opportunities facing our City, the assumptions that underpin the numbers, where income will come from and how it will be spent; and strategies for managing financial performance.

Council has operated debt free since 2016. Last year we secured a \$10 million loan through the State Government's Community Infrastructure and Loans Scheme to support the development of the Civic Precinct and Community Hub project. This will see the historic Footscray Town Hall renovated and a new public park established, and construction of new civic administration offices. The low interest loan will reduce the impost on ratepayers, providing a better outcome for the community.



First Nations representatives performing at Footscray Night Market. Every Friday for four weeks summer, the Railway Reserve in Footscray was transformed at twilight into a bustling night market offering food stalls, entertainment and music, with each week embracing a different culture for residents and visitors to enjoy – Australian, European, African and Asian. Photo by Gianna Rizzo

The brand new \$12.8 million Footscray Wharf provides sweeping views along the Maribyrnong River and safe active transport passage with thanks to a 238 metre boardwalk with lower landings on the water's edge, along with new amenities like a shared user path, seating, lighting and picnic spaces.

Photo by Gianna Rizzo





CITY SNAPSHOT



Footscray's Nicholson Street Mall, a bustling precinct full of a range of local eateries and shops, attracting visitors from around Melbourne and a go-to spot local residents to enjoy regularly. Photo by Gianna Rizzo

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.

85,200

estimated residential population in 2021

35 yrs old

median age

40,650

private dwellings

151m²

open space reserves

Suburbs include **Braybrook, Footscray, Kingsville, Maidstone, Maribyrnong, Seddon, Tottenham, West Footscray, Yarraville**

Maribyrnong is a significant place for the tribes and clans of the Kulin Nation, and in particular the Wurundjeri Woi Wurrung and Boon Wurrung Bunurong Peoples. Those who made their home in the river valley have borne witness to vast changes in the local landscape over tens of thousands of years. The point where the Maribyrnong and Yarra rivers meet is considered especially significant as it symbolises the point where different groups would also have met as they journeyed along the Maribyrnong River, and where many unidentified sacred sites have been identified.

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

The municipality has become a sought after residential area and a destination for foodies, and continues to undergo rapid growth and change. With our growing population comes a need for increased infrastructure and services.

A city rich in diversity

Residents come from more than 101 different countries and speak more than 80 languages. Thirty-eight per cent of the population was born overseas and close to 40 per cent speak a language other than English at home, contributing to and enhancing the City's vibrant and diverse community. The longstanding influence of migrants from Vietnam, China, Greece and Italy is still apparent, but other cultural groups speaking Hindi, Urdu and Arabic are emerging.

A creative city

Council's Festival City Program, which has contributed to its reputation as 'The Festival City', has ensured Maribyrnong attracts and supports some of the best of Australia's festivals for the benefit of residents, businesses and cultural tourists.

Local community festivals are supported through Council's Festival City Grants program. Council also partners with a range of flagship festivals such as the Melbourne Food and Wine Festival and Midsumma Festival. In addition to the vibrant calendar of festivals, where restrictions have allowed, a broad range of public events are also held across the City.

Home to the Footscray Community Arts Centre, Maribyrnong is a thriving hub of diverse arts and culture with a wide range of opportunities for both emerging and professional artists.

This year, a suite of interactive augmented reality artworks were developed in partnership with RMIT University, short-term artist residencies returned to support local artists with space and resources, and the StreetWORKS program continued to produce eye-catching murals for the community to enjoy.

A city for curious minds

Almost one-third of the City's residents attend an education institution. Through Council's strategic partnership with Victoria University, known as Footscray University Town, Footscray is being developed as an education and research hub for Melbourne's West. Footscray is also the focus for the State Government's vision for a world class integrated lifelong learning precinct.

An active city

From organised sport to informal activities at parks, tennis courts, basketball courts, skate parks and shared paths, Council 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.

Participation in physical activities amongst children, adults and seniors of all abilities and fitness levels continues to be promoted, including translating some of these opportunities into online activities, where appropriate, given the changing COVID-19 landscape.

This year, with restrictions eased, Council presented the Get Active! Expo once again, offering over 100 clinics, events and activities to get the community moving. The Active Transport Advisory Committee welcomed new members to support Council in making decisions around active transport infrastructure, and Council continued to encourage locals to ride their bikes.

Council also supported the installation of 20 km of pop-up bicycle lanes, by the Department of Transport (DoT) on local roads in Footscray, Seddon and Yarraville as part of a trial program to make it easier and safer for cyclists to travel within Maribyrnong. The project is part of a \$13 million State Government investment to improve bike riding access and connect journeys between the inner west and Melbourne CBD to help relieve congestion.

A city of innovation

Creating a smarter, more digitally-engaged city, the Smart City for Smart Communities Strategic Framework was developed in 2021–2022. Endorsed by Council in May 2022, the Framework provides a clear vision for utilising digital technology, data, and innovative practices to improve liveability, sustainability, collaboration, and economic opportunities. The Framework formally recognises the number of smart city projects delivered by Council since 2019, and outlines the steps for the future in line with other council priorities.

A city with a bright future

A core focus for Council this year has been to support our community to continue to rebuild after the pandemic. New residents continued to move to the area in early 2022, attracted both by period homes and new developments, 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 84 per cent by 2051 to 164,637. With any such change comes challenges, and Council is working to ensure both affordable housing and adequate open spaces are available, as well as effective transport options and other infrastructure essential to supporting a healthy and vibrant community.

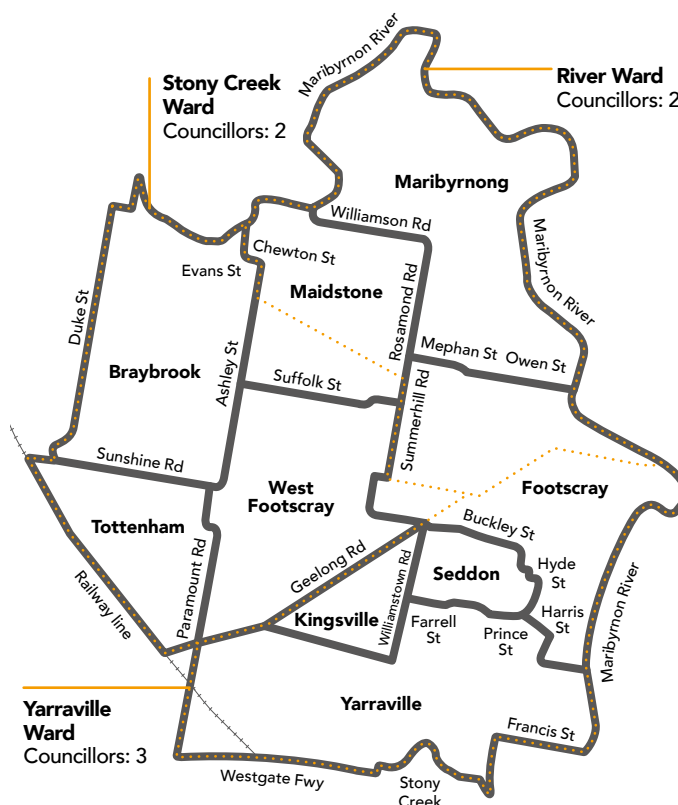
How Maribyrnong is changing – 2022 to 2051

- The city's population is expected to increase to 164,637 people, an increase of over 75,000 people.
- An additional 30,846 dwellings are expected to be built, further to the current stock of 40,650 dwellings.
- Young adults (18-34 years) are expected to continue to be attracted to the City as new development occurs. The population overall however, will age with an anticipated increase of more than 16,600 people aged over 70, making up 10 per cent of the total population.

Table 2: Population forecasts for City of Maribyrnong¹

Suburb	2021	2051	% increase
Footscray	17,131	44,667	157
Maribyrnong	12,573	32,165	153
Maidstone	9,389	19,305	103
Braybrook	9,682	15,997	63
Yarraville	15,636	23,346	47
West Footscray	11,735	17,280	45
Kingsville	3,920	4,335	9
Seddon	5,143	7,552	45
City of Maribyrnong	85,209	164,637	84

Figure 12A: Municipal map and ward boundaries

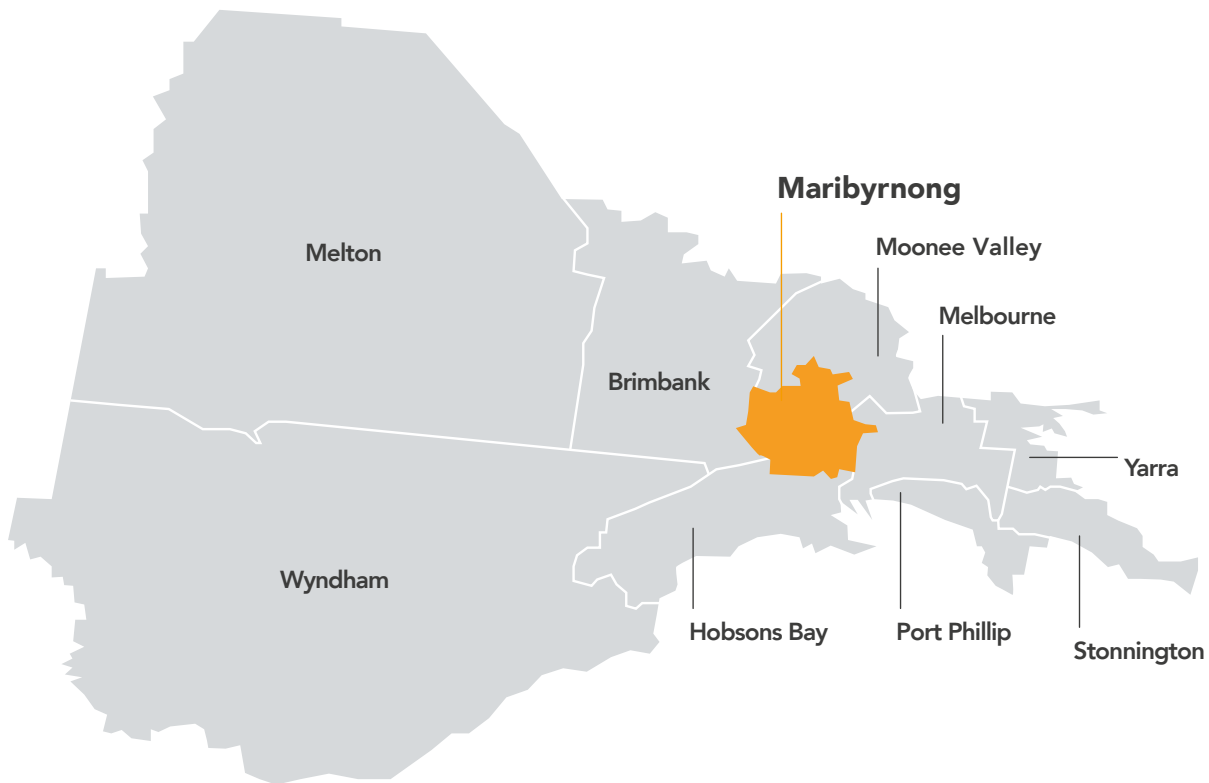


1. Source: id Population and Household Forecasting estimates. Population forecasts for the City of Maribyrnong are compiled by id. They are based on a combination of Census population data and residential development information collected by Council.

The 2022 population forecasts figures are based on the 2021 Estimated Residential Population (ERP) figures for the City of Maribyrnong.

This is because the id 2022 population forecasts are significantly different from the ERP and Census 2021 usual residence population statistics. The population forecasts will be updated in December 2022, to reflect this change. This may impact on the 2051 forecast figures.

Figure 12B: Municipal map as it relates to bordering municipalities including the City of Melbourne





Locals and visitors coming together to enjoy the live entertainment at the Australian themed Footscray Night Market over summer, which featured a range of local food stalls, entertainment and musical offerings.

Photo by **Gianna Rizzo**

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

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

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 engaging 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, regardless of age, gender, sexuality, ability, faith, social and economic status, cultural background or beliefs, and will ensure no one is discriminated against. Council will also 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 the community by considering 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 Carter returned to Council for her fourth term in 2020, having first been elected in 2008. She has served twice as Mayor, most recently in 2020 and in 2011. Cr Carter has been a passionate advocate for the Creative West project (formerly NeXT project) and Festival City, initiatives that foster a thriving community. Cr Carter has represented Council and the community on many committees and advisory groups during her terms in office. She is passionate about planning, education, gender equity, social justice, and opportunities for young people. She has been Council's Gender Equity Ambassador since 2011.

Cr Anthony Tran (Mayor from November 2021)

A local resident, Cr Tran is serving his first term on Council having grown up in the area. The son of Vietnamese refugees, Cr Tran credits his parents for instilling in him the importance of community. He hopes to encourage and promote the diverse voices of his community, particularly the disadvantaged, and seeks to make mental health support accessible to all. He is also the youngest ever Mayor, having been elected to the role in November 2021.

Stony Creek Ward

Cr Cuc Lam

This is Cr Lam's third term as a Councillor, including a year as Mayor in 2018. She has received the Refugee Recognition Record Award and Victorian Honour Roll of Women. Cr Lam was instrumental in the implementation of the pop-up park in West Footscray, and she seeks to keep streets clean, plant more trees, and ensure safer cycling for children. She is a multicultural community representative and advisor for health organisations and is currently a member of the Community Advisory Committee for Western Health, a member of the Australian Institute of Company Directors (AICD) Board Director of the Western Health Foundation, and chairs Council's City Development Delegated Committee. Her contribution to migrant settlement and education services was recognised with a Public Service Medal in 2002.

Cr Bernadette Thomas

Cr Thomas is an active volunteer for several groups dedicated to improving the local environment and the lives of people living in Maribyrnong. She is a long-time advocate for gender equity, social and environmental justice, and has committed to action on the climate and ecological crisis. Cr Thomas has dedicated her time to bringing greater transparency into decision making, and creating meaningful engagement practices that involve the community in decision-making. Cr Thomas chairs the Active Transport Committee, the Arts Ambassadors Committee, and the LGBTQIA+ Advisory Group. This is Cr Thomas' first term on Council.



For more information on Councillor allowances, expenses and meeting attendance, see page 99.

Yarraville Ward

Cr Michael Clarke (Mayor from November 2020 to October 2021)

Cr Clarke returned to the City of Maribyrnong in 2020 after serving as a former Mayor and Councillor from 2006 to 2016. On his re-election in 2021, he became the first Mayor to serve a third term in our history. He is Secretary of Friends of Cruickshank Park and for over 20 years organised the Kingsville Christmas Carols event. Cr Clarke seeks to strengthen planning requirements, increase bicycle facilities, expand community facilities, and has committed to review opportunities to generate an income for the city to reduce the burden of household rates.

Cr Simon Crawford

Cr Crawford returned to the City of Maribyrnong for his second term and seeks to continue to make the area a safe, friendly and healthy place to live. He aims to improve Council's responsiveness and seek more ethical investment and procurement. Cr Crawford believes it is important to keep the environment and community wellbeing top of mind. He is interested in addressing the climate emergency, increasing cycling infrastructure, restoring Stony Creek, getting trucks off local streets, providing more open space and ensuring Council governance is responsive, transparent and accountable.

Cr Jorge Jorquera

Cr Jorquera is completing the second year of his first term as a Councillor for the City of Maribyrnong. He calls both Santiago Chile and Footscray home, and has raised two boys with his partner here in the Western suburbs. He is a socialist, unionist, anti-racist and advocate for migrant communities, working class families and young people. As an educator and former School Council President at Footscray Primary, he is also passionate about education and the potential it has to empower children and young people to make the world a better place. Cr Jorquera hopes to help reinvigorate the spirit of community solidarity that runs deep in the West, and make the City of Maribyrnong a beacon of justice, equality, solidarity and friendship.





Local children creating and enjoying the new facilities at the state of the art Billy Button Children's Centre in Footscray, which opened earlier this year and provides exemplary early childhood education for Maribyrnong's littlest residents.

Photo by Gianna Rizzo



COUNCIL PLAN 2021–25

The Council Plan 2021–2025 guides what we will do and how we will do it over a four-year period – the planning, development, resourcing and provision of services to the community. It is reviewed annually to consider emerging community needs, to ensure the organisation is progressive and committed to the City of Maribyrnong.

It also incorporates the Municipal Public Health and Wellbeing Plan, acknowledging promoting health and wellbeing is a core responsibility of Council and an important part of everything we do.

The Council Plan sets out strategic objectives for five priority areas and how Council will achieve them.

Table 3: Council Plan 2021–2025 strategic objectives and strategies.

Strategic objective	Strategies
1. Safe climate and healthy environment Council will proactively identify opportunities to support a return to a safe climate and healthy environment and work with our community to respond to climate emergency challenges.	<ul style="list-style-type: none"> • Deliver the climate emergency strategy outcomes ^{HW} • Reduce waste production, increase diversion from landfill and improve recycling services ^{HW} • Enhance the natural and urban environment, by planting more trees and protecting water ways ^{HW} • Creating additional and accessible open space ^{HW}
2. Liveable neighbourhoods Council will partner with its community to provide and advocate for integrated built and natural environments with access to open spaces that are well maintained, engaging, accessible and respectful of the community and neighbourhoods.	<ul style="list-style-type: none"> • Promote and design low carbon, green, safe, aesthetic and connected 'smart' neighbourhoods ^{HW} • Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing ^{HW} • Promote and partner with community to build resilient tourism, circular and local economies ^{HW} • Reduce traffic and trucks on our local roads, to improve safety, air quality and health outcomes ^{HW} • Improve active and green transport across the municipality ^{HW}

Strategic objective	Strategies
<p>3. A place for all</p> <p>Council will provide well-planned neighbourhoods and a strong local economy, delivering services that are inclusive and accessible to the whole community, and that support wellbeing, healthy and safe living, connection to the community, and cultural interaction.</p>	<ul style="list-style-type: none"> • Build upon our community strengths and assets, to enable community led activities ^{HW} • Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life ^{HW} • Advocate for improved social and affordable housing outcomes ^{HW} • Build capacity for our diverse communities to thrive economically and culturally ^{HW} • Provide opportunities for lifelong learning ^{HW} • Take action to reduce family violence, respond to the needs of victims and promote gender equality ^{HW}
<p>4. Future focussed</p> <p>Council will plan and advocate for new infrastructure and safe, sustainable and effective transport networks and a smart innovative city that encourages and supports new generations to thrive.</p>	<ul style="list-style-type: none"> • Foster pride and identity by acknowledging our rich cultural heritage, and our First Nations people's history ^{HW} • Advocate and deliver projects that support our growing community now and into the future ^{HW}
<p>5. Ethical leadership</p> <p>Council will proactively lead our changing City using strategic foresight, innovation, transparent decision making and well-planned and effective collaboration and community engagement to support community and economic growth during the ongoing challenges of the pandemic and beyond.</p>	<ul style="list-style-type: none"> • Uphold our obligations to promote and protect human rights by demonstrating strong social responsibility across Council's operations ^{HW} • Ensure breadth and depth of community engagement and active civic participation ^{HW} • Build and model a safer, healthier, diverse and more equitable organisation ^{HW} • Ensure Council sustainability, transparency and accountability

^{HW} Indicates a health and wellbeing strategy

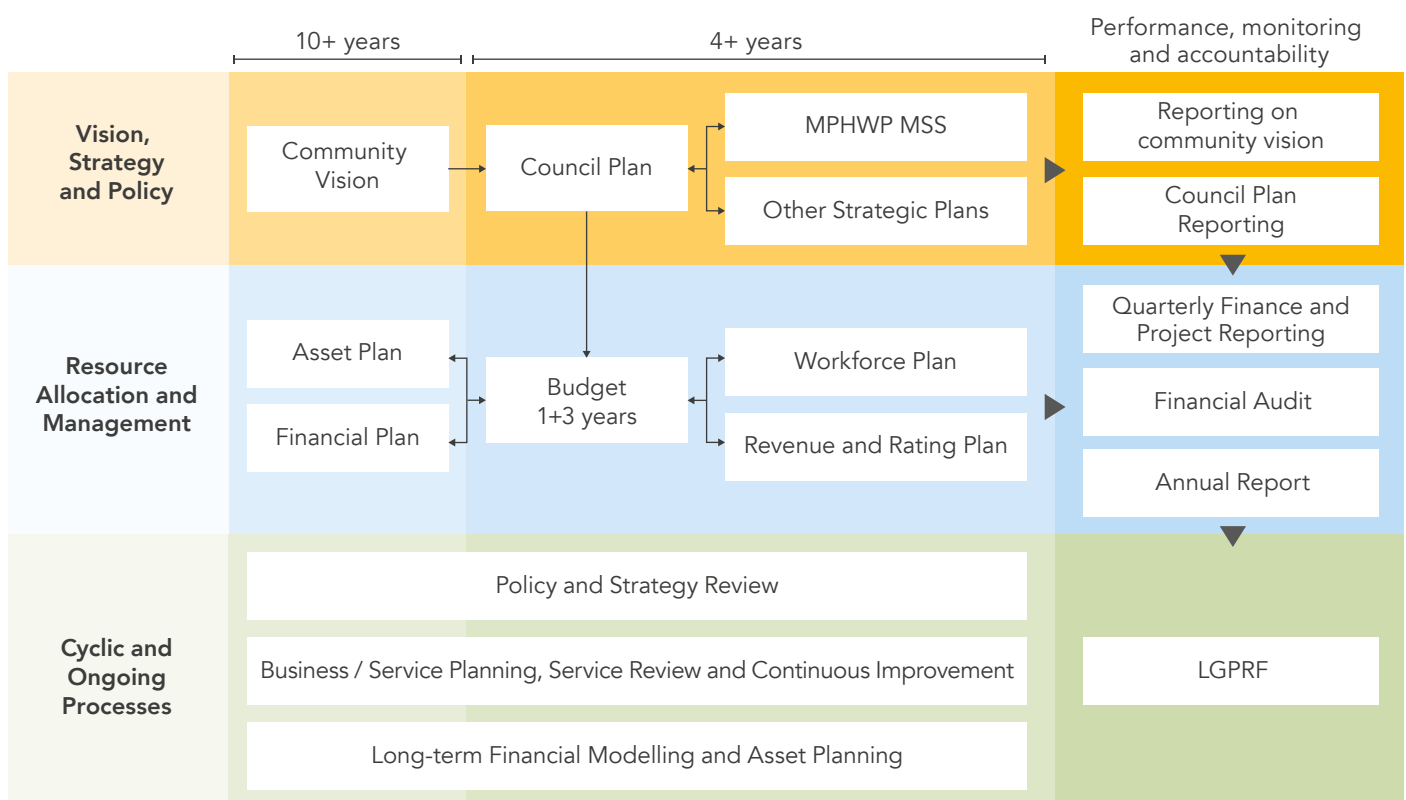
MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN

Strategic objective	Health and wellbeing priorities
Liveable neighbourhoods	<ul style="list-style-type: none"> • increasing active living and healthy eating • improving mental wellbeing • reducing harmful alcohol and drug use • preventing all forms of violence
A place for all	<ul style="list-style-type: none"> • improving mental wellbeing • preventing all forms of violence
Safe climate and healthy environment	<ul style="list-style-type: none"> • tackling climate change and its impacts on health • increasing active living and healthy eating • improving mental wellbeing

Planning and accountability framework

Council is accountable to the community and other levels of government, which requires it to be transparent and honest in how decisions are made, rates 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.



*Workforce plans were introduced in 2021/22

Service Performance

In accordance with the updated Local Government Act, Council incorporates Service Performance Principles through regular business planning and performance monitoring. Multiple initiatives in 2021–22 identified opportunities for improvement and innovation to help Council achieve best practice standards in service performance.

In 2021–22, Council:

- Integrated Service Planning activities with Strategic Service Plans to ensure improved alignment with the Council Plan, Budget, Financial Plan and Asset Management Plan.
- Enhanced the Service Implementation Plans to include medium-term planning to align to the four-year Budget and Council Plan.
- Developed the inaugural Workforce Plan 2022-2026.
- Refined Service Profiles to include:
 - Asset and resource requirements.
 - Risk identification and mitigation, including COVID-19 service impacts.

Performance against Council's Priority Action Plan

Priority Action Plans are developed each year to detail the key actions Council will deliver as part of the four-year Council Plan. In 2021–22, Council committed to delivering 68 actions across the five strategic objectives of the Plan, which is an increase of 62 per cent on the previous year. This year, 85 per cent of planned actions have been completed, with the remaining 15 per cent experiencing some delay, largely as a result of resourcing and recruitment issues associated with the pandemic. Of the actions still in progress, nine are expected to be completed by December 2022 with the remainder to be progressed in 2022–23.

Figure 13A: Delivery of activities in Council's Priority Action Plan

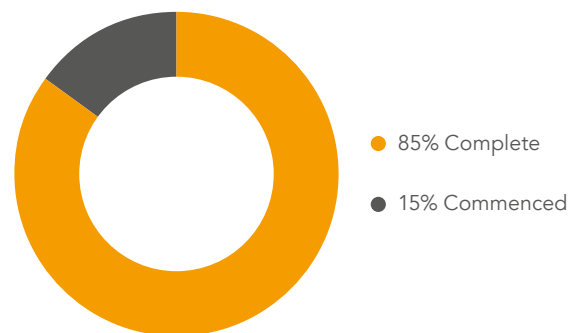
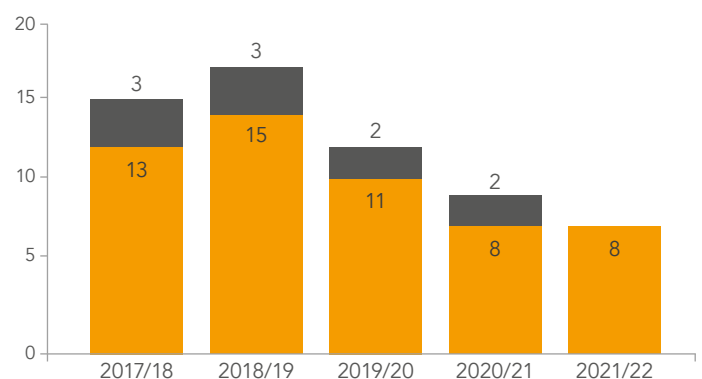


Figure 13B: Delivery of activities in Council's Priority Action Plan



Community satisfaction

Council delivers more than 58 services across a range of areas, such as libraries and community centres, maternal and child health, immunisation, sports and recreation, waste collection, arts and culture, and planning and infrastructure. Council aims to provide high quality and responsive services to residents and community satisfaction is tested through an annual survey. This Annual Community Satisfaction Survey is a requirement of all local governments in Victoria.

2021 community survey

Results from the 2021 Annual Community Satisfaction Survey revealed the overall level of satisfaction remained positive and close to the highest level recorded for the City of Maribyrnong, with an overall satisfaction score of 6.93 (out of 10), which is in line with the 6.92 recorded in 2019 but below the record high of 6.99 in 2020.

Eight hundred randomly selected households were surveyed on satisfaction and involvement with Council's core services and facilities. Similarly to 2020, the timing and method of delivery of the survey were impacted by the pandemic. Phone interviews replaced the traditional face-to-face approach and were conducted in October and November 2021 instead of August.

The COVID-19 question series introduced in 2020 remained a part of this survey, noting that participants had been under lockdown restrictions just prior to being surveyed, which is thought to have skewed responses around health and wellbeing and safety particularly. The overall response rate was down (22.4 per cent compared to 35 per cent the previous year) likely reflecting a level of community burnout at the time of survey. It may also have influenced some responses.

The average satisfaction levels of the 39 included Council services and facilities remained at the "very good" level. Services and facilities with the highest levels of satisfaction include the weekly garbage collection, library services, fortnightly recycling collection, fortnightly green waste collection, animal management, the provision and maintenance of parks and gardens, the provision and maintenance of playgrounds, and the provision and maintenance of street lighting.

The top issues identified by the sample was traffic management, road maintenance and repairs, car parking, parks, gardens and open space, building, planning, housing, and development. While the results confirmed Council is largely delivering high quality services, they also provide insights that will help inform Council's future priorities. Further results are included throughout this report.

Reading the results

- Excellent: 77.5% and above
- Very good: 72.5% to less than 77.5%
- Good: 65% to less than 72.5%
- Solid: 60% to less than 65%
- Poor: 55% to less than 60%
- Very poor: 50% to less than 55%
- Extremely poor: less than 50%

The top five services most important to the community:

1. Weekly garbage collection
2. Fortnightly recycling
3. On and off-road walking paths
4. Services for people with a disability
5. Provision and maintenance of street lighting

Customer Service

The Customer Service Charter outlines 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 online using our website chat function 'Mari-bot' – a pop up that enables customers to be guided in their search for website information. The chat function can also be used to speak to a member of the customer service staff. Online payments continued to increase with a decline in front counter cash payments as a result of COVID-19 that saw Council's Town Hall Customer Service Centre closed to the public during lockdowns, though telephone and online services continued.

Table 3: Customer requests and enquiries

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Customer requests	43,499	44,255	43,871	51,709	51,085	52,024
Phone enquiries	180,999	119,313	220,452	245,075	202,930	113,179
Emails responded to (via Council's primary email address)	39,105	44,427	42,281	52,463	51,304	65,429
Mari-bot enquiries	N/A	N/A	N/A	N/A	9,1761	15,429
Total	263,306	207,995	306,604	349,327	314,495	246,061

Council continues to provide efficient and friendly service to our residents by responding to customer requests, and informing our community about our services, projects and initiatives with over 2.19 million web page visits throughout 2021–22 and 15,429 enquiries through Mari-bot.



Local African artists performing at the African Footscray Night Market as part of the four-week series over summer that welcomed visitors and locals to explore the culture, food and entertainment.

Photo by Rod Ceballos



01

SAFE CLIMATE AND HEALTHY ENVIRONMENT

As part of supporting a safe climate and healthy environment, Council has identified key priorities in the Council Plan that will best reflect our deep commitment and responsiveness to the climate emergency, acknowledged by Council in 2019.

These priorities include enhancing canopy cover for greener streets; reducing greenhouse gas emissions; increasing carbon draw-down opportunities; achieving net zero by 2030; enhanced waste management and recycling, contributing to cleaner air quality; establishing sustainable energy initiatives; and for Council to lead by example with its buildings, facilities and transport.

These initiatives are guided by a number of strategies and plans including the Climate Emergency Strategy 2020-25 and Action Plan 2021-25, the Towards Zero Waste Strategy Plan 2019/2030, the Urban Forest Strategy.

22,167

households subscribed to the food and garden waste service

41%

of waste was diverted from landfill

20,000+

trees, shrubs and ground covers planted

13,515m²

of sealed local roads reconstructed

7,245 tons

waste material recycled

3,890m²

of new pedestrian paths installed

721

planning applications were received and 618 new dwellings were approved

77

bicycle hoops installed across the City

Table 4: Delivering Council's Priority Action Plan 2021/22

Council will proactively identify opportunities to create a safe climate and healthy environment and work with our community to respond to climate emergency challenges.

Action	Goal	Outcome
Strategy: Deliver the climate emergency strategy outcomes ^{HW}		
Indicator: Deliver climate emergency actions as indicated in the Climate Emergency Action Plan		
Develop and implement Climate Emergency Action Plan (Years 1–4), noting zero emissions by 2030*	Climate Emergency Action Plan adopted by Council	✓
Develop and implement a Climate Emergency Adaptation Framework	Adaptation Framework adopted by Council	↻
Support our community to understand and take action on climate emergency with a goal of zero community emissions by 2030	Annual progress report to Council	✓
Investigate renewable energy options and projects for Council and the community	Annual progress report to Council	✓
Strategy: Reduce waste production, increase diversion from landfill and improve recycling services ^{HW}		
Indicator: Reduce landfill rates annually		
Deliver actions under the Towards Zero Waste Strategy 2019/2030, including diverting 45% of waste from landfill by 2025, and 60% by 2030 *	Annual progress report to Council	✓
Deliver Food and Garden Waste Service to single unit dwellings	Implement service	✓
	Report presented to Council	✓
Use recycled and low carbon materials in construction, infrastructure, renovation and maintenance projects	Annual report to Council including quantity of recycled materials used in Council projects	✓
	Annual Project and Capital review	✓
Develop and implement single use plastics Policy and Action Plan to support current program	Policy and Action Plan adopted by Council	✓

Table 4: Delivering Council's Priority Action Plan 2021/22

Action	Goal	Outcome
Strategy: Enhance the natural and urban environment, by planting more trees and protecting water ways ^{HW} Indicator: Net number of established trees and best practice principles adopted		
Develop and implement the Integrated Water Management Strategy and Action Plan	Strategy and Action Plan adopted by Council	🔄
Develop and implement the Biodiversity Plan and Action Plan	Plan and Action plan adopted by Council	🔄
Update the Urban Forest Strategy and Action Plan	Updated Urban Forest Strategy Action Plan adopted by Council	✅
Implement Stony Creek Future Directions Plan 2020	Annual progress report to Council	✅
Include the "Stony Creek storm water treatment and harvesting – Design Flow Report – May 2019" with the implementation of the Stony Creek Future Directions Plan	Incorporation into the Stony Creek Future Directions Plan	✅
Strategy: Creating additional and accessible open space ^{HW} Indicator: Annually increase the area of public open space for community use and improvements to existing open space network		
Implement the Open Space Strategy 2014-2032	Make annual improvements to Reserves as outlined in the Open Space Strategy	✅
	Purchase property in identified gaps area to create new open space	✅
	Annual progress report to Council	✅
Implement the Hansen Reserve Masterplan	Annual progress report to Council	✅
Provide additional and accessible open space as part of the Footscray Civic and Community Hub project	Provide additional and accessible open space as part of the Footscray Civic and Community Hub project	✅

* indicates a major initiative

^{HW} indicates a health and wellbeing strategy

✅ = Completed 🔄 = In progress

Of the 16 Safe Climate and Healthy Environment actions in Council's Priority Action Plan 2021–22, 81 per cent were completed.

Major initiatives

Endorsement of the Climate Emergency Action Plan

The Climate Emergency Action Plan, endorsed by Council in April 2022 outlines 96 goals to address the climate emergency formally acknowledged by Council in 2019, joining a global movement of over 20,000 climate emergency jurisdictions in 25 countries. Actions identified through community feedback and with input from First Nations Peoples, the Climate Emergency Community Advisory Group and Council staff – focus on what Council can do to reduce emissions, identify advocacy opportunities, and work with the community to deliver zero greenhouse gas emissions by 2030. This includes increasing vegetation, improving safe cycling and walking infrastructure, delivering food and garden waste recycling services, incorporating low/zero carbon materials in Council infrastructure to enable low/zero carbon occupancy, and developing a plan for Council fleet vehicles to transition to electric vehicles, and installation of more electric vehicle charging stations. Actions will be implemented over the next four years.

Delivery of Food and Garden Waste service to single unit dwellings

Following the expansion of the Food and Garden Waste service, 13,000 eligible stand-alone houses across the municipality received a lime-green lidded bin to enable them to separate out and recycle their food and garden waste. This follows the piloting of the service in 2020. Residents who were part of the pilot have now also been incorporated into the expanded service, which is expected to dramatically reduce the amount sent to landfill, which is currently almost half (48%) of the waste in a typical red-lidded landfill bin collected in the City of Maribyrnong. Council will continue to support residents to transition to better food and garden waste management practices to support positive changes for the environment and a reduction in greenhouse emissions. The introduction of the food waste and garden waste service (FOGO) is a key commitment in the Towards Zero Waste Strategy – a document that outlines Council's target for the diversion of all waste to landfill by 2040. The State Government has also mandated all Victorian households must have access to food and garden organic waste recycling services, or local composting, by 2030.

Single Use Plastic Policy

As part of Council's Towards Zero Waste Strategy, Council endorsed its Single Use Plastic Policy in August 2021. Under the Policy, with the exception of an emergency situation such as the COVID-19 pandemic, no single use materials can be used at any Council venue or event. Single-use plastics not only emit greenhouse gas throughout their entire lifecycle, they are also a key source of litter, polluting waterways, oceans, land and air with harmful micro plastics, which end up in our food chain. The Policy is a tangible demonstration of Council's efforts towards waste reduction and responding to the climate emergency. Council provided a 12 month transition period to support the implementation of this initiative, and as part of the Policy launch, joined the Plastic Free July campaign – an annual initiative working towards a plastic free society – encouraging our community to also take on the challenge.

Achievements

Skinner Reserve redevelopment

The community, spectators and players have returned to Skinner Reserve in the heart of Braybrook after a \$3 million redevelopment to support ongoing community use and sporting activities for the clubs that call the Reserve home. The upgrade included a new high-quality playing surface with more than 19,500 square metres of new turf laid on the oval, a 506 metre two-lane running track around its perimeter, and the installation of new lighting towers with energy-efficient LED light fittings to improve safety, accessibility and night usage of the facility. Other upgrades included new coach boxes, boundary fencing, AFL goal posts, goal safety netting, spectator seating, and an electronic scoreboard. The redeveloped oval reopened to the community in May 2022 – in time for the winter sporting season after the completion. The project was jointly funded by Council and the Western Bulldogs Football Club who are new tenants at the Reserve.

New adventure playground at Hansen Reserve

A new public playground opened in Hansen Reserve, West Footscray, adjacent to the new junior bike skills track this year. The playground, an iconic feature of the Reserve, was designed around a 'quarry theme', reflecting the historic use of the site, incorporating a combination of natural materials including stone, timber and steel. The equipment provides a range of different options for children of all ages and abilities, with a mix of traditional and imaginative play elements, including a four metre high enclosed slide. Further elements included bridges and balance beams, swing sets, a climbing frame, trampolines, a sand pit with an activity table and accessible digger, and natural elements using boulders and logs to encourage imaginative play, balance and exploration.

The Victorian Energy Collaboration

In May 2021, Council was one of 46 councils to sign up to the Victorian Energy Collaboration (VECO) project, the largest ever emissions reduction project developed by local government in Australia. It provides participating councils with 100 per cent renewable electricity from wind power, reducing greenhouse emissions by 260,000 tonnes of carbon dioxide equivalent (CO₂e) emissions every year. Council began using this renewable electricity to power 100 per cent of its electricity use – including the Footscray Town Hall, Maribyrnong Aquatic Centre, street lights, libraries, community centres and all other Council sites during the 2021–22 financial year.

Solar for residents

To support residents accessing solar for their homes, Council facilitated the Solar Savers program which allows locals to access affordable and high-quality solar and battery systems, with options for both renters and owners. The program helps residents reduce their energy bills and future proof against increasing energy costs while reducing their carbon footprint at the same time. Advice from solar experts to install an affordable and long-lasting solar photovoltaics system is provided, along with low-interest loans to help cover up-front costs.

Reusable nappies to reduce waste sent to landfill

Maribyrnong teamed up with 11 other local Melbourne councils to support a joint study to understand how to develop and implement a best-practice reusable nappy program – so parents and carers can look after the environment as well as their little ones. The Feasibility Study, conducted in February 2022, aimed to identify programs councils might consider promoting to reduce the amount of waste sent to landfill through an increasing use of reusable products. In houses with children in nappies, disposables make up around half of the waste (by weight) in their kerbside bins. Averaged across the City of Maribyrnong, nappies make up around 10 per cent of waste to landfill (by weight). The results will inform recommendations on a best-practice model nappy program for the councils to develop and implement, to achieve waste reduction, assist and support families, and create the basis for behaviour change.

Challenges

Development of the Climate Emergency Adaptation Framework

As part of Council's commitment to addressing the climate emergency, we have started work on the development and implementation of a Climate Emergency Adaption Framework – following the adoption of the Climate Emergency Strategy in 2020 and Action Plan in 2021. The Adaptation Framework will focus on resilience and provide guidance and suggestions on adapting to, and living within, an already-changed climate while acknowledging the work that can be done to mitigate further risks.

Outlook

Open space within the Civic Precinct and Community Hub

As part of the development of the Civic Precinct and Community Hub, Council is creating an accessible and inviting outdoor space that will provide shade and places to gather alongside a refurbished Town Hall and new civic administration building. The new open space will include pedestrian and disabled access, focus on soft surfaces where practicable, and reflect the cultural and indigenous history of the area. The design process involved conversations with First Nations Peoples and various community engagement opportunities encouraging Maribyrnong residents to share their ideas and vision for the green space.

10 year review of the Open Space Strategy 2014-2032

The Open Space Strategy is the overarching document that guides the strategic direction for the future planning of the more than 150 open spaces that encompass more than 307 hectares of land in the City. These spaces range from large historical gardens, sporting reserves, and parks and gardens, through to the natural values of the waterway corridors along the Maribyrnong River and Stony Creek. A review of the Strategy will be conducted in 2024 to record improvements that have been completed, actions still in progress, and what remains to be done, along with any relevant updates to the document. To assist in the review, an open space needs assessment will also be undertaken for each suburb to identify any changes or additional requirements the community would like to see since the Strategy was first developed.

Open space improvements

Council is constantly identifying areas for improvement to create quality spaces for Maribyrnong residents. During 2021–22 a range of parks and open spaces throughout the City were upgraded, including new shared path lighting upgrades along Cruickshank Park and Burndap Park as part of the Maribyrnong Shared Use Path Lighting upgrade. Further improvements included the installation of a new 330 metre long shared used path at Cranwell Reserve, providing safe user access to the Maribyrnong River Trail for locals; a new \$800,000 playground at Pipemakers Park, and a range of upgrades to existing playgrounds such as the Village Green Playground and the Pritchard Reserve Playground. To ensure Footscray Park continues to provide for the community now and in the future, Council will be reconstructing and reinstating the Western Lawn to ensure it continues to support a range of community activities, including casual use, dog walking, festivals and events, and community sport. It will also be progressing the delivery of masterplans for Pennell Reserve in Braybrook, Harris Reserve in Seddon and Shorten and Robert Barrett reserves in West Footscray.

Lae Street Nursery community advisory group

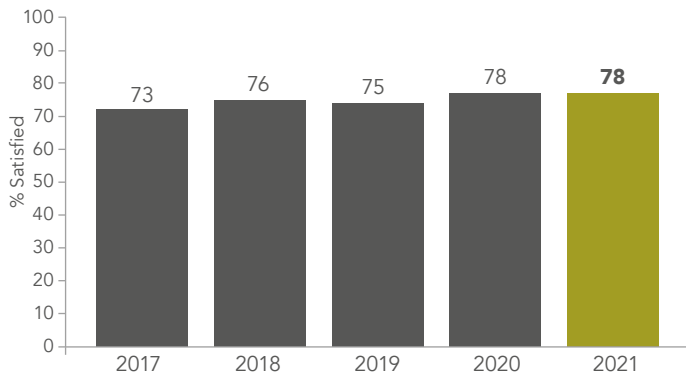
A community advisory group was formed to provide guidance around potential community use of vacant land at 4 Lae Street, West Footscray, previously home to the Council nursery. The Advisory Group, which is made up of neighbours and nearby residents, has been meeting monthly since January 2022 to consider options for the space. In May, the Group hosted a Community Open Day to collect ideas from the wider community as part of their deliberations. A concept plan, informed by the Group's feedback, will be presented to Council for consideration later in 2022.

Delivery of Food and Garden Waste service to multi-unit dwellings

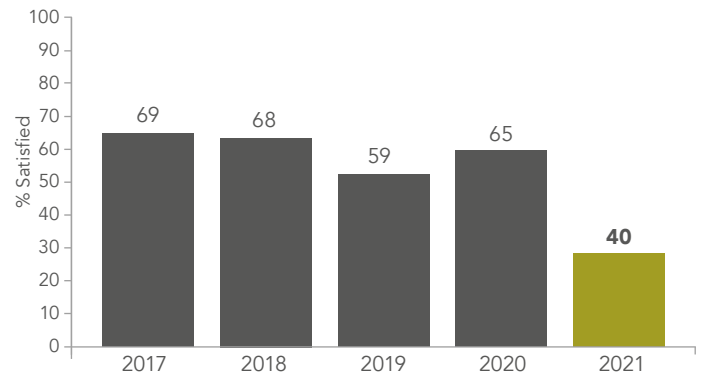
The expansion of the Food and Garden Waste service to multi-unit dwellings – or those living in apartment complexes – will be investigated in the next financial year, following the delivery of the service to existing green bin users in 2020, and those in stand-alone houses in 2021. The expansion of the service to residents living in apartments will not only make it easier for them to safely recycle their food and garden waste and stop large volumes being sent to landfill, but will lead to further positive changes for the environment and a reduction in greenhouse emissions across the municipality.

Hansen Reserve pavilion redevelopment

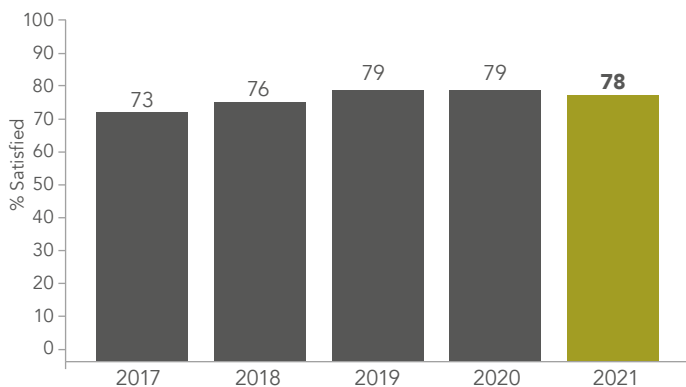
To support a growing sporting community in West Footscray, the existing pavilion at Hansen Reserve will be replaced with a new state-of-the-art energy efficient building, which features change rooms and amenities for teams that call the Reserve home. There will also be facilities for umpires, large social spaces, meeting rooms and a kitchen. Works are due to commence in the 2022-23 financial year. The Hansen Reserve Pavilion redevelopment will also provide opportunity to revisit the surrounding space to maximise opportunities for an increasing number of players to enjoy the playing fields, providing for AFL and soccer in the winter and cricket in the summer. The redevelopment is a priority in the Hansen Reserve Masterplan as well as AFL Victoria's Western Metropolitan Region Football Facilities Strategy.

Figure 14: Provision and maintenance of parks and gardens

Satisfaction continued as excellent.

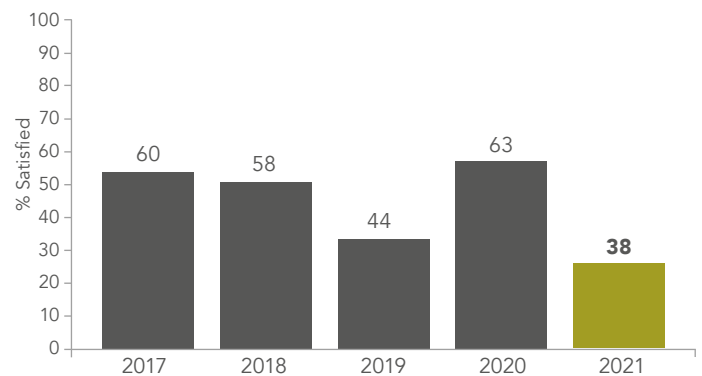
Figure 16: Accessibility of planning information and advice

Community satisfaction has decreased to extremely poor, however feedback was based on only a small sample size of 34 respondents.

Figure 15: Provision and maintenance of playgrounds

Satisfaction decreased but remains ranked as excellent.

Source: Maribyrnong annual community survey

Figure 17: Community consultation and involvement in statutory planning

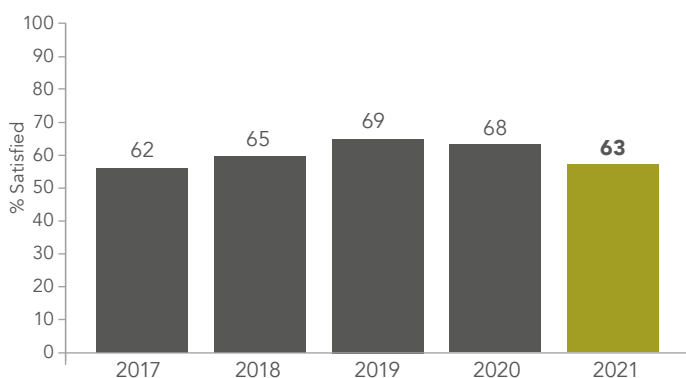
Community satisfaction has decreased to extremely poor, however this feedback was based on a small sample size of 34 respondents.

Source: Maribyrnong annual community survey

Council services – strategic planning

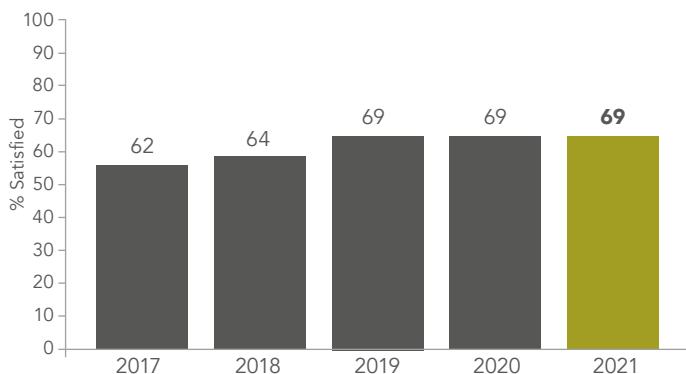
In response to population growth and other trends, influences and policy directions, Council guides strategic land use and development through the Maribyrnong Planning Scheme ensuring land is available for housing while protecting heritage sites, industrial land and open space. Council also provides advice and property information to owners and developers.

Figure 18: Quality and appearance of new developments



Satisfaction decreased, to be ranked as solid.

Figure 19: Maintaining local heritage and sites of significance



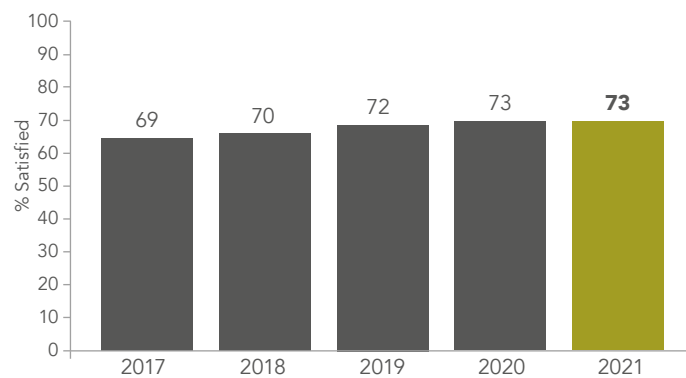
Satisfaction continues to be ranked as good.

Source: Maribyrnong annual community survey

Council services – maintenance and cleaning of shopping strips

Council creates a cleaner, healthier city by promptly removing and preventing graffiti, regular street cleaning and removing litter.

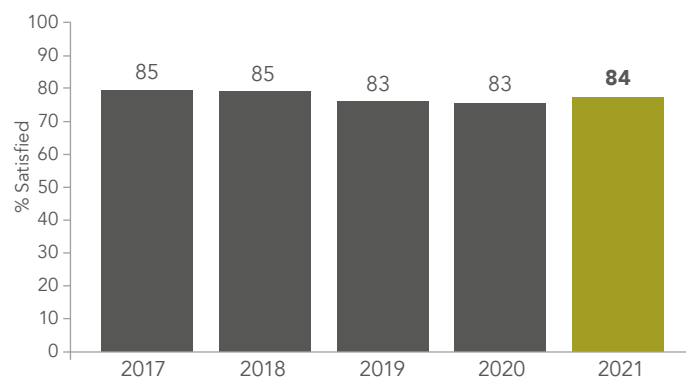
Figure 20: Maintenance and cleaning of shopping strips



The level of satisfaction for cleaning of shopping strips continues to be ranked very good.

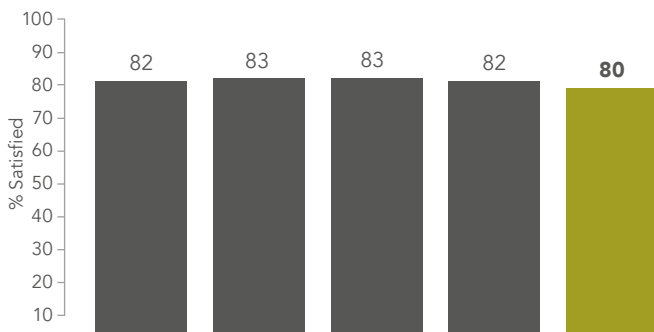
Source: Maribyrnong annual community survey

Figure 21: Weekly waste collection



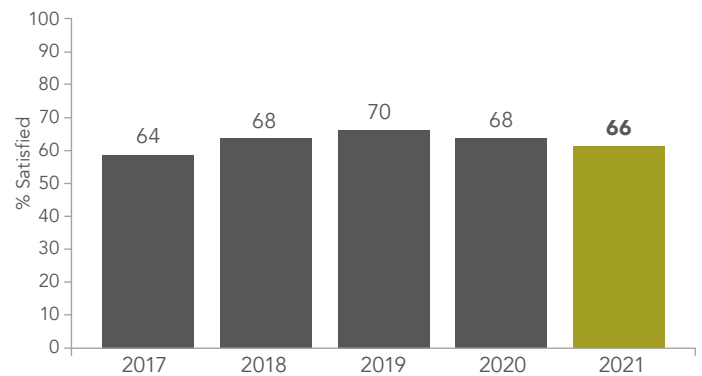
Satisfaction with weekly waste collection remains excellent and is ranked by the community as one of the most important services.

Source: Maribyrnong annual community survey

Figure 22: Green waste collection

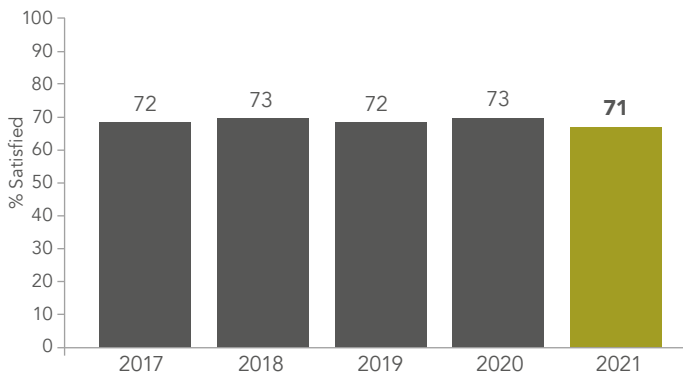
Satisfaction decreased slightly but continues to be ranked as excellent.

Source: Maribyrnong annual community survey

Figure 24: Maintenance and repair of footpaths

Community satisfaction with maintenance and repair of footpaths slightly declined but remains ranked as good.

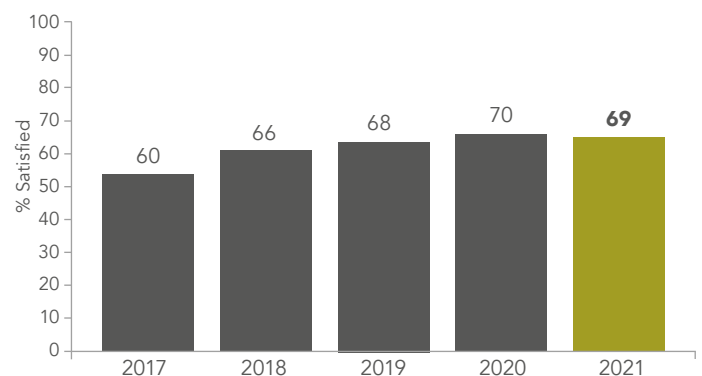
Source: Maribyrnong annual community survey

Figure 23: On and off road bike paths

Satisfaction with the maintenance and repairs of on and off road bike paths decreased slightly and is categorised as very good (noting this category was split from walking paths for the first time this year).

Council services – traffic management

Council plans and advocates for a functional, sustainable and safe, bike and pedestrian friendly transport and traffic management system that meets the community's needs. Council also has oversight for school crossings and other road safety initiatives.

Figure 25: Council services – traffic management

The importance of traffic management continues to increase and satisfaction remains ranked as good.

Source: Maribyrnong annual community survey

Performance reporting

Table 5: Food safety

	2017/18	2018/19	2019/20	2020/21	2021/22
Time taken to action food complaints¹ Number of days between receipt and first response action for all food complaints/number of food complaints	1 day	1 day	1 day	1 day	1 day
Food safety assessments² Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984	99%	100%	100%	100%	72.54%
Critical and major non-compliance outcome notifications³ (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	101%	100%	100%	99.22%	100%
Cost of food safety service⁴ Direct cost of the food safety service/number of food premises registered or notified in accordance with the Food Act 1984	\$587.73	\$477.67	\$520.45	\$592.35	\$501.52

1. Complaints which are received late on Fridays are not picked up until Monday morning so measures are in place to ensure complaints are acknowledged and actioned to avoid any delays.

2. COVID-19 has severely impacted our ability to undertake inspections, with a large number of businesses closing over restricted periods and then reopening, along with staffing issues, resulting in a reduced number of inspections carried out.

3. All serious non-compliances have been acted upon within the timelines and resolved.

4. Restricted inspections as a result of lockdowns, and businesses closing down temporarily and some permanently over the same period of time resulted in a reduction of costs associated with food management.

Table 6: Statutory Planning

	2017/18	2018/19	2019/20	2020/21	2021/22
Planning applications received	867	707	678	761	721
Planning application decisions	781	697	689	715	618
Time taken to decide planning applications¹ The median number of days between receipt of a planning application and a decision on the application	112	116	103	86	94
Planning applications decided within required timeframes² Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits/number of application decisions made	63%	72%	81%	89%	67%
Victorian Civil and Administrative Tribunal (VCAT) decisions	21	24	34	30	16
Council planning decisions upheld at VCAT³ (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 application) x 100	81%	75%	85%	87%	75%
Cost of statutory planning service⁴ Direct cost of the statutory planning service/number of planning applications received	\$2,240.06	\$2,703.72	\$2,915.40	\$2,664.26	\$2,991.17

1. The time taken to process applications increased this year, primarily as a result of an increase in complex applications and impacts of COVID-19.
2. This is due to an increase in complex applications and the impact of COVID-19 on resourcing levels.
3. Council's decisions continue to be sound, based on the planning merits of the case. VCAT set aside only four of 16 Council decisions.
4. The cost of service has increased slightly when compared to the previous years as a result of a slight decrease in the number of applications and the type and scale of applications received.

Table 7: Energy and water use

	2017/18	2018/19	2019/20	2020/21	2021/22
Total greenhouse emissions (tonnes CO2e)	9,704	9,573	9,112	8,270	4,524
Minus use of Green power/other offsets	9,704	9,573	9,112	8,270	4,524
Total net emissions (tonnes CO2e)	0	0	0	0	0
Water consumption (megalitres)	391	402	303	261	295

Table 8: Waste collection

	2017/18	2018/19	2019/20	2020/21	2021/22
Waste to landfill (tonnes)	19,324	18,705	10,394	24,887	17,880
Kerbside bin collection requests¹ (Number of kerbside garbage and recycling bin collection requests/number of kerbside bin collection households) x 100	133	167	212	158	161
Kerbside collection bins missed² (Number of kerbside garbage and recycling collection bins missed/number of scheduled kerbside garbage and recycling collection bin lifts) x 10,000	8	7	8	8	15
Recycling (tonnes)	7,428	7,248	7,514.4	7,299	7,245
Kerbside collection waste diverted from landfill³ (Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins) x 100	33%	33%	35%	29%	41%
Cost of kerbside garbage bin collection service⁴ Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins	\$119.23	\$123.89	\$119.37	\$118.90	\$132.48
Cost of kerbside recyclables collection service⁴ Direct cost of the kerbside recyclables collection service/number of kerbside recyclables collection bins	\$26.63	\$44.73	\$51.12	\$57.78	\$47.99
Number of households subscribing to green waste bins⁵	8,675	9,242	10,070	9,423	22,167
Food and Green Organics processed (tonnes)	2,221	1,983	2,880	3,191	5,067
Hard waste collections completed – residential properties	10,035	9,443	8,372	7,656	8,470
Hard waste collections completed – scheduled multi-unit developments	1,793	2,196	2,184	2,206	2,172

1. The slight increase in customer requests can be attributed to the changeover of contract and a new service provider.

2. The increase is due to change over of contract and a new service provider. COVID-19 restrictions also contributed to more cars parked in streets, making it more challenging for kerbside collection operators to locate and access bins.

3. The diversion rate has increased significantly due to the introduction of Universal Food Organics and Garden Organics (FOGO), which saw over 13,000 organics bins rolled out to stand-alone houses in September 2021.

4. Altered conditions within the new kerbside collections contract impacted the cost of service. While there was an increase for the cost of garbage bin collection, there was a decrease in the cost of recyclables collection.

5. The significant increase is due to the introduction of FOGO saw over 13,000 organics bins rolled out to stand-alone houses in September 2021.

Table 9: Roads

	2017/18	2018/19	2019/20	2020/21	2021/22
Sealed local road requests¹ (Number of sealed local road requests/kilometres of sealed local roads) x 100	105	114	133	106	108
Sealed local roads maintained to condition standards² (Number of kilometres of sealed local roads below the renewal intervention level set by	86%	91%	94%	99%	99%
Satisfaction with sealed local roads³ Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads	66	69	71	70	65
Cost of sealed local road reconstruction⁴ Direct cost of sealed local road reconstruction/square meters of sealed local roads reconstructed	\$123.02	\$169.48	\$173.11	\$163.80	\$281.16
Cost of sealed local road resealing⁴ Direct cost of sealed local road resealing/square meters of sealed local roads resealed	\$33.14	\$34.65	\$0	\$20.45	\$31.85

1. Council's Road Management Plan compliance has stayed consistent with previous years, staying above 95%.

2. The percentage of roads maintained has remained consistent with previous year at 99%.

3. Customer satisfaction has decreased the reporting period. This has been considered and appropriate changes will be made to improve this rating.

4. The increase in cost of sealed road reconstruction and resealing is due to labour and material shortages and higher costs due to the increased demand.

The newly developed dog agility park at Thompson Reserve in Maribyrnong provides enhanced training and social activity opportunities for four-legged pooches of all abilities across the City.

Photo by **Gianna Rizzo**





02

LIVEABLE NEIGHBOURHOODS

With its close proximity to Melbourne's central business district, Maribyrnong is proving popular with 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 existing residents at all stages of life, Council delivers and advocates for vital services and infrastructure to make Maribyrnong a safe and thriving place with public spaces that are well maintained, engaging and accessible.

This section details the initiatives and projects delivered to provide better roads; footpaths and nature strips; a quality mix of apartments that fit with existing housing; direct traffic away from residential streets and remove trucks from our roads; create more and safer cycling infrastructure; increase transport connections through better bus routes and more frequent trams; and more amenities – from arts, community events and facilities, to toilets at reserves and activities for all ages.

It also outlines how Council is supporting local businesses and providing more outdoor dining opportunities, increasing community safety, and supporting the community as we continue to rebuild after the pandemic.

434

business permit queries
processed through the
Business Concierge Service

\$225,000

in grants issued via the
Business Improvement
District Grant Program

11,141

cats and dogs registered

Table 10: Delivering the Council's Priority Action Plan 2021/22

Council will partner with its community to provide and advocate for integrated built and natural environments with access to open spaces that are well maintained, engaging, accessible and respectful of the community and neighbourhoods.

Action	Goal	Outcome
Strategy: Promote and design low carbon, green, safe, aesthetic and connected neighbourhoods ^{HW} Indicator: Community satisfaction with neighbourhoods. Smart City Framework measurement indicators		
Implement the Public Art Strategy 2019/2029	Annual progress report to Council	✓
Implement Plan Melbourne principles in urban planning and projects	Report to Council on how the Plan Melbourne principles inform Council planning	✓
Develop Environmentally Sustainable Design (ESD) guidelines	Report delivered to Council	↻
Develop medium density guidelines, which will include vegetation protection principles, to guide development for built form across the City	Draft guidelines endorsed for community consultation and adopted by Council	✓
	Annual progress report to Council	✓
Strategy: Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing ^{HW} Indicator: Include accessibility in surveys on draft masterplans and projects to gather benchmarking data for ongoing research Feedback on implementation of the Community Infrastructure Plan		
Implement 0-25 Strategy for Children, Young People and their Families 2030	Annual progress report to Council	✓
Implement the Healthy and Active Framework 2021-2025	Healthy and Active Framework 2021-2025 adopted by Council	↻
Develop and implement the Aquatic Strategy 2021-2025	Aquatic Strategy 2021- 2025 adopted by Council	✓
Implement the Indoor Stadium Strategy 2019	Complete potential site investigations	✓
Implement the Outdoor Sport and Recreation Facilities Future Directions Plan 2021-2025	Outdoor Sport and Recreation Facilities Future Directions Plan 2021-2025 adopted by Council	✓
Prepare a discussion paper on fresh food access and healthy eating in Maribyrnong communities	Discussion paper considered by Council	✓
Develop and consult on a Walking Strategy (within the Active Transport Framework)	Draft Strategy shared with community for feedback	↻

Table 10: Delivering the Council's Priority Action Plan 2021/22

Action	Goal	Outcome
Strategy: Promote and partner with community to build resilient tourism, circular and local economies ^{HW} Indicator: Supporting sustainable businesses through economic development activities		
Continue to deliver objectives of the Maribyrnong Tourism and Visitation Strategy and Action Plan	Review Strategy and Action Plan Maribyrnong Tourism and Visitation Strategy and Action Plan	✓
	Updated Maribyrnong Tourism and Visitation Strategy and Action Plan adopted by Council	✓
	Annual progress report to Council	✓
Investigate options to enhance and support night time tourism opportunities in local activity centres	Annual progress report to Council	✓
Support the business community and actively promote the City for business	Implement the economic development grants programme	✓
Review and update Festivals City Program and implement new, emerging and accessible festivals	Review and update the Festivals City Program	✓
Strategy: Reduce traffic and trucks on our local roads, to improve safety, air quality and health outcomes ^{HW} Indicator: Air quality monitoring and traffic management assessments at key locations Health data and research		
Develop and implement the Air Quality Improvement Plan and Action Plan	Air Quality Improvement Plan and Action Plan adopted by Council	✓
Strategy: Improve active and green transport across the municipality ^{HW} Indicator: Delivery of new and improved bike paths across the city and increase usage of cycling in the next four years		
Implement Maribyrnong Bicycle Strategy*	Annual progress report to Council	✓
Advocate for improved low emission public transport solutions	Progress report in the bi-annual Advocacy Report	✓

* Major initiative

^{HW} indicates a health and wellbeing strategy

✓ = Completed ↻ = In progress

Of the 18 Liveable neighbourhood actions in Council's Priority Action Plan 2021/22, 83 per cent have been completed.

Major initiatives

Maribyrnong Bicycle Strategy

The Maribyrnong Bicycle Strategy 2020–2030 outlines the importance of cycling as a sustainable and active mode of transport within our municipality. This year, the French Street bicycle upgrade – which was mirrored on Copenhagen style bike lanes – was formalised following a successful trial supported by the Department of Transport (DoT). This saw a one-way protected bike lane installed with concrete islands to further protect riders and pedestrian safety treatments, and reduced motorist speeds to 40km/h. The clear definition of the lanes has made the community feel more comfortable and safe when riding in this area. Council also supported the Department of Transport (DoT) trial program to make it safer and easier for cyclists to travel within Maribyrnong, with the installation of 20km of pop-up bicycle lanes on local roads to improve bike riding access and connect journeys between the inner west and Melbourne CBD.

Council will continue to seek feedback from the community to support the Maribyrnong Bicycle Strategy 2020–2030, and help ensure anyone in our community who wants to ride a bike, can, regardless of ability or experience. A survey has been released with results to be collated later in 2022 to support further improvements and route planning.

Achievements

StreetWORKS

Four new public artworks were created as part of StreetWORKS – a program that supports the arts while discouraging graffiti and tagging. The new works include *Right Now* in Footscray by local artist Andy Roberston, which depicts six moments envisioned to be happening simultaneously in Footscray – an adventurous seal, an abandoned couch, a construction site, plastic flowers and she-oaks are just some of the scenarios captured. *Game On* has been painted on the hit-up wall at Angliss Reserve by local artists Mike Makatron and Camilo Delgado. The collaborative project adds a pop of colour in the Reserve and integrated focus points to provide targets for ball practice.

Active Maribyrnong programs and activities

The annual Get Active Expo! – a series of health, fitness and wellbeing ‘come and try’ days – returned for its ninth year in 2022, delivering a four-and-a-half week program packed with over 100 clinics, events and activities to suit all tastes, abilities and interests. The Expo also provided opportunities for whole families to take part in activities in parks, open spaces and facilities across the City. The Get Active! At Home Series, an at-home adaption launched by Council in 2021 during the COVID-19 lockdowns, was a finalist of the 2021 Victorian Health Promotion Awards under the ‘Outstanding Health Promotion’ category. The Spring into Summer Series, which ran throughout November and December, delivered a free five-week program offering a range of physical activity and wellbeing programs around the City and online. All programs were delivered by experienced local health, fitness and sport professionals with options for all ages and fitness levels.

Billy Button Band public artwork

Billy Button Band, a new public artwork, was created by Yarraville artists Skunk Control for the new Billy Button Children’s Centre on Hyde Street, Footscray. Inspired by the distinctive native Billy Button flower (*Craspedia globosa*) and Billy Button Creek that originally ran through the area, it extends 30 metres along the pathway between the new early learning centre and the Bluestone Church Arts Space. The curved white ‘stems’ of the five individual sculptures, extend over, out and above the fence into the air, peeking over into the playground and on to the pathway. Each of the flower ‘heads’ has been individually crafted from hundreds of floral buds made from transparent polyester inlaid with optical filters to create the densely golden-yellow flowers. Their shadows interact with the sun during the day and then softly illuminate into golden orbs at night.

Supporting our youngest residents

In line with the Strategy for Children, Young People and their Families, a range of programs and activities were hosted throughout the year to support children across the municipality. More than 320 youngsters also took part in online activities including Story Time sessions, puppet shows and music sessions to celebrate the annual Children's Week celebrations. Further highlights included kindergarten open sessions, which were visited by more than 240 local families, and more than 20 parent group information sessions to support new families.

64 Ways of Being augmented reality app

64 Ways of Being is a new self-guided augmented reality public art project launched in the heart of Footscray. Developed in partnership with RMIT University, the app features a suite of artworks scattered throughout Footscray, that are linked to each other providing an interactive journey, activating public spaces with the click of a button on a smart phone. To access the experience, residents download the free 64 Ways of Being app on their smart phone and follow the on-screen cues and physical markers, like graphic signs on a wall or intriguing posts near a footpath, to move through the streets of Footscray and experience the artworks created specifically for the area and accompanied by soundtracks from local Melbourne musicians.

Improving infrastructure for children

Throughout the year, Council continued to make improvements and upgrades to existing spaces for children to support their growth and wellbeing here in the inner west. This includes the opening of a new children's centre in Footscray and a range of internal upgrades to local children's centres to support local learning, including at the Angliss Children's Centre, Cherry Crescent Kindergarten, Gowrie Clare Court and the North Maidstone Kindergarten.

Supporting the business community

As COVID-19 restrictions began to ease, restoring our vibrant City became a key priority, rebuilding local businesses and supporting creative initiatives to enhance community connection. A variety of grant programs were launched to kick-start things post-pandemic. The Love Your Local campaign, launched in 2020 to support local businesses during the pandemic, was expanded throughout 2021–22. A new grants funding program – Love Your Local Activation Grant Program – was instigated at the end of 2021 to help attract visitors to Maribyrnong over the summer months and supported a range of initiatives including an outdoor comedy and music show, and a movie night in Maddern Square, Footscray. Spend analysis showed that on average, days where there were events or activations led to more economic activity in that particular suburb. The Love Your Local campaign saw an additional 40 new profile stories added to the 'Meet the Locals' webpage, bringing the total to 120 featured businesses since the site went live in December 2020. A further 153 businesses were added to the business directory list, and the website received over 34,000 unique visits.

After the successful extension of the temporary Outdoor Dining Pandemic Program in 2021–22, with support from the community, Council decided outdoor dining was here to stay. A draft Outdoor Dining Policy, which provides criteria, processes and guidance for businesses seeking permanent outdoor extensions, is expected to be endorsed later in 2022 in time for the summer season.

Council's Business Improvement District (BID) Grant Program, which is designed to support our local business community and foster continuous improvement for businesses across our City, was reimagined with the introduction of the 'Business Elevate Program'. Launched to support greater business to business connections, the Program successfully distributed \$120,000, which saw 60 local businesses benefit from vouchers valued at \$2,000 each that could be used to purchase supplies from a range of categories from a panel of 35 local businesses. This Program was facilitated by the now retired platform, Maribyrnong Localised. A new and improved directory is set to be created next year. The BID Grants also saw \$100,000 available for Business Trader Associations to support their ongoing operations and projects. All six of the trader groups submitted their plans and received allocated funds.

Challenges

Tourism opportunities and festivals

Maribyrnong has built a reputation as a 'Festival City' with a number of well-attended and well-received events on the annual calendar. As pandemic restrictions eased many of these vibrant festivals, activations and events were able to return. We welcomed back Midsumma Festival, Jazz Westside, Flow Festival, Stony Creek Music Festival, Lunar New Year, Yarraville Festival, and more! A highlight was the return of the Footscray Night Market, which saw the Railway Reserve transformed at twilight into a bustling night market throughout December 2021. Guiding our event delivery is our Festival City Policy, which outlines a framework to attract, host, and support festivals for the benefit of residents, businesses, and tourists. Where the existing Policy has predominantly supported larger, single-day festivals in main streets or parks, as part of a review now underway, Council is considering broadening the framework to provide increased support for smaller style activations that are driven by, and also engage local communities, and can be realised in shorter time frames and more regularly. Engagement has been undertaken to understand if the community is supportive of this new approach. An updated Framework, which will incorporate feedback, will be considered for endorsement by Council in the second half of 2022.

Low emission public transport solutions

Council's advocacy efforts in this space were rewarded with the welcome news of a State Government trial of hydrogen-powered buses on local streets as part of a \$20 million Zero Emissions Bus Trial, which will also include electric buses. The 'green' fleet will be Victoria's first and will operate on 15 school services and 26 routes in the West including Footscray, Sunshine, Yarraville, Newport, Melton, and Williamstown.

Implementation of the Indoor Stadium Strategy

Council began a conversation with the community about the potential to site a facility at Mclvor Reserve in Yarraville, as part of a master-planning process to identify improvements the community wants to see there. More than 3,000 pieces of data were gathered including 1,100 responses via an online questionnaire, plus additional emails and letters. Council also directly engaged with approximately 70 recreational users and neighbours at face-to-face meetings and responded to more than 109 additional questions which came in after the initial engagement period closed. Council will be continuing the conversation in the latter part of 2022, when a draft masterplan is scheduled for release for further community feedback. Recognising a single six court facility will not be sufficient to meet demand in the longer-term, Council also continues to explore other potential sites, and during 2023 will be testing the community appetite for a facility potentially also at Robert Barrett Reserve in West Footscray.

Air Quality Improvement Plan

Council shared proposed plans to reduce the air quality impacts from fleets of trucks on the respiratory and general health of Maribyrnong's population, with the release of a draft Air Quality Improvement Plan for community feedback. Actions include advocating to the State Government to ban all diesel trucks (except delivery vehicles) from residential streets and advocating to Federal Government to ban all diesel and petrol vehicle sales by 2030. The draft Plan also proposes the introduction of a comprehensive air quality monitoring network and air quality map to identify pollution hotspots. While originally due to be adopted by Council in August 2021, this was delayed to provide additional time to gather feedback from the community and stakeholders. The Plan will now be considered for endorsement by Council in August 2022. In addition, to help its community better understand the global climate emergency and related local impacts, Council launched an online Sustainability Learnings Portal in April 2022 providing resources and tools to support the community to take actions to support the journey to restoring a safe and sustainable climate.

Walking Strategy

Given the length of time since the first Walking Strategy was developed in 2011, Council commissioned a review by Victoria Walks in early 2022, as a critical first step in determining next steps for this document. Acknowledging that data, policy and legislative changes, community attitudes, values and general standards have developed significantly over the past decade, this review determined a new Strategy for a modern-day Maribyrnong was needed. Community engagement is anticipated in late 2022.

Outlook

New Splash Park and Waterslides for Maribyrnong Aquatic Centre

The sod turn, announcing the start of construction on a new Splash Park and Waterslides at Maribyrnong Aquatic Centre, is planned for later in 2022. Jointly funded by the State Government and Council, the \$10.2 million redevelopment will deliver two new water slides, catering for all ages and abilities, along with a 400m² interactive aquatic leisure park. Additional change rooms will also be incorporated with wet, dry and accessible options.

Environmentally Sustainable Design

Furthering our commitment to increasing sustainable practice throughout the municipality, Council joined 23 other councils to introduce new Environmentally Sustainable Development (ESD) planning controls into local planning schemes, known as the Elevating ESD Targets Project. Stage one of the project involved developing an evidence base for change, including research on technical feasibility and peer review of the revised ESD policy and planning controls, which was endorsed by Council in June 2022. Stage two involves preparing a planning scheme amendment and exhibition of the proposed changes, which is set to be progressed in late 2022. This is being led by the Council Alliance for Sustainable Built Environment with support from the Municipal Association of Victoria. In the second half of 2022, Maribyrnong will join the partner councils in lodging a planning scheme amendment with the State Government to introduce a new planning policy that elevates sustainability requirements for new developments and encourages a move towards net zero carbon production. Building on our current ESD, the proposed changes would require new developments to better protect the natural environment, reduce resource and energy consumption, and support the health and wellbeing of future occupants.

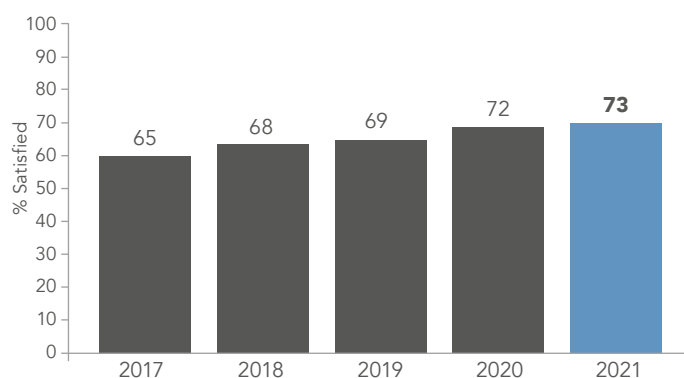
Medium Density Design Guidelines

A report will be presented to Council in the second half of 2022 seeking endorsement to engage on draft Medium Density Design Guidelines to encourage better quality housing and more choice to match the changing needs and expectations of the community. Currently around one third of all housing in Maribyrnong is classed as medium density, which includes single, semi-detached, row and terrace houses, grouped dwellings (duplex, triplex and quadruplex villas) and apartments up to four storeys high. The draft guidelines will form the basis of a lot of the developments going forward in a City that is already tightly condensed. Following engagement, refinements will be made to prior to final endorsement from Council in early 2023.

Council services – economic growth

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

Figure 26: Promoting local economic development



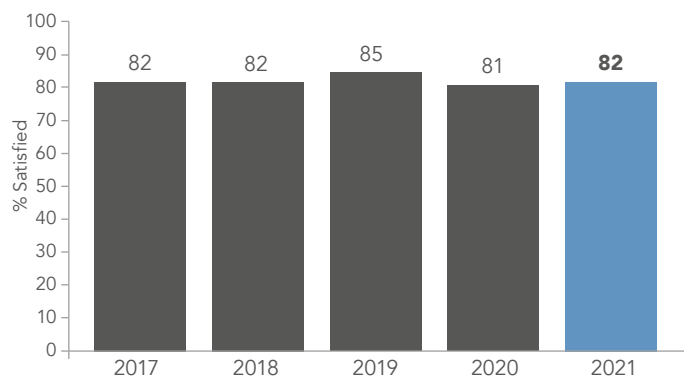
Satisfaction continues to increase and is ranked as very good.

Source: Maribyrnong annual community survey

Council services – public safety

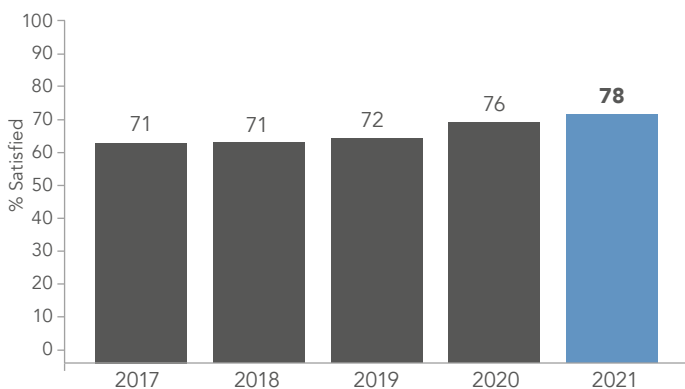
Council advocates for improved public safety and delivers fire hydrant maintenance, public and street lighting and CCTV maintenance services.

Figure 27: Feeling safe during the day



A slight increase in satisfaction sees this remain at the high level of excellent.

Source: Maribyrnong annual community survey

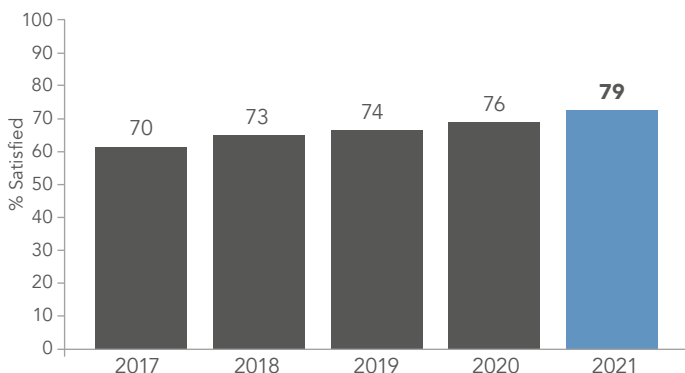
Figure 28: Provision and maintenance of street lighting

Community satisfaction has increased and is now ranked as excellent.

Source: Maribyrnong annual community survey

Council services – regulatory services

Council seeks to improve compliance with local laws, food safety, parking, animal management and building safety provisions. This broad remit encompasses lost pets and registration; safety inspections of buildings and rooming house standards; swimming pool and spa safety; food safety and business registrations; and school crossings and parking regulations.

Figure 29: Animal management

Satisfaction has increased and is now ranked as excellent.

Source: Maribyrnong annual community survey

Council services – children, young people and families

Maternal child health

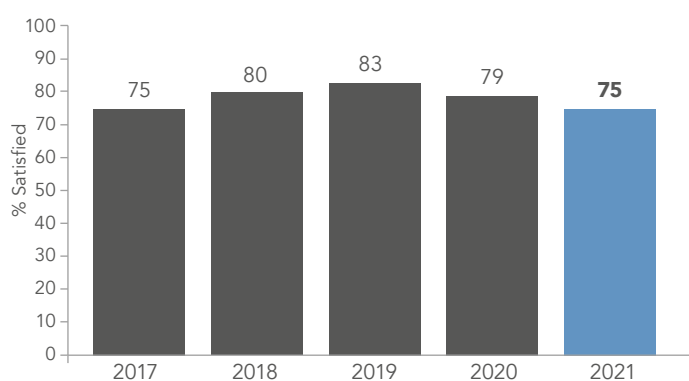
Council coordinates a range of free services for families with young children, from birth to school age, including immunisation and enhanced home visit programs. The service offers all families 10 free Key Ages and Stages consults, which provide information, guidance and support on issues including breastfeeding and nutrition, child health and development, maternal health and wellbeing, child accident and injury prevention, family planning, plus secondary screening and referrals and new parents groups. Additional supports include a breast feeding support service, sleep settling program, outreach visits, and family support services including family violence.

Early years' development

Council administers the Central Registration System for three and four year old kindergarten at 17 community managed kindergarten and long day care services. Council has 15 lease and service agreements with service providers who operate from Council owned facilities, and we implement partnership actions to deliver best practice in these local centres. Council delivers supported playgroups and playgroup activation activities, and provides numerous parenting sessions and child friendly activities across the municipality. We also develop affiliations and collaborative actions with local service providers and the State Government to improve the health, development, educational and wellbeing outcomes of local children and their families.

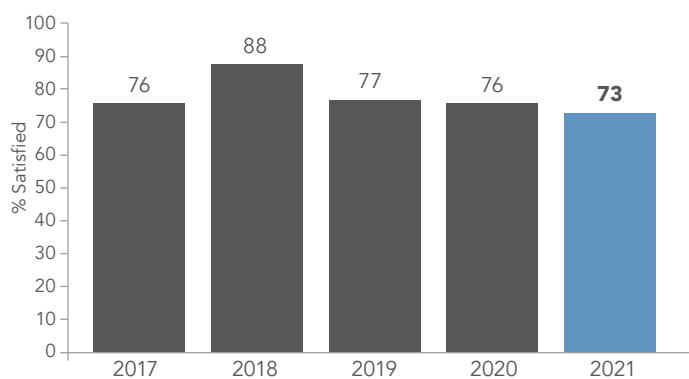
Young people

Based out of the Phoenix Youth Centre, Council provides programs, activities and services for young people aged 12 to 25 years, to enhance and promote positive development, wellbeing and active civic participation. Areas of focus include supporting inclusion, human rights and equity outcomes for young people; programs and activities that support personal development provide life skills, resilience building and connection; and strengthening young people's involvement in decision making. Council also partners with cross-sector agencies, government and community stakeholders to improve the health and wellbeing outcomes for young people.

Figure 30 – Services for children

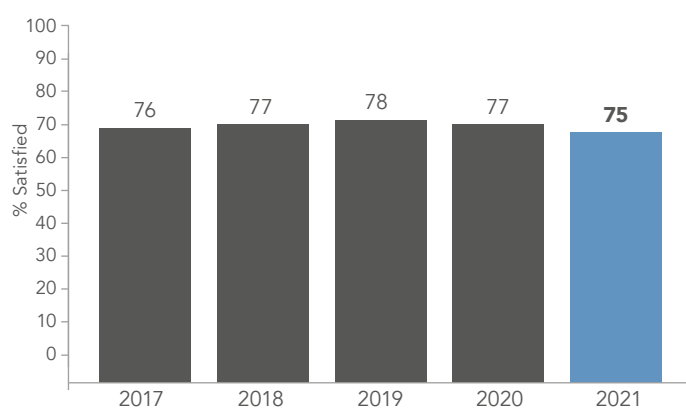
A slight decline has seen satisfaction with services for children now ranked very good.

Source: Maribyrnong annual community survey

Figure 31: Services for young people

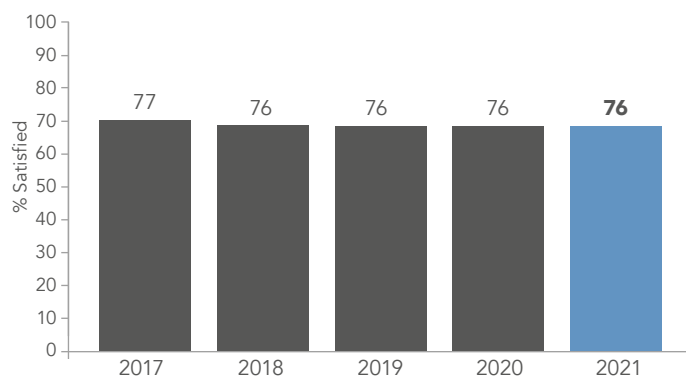
Satisfaction has slightly decreased and levels are still considered very good.

Source: Maribyrnong annual community survey

Figure 32: Maribyrnong Aquatic Centre (MAC)

Satisfaction has decreased and is now ranked as very good.

Source: Maribyrnong annual community survey

Figure 33: Sports facilities

Satisfaction remains stable and is categorised as very good.

Source: Maribyrnong annual community survey

Performance reporting

Domestic Animal Management Plan

In accordance with Section 68a of the Domestic Animals Act 1994, Council adopted an updated Domestic Animal Management Plan 2021-2025 in November 2021. This Plan guides the way Council performs its duties to ensure safe and responsible pet ownership in our municipality. It also outlines how Council supports pet owners and non-pet owners when it comes to domestic and stray animals.

Table 11: Animal management

	2017/18	2018/19	2019/20	2020/21	2021/22
Number of registered dogs and cats	8,438	9,518	9,978	11,481	11,141
Animals reclaimed¹ (Number of animals reclaimed/number of animals collected) x 100	48%	52%	52%	43%	23%
Animals rehomed² (Number of animals rehomed/number of animals collected) x 100	New in 2020 ⁶	New in 2020 ⁶	38%	23%	42%
Animal management prosecutions³ The percentage of successful animal management prosecutions	New in 2020 ⁶	New in 2020 ⁶	100%	0%	0%
Time taken to action animal management requests⁴ Number of days between receipt and first response action for all animal management requests/number of animal management requests	1	1	1	1	1
Cost of animal management service per population⁵	New in 2020 ⁶	New in 2020 ⁶	\$7.53	\$7.03	\$9.87

- Both Council and Lost Dogs Home (LDH) continued to work toward animals being returned to their owners but there has been an increase of abandoned dogs over the reporting period, which may have impacted the reduction of reclaimed pets.
- LDH work tirelessly with animals brought into the Pound where the owners cannot be established. Assessments are completed to ensure the animal is suitable for rehoming with physical and psychological assessments completed, prior to rehoming. New contract conditions have increased the emphasis on the rehoming of animals. Note: new measure for 2019/20 financial year.
- No court prosecutions have occurred in the last financial year with all enforcement matters being dealt with through the issue of penalty notices. Note: this measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion, see retired measures.
- Animal Management Officers continue to work diligently on ensuring complaints are responded to immediately.
- The increase in this area is primarily due to increased contract costs and an increase in individual fees for the management of both dogs and cats.
- This indicator changed in 2020 and previous information is inconsistent with new calculations.

Table 12: Maternal and Child Health (MCH)

	2017/18	2018/19	2019/20	2020/21	2021/22
Participation in 4-week Key Age and Stage visit¹ (Number of 4-week key age and stage visits/number of birth notifications received) x 100	New in 2020 ⁶	New in 2020 ⁶	96%	94%	95%
Infant enrolments in the MCH service² (Number of infants enrolled in the MCH service (from birth notifications received)/number of birth notifications received) x 100	102%	102%	102%	101%	101%
Participation in the MCH service³ (Number of children who attend the MCH service at least one in the year/number of children enrolled in the MCH service) x 100	75%	77%	76%	76%	76%
Participation in the MCH service by Aboriginal children⁴ (Number of Aboriginal children who attend the MCH service at least one in the year/number of Aboriginal children enrolled in the MCH service) x 100	70%	87%	89%	86%	88%
Cost of the MCH service⁵ (Cost of the MCH service/hours worked by MCH nurses)	\$66.90	\$64.32	\$66.20	\$69.99	\$74.07

1. Participation rate maintained despite restrictions dictated by the COVID-19 pandemic.

2. Enrolment numbers are steady. The service used telehealth to maintain contact with families during the pandemic. Online groups provided extra support.

3. Participation rates have remained steady. We have been able to have many face to face consultations and support families with telehealth where this was not possible.

4. Numbers of Aboriginal children locally are small, but we have seen a slight increase in the rate of participation.

5. Incremental progression, COVID-19 illness and isolation, along with several staff on maternity leave meant there was increased requirement for casual and agency staff to cover the shortfall.

6. This indicator changed in 2020 and previous information is inconsistent with new calculations.

Table 13: Aquatic facilities

	2017/18	2018/19	2019/20	2020/21	2021/22
Number of visits to Maribyrnong Aquatic Centre	892,646	947,981	709,013	312,489	421,921
Utilisation of aquatic facilities¹	10	10	7	3	5
Number of visits to aquatic facilities/municipal population					
Health inspections of aquatic facilities²	3	4	4	2	2
Number of authorised officer inspections of Council aquatic facilities/number of Council aquatic facilities					
Cost of indoor aquatic facilities³	New in 2020 ⁴	New in 2020 ⁴	\$2.09	\$10.26	\$7.07
Direct cost of indoor aquatic facilities less income received/number of visits to indoor aquatic facilities					

1. With continuing COVID-19 restrictions, many people have been hesitant to return to community facilities, particularly older adults and those with compromised health. This has had a severe impact on visitor numbers to Maribyrnong Aquatic Centre (MAC) and cost recovery.
2. Due to State Government restrictions relating to COVID-19, MAC was closed for periods of time during 2021/22, resulting in only two inspections being carried out.
3. The impact of COVID-19 restrictions during 2021 and 2022 has again had a significant impact on the operating performance of MAC over the last financial year. As part of the Chief Health Officers directives, MAC was closed or under heavy number cap restrictions for a significant part of the reporting period. Income over the year is down around 60% resulting in a negative impact on direct costs to Council for this service.
4. This indicator changed in 2020 and previous information is inconsistent with new calculations.

West Footscray locals enjoying the sunshine in the new Clarke Street Pop-Up Park off Barkly Street. The Pop-Up Park, temporarily installed during the early days of the COVID-19 pandemic to support safe community gatherings, continues to be a much-loved outdoor pocket near the busy Barkly Street shopping precinct.

Photo by Gianna Rizzo





03

A PLACE FOR ALL

Maribyrnong is celebrated for its diversity and strong community spirit, which contributes to the richness and vibrancy of the City. Understanding and valuing our diversity helps ensure equitable access to services, supporting everyone to participate equally and meaningfully in community life.

By providing well-planned neighbourhoods that have a strong local economy, Council is able to deliver services that are inclusive and accessible to the whole community. In turn, this supports wellbeing, healthy and safe living, connection to the community and cultural interaction.

This section details the initiatives and projects delivered to increase affordable and social housing; support the vulnerable in our community; increase services for youth, aged, mental health and maternity; provide additional platforms to encourage active youth and older persons; support a citywide expansion of economic, cultural and liveability opportunities; and to increase emphasis on local ethnic communities and their cultures.

10,000

visitors to community centres

16,237

participants in community centre programs

213,896

visitors to libraries

402,101

loans from libraries

Table 14: Delivering Council's Priority Action Plan 2021/22

Council will provide well-planned neighbourhoods and a strong local economy, delivering services that are inclusive and accessible to the whole community, and that support wellbeing, healthy and safe living, connection to the community, and cultural interaction.

Action	Goal	Outcome
Strategy: Build upon our community strengths and assets, to enable community led activities ^{HW} Indicator: Evaluation of implementation of community grant funded initiatives		
Implement the Community Grants Program and extend training and support to all applicants, including First Nations and diverse Cultural Group applicants	Annual progress report to Council which includes a demographic breakdown of all applicants and successful applications	✓
Strategy: Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life ^{HW} Indicator: Percentage of Council facilities audited to identify upgrading requirements in line with the Disability Discrimination Act Evaluation process developed and implemented to verify inclusive and accessible features of Council programs		
Develop and implement the LGBTIQ+ Strategy and Action Plan	Establish an LGBTIQ+ advisory committee	✓
Develop and implement the Disability Action Plan (DAP)	Disability Action Plan (DAP) adopted by Council	↻
Review Gambling Policy 2016-2020	Reviewed Policy presented to Council for consideration and adoption	✓
Implement the Footscray University Town (FUT) Plan 2020-25	Annual progress report to Council	✓
Review the Alcohol and Other Drugs Policy	Reviewed Policy presented to Council for consideration and adoption	↻
Strategy: Advocate for improved social and affordable housing outcomes ^{HW} Indicator: Council advocates to the State Government for a set percentage increase of affordable housing associated with all significant residential developments		
Promote and facilitate partnerships to improve the quality, options and volume of social and housing affordability	Progress report submitted to Council as part of the bi-annual Advocacy Plan	✓
Explore partnership options to promote social and housing affordability	Annual report to Council on social and affordable housing sector trends	✓

Table 14: Delivering Council's Priority Action Plan 2021/22

Action	Goal	Outcome
Strategy: Build capacity for our diverse communities to thrive economically and culturally ^{HW} Indicator: Evaluation of Council activities and programs, to measure participation diversity		
Implement the Arts and Culture Strategy 2018–2023	Annual progress report to Council	✓
Develop and implement the 'Leading and Participation' program and framework	Framework adopted by Council	✓
Strategy: Provide opportunities for lifelong learning ^{HW} Indicator: Community satisfaction with libraries Community satisfaction with library content		
Deliver quality programming at Libraries and Community Centres	Undertake a needs analysis to identify gaps and opportunities	✓
	Develop and implement future ways of working framework to be embedded across all facilities	✓
	Annual progress report to Council	✓
Advocate for social and community infrastructure investments	Annual progress report to Council	✓
Strategy: Take action to reduce family violence, respond to the needs of victims and promote gender equality ^{HW} Indicator: Strengthened partnership response to family violence. Changes in reported family violence incidents Increased culture of challenging gender inequalities, across all settings and life stages		
Implement strategies to respond to family violence and promote gender equality through the Towards Gender Equity Strategy 2030*	Annual progress report against indicators in the Towards Gender Equity 2030 Strategy delivered to Council	✓
	All policies, programs and strategies developed or reviewed to include a gender impact assessment with an annual progress report to Council	✓

* Major initiative

^{HW} indicates a health and wellbeing strategy

✓ = Completed ↻ = In progress

Of the 13 A place for all actions under Council's Priority Action Plan 2021/22, 85 per cent were completed.

Major initiatives

Supporting gender equity in the community

Maribyrnong supports a number of gender equity campaigns throughout the year, hosting a range of activities across the municipality. Celebrated each year on 8 March, International Women's Day acknowledges the social, economic, cultural and political achievements of women, while also marking a call to action for accelerating gender equality. Notable events this year included the Maidstone Community Centre Ethiopian Coffee Ceremony; Maribyrnong Libraries book displays celebrating women's achievements; a partnership event with Western Bulldogs and Victoria University for Women Shaping Today for an Equal Tomorrow; a performance and workshop with Maxine Beneba-Clarke; and Phoenix Youth Centre partnered with three local schools for lunchtime performances. The 16 Days of Activism against Gender-Based Violence campaign takes place annually from 25 November to 10 December. This is an opportunity to take action to end violence against women and girls, and all other forms of gender-based violence. In partnership with GenWest and Preventing Violence Together, Council hosted events and programs to celebrate and recognise the 16 Days campaign, including a respect and safety event at Braybrook Community Hub.

Achievements

Delivering library services

Maribyrnong Libraries continued to navigate COVID-19 restrictions and find innovative ways of maintaining services for the community. Click and Collect services were introduced during lockdowns, and in August 2021 the Book Bundle Service was launched, allowing library staff to create personalised selections to deliver to borrowers based on their interests. 12,041 items were loaned in Book Bundles during Melbourne's fifth and sixth lockdowns, totaling 36 per cent of all loans during 2021–22. In total, 402,101 items were issued throughout the year, and outside of lockdowns, 213,896 people visited a library. After a surge in popularity during 2020 and 2021, eLibrary demand continued to grow with 96,494 eLibrary loans/usage, constituting 19 per cent of total (print and digital) loans. Libraries across the municipality began reopening in November 2021 following the easing of restrictions, and in-person programs started returning from December and January. In-person programs such as Baby Rhyme Time and Knitting Groups provided opportunities for lifelong learning and social connection. 877 programs were delivered online and in-person during the year, with 13,242 people attending Zoom and in-person programs and 147,605 views via YouTube. Program highlights included a partnership with the Emerging Writers Festival, an author event with Yves Rees to celebrate Pride Month, and an online Indigenous Literacy Day event with Aunty Fay Muir and Sue Lawson. The Libraries continued to strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life through free services such as fine-free loans, Wi-Fi, PC access, spaces to escape the heat and cold, eLibrary resources, programs, donation drives, and the launch during Pride Month of a popular new program, Queer Book Group, and more.

Arts capacity building and professional development

Council provided sector development through capacity building programs, professional development workshops and opportunities to actively remove physical, social and other barriers to arts practice. The Forté Mentorship program created pathways to sustain the professional practice of First Nations artists, culturally and linguistically diverse artists, and artists who are deaf or disabled. Six independent artists from the west were offered the unique opportunity to work one-on-one with an industry Mentor to build their knowledge, skills and professional networks. The First Nations Creator program, established in 2019, provided continued opportunity for professional Aboriginal and Torres Strait Islander artists to lead the creation of a new work anywhere within the City of Maribyrnong. In 2021–22, visual artist Jody Haines created an immersive film project exploring Aboriginal interconnectivity and musician Bart Willoughby developed a podcast series on the foundations of Indigenous music and its contribution to Indigenous rights.

Arts and culture activities

Throughout the year more than 259,000 people participated in arts and culture activities in our City despite being in lockdown for several months, and an additional 273,500 people participated in digital programs. Supporting 13 local arts, cultural and heritage organisations, Council's Triennial Arts Partner program is designed to increase community participation in the arts. This year's partners included, Footscray Community Arts, Women's Circus, Snuff Puppets, L2R Dance, the Melbourne's Living Museum of the West and the Footscray Historical Society. In the first half of 2022, Maribyrnong supported multiple Artist in Residence opportunities at the Bluestone Church Arts Space, the Braybrook Community Hub and the Artsbox outside Footscray Library. Notable exhibitions included The Living Portrait which saw community members transform themselves using costumes and props, creating interactive portraits that tell a story. Rapper, One Sixth, also created free rapping and spoken word workshops for young people throughout May and June 2022. The Bluestone Church Arts Space saw selected artists use the space to work on their upcoming creations including Rosy Toranzo's shadow puppetry work; Memetica's development of wearable inflatable puppets for children; and Fiona Roake's collaboration with Penny Baron to create a performance work titled, A Woman of Influence. Artsbox, the vibrant converted shipping container based outside Footscray Library, was home to a variety of local artists, including Frances Loriente's animations, Gurmeet Kaur's poetry project, Matto Lucas' portrait series, Catalina Garzon's illustrations, Fiona Barbetti's exploration of female identity, Lillian Hull's second-hand clothes painting, Sasha Cuha's poetry film, and Deb Bain-King's observation work on place, community and environment.

Reducing Harm from Gambling Policy

Following community engagement earlier in 2022, Council endorsed the Reducing Harm from Gambling Policy in June 2022, which seeks to address the harmful impacts of gambling, specifically those associated with playing the pokies (EGMs). There are 471 pokies in nine venues across Maribyrnong taking in millions of dollars each year – \$58 million in 2019 – with the highest spend in some of the most disadvantaged areas in our municipality across income and employment. The Policy promotes continued advocacy to State Government for gambling reforms; reinforces the prohibition of advertising and promotion of gambling and new leases for any new gaming operators on Council-owned land, while working with existing venue operators to restrict any additional pokies on Council-owned land.

People and Participation Strategy

Noting the evolution of volunteering, in 2021, Council sought input from the community on ways to strengthen participation and infrastructure to develop an integrated model of community participation, beyond simply volunteering. This led to the endorsement of the Maribyrnong People and Participation Strategy 2021-2026 in June 2022. The Strategy aims to remove barriers, promote opportunities and celebrate local community leaders and outlines seven priorities that will guide the way Council supports increased participation

Community Grants Program

Council provided over \$174,000 in community grants funding this year – an increase of \$4,000 on the previous year. 24 of the 50 applications secured grants – including three for First Nations led projects and 13 that were either from culturally and linguistically diverse (CALD) organisations or would benefit CALD communities. Funded projects included the McAuley Coffee Connections project, which aimed to bring women who have experienced family violence and homelessness together by providing an opportunity for social connection while developing coffee and barista skills. Participants took part in a five-day intensive barista course before running 'Coffee Connection' sessions, bringing current and former McAuley clients and residents together to build ongoing relationships.

Challenges

Future Ways of Working Framework

The development of the Future Ways of Working Framework is a vital part of the delivery of community centre and library programs, but was delayed due to ongoing COVID-19 restrictions interrupting programming. But, in continuing to support our community throughout the ongoing lockdowns and changes to services, a range of adapted and pop-up services, like the library home delivery service, were rolled out in direct response to community needs. Some of these services will be embedded to ensure a future ready service model, including the ability to switch in-person to online and or live stream. Since re-opening, our libraries have focused on reactivating spaces and reengaging participants. The development of the Framework will take place in the coming year.

Disability Action Plan

The development of the draft Disability Action Plan, which is aligned to Council's legislative obligations, was delayed. Engagement on a draft document, that will demonstrate Council's commitment to ensuring Maribyrnong is as inclusive as possible, for the benefit of all residents, is expected during the 2022–23 year.

Outlook

LGBTIQA+ Strategy and Action Plan

Council has a strong commitment toward inclusion and equality and takes pride in this City's diverse community, including lesbian, gay, bisexual, transgender, intersex, queer and questioning, and asexual (LGBTIQA+) people, families, and communities. This year, Council engaged with the community to identify ways Council can help strengthen social and economic inclusion and reduce barriers as part of the development of a LGBTIQA+ Strategy and Action Plan. The draft document outlines how we plan to support improved participation, inclusion, health and wellbeing, and highlights the importance of working collaboratively with support groups and other LGBTIQA+ organisations to address existing community needs, gaps and limitations. Following engagement later in 2022, the draft document will be refined before going to Council for endorsement. Council also continued to share support on The International Day against Homophobia, Biphobia, Intersex and Transphobia (IDAHOBIT) in May 2022, acknowledging our commitment to creating a safe, inclusive and welcoming city for LGBTIQA+ people.

Gender Impact Assessment program

Supporting the Gender Equality Action Plan 2022-25, Council will deliver a Gender Impact Assessment program to support staff conduct Gender Impact Assessments when developing or reviewing a policy, program or service. These assessments will create better and fairer outcomes, ensuring all people have equal access to opportunities and resources. Each Gender Impact Assessment will assess the effects that policy, program or service may have on people of different genders, explain how the policy, program or service can be changed to better support people of all genders, promote gender equality, and apply an intersectional approach to consider how gender inequality can also be compounded by disadvantage or discrimination a person may experience based on other factors such as age, disability, or ethnicity.

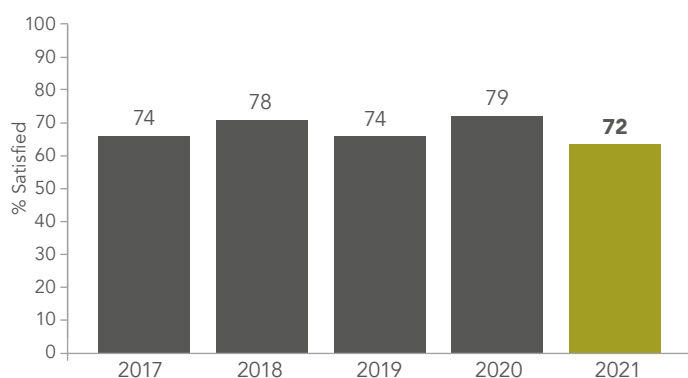
Funding the Civic Precinct and Community Hub project

Council secured a \$10 million low-interest loan through the State Government's Community Infrastructure and Loans Scheme to support the development of the Civic Precinct and Community Hub, which will see the historic Footscray Town Hall renovated and a new community park established. Construction is expected to begin in the last quarter of 2022 with the project scheduled for completion by the end of 2024. Staff will be relocating to temporary accommodation towards the latter part of 2022 to support the demolition of the existing office building and replacement with a new six-star Green Star administration building. A satellite Customer Service Centre will be established at the Footscray Library during the renovations and rebuild.

Council services – support for older people

Council delivers and contract manages a range of in-home and community based support services for older people and their carers. These services are designed to support autonomy and independence, and enable older people to continue to be active participants within the community. Some of these services are also designed to support carers to maintain their involvement within the community. In-home support services coordinated or delivered through Council include centre based respite care, planned activity groups, delivered meals, and home maintenance and modifications.

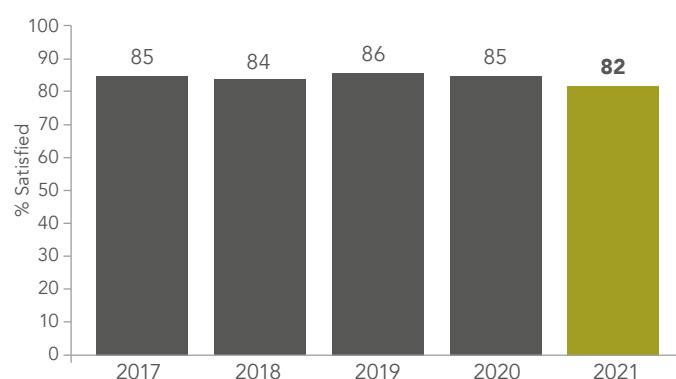
Figure 34: Services for seniors



Satisfaction with services for seniors decreased to very good.

Source: Maribyrnong annual community survey

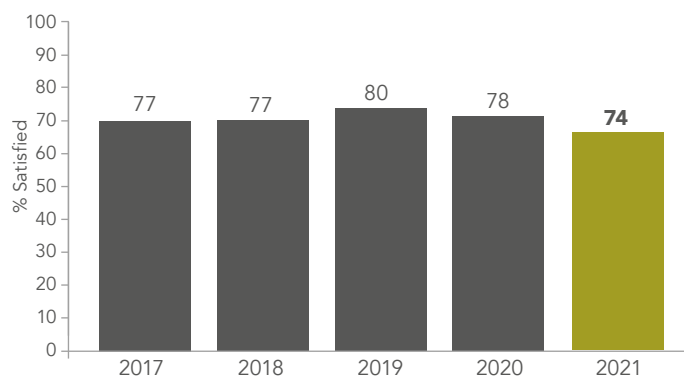
Figure 35: Library services



Satisfaction with library services remains excellent.

Source: Maribyrnong annual community survey

Figure 36: Community centres



The satisfaction with community centres decreased slightly and is now ranked very good.

Source: Maribyrnong annual community survey

Performance reporting

Table 15: Festival and community grants

	2017/18	2018/19	2019/20	2020/21	2021/22
Festival grants – total funds available	\$312,900	\$312,900	\$363,545	\$428,545	\$428,545 ¹
Community grants – total funds available	\$169,000	\$170,000	\$170,000	\$170,000	\$170,000

¹ Of this amount, \$311,745 was dispersed as a number of festivals were postponed to 2022-23 due to the pandemic. \$45,000 was used to offset the loss of income due to Laneway Festival not proceeding in 2021/22 and \$71,800 was a saving.

Table 16: Libraries and community centres

	2017/18	2018/19	2019/20	2020/21	2021/22
Number of visits to community centres	447,527	292,445	300,000	109,882	100,000
Number of participants in community centre programs	25,741	17,063	30,000	18,416	16,237
Number of visits to libraries	678,511	660,109	365,057	66,905	213,896 ¹
Number of loans from libraries	653,991	633,029	484,803	326,192	402,101
Number of participants in library programs	24,508	26,266	27,367	42,554	13,242 ²
Library collection usage³	4	4	3	2	3
Number of library collection item loans/number of library collection items					
Standard of library collection⁴	80%	81%	81%	79%	86%
(Number of library collection items purchased in the last five years/number of library collection items) x 100					
Active library members⁵	16%	17%	16%	13%	12%
(Number of active library members/municipal population) x 100					
Cost of library service⁶	New in 2020 ⁷	New in 2020 ⁷	\$38.55	\$32.23	\$39.97
Direct cost of the library service/population					

1. Visitor numbers were impacted early in the year linked to COVID-19 restrictions capping program/visitor numbers, and the requirements around vaccination certificates and mask wearing also kept some members away.

2. Due to COVID-19 restrictions, programs were delivered primarily online in quarters one and two. In-person program participation was significantly restricted in quarters three and four, due to social distancing capacities.

3. There have been extensive COVID-19 related library closures during the reporting period and this has impacted the number of loans made by the service. A click and collect alternative was used during lockdown periods but these methods did not fully compensate for five closed library branches. Note: from 2019/20, this indicator measures the performance of physical library items as a subset of the wider library collection.

4. The acquisition of RBDigital by Overdrive meant the libraries catalogue gained more than 50,000 digital magazine issues.

5. Due to the pandemic and subsequent library closures, our five library branches had significant closures during the reporting period. This resulted in a reduction in loans and visits together with a corresponding reduction in borrower numbers.

6. Library costs are returning to pre-COVID levels with the 2020/21 actuals impacted due to the ongoing closures of branches and COVID-19 restrictions. Note: this measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.

7. This indicator changed in 2020 and previous information is inconsistent with new calculations.

04

FUTURE FOCUSED

The City of Maribyrnong is undergoing significant change. Population growth, redevelopment, gentrification, and a transitioning economy is bringing an influx of new residents, businesses and opportunities. The population is expected to close to double in the next 30 years and over 35,000 additional dwellings are expected to be built.

High population growth provides great opportunities for retail, services, land use and economy on a larger scale and quality. Conversely, it also provides great challenges in identifying service needs and managing congestion, urban growth, liveability and promoting health equity.

To support this growth and the needs of the community now and into the future, Council must remain future focused in its planning to support diverse, well-planned neighbourhoods and a strong local economy.

This section details the activities delivered to support a collaborative community that initiates projects (not solely reliant on Council); provide the infrastructure and services required to meet the growth in population and density, including through open space, sports and recreation; support an increased focus on youth to support the future of our City; create multi-purpose facilities with links to public transport; advocate for community outcomes for State Government projects; and increase funding and deliver on key Council managed projects.

\$11,739,972

in grants received for various community projects and capital works

2,688

community responses to the conversation about 26 January

\$31.12m

on capital works and \$12.2 million on improvement works












Ensuring local traders are connected and supported during the road to COVID-19 recovery is important, and one of the driving factors behind the Business Elevate Program. Design Grid Digital Marketing is one of the local businesses involved in the program, with Director Mel Bedggood offering marketing support to small and medium businesses.

Photo by Gianna Rizzo



Table 17: Delivering the Council's Priority Action Plan 2021/22

Council will plan and advocate for new infrastructure and safe, sustainable and effective transport networks and a smart innovative city that encourages and supports new generations to thrive.

Action	Goal	Outcome
Strategy: Foster pride and identity by acknowledging our rich cultural heritage, and our First Nations People's history ^{HW} Indicator: First Nations people and communities are engaged in Council activities through Council's Maribyrnong Reconciliation Action Plan Advisory Committee		
Protect, retain and enhance items of heritage significance in our community through statutory planning controls	Undertake a Heritage review and report to Council	
Provide direction on a response to 26 January through engagement with the First Nations Peoples, and wider established and newly arrived people to the City of Maribyrnong	Adoption report to Council	
Strategy: Advocate and deliver projects that support a growing community now and into the future ^{HW} Indicator: Percentage of projects delivered. Percentage of projects with completed feasibility Third party investment/commitment in projects that support advocacy priorities and strategic objectives		
Develop and implement a Smart Cities Framework to make the best use of technologies for our community*	Smart Cities Framework adopted by Council Annual progress report to Council	
Implement Early Years Infrastructure Plan 2041	Construction of the Footscray Integrated Early Learning Centre (IELC) complete Annual progress report to Council	
Deliver Maribyrnong Reserve Project	Feasibility Report delivered to Council	
Develop and implement Advocacy Plan 2021 and engage third party funders to encourage their support of advocacy priorities	Advocacy Plan 2021 adopted by Council	
	Bi-annual Advocacy Plan delivered to Council	
Single Customer View experience enabling digital delivery of services to our customers*	Annual progress report to Council	
Undertake and complete the detailed design phase of the Footscray Civic and Community Hub project	Update included in the bi-annual Advocacy Plan and delivered to Council	
Advocate for redevelopment of old Footscray Hospital and Maribyrnong Defence site	Update included in the bi-annual Advocacy Plan and delivered to Council	
Develop and deliver four-year Capital Works Program	Annual progress report to Council as per projects and project milestones	

* Major initiative ^{HW} indicates a health and wellbeing strategy

 = Completed  = In progress

Of the 10 Future focused actions under Council's Priority Action Plan 2021/22, 80 per cent were completed.

Major initiatives

Single Customer View portal

To support residents and provide an enhanced experience across a range of services they interact with us on, Council is developing MyMaribyrnong – an integrated customer portal enabling the digital delivery of services for customers. It will be a one-stop-shop for residents and ratepayers to browse and access Council services in one place, like managing and paying their rates, car parking and planning permits, the renewal of pet registrations, the management of library services such as book loans and booking aquatic and fitness classes at Maribyrnong Aquatic Centre. The portal will be rolled out to the community in the coming 2022–23 financial year.

Smart City

Council launched its Smart Cities Framework to build on the strong foundations set by current and past projects to manage services and infrastructure effectively, improve the wellbeing of the community and the environment, and create vibrant local economies. The Footscray Smart City Social Cohesion Project, rolled out in 2020 which was the forerunner to the Framework, was named as a finalist for the 'Collaboration or Partnership' and 'Emerging Technologies' categories at the MAV Digital 2022 Awards for Excellence, which will be hosted in the second half of the year. Funded by a \$400,000 Federal Government grant and in partnership with Victoria University, the project included the installation of digital kiosks, expanded free public Wi-Fi, energy efficient lighting and air monitoring sensors, a Footscray Park Web app listing flora and fauna, and pedestrian, cyclist, and vehicle counting technology to support a reduction in congestion and improve transport.

Achievements

Opening of Billy Button Children's Centre

Paying homage to the native yellow flowers that grew in the area, and the creek that once flowed through Footscray, the brand new state of the art Billy Button Children's Centre officially opened this year. Jointly funded by Council and the State Government, the Centre provides three and four year old kindergarten, long day care and maternal and child health services while supporting a seamless transition from early years to primary school due to its close proximity to Footscray City Primary School. Catering for children's early education between infancy and pre-school (5 years), the Centre has a range of interactive play spaces to support learning, development and creative exploration, including indoor class rooms, and outdoor gardens and play areas. The Centre also forms part of the \$110 million Footscray Learning Precinct, which incorporates Footscray City Primary School, Footscray High School and partners Maribyrnong City Council and Victoria University, with funding support from the Victorian Government.

Brand new Footscray Wharf

A \$12.8 million revitalised Footscray Wharf opened to the community, featuring a 230 metre timber boardwalk (a continuation of the new Henderson House Landing) with lower landings and a pontoon for small vessels and recreational boats. The boardwalk also includes a wide promenade and shared path along the river bank, along with extensive planting, seating and lighting, and a sheltered picnic and barbeque area. The project was jointly funded by Council and State Government as part of the delivery of the West Gate Tunnel Project.

Skinner Reserve Redevelopment

Skinner Reserve in Braybrook received a \$3 million redevelopment, which included the laying of more than 19,500 square metres of new turf across the oval surface to support enhanced ongoing general community use as well as sporting competition and training activities. Further improvements to the Reserve included a new 506 metre two-lane running track around the oval perimeter topped with synthetic turf to provide a non-slip durable surface for year round use. New subsurface drainage and irrigation systems were also installed to support ground maintenance, along with four new lighting towers with energy efficient LED light fittings to improve safety and accessibility, and to support night use of the facility. New coaches' boxes, boundary fencing, AFL goal posts, goal safety netting, spectator seating and an electronic scoreboard were also installed. The project was jointly funded by Council and the Western Bulldogs Football Club, who have taken up a tenancy at the Reserve.

\$1.3 million makeover for Maribyrnong Aquatic Centre

The much-loved Maribyrnong Aquatic Centre, known as MAC, received a new \$1.3 million overhaul, which saw the change rooms fully refurbished as well as a revamp to the main entrance foyer. Completed in October 2021, the changing room refurbishment included new tiling, fixtures, fittings and an innovative new temperature specific air handling system which makes changing after a swim or workout a pleasant and comfortable experience. To create a more welcoming experience the customer service desk, entry foyer and centre access systems were also re-designed to enhance visibility to the pools and gym.

Footscray Park path lighting

To support safe travel through Footscray along the Maribyrnong River Trail, nearly 50 new lights and poles were installed between Farnsworth Avenue and Ballarat Road. The more than one kilometre of new poles and energy efficient LED lights will provide enhanced lighting for night time travel along the River and is in addition to the more than 50 lights installed along the Trail in the previous year.

Outlook

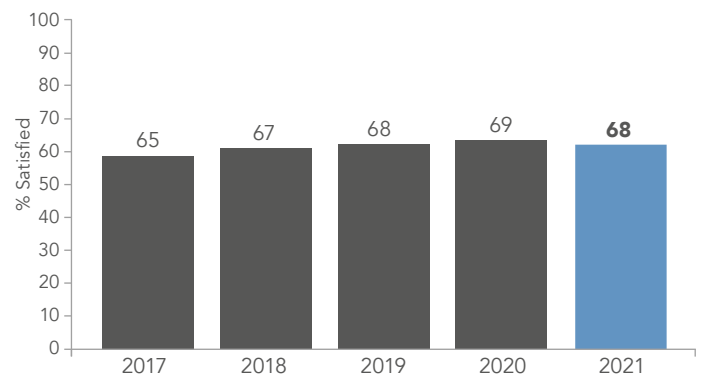
Footscray Civic Precinct and Community Hub

In June 2022, Council endorsed the final designs for its multi-million dollar Civic Precinct and Community Hub striking a balance between maintaining historical aspects and creating modern assets for future users. The designs incorporate many elements the community asked for during three rounds of engagement starting in August 2021, including the creation of a warm and inviting space with a second entrance off Napier Street into the Town Hall building, and the use of environmentally friendly materials and sustainable design elements to support green star accreditation. In line with community feedback, the designs also consider shade and places to sit, with pedestrian and disabled access and a focus on soft surfaces where practicable in the new public park. Refurbishment, demolition and construction is set to commence late 2022.

Heritage in our City

Council plays an important role in identifying, conserving and promoting our City's heritage assets, and protecting them for future generations. We started a conversation with our community in February 2022 as part of a review of the current Heritage Plan adopted 20 years ago. Recognising much has changed in that time, including significant population growth, changes in the economy and the environment, as well as technological advancements, we asked the community to share what heritage means to them and to tell us their heritage priorities for our City to inform a new Plan. To support this conversation, we partnered with a number of local heritage organisations, hosting free heritage-related events, and created an information hub on Council's online engagement platform where the community could learn more about our unique heritage. Over two months engagement we heard there is interest in Council celebrating and protecting our First Nation's heritage, our natural heritage and our built heritage; and a desire for Council to support heritage promotion and protection in our City, including more festivals and events, as well as sharing the authentic stories of our community through art and digital media. We are leveraging this feedback to develop an Issues and Opportunities Paper, which will be shared with the community in early 2023 for further comment.

Figure 37: Representation, lobbying and advocacy



Satisfaction with Council's representation, lobbying and advocacy decreased slightly and remains classified as good.

Source: Maribyrnong annual community survey

Coming together to build a strong and unified community in the battle against COVID-19 was paramount in combating the virus, and local disability advocate Margherita Coppolino rolled her sleeves up and got vaccinated for her friends, family, community and herself.

Photo by **Gianna Rizzo**





05

ETHICAL LEADERSHIP

As part of cultivating strong leadership under the Council Plan, Council has identified several indicators that will best reflect our deep commitment to transparency, responsiveness and customer service.

These targets involve operating in a financially sustainable way, and providing regular opportunities for people in the City of Maribyrnong to participate in Council planning and decision-making through consultative processes, ensuring there is broad participation, including from youth, culturally and linguistically diverse and First Nations Peoples. Council will make decisions that are sound and address economic, health, climate and sustainability outcomes, and ethical and sensible leadership will be demonstrated across the organisation.

52,024

customer service requests

518,396

users visited the website, viewing webpages 2,194,135 times

19,000

Facebook followers

35,647

visits to Your City Your Voice engagement portal, with 11,448 contributions

Table 18: Delivering Council's Priority Action Plan 2021/22

Council will proactively lead our changing City using strategic foresight, innovation, transparent decision-making and well-planned and effective collaboration to support economic growth during the ongoing challenges of the pandemic and beyond.

Action	Goal	Outcome
Strategy: Uphold our obligations to promote and protect Human Rights by demonstrating strong social responsibility across Council's operations ^{HW} Indicator: Implement the Reconciliation Action Plan (RAP). Social procurement reflected in updated procurement policy Adherence to relevant legislation: i.e. Equal Opportunity Employment Policy Progress against workplace gender equality indicators		
Implement the Reconciliation Action Plan (RAP)	Annual progress report to Council	✓
Report to Council on meeting statutory objectives and achievements for the community	Annually report to Council on the range of social policy and practice across Council	✓
Strategy: Enhance breadth and depth of community engagement and encourage active civic participation ^{HW} Indicator: Increased participation and community involvement in decision-making Increased satisfaction demonstrated in the Annual Community Satisfaction Survey in relation to engagement and involvement in decision-making		
Implement the Engagement Policy 2021, including the use of tools and methods to support enhanced engagement with hard to reach communities	Review of Engagement Policy 2021	✓

Table 18: Delivering Council's Priority Action Plan 2021/22

Action	Goal	Outcome
Strategy: Build and model a safer, healthier, diverse and more equitable organisation ^{HW} Indicator: Workforce plan. Reduce number of days lost to physical and psychological injury Participation in Wellbeing Program Increased Staff Engagement score (mean) Towards Gender Equity 2030 Strategy – workplace gender equality indicators		
Develop and implement Gender Equality Action Plan to support implementation of the Gender Equity 2030 Strategy	Workplace gender equality actions and indicators identified and approved	✓
Strategy: Ensure Council sustainability, transparency and accountability Indicator: VAGO LGPRF Financial Sustainability measures Long term financial Strategy		
Budget, Financial Plan, Revenue and Rating Plan, and the Asset Plan adopted in line with statutory obligations	Annual Budget adopted by Council	✓
	Financial Plan adopted by Council	✓
	Asset Plan adopted by Council	✓
	Audit Report	✓
Implement Workforce Plan in line with statutory obligations	Workforce Plan adopted by Council	✓
Review Council's Asset Management Plan and Fleet Policy to ensure actions from Climate Emergency Plan and Strategy are addressed	Review Asset Management Plans and present to Council for consideration	✓
Manage performance and finances in line with income and regulation	Quarterly reporting to Council on performance and financial report and to the Audit and Risk Committee	✓

^{HW} indicates a health and wellbeing strategy

✓ = Completed ↻ = In progress

Of the eight Ethical leadership actions under Council's Priority Action Plan 2021/22, 100 per cent were completed.

Major initiative

Gender Equality Action Plan

In line with the Gender Equality Act 2020, Council adopted its Gender Equality Action Plan 2022-2025 outlining the steps it will take to become safer and more gender equitable. The strategies and actions will build on and complement our existing program of work in the community. The Action Plan was developed using findings from a workplace gender audit and engagement with employees and other stakeholders. Submitting the Action Plan to the Commission for Gender Equality in the Public Sector in March 2022, Council committed to creating measurable and meaningful outcomes for reporting in the coming financial year. A notable first step is the development of a Gender Impact Assessment program.

Achievements

Annual Budget

Each year Council develops an Annual Budget which shapes the way finances are managed on behalf of our community. This year, Council turned community engagement on the Annual Budget on its head, seeking comments and priorities from the community early on, to help inform the contents of the document, as opposed to only seeking comments on a prepared Draft. This revised approach supported the drafting process while providing the community greater opportunity to influence and shape the direction from the beginning. This resulted in more than double the amount of submissions received over the two phases of community engagement compared to the previous year (Annual Budget 2021-22) – with most of the 52 submissions accommodated in some form. The Annual Budget 2022-23, which is in line with both the four-year Budget and the 10-year Financial Plan, was adopted in June 2022 and will see Council spend \$209 million over the next 12 months to support the community now, while also planning for a growing community.

Customer First

Our customers include people who live, work, play, visit or do business in our City and Council wants to ensure their experience is the very best it can be. In October 2021 it adopted its Putting Customers First Strategy, outlining five key areas of focus to deliver customer service excellence and transform and enhance the experience of our residents and ratepayers when interacting with us. The Strategy is underpinned by customer engagement and feedback, and confirms Council will listen and respond to the needs of customers and strive for continuous improvement. The Strategy will be rolled out across the organisation and delivered across a three-year period. The focus for the coming year is on training and implementing the process and strategies for future success.

Outlook

Development and endorsement of the Asset Plan

As required by legislation, a long-term asset plan, covering a 10 year period, was endorsed by Council in June 2022. It is focused on ensuring the approximately 54,000 infrastructure assets in the municipality are managed in a way that ensures they are fit for purpose for the community – now and for future generations – while also providing best value outcomes throughout their lifecycle in terms of cost, taking into account things like population growth, demographic changes, ageing infrastructure and technology advances. The Asset Plan focuses on four asset classes: Open Space, which includes parks and ovals; Drainage, which includes underground drainage pipes; Transport, which includes public roads and footpaths; and Buildings, which includes building assets, ranging from sporting and community facilities through to public toilets. It also acknowledges the Climate Emergency Action Plan 2021-2025 and the need to adapt practices including assessing infrastructure against resilience to climate extremes, low carbon requirements for both maintenance of buildings and new projects, planning for drainage networks and flood management in line with industry standards, and ongoing review of assets to ensure optimal environmental outcomes. It will be further developed and an updated version taken to Council at the end of the coming financial year.

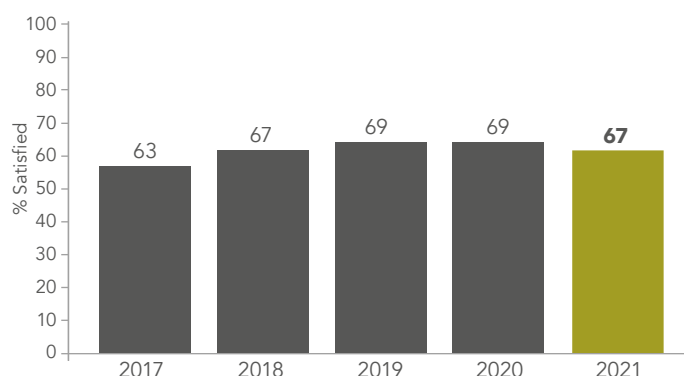
Community Engagement Policy

In August 2021, the principles and commitments in the Community Engagement Policy were re-tested in a follow up round of engagement with the community six months after its adoption in February 2021. Feedback confirmed the community supported the revised approach, which is premised on ensuring all those who want to, are able to participate in Council decision-making and can reasonably expect to influence outcomes. There has been increased participation across all projects during the 2021–22 year with key community engagements attracting thousands of submissions. This includes, but is not limited to: Let's Talk 26 January, a proposal to explore a medicinal cannabis venture, and making the temporary Pop-Up-Park in Ballarat Street, Yarraville, permanent. The improved Annual Budget engagement process also saw the largest number of submissions received in a five year period.

Workforce Plan

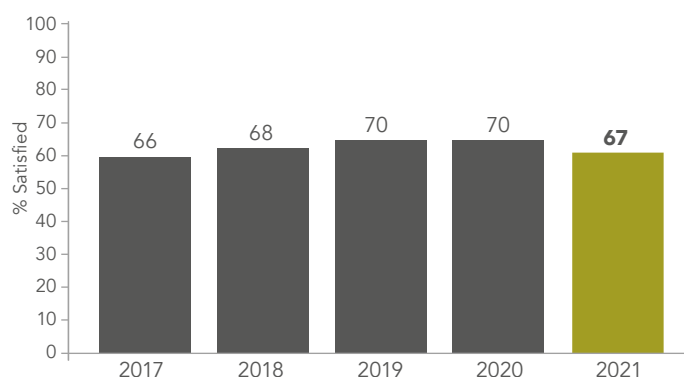
As required under the Local Government Act, the Chief Executive Officer developed the Workforce Plan 2022-26 which considers future needs to deliver Council services, programs and activities. It analyses the current workforce, demographics, identifies challenges, and forecasts future staffing needs, seeking opportunity for improvements that will ultimately help Council better support its community. Taking into consideration the key internal and external challenges Council will face in the coming years, which include competition, costs and shortages, the Plan, at its core, focuses on ensuring the Council Plan is achieved as staff continue to navigate a hybrid working environment and manage increasing deliverables.

Figure 38: Maintaining community trust and confidence



Satisfaction with Council's performance declined slightly and is ranked as good.

Figure 39: Community consultation and engagement



Satisfaction decreased, but is still ranked as good.

Source: Maribyrnong annual community survey

Performance reporting

Table 19: Governance

	2017/18	2018/19	2019/20	2020/21	2021/22
Council decisions made at meetings closed to the public¹ Number of Council resolutions made at ordinary 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 special meetings of Council or at meetings of a special committee consisting only of Councillors	6%	5%	4%	0.6%	0.5%
Satisfaction with community consultation and engagement² Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	66%	68%	70%	70%	67%
Council attendance at Council meetings³ 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	87%	99%	94%	96%	98%
4Satisfaction with Council decisions⁴ Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community	63%	67%	69%	69%	66%
Cost of governance⁵ Direct cost of the governance service/number of Councillors elected at the last Council general election	\$54,443	\$49,123	\$52,184	\$50,644	\$65,939

1. Council's continued commitment to transparent decision making is indicated through a further decrease in the percentage of decisions made in camera.

2. This is a direct result of COVID-19 and lockdowns requiring a heavy reliance on digital tools impacting reach and participation. While down on last year, satisfaction remains above the long-term average of 66% since 2006 and is identical to the average rating for the metropolitan Melbourne councils.

3. With the ongoing ability of Council to run meetings in a hybrid manner, incorporating both face-to-face and virtual attendance, Council attendance at council meetings remained high.

4. This is marginally, but not measurably down, and still remains comfortably above the long-term average since 2014 of 64%.

5. Mayor, Deputy Mayor and councillor allowances increased following the determination made by the Victorian Independent Remuneration Tribunal. A return to a post COVID-19 environment has seen an increase on prior year costs in relation to travel, events, training and professional development. In addition, Council recruited a new Chief Executive Officer in October 2021.

CORPORATE GOVERNANCE

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

Councillor conduct

The Councillor Code of Conduct, adopted on 16 February 2021, seeks to set standards of conduct expected of elected representatives that will foster good working relationships to enable councillors to work constructively in the best interest of the local community. It mandates councillor conduct that will build public confidence in the integrity of local government. The document includes the standards of conduct expected to be observed and the procedures around any failure to abide by these standards.

Conflict of interest

Councillors are elected by the residents to act in the best interests of the community. This is a position of trust that requires them to act in the public interest. When a Council delegates its powers to an officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the particular decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests. During 2021–22, no conflict of interests were declared at Council and Delegated Committee meetings.

Privacy and Data Protection

Maribyrnong City Council only collects personal information that is necessary for carrying out its functions or activities, and where reasonable and practicable, collection will be from individuals directly. However, Council reserves the right to collect personal and health information from third parties where the law or circumstances warrant it. Council takes all necessary steps to ensure that personal information is stored safely and securely. This ensures that personal information held by Council is protected from misuse, loss, and unauthorised modification and/or disclosure. Any personal information provided to Council, which is no longer necessary for Council's purposes, will be disposed of in accordance with the document disposal requirements of the Public Records Act 1973 and the Health Records Act 2001. During 2021–22, there were no privacy or data breaches.

Councillor allowances

Under the Local Government Act 2020, Councillors receive an allowance for performing their duty. The Minister for Local Government sets the upper and lower limits for all allowances paid to mayors and councillors.

On 18 March 2022, the Victorian Independent Remuneration Tribunal set down its determination on the payment of mayoral, deputy mayoral and councillor allowances. The determination took effect from 18 December 2021. As a Category Two council, the councillor base allowance was \$30,024 per annum (from 18 December 2021 until 17 December 2022); \$48,235 per annum for the Deputy Mayor (from 18 December 2021 until 17 December 2022); and \$96,470 per annum for the Mayor (from 18 December 2021 until 17 December 2022).

Table 20: Summary of the allowances and superannuation
1 July 2021 to 30 June 2022

Councillor	Allowance and superannuation (inclusive)
Cr Sarah Carter	\$40,860.20
Cr Michael Clarke (Mayor: 1 July 2021 – 8 November 2021)	\$46,312.99
Cr Simon Crawford	\$29,584.34
Cr Jorge Jorquera	\$29,584.34
Cr Cuc Lam	\$29,584.34
Cr Bernadette Thomas	\$29,584.34
Cr Anthony Tran (Mayor: 9 November 2021 – 30 June 2022)	\$77,020.18

Councillor expenses

The Local Government Act allows councillors to seek reimbursement of expenses incurred in the performance of their duties. The Councillor Support, Expenses and Reimbursement 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 21: Councillor Expenses
1 July 2021 to 30 June 2022

Councillor	Travel and car mileage	Memberships	Child care	Information and communications	Conferences, training and events	Total
Cr Anthony Tran	\$2,469.39	–	–	\$1,536.71	\$11,246.00	\$15,252.10
Cr Bernadette Thomas	–	–	–	\$2,239.85	\$14,071.66	\$16,311.51
Cr Jorge Jorquera	–	–	–	\$319.54	\$5,015.45	\$5,334.99
Cr Michael Clarke	\$1,304.12	–	–	\$1,535.47	\$13,663.45	\$16,503.04
Cr Sarah Carter	\$1,335.28	–	–	\$2,765.50	\$6,506.92	\$10,607.70
Cr Simon Crawford	\$923.14	–	–	\$1,422.27	\$4,385.65	\$6,731.06
Cr Cuc Lam	\$2,120.52	–	–	\$1,412.60	\$10,125.47	\$13,658.59

Meetings and committees

Council meetings

Council Meetings are generally held on the third Tuesday of each month. Members of the community are welcome to attend and submit a question to Council.

Chair of Council meetings

- Cr Michael Clarke (from 1 July 2021 to 8 November 2021)
- Cr Anthony Tran (from 9 November 2021 to 30 June 2022)

Table 22: Councillor Attendance

1 July 2021 to 30 June 2022

Councillor	Council meeting 13 in total held during the period
Cr Michael Clarke (Mayor)	13
Cr Sarah Carter	13
Cr Simon Crawford	13
Cr Jorge Jorquera	12
Cr Cuc Lam	12
Cr Bernadette Thomas	13
Cr Anthony Tran (Mayor)	13

While Council delegates the majority of operational decisions to staff, Councillors adopted a number of significant policies, strategies and plans during 2021–2022, including the:

- Asset Plan
- Advocacy Framework
- Audit and Risk Committee Charter
- C164 Maribyrnong Development Contributions Plan
- Chief Executive Officer Employment and Remuneration Policy
- Climate Emergency Action Plan
- Complaints Policy
- Domestic Animal Management Plan
- Financial Plan
- Investment Policy
- Maribyrnong People and Participation Strategy
- Procurement Policy
- Putting Customers First Strategy
- Reducing Harm from Gambling Policy
- Single Use Plastics Policy
- A Smart City for Smart Communities – Smart City Strategic Framework 2021

City Development Special Committee

The City Development Delegated Committee has delegated authority to make decisions on behalf of Council. It meets generally on the fourth Tuesday of each month.

Chair of City Development Special Committee:

- Cr Sarah Carter (1 July 2021 to 8 November 2021)
- Cr Cuc Lam (9 November 2021 to 30 June 2022)

Enterprise Maribyrnong Special Committee

The Enterprise Maribyrnong Special Committee was established in May 2015 to promote and guide economic development within the City. The committee helps Council position Maribyrnong as a leader in urban economic transition and renewal, and create vibrant and successful urban places with excellent business opportunities and meaningful employment. The Committee oversees the delivery of the Business Improvement District grant program.

It comprises 11 members including an independent Chair, the Mayor, two additional councillors and representatives from key business sectors, including education, retail and creative industries.

Chair of Enterprise Maribyrnong Special Committee:

- Celestine Hade (1 July 2021 to 30 June 2022)

Planning forums

Planning forums are held as required throughout the year. These forums enable 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 for councillors to report back to the community and Council at Council Meetings each month via a delegate's report, as part of Council's commitment to govern responsibly and transparently.

M9

Following a review of the Inner Melbourne Action Plan (IMAP) in March 2020, it was determined the group be dissolved and a new expanded group of the nine inner Melbourne Councils (M9) be established to replace it.

The motivation for this change was to grow the alliance (acknowledging the changing profile of inner Melbourne), improve efficiencies, leverage a united identity, and allow for opportunities for elected representatives to represent one in five Victorians, and more than a third of Victoria's Gross State Product.

In mid-2021 the City of Maribyrnong resolved to become part of M9, joining the local governments of Darebin, Hobsons Bay, Moonee Valley, Moreland, Melbourne, Stonnington, Port Philip and Yarra.

The M9 objectives are to:

- Undertake strategic, evidence-based, targeted and effective advocacy campaigns
- engage strategically with key decision-makers to advocate on priority areas and build genuine partnership with government representatives
- Enable best practice to be shared across Greater Melbourne councils
- Undertake joint partnerships and collective action, particularly where there are market failures and/or policy gaps

LeadWest

Council is actively part of LeadWest, an advisory committee to the five key municipalities in Melbourne's inner west – the Cities of Brimbank, Hobsons Bay, Maribyrnong, Melton and Wyndham who have a combined population of over 863,000 people and more than 65,000 local businesses.

The primary role of the committee is to provide an opportunity for the development of a consolidated view between the five local governments on the most effective means to secure sustainable economic development and maximise community benefits in Melbourne's west through a range of avenues, including advocacy, a focus on business precincts and local jobs programs to support the locals and the economy.

Governance and management

Council is committed to meeting high standards of corporate governance, with a strong leadership group ensuring it acts with accountability, integrity and openness. For Council's Governance and Management Checklist, see page 119.

Council administration is led by the Chief Executive Officer who is employed by Council to ensure its decisions are carried out. The organisation has a total head count of 749 permanent, temporary and casual staff who provide services to the public and professional advice to the Council.

The Executive Leadership Team, consisting of divisional heads, meets weekly to discuss:

- topics to be reported to Council
- implementation of Council decisions
- decisions regarding any issues that have an organisation wide impact
- any emerging or major issues

Chief Executive Officer

Celia Haddock

Celia joined Council as Director Corporate Services in 2013 following an appointment with Manningham City Council as Director Community Services. She was appointed to the role of Chief Executive Officer for Maribyrnong in October 2021 after acting in the role from July 2021. Her appointment followed a robust and competitive recruitment process. From her extensive background in the local government, public health and education sectors, Celia brings a wealth of expertise in strategic business development and financial governance, best practice service delivery, corporate performance and planning, organisational reporting, social policy development, community advocacy and community engagement. Her qualifications include a Master of Arts (Social Policy), a Bachelor of Education, a Diploma of Teaching and she is a graduate of the Australian Institute of Company Directors. Celia has Chief Executive Officer and board member experience with both government and non-government organisations, and has been a member of the WOMEDA (West of Melbourne Economic Development Alliance) Board since December 2021. In 2017, Celia was named as one of the top 50 women in the Victorian public sector.

The Chief Executive Officer has overall responsibility for the implementation of the Council Plan and providing timely advice to the Council on the performance of the organisation.



Director Corporate Services

Lisa King

Lisa is an experienced local government professional who has worked in various management roles including, governance, property management, strategic procurement, risk management, leisure, aquatics, libraries, community infrastructure project delivery and open space planning. She started at Maribyrnong City Council in April 2004 as the Leisure and Open Space Manager and prior to being appointed as the Director of Corporate Services in December 2021, held the position of Manager Governance and Commercial Services. Lisa has a Masters of Public Policy and Management, a Postgraduate Diploma in Public Policy, a Masters of Education and a Bachelor of Arts (Recreation). She has also achieved certification as a Probity Service Provider and completed the Australia Institute of Company Directors Course.

The Corporate Services directorate is responsible for governance, council planning and performance reporting, communications and engagement, human resource management, customer service, information technology, property management, risk management, procurement, and the management of Council's finances in a responsible and sustainable manner.

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 of 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.

*Clem Gillings resigned effective from January 2022.

Lucas Gosling

Lucas joined Maribyrnong City Council in April 2022, bringing experience and expertise in both community services and local government. He had previously been at Yarra City Council where he held a number of roles including Director Community Wellbeing and Director City Works and Assets. Prior to Yarra City Council, Lucas was at Monash City Council, primarily managing family youth and children's services. He has worked extensively in complex, politically sensitive and multi-stakeholder environments engaging across councils, not-for profit organisations, residents, community groups, businesses, schools and government agencies to deliver effective community outcomes. Lucas has a strong background in organisational development and working with teams to drive innovation and customer excellence. He has a Masters of Social Science (Policy and Management) from RMIT and a Bachelor of Arts (psychology) from Queensland University.

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



Director Planning and Environment

Laura-Jo Mellan

Laura-Jo joined Maribyrnong in February 2022 from Melton City Council where she was Executive Manager Corporate Strategy and Investment responsible for Corporate Planning and Performance, Melton's property and projects portfolio and leading that council's input into key State capital projects to support their timely, planned and efficient delivery. Laura-Jo has held roles in the public and private sectors across corporate planning, urban planning, urban design, environmental planning, health care and education planning, urban regeneration, economic development and advocacy. She holds a Bachelor of Arts with Honours in Environmental Planning (BAHons) and Master of Science (M.Sc.) focused in Urban Design.

Planning and environment services plays a key role in the sustainable growth and development of the City. The directorate is responsible for advocacy, active transport, urban planning, city design, economic development, events and activation, sustainability and climate change, and regulatory services which includes building services, environment health, local law and compliance.

Director Infrastructure Services

Steve Hamilton*

Steve commenced with Maribyrnong in August 2018, returning to the local government sector with a focus on advocating for and delivering positive infrastructure outcomes for communities. Steve has over 25 years' experience across the public and private sectors, including Acting Chief Executive Officer and Director of City Futures and Assets with Darebin City Council for nearly four years, General Manager with VicTrack, and senior executive roles as Chief Executive Officer, Chief Operating Officer and Managing Director with a number of local and international engineering based consultancies and private companies. He holds a Bachelors Degree of Applied Science (Applied Geology) from RMIT, Masters in Engineering from the University of Melbourne, and Diploma of Company Directors from the Australian Institute of Company Directors and is a Member of the Australian Institute of Company Directors (MAICD).

*Steve Hamilton resigned effective from August 2021.

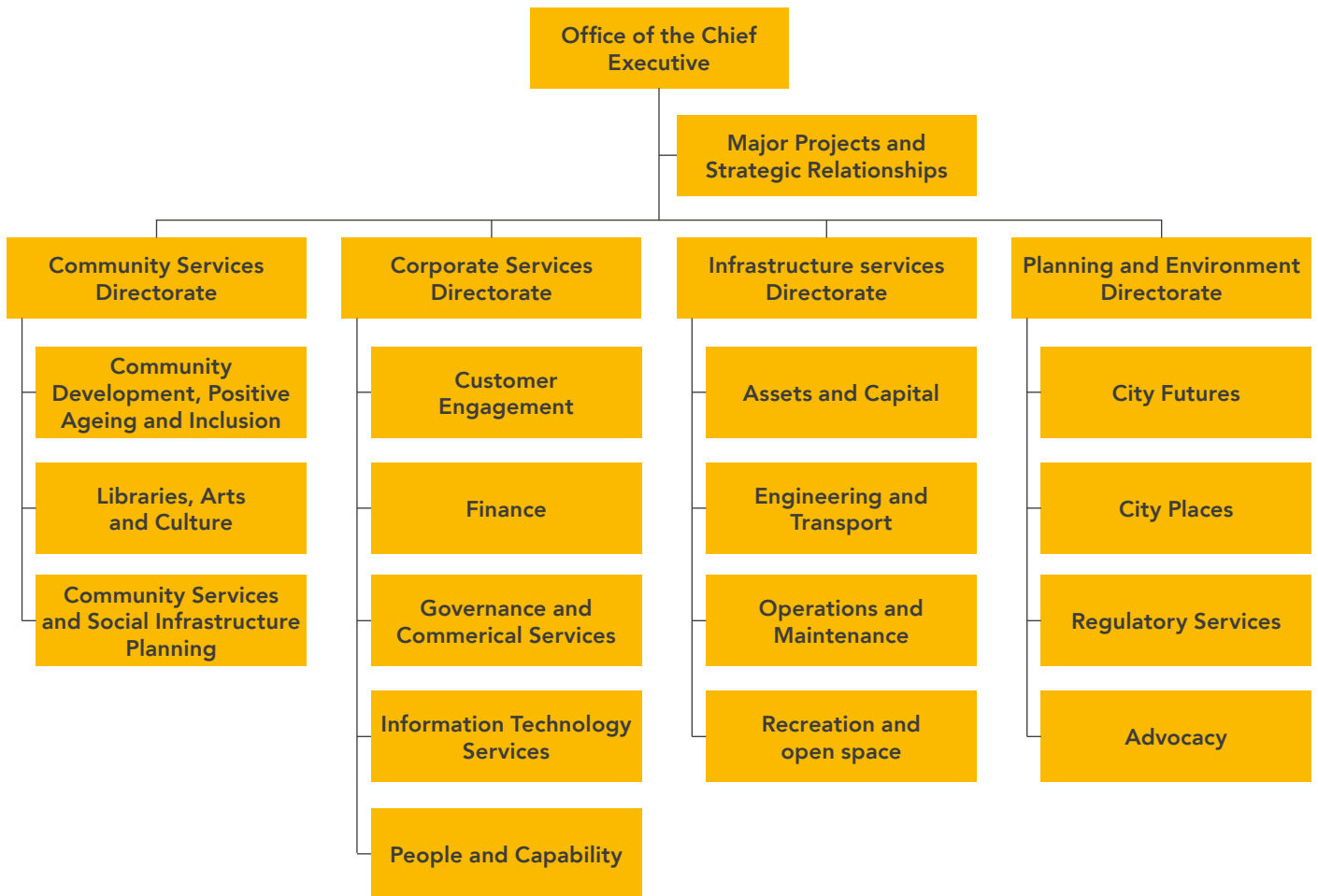
Patrick Jess

Patrick commenced with Maribyrnong in 2017 as the Manager Leisure, Health and Wellbeing. In January 2022, he was appointed to the role of Director Infrastructure Services. Prior to joining Council, Patrick was at Kardinia Park Stadium Trust as General Manager Commercial and Marketing, and played a key role in the Stadium redevelopment. Prior to that, he gained a range of experience within the Local Government sector at Mildura, Port Phillip, and Bendigo councils. Patrick is experienced in leading strategy, policy, planning, and infrastructure management for diverse and growing communities and has a Bachelor of Arts in Recreation Management, and a Bachelor of Business in Tourism Management.

Infrastructure Services aims to provide a safe, quality environment and experience for our community to live, work and play in. It is responsible for the services of Recreation and Open Space, Assets and Capital, Engineering and Transport, and Operations and Maintenance.



Figure 40: Organisational structure



Realignment

Following the appointment of Celia Haddock to Chief Executive Officer, a realignment of Council services returned the service delivery structure from three directorates to four in October 2021. A redistribution of departments and services to the new Planning and Environment directorate (as above) meant the number of departments and services remained the same.

Audits and risk management

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

Audit and Risk Committee

The role of the Audit and Risk Committee is to oversee Council's internal control procedures and risk management processes. The Audit and Risk Committee Charter ensures 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 three independent members (including the Chair), two councillors, and the Mayor as a substitute for the appointed councillors. The Chief Executive Officer and senior staff and at least one representative from Council's internal auditors attend each ordinary meeting.

Table 23A: Audit and Risk Committee attendance
From July 2021 to November 2021

Members	Eligible To Attend	Attended
Cr Michael Clarke (Mayor, ex-officio)	2	2
Cr Jorge Jorquera	2	2
Cr Anthony Tran	2	1
Mark Anderson, Independent Member Chairperson	2	2
Chris Eddy, Independent Member from December 2019	2	2
Marilyn Kearney, Independent Member from December 2019	2	2

Table 23B: Audit and Risk Committee attendance
From December 2021 to June 2022

Members	Eligible To Attend	Attended
Cr Michael Clarke (Mayor, ex-officio)	4	4
Cr Jorge Jorquera	4	4
Cr Anthony Tran	4	4
Mark Anderson, Independent Member Chairperson	4	4
Chris Eddy, Independent Member from December 2019	4	4
Marilyn Kearney, Independent Member from December 2019	4	4

During 2021–22, the Audit and Risk Committee met six times to discuss audit reports, Council reports and other issues, such as:

Regular and Special Reports

- Actions Arising from Previous Audit's
- Annual Internal and External Performance Review
- Annual Performance Report for the Year Ending 30 June 2021
- Asset Management Processes and Procedures Report
- Audit and Risk Committee Meeting Proposed Changes
- Consideration of the Proposed 2022–2023 Annual Budget and Revenue and Rating Plan
- Council's Road Management Compliance Plan
- Councillor Expenses Report
- Excess Annual Leave Report
- Findings from the Integrity Agencies Report
- Financial Statement and Performance Statement Report
- Implementation of ITS and the Cyber Security Strategy
- Interim VAGO Management Letter
- Internal Audit Plan and Scope Report
- Occupational Health and Safety Statistics Report
- Quarterly Performance and Financial Report

- Rate Debtors Update
- Renewal of Insurance 2020–2021
- Review of Audit and Risk Committee Charter
- Risk Management Report
- Risk Management Status Report
- Status Report – Contamination of Maribyrnong Land and Buildings
- Sundry Debtors Update
- Audit and Risk Charter
- VAGO Auditor-General's Annual Plan 2021–22
- Footscray Park Playspace

Internal audits

Internal audit services are performed under contract by NTT. These audits scrutinise the processes and controls applied by Council to its administrative and accounting functions. Reports were submitted to the Audit and Risk Committee on the following internal audits:

- Internal Audit Program Status Report
- Internal Audit Report – Building Emergency Management Report
- Internal Audit Report – Community Grants Management
- Internal Audit Report – Investment Policy
- Internal Audit Report – Fraud Management
- Internal Audit Report – Insurance
- Internal Audit Report – Project Management
- Internal Audit Report – Footscray Park Playspace Review
- Reports on Findings from Integrity Agencies
- Strategic Internal Audit Plan 2022–2025

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

External auditors

Council's External Auditors, who are appointed by the Victorian Auditor General's Office (VAGO), attended Audit and Risk Committee meetings to discuss the 2020-2021 Annual Financial/Performance Statements, External Audit Strategy and the Interim Management Letter for 2020–2021.

Emerging issues discussed

- Emerging Industry issues
- External Agencies Report
- Government Grants
- the continued impact of the global COVID-19 pandemic on businesses and the way they operate
- FOGO bin roll-out
- planning reforms and changes
- Federal Election
- State Minister movements
- \$10 million loan for the redevelopment of the Civic Precinct and Community Hub
- Gender Equality Action Plan (GEAP), Action Quality Plan and Workforce Plan
- Social Housing – non rateability
- updates on police investigation into an incident at Footscray Cemetery

Risk management

Council recognises the Risk Management Framework is an integral part of the governance, planning and management of its day-to-day business. The Framework provides a structured and consistent approach to managing risk so that Council can achieve its strategic objectives and compliance with the risk standard AS/NZS ISO 31000:2018.

The Business Continuity Plan (BCP) provides Council with an effective planning and operational guide that ensures it is able to mobilise resources to deal with incidents that could affect the delivery of critical business functions.

Appropriate insurance cover for all our operations and assets was maintained throughout the reporting period.

Our workforce

At the end of June 2022, the organisation had a head count of 749 staff including casuals and temporary staff, employed in a diverse range of disciplines. This workforce is made up of:

- Total FTE: 454.58
- Permanent FT: 330 FTE
- Permanent PT: 85.75 FTE
- Voluntary Turnover for 2021–22 FY: 12.58% (an increase of 3.68% from the 2020/2021 period)*.

*Voluntary turnover is calculated using the number of employees who resigned in the period. The calculation does not include fixed term contracts ending, dismissals, retirements, and removal of inactive casuals.

Staff age demographics as charted below including/excluding casual staff.

Figure 41: Staff distribution as at 30 June 2022 (including casual staff)

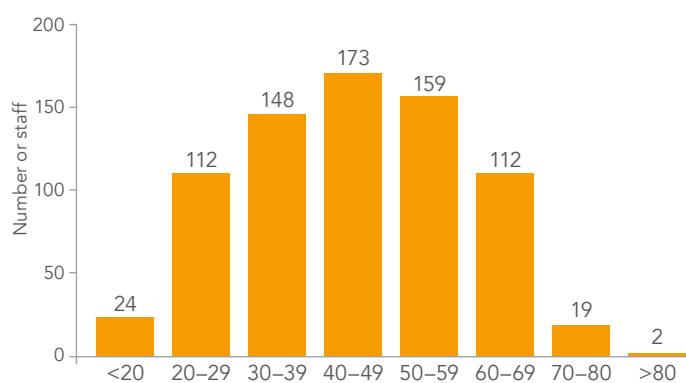


Figure 42: Staff distribution as at 30 June 2022 (excluding casual staff)

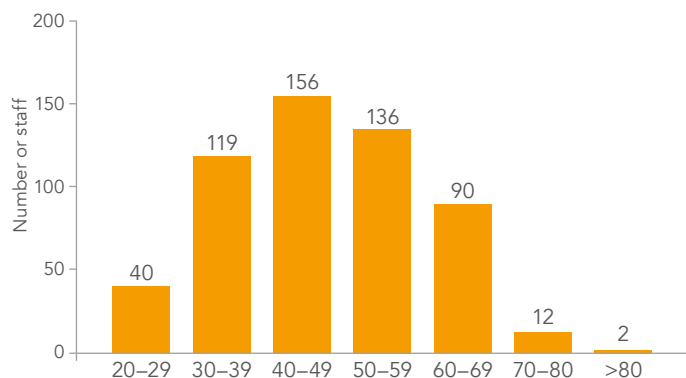


Table 24A: Workforce profile (permanent roles)

Employment Type by Gender	CEO's Office	Community Services	Corporate Services	Infrastructure Services	Planning and Environment Services	Total FTE*
Female	4.00	92.28	46.29	36.03	60.15	238.75
Permanent FT	3.00	46.00	33.00	19.00	39.00	140.00
Permanent PT		36.51	10.06	12.87	12.22	71.67
Temporary FT	1.00	5.00	1.00	2.00	5.00	14.00
Temporary PT		4.77	2.24	2.15	3.92	13.08
Male	1.00	17.96	31.92	106.37	55.99	213.24
Permanent FT	1.00	13.00	31.00	99.00	44.00	188.00
Permanent PT		2.01	0.92	3.37	7.19	13.49
Temporary FT		2.00		4.00	4.00	10.00
Temporary PT		0.95			0.80	1.75
Not specified	1.00	0.60	1.00	0.00		2.60
Permanent FT	1.00		1.00			2.00
Permanent PT		0.60				0.60
Grand total	6.00	110.84	79.21	142.40	116.14	454.59

Table 24B: Workforce profile (casual roles roles)

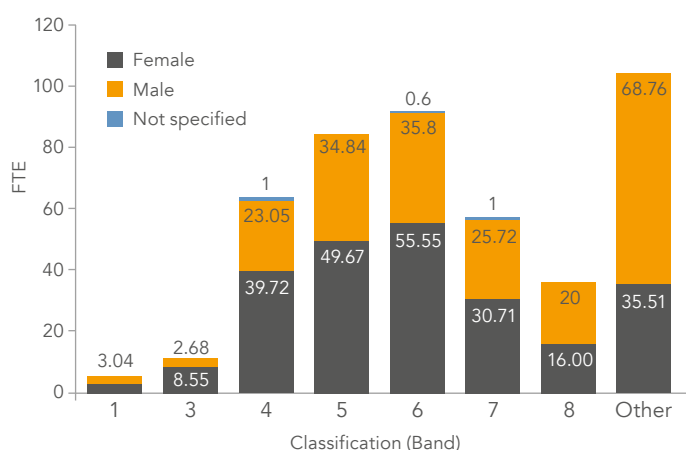
Casual Staff by Gender	CEO's Office	Community Services	Corporate Services	Infrastructure Services	Planning and Environment Services	Total headcount
Female		23		79	13	115
Male		6		60	11	77
Not specified				2		2
Grand total		29		141	24	194

*FTE figure does not include casual staff. Council is undertaking surveys to understand the spread of genders, male, female and other to better represent genders and gender equity across all employment types.

Table 25: Summary of FTE staff by classification and gender

Classification	Female	Male	Not specified	Grand total
Band 1	3.04	2.39		5.43
Band 3	8.55	2.68		11.23
Band 4	39.72	23.05	1.00	63.76
Band 5	49.67	34.84		84.51
Band 6	55.55	35.80	0.60	91.95
Band 7	30.71	25.72	1.00	57.43
Band 8	16.00	20.00		36.00
Other	35.51	68.76		104.27
Grand total	238.75	213.24	2.60	454.59*

*FTE figure does not include casual staff.

Figure 42: Summary of FTE staff by classification and gender

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 to meet community needs.

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

- Flexible work
- Study leave and study assistance

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

Corporate learning and development

We are committed to investing in our employees through development and learning opportunities, recognising building our internal capacity contributes to improving the performance of the organisation. Staff had the opportunity to build their capability through a series of related and complementary learning activities, with emphasis on individualised development such as special assignments, planned rotations, and coaching.

Initiatives included:

- Online compliance training for all staff.
- Updated child safety module provided to all employees.
- Introduction of the Charter of Human Rights online program.
- Access to Employee Assistance Provider, Converge International.
- Access to LinkedIn Learning through Maribyrnong Libraries.
- Access to Maribyrnong's eLibrary Portal.
- Access to on-the-job individualised assignments.

Equal employment opportunities

Council aims to eliminate discrimination and promote equal opportunity for all staff. New employees undertake equal employment opportunity and bullying and harassment in the workplace training to complete in their first month.

Cross organisational teams have been working together on activities related to a number of diversity and inclusion initiatives. These include capacity building and improving representation at work in relation to the Gender Equality Action Plan, draft LGBTIQA+ Action Plan, and draft Disability Action Plan.

Flexible workplace

The global pandemic forced the majority of office-based staff to work remotely, which provided opportunities to re-imagine future flexible working arrangements. Employees were invited to complete a flexible working survey and provide comments on a draft flexible working guidelines and procedures.

Survey responses told us a large majority of people considered flexible working arrangements to be very important, and there were a number of reasons for this. Some of the more prominent centred on better or more positive work/life balance, increased productivity, and flexibility. Other factors such as sustainability and wellbeing were also identified.

The draft flexible working guidelines and procedure were updated based on feedback and were tabled for approval.

Employee Support

Council offers staff and their families an Employee Assistance Program, a free and confidential counselling service to help with personal or work-related issues which is available 24 hours per day seven days per week. The Employee Assistance Program also offers Manager Assist to help leaders manage difficult work situations. Career Assist helps staff make plans for their career progression and, when critical incidents occur that impact staff, a critical incident response service is also available.

Impact of COVID-19 on employment

Authorised Council work continued throughout the pandemic with staff being supported to perform their roles in a COVIDSafe way. Those staff who could not work in their substantive roles were redeployed to essential Council work. Those who could perform their roles from home continued to do so.

The changing nature of the pandemic environment required Council to continue to adapt its policies and practices. This has seen the introduction of flexible work guidelines and paid leave to enable employees to receive their COVID-19 vaccinations.

Our response to Victorian Gender Equality Act 2020

Under the Victorian Gender Equality Act 2020, local government is now required to take positive action towards achieving workplace gender equality by promoting gender equality in our policies, programs and service. To ensure we continue to meet the requirements under the Act, in 2021–22 we have:

- Completed a Workforce Gender Audit
- Prepared a Gender Equality Action Plan 2022–2025
- Undertaken Gender Impact Assessments

Council also delivered a number of new initiatives and plans including submitting a Workplace Gender Audit to the Public Sector Gender Equality Commissioner, and a four-year Gender Equality Action Plan.

The Gender Equality Action Plan 2022–2025 outlines the steps Council will take to become safer and more gender equitable. The strategies and actions will build on and complement our existing program of work inside the community. The Plan is supported by Council's long-standing commitment to improving gender equity, endorsed in Council's Towards Gender Equity 2030 Strategy which sets our long-term commitment and guides investment and actions to achieve gender equality, prevent family violence and respond to the needs of victims of family violence in Maribyrnong.

Council has established a Gender Impact Assessment (GIA) program to ensure we meet our requirements under the Act to undertake a gender impact assessment when developing or reviewing any policy, program or service which has a direct and significant impact on the public.

A GIA is a way to reflect and critically think about how policies, programs and services will meet the different needs of women, men and gender-diverse people, create better and fairer outcomes and ensure all people have equal access to opportunities and resources.

Council will report to our community annually on our progress and bi-annually to the Commissioner for Gender Equality in the Public Sector.

Health safety and wellbeing

Council continues to apply proactive and preventative safety programs to improve safety culture and maintain a working environment that is safe and without risks to health throughout the organisation. As COVID-19 restrictions eased, a combination of onsite and online initiatives to promote health and wellness to staff were delivered. This included online health, safety and wellbeing initiatives targeting staff with access to phones and computer based training. Staff were able to utilise the following resources according to their own timetables:

- **Smiling Mind App** – Access to the mindfulness app developed by psychologists and educators to improve wellbeing.
- **Jump Into Life Newsletter** – Monthly newsletter including health information and resources.
- **Converge International Flourish Magazine** – An educational resources provided by our Employee Assistance Provider.
- **Mind and Body Wellness Hub** – A Health@Work developed online portal which is accessed online. The Wellness Hub includes monthly webinars, healthy recipes, a newsletter, live online classes (stretching, exercise, nutrition etc.), and recordings of past classes/webinars'.

Council also:

- Hosted monthly Health and Safety activities in a COVIDSafe way, including the online delivery of a four part tailored mindfulness workshop, virtual refresher training for health and safety representatives and online WorkSafe Seminars.
- Provided access for employees to early intervention treatment services.
- Continued to develop, review and facilitate the application of the COVID-19 policies, procedures and planning documents to ensure compliance with the Chief Health Officer Directions and Health and Safety legislation.
- Introduced a COVID-19 Vaccination Policy to support staff to access obtain their COVID-19 vaccinations and comply with health orders.
- Updated existing health and safety policies and procedures.
- Provided 104 staff members with audiometric testing.
- Provided first aid training for designated first aid officers across Council.
- Updated emergency management plans, provided emergency management training to Council's emergency control organisation members and conducted emergency evacuation drills.

- Facilitated the delivery of negotiation and crisis intervention training for Customer Service staff as part of Councils reopening of on-site services to the community.
- Continued development and review of safe work procedures across council.
- Provided advice on COVIDSafe policies, procedures and planning documents across Council and supported community groups with their COVIDSafe planning.
- Provided support to site safety committees across Council
- Continued to support Council departments comply with COVIDSafe directions with the ongoing review of COVIDSafe plans and risk assessments.
- Welcomed a new health and safety representatives at the Phoenix Youth Centre.

Through these practical measures, Council continued to focus on making sure employees were safe performing their work and supported. Ensuring the health and wellbeing of all employees is fundamental to a high-performing organisation and Council prides itself on looking after employee welfare.

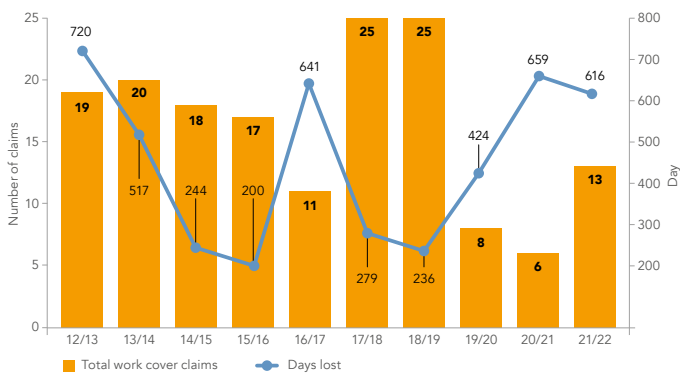
Additionally, in collaboration with Council's Communications, Environmental Health and Waste Management teams, Council delivered a community wide awareness program to highlight the risks associated with the incorrect disposal of aerosol cans and lithium batteries by promoting safe and sustainable disposal across the municipality.

Reducing workplace injury

Council promotes early access to medical treatment through the Early Interventions Program where workers can be referred to preferred providers (Physio Plus and Sonic Health), or nominate their own treating doctor. Early access to medical treatment reduces chronic disability, decreases periods of incapacity and allows workers to feel supported by the organisation.

In the 2021–22 financial year, Council had 13 new Worker's Compensation claims which is an increase from six received the previous year. In 2021–22 there were 616 lost days due to work related injuries which was a decrease from the 2020–21 figures, which reported 659 days of lost time. This demonstrates better return-to-work outcome/timeframes, which strongly correlates to reduced claims costs. Eight workers lost time due to work-related injuries in 2021–22.

Figure 43: WorkCover Claims and Days Lost



Human Rights, Social Justice and Gender Equality

Reducing Harm from Gambling

Council's Reducing Harm from Gambling Policy 2022–2030 seeks to address the impacts from gambling in all forms, with a focus on Electronic Gaming Machines (EGMs), which is where Council has the most ability to influence outcomes. The policy has three key objectives:

- ensure all new EGM applications in the City undergo a social and economic impact assessment
- advocate for measures that will lead to a reduction in gambling harm in the City
- encourage alternatives to gambling

These objectives are mirrored in the Policy principles and supported by a series of actions, such as a commitment to continue advocacy to the State Government for gambling reforms including the introduction of a \$1 maximum bet, a system that supports players voluntarily limiting time and money spent, and reduced operating hours.

The Policy also seeks to continue limiting opportunities for gambling on Council-owned premises by:

- not entering into future leases with any new gambling operator seeking a facility on Council-owned land (noting there is currently one active lease on Council-owned land)
- working with venue operators to restrict the inclusion of additional EGMs on Council-owned land
- banning gambling promotional material in Council-owned facilities or Council websites

Towards Gender Equity 2030

Towards Gender Equity 2030 sets our long-term commitment and guides investment and action to achieve gender equality, prevent family violence and respond to the needs of victims of family violence in Maribyrnong. Highlights in 2021–22 included the:

- Funding of a Family Wellbeing Worker to support community impacted by COVID-19 to be connected to family violence support services.
- Provision of gender equity and respectful relationships capacity building sessions with local families and practitioners.
- Delivery of six 'Baby Makes Three' programs.
- Delivery of three business-networking events for women in business.
- Funding of three community organisations, via community grants, to deliver projects to improve gender equity, prevention violence against women and family violence.
- Endorsement of three councillors as City of Maribyrnong Gender Equity Ambassadors.
- Partnership with the Western Bulldogs Community Foundation to support Daughters of the West and Sons of the West programs in Maribyrnong and West Footscray, and African communities in Braybrook.
- Preparation of a gender equality budget statement as part of Council's annual budget process.

Homelessness Protocol

The Maribyrnong Homelessness Protocol is based on the principles of social justice, harm minimisation and prevention, and provides a framework for Council to respond to residents experiencing or at risk of homelessness in the City. The framework also encourages the implementation of prevention strategies. The Protocol reflects Council's commitment to preventing homelessness and improving social justice and health and wellbeing outcomes for our community. Its objectives are to:

- Improve service coordination between Council and the Assertive Outreach Network for the provision of homelessness services and support.
- Highlight the level and complexity of homelessness in the municipality by monitoring the extent and type of homelessness in Maribyrnong and the western region.
- Advocate for increased investment in homelessness services and social housing in the City of Maribyrnong and the western region.
- Provide people experiencing or at risk of experiencing homelessness the ability to request information from Council about where to go for assistance.

Disability Action Plan

Over the past year, in accordance with the Disability Act 2006, Council:

- Developed a Memorandum of Understanding (MOU) between Maribyrnong City Council and Western Futures Program, Victoria University Polytechnic for the delivery of a Work Experience program
- Commenced planning for the reestablishment of the Disability Advisory Committee
- Continued working on updating the Disability Action Plan and planned engagement with people with disability, the community and staff to finalise the revised draft for endorsement in 2023.
- Provided opportunities for people with disability to be involved in recreational activities

Recognising carers

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

- Completed service assessments which place carers and the people being cared for at the centre of the decision making process
- Utilised the expertise and knowledge these carers have in supporting the person being supported

Council has taken steps to ensure staff deliver services in line with the principles and obligations of the Act, and through service planning with clients and carers.

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 how they treat stakeholders, community and colleagues. Additionally, staff have an annual performance review to ensure any issues and concerns are addressed, while best practice policies help inform correct procedures.

Protected disclosures

On 1 January 2020, the Protected Disclosure Act 2012 became known as the Public Interest Disclosure Act 2012 (Act). This Act aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and providing protection for people who make disclosures. Procedures on how to make a disclosure were updated in accordance with the new Act and are publicly available on Council's website.

During 2021–22 no disclosures were notified to Council officers appointed to receive disclosures.

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, which is \$29.60 from 1 July 2021.

FOI requests must be addressed to:

FOI Officer
Maribyrnong City Council
PO Box 58, Footscray Vic 3011

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

During 2021–22, Council completed 27 FOI requests. Further information can be found at foi.vic.gov.au.

Documents available for public inspection

Council's Public Transparency Policy, established under the Local Government Act 2020, formalises Council's support for transparency in its decision-making processes and public awareness of the availability of Council Information.

In accordance with the Policy, Council will endeavor to make available all Council information that is publicly available on its website and ensure all such information is regularly reviewed and updated, and is understandable and accessible.

Council facilitates awareness of access to Council information through its website and through community engagement opportunities.

Under the Act there are specific provisions for certain information to be made publicly available, namely:

- Register of Delegations made by Council
- Council and Delegated Committee Meeting Agendas and Minutes (unless designated as confidential under the Act or Governance Rules)
- Local Laws and any documents incorporated
- Council Plan
- Strategic Resource Plan
- Budget
- Annual Report
- Councillor Code of Conduct
- Procurement Policy
- Summary of Personal Interests
- Reappointment of CEO without advertisement
- Differential Rates
- Summary of Election Campaign Donation Returns
- Submissions received under section 223 of the Local Government Act 1989 until it is repealed.

Under various other Acts administered by Council, the following information will also be made publicly available:

- Register of Planning Permits
- Register of Building Permits, Occupancy Permits and Temporary Approvals
- Copies of Building Permits, plans and documentation (by application, charges will apply)
- Register of Animal Registrations
- Records of registrations, renewals and transfers in relation to food premises, including details of orders to suspend or revoke registrations of food premises
- Register of Public Roads
- Freedom of Information Part II Statement

INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS

Table 1 – Total DCP levies received in 2021/22 financial year

DCP name and year approved	Levies received in 2021/22 financial year (\$)
Joseph Road Precinct Development Contributions Plan (DCP), 2019	\$0
Total	\$0

Table 2 – DCP land, works, services or facilities accepted as works-in-kind in 2021/22 financial year

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Joseph Road Precinct Development Contributions Plan, 2019	RD05	South Joseph Road Public Realm Works Design and Consultant Fees	Sub-surface electrical works for projects	\$139,885.14
Joseph Road Precinct Development Contributions Plan, 2019	RD09	South Joseph Road Public Realm Works Design and Consultant Fees	Sub-surface electrical works for projects	\$21,000.00
Joseph Road Precinct Development Contributions Plan, 2019	RD05	South Joseph Road Public Realm Works Design and Consultant Fees	HV power conduits including associated trenching	\$128,925.00
Joseph Road Precinct Development Contributions Plan, 2019	RD05	South Joseph Road Public Realm Works Design and Consultant Fees	Allowance for asset recording and quality testing	\$2,500.00
Joseph Road Precinct Development Contributions Plan, 2019	RD05	South Joseph Road Public Realm Works Design and Consultant Fees	Allowance for taping into surrounding mains	\$5,000.00
Joseph Road Precinct Development Contributions Plan, 2019	RD05	South Joseph Road Public Realm Works Design and Consultant Fees	Allowance for trenching in rock assumed 600mm wide	\$4,126.00
Joseph Road Precinct Development Contributions Plan, 2019	RD09	South Joseph Road Public Realm Works Design and Consultant Fees	HV power conduits including associated trenching	\$151,200.00
Joseph Road Precinct Development Contributions Plan, 2019	RD09	South Joseph Road Public Realm Works Design and Consultant Fees	Allowance for asset recording and quality testing	\$2,500.00
Joseph Road Precinct Development Contributions Plan, 2019	RD09	South Joseph Road Public Realm Works Design and Consultant Fees	Allowance for trenching in rock assumed 600mm wide	\$4,838.00
Joseph Road Precinct Development Contributions Plan, 2019	RD09	South Joseph Road Public Realm Works Design and Consultant Fees	HV power conduits including associated trenching	\$40,720.00
Joseph Road Precinct Development Contributions Plan, 2019	RD05/ RD09	South Joseph Road Public Realm Works Design and Consultant Fees	Indexation	\$49,561.90
Joseph Road Precinct Development Contributions Plan, 2019	RD05/ RD09	South Joseph Road Public Realm Works Design and Consultant Fees	Bulk excavation/ deepened excavation	\$11,600.00
Joseph Road Precinct Development Contributions Plan, 2019	RD05/ RD09	South Joseph Road Public Realm Works Design and Consultant Fees	Asset recording and quality testing trenching in rock	\$4,290.00
Total				\$566,146.04






Table 3 – Total DCP contributions received and expended to date
(for DCPs approved after 1 June 2016)









DCP name and year approved	Total levies received (\$)	Total levies expended (\$)	Total works-in-kind accepted (\$)	Total DCP contributions received (levies and works-in-kind) (\$)
Joseph Road Precinct Development Contributions Plan, 2019	\$7,030,028.93	-\$942,505.96	\$566,146.04	\$7,596,174.97
Total	\$7,030,028.93	-\$942,505.96	\$566,146.04	\$7,596,174.97
	FY 2021/22	-\$198,835.96		
	FY2020/21	-\$322,517.00		
	FY2019/20	-\$421,153.00		






Table 4 – Land, works, services or facilities delivered in 2021/22 financial year from DCP levies collected







Project description	Project ID	DCP name and year approved	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contribution (\$)	Total project expenditure (\$)	Percentage of item delivered
RD05 – South Joseph Road Public Realm Works Design and Consultant Fees	RD05	Joseph Road Precinct Development Contributions Plan, 2019	\$63,445.36	\$313,162.09			\$376,607.45	49%
RD09 – South Joseph Road Public Realm Works Design and Consultant Fees	RD09	Joseph Road Precinct Development Contributions Plan, 2019	\$135,390.60	\$252,983.95			\$388,374.55	51%
Total			\$198,835.96	\$566,146.04	Nil	Nil	\$764,982.00	

GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and Management Item	Assessment	Yes
1 Community Engagement Policy (policy under section 55 of the Local Government Act 2020 outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Local Government Act 2020 Date of adoption: 16 February 2021	
2 Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community)	The guideline template established in November 2019 will be updated to reflect the principles and commitments outlined in the adopted Engagement Policy.	
3 Financial Plan (plan under section 91 of the Local Government Act 2020 outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Local Government Act 2020 Date of adoption: 19 October 2021	
4 Asset Plan (plan under section 92 of the Local Government Act 2020 setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	10-Year Asset Plan adopted in accordance with section 92 of the Local Government Act 2020. Date of adoption: 14 June 2022 Dates of adoption: <ul style="list-style-type: none"> • Asset Management Improvement Strategy: 21 July 2015 (due for review) • Building Asset Management Plan: 08 September 2020 (current and adopted) • Open Space Asset Management Plan: 08 September 2020 (current and adopted) • Bridge Asset Management Plan: 08 September 2020 (current and adopted – as Transport AMP) • Road Management Plan 2017: (current following review, with no amendments needed) 	
5 Revenue and Rating Plan (plan under section 93 of the Local Government Act 2020 setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Local Government Act 2020 Date of adoption: 15 June 2021	

Governance and Management Item	Assessment	Yes
6 Annual budget (plan under section 94 of the Local Government Act 2020 setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Local Government Act 2020 Date of adoption: 14 June 2022	
7 Risk policy (policy outlining council's commitment and approach to minimising the risks to council's operations)	Risk Management Policy Date of commencement of current policy: 23 October 2018	
8 Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Fraud and Corruption Control Policy Date of commencement of current policy: 21 April 2020 (due for review)	
9 Municipal Emergency Management Plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Reestablishment of MEMP committee as a result of changes to Legislation in December 2020. Date of preparation: 23 October 2019	
10 Procurement Policy (policy under section 108 of the Local Government Act 2020 outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Prepared and maintained in accordance with section 108 of the Local Government Act 2020 Date of adoption: 19 October 2021	
11 Business Continuity Plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Business Continuity Plan Reviewed and updated: 6 October 2021	
12 Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Disaster Recovery Plan is incorporated into Business Continuity Plan. Reviewed and updated: 8 June 2021	
13 Risk Management Framework (framework outlining council's approach to managing risks to the council's operations)	Risk Management Framework Reviewed and updated: 6 October 2021	

Governance and Management Item	Assessment	Yes
14 Audit and Risk Committee (see sections 53 and 54 of the Local Government Act 2020)	Established in accordance with section 53 of the Local Government Act 2020. Audit committee dates: <ul style="list-style-type: none"> • 24 August 2021 (special) • 14 September 2021 • 14 December 2021 • 22 February 2022 • 12 April 2022 • 28 June 2022 	
15 Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged (Contract T969-18) Date of engagement of current provider: 1 July 2018	
16 Performance Reporting Framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Local Government Act 1989)	The LGPRF framework (section 131 of the Act) largely has not significantly changed over the years, except in 2019/20 whereby a small number of indicators were removed and additional ones added. All Council internal reporting templates reflect these required changes. Date framework adopted: 13 May 2015	
17 Council Plan report (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)	Annual report 2020/21 Performance against the Council Plan Actions are reported quarterly with Council Plan Strategic indicators reported annually in the Annual Report. Date adopted: 19 October 2021	
18 Quarterly Budget Reports (quarterly reports to Council under section 97 of the Local Government Act 2020, comparing actual and budgeted results and an explanation of any material variations)	Date reports presented: <ul style="list-style-type: none"> • 14 September 2021 • 16 November 2021 • 15 February 2022 • 17 May 2022 	

Governance and Management Item	Assessment	Yes
19 Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Date of Risk Reports: <ul style="list-style-type: none"> • 21 October 2021 • 14 April 2022 	
20 Performance reporting (six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)	Reports presented to the Council in accordance with section 98 of the Local Government Act 2020 Date reports presented: <ul style="list-style-type: none"> • 14 September 2021 • 16 November 2021 • 15 February 2022 • 17 May 2022 	
21 Annual Report (annual report under sections 98 and 99 of the Local Government Act 2020 containing a report of operations and audited financial and performance statements)	Annual Report 2020/21 Date adopted: 19 October 2021	
22 Councillor Code of Conduct (Code under section 139 of the Local Government Act 2020 setting out the standards of conduct to be followed by Councillors and other matters)	Adopted in accordance with section 139 of the Local Government Act 2020 Date adopted: 16 February 2021	
23 Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Local Government Act 2020)	Reviewed in accordance with section 11(7) of the Local Government Act 2020 and a register kept in accordance with sections 11(8) and 47(7) of the Local Government Act 2020 <ul style="list-style-type: none"> • S5 reviewed: 19 October 2021 • S6 reviewed: 17 May 2022 • S7 reviewed: 28 April 2022 	
24 Meeting procedures (Governance Rules under section 60 of the Local Government Act 2020 governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Local Government Act 2020 Date adopted: 7 December 2021	

 = Completed



Locals and visitors coming together to enjoy the live entertainment, food and musical offerings at the much-loved Footscray Night Market series, a four week series during summer that explores a handful of local cuisine and cultures.

Photo by Gianna Rizzo



Maribyrnong City Council

PERFORMANCE STATEMENT

for the year ended 30 June 2022

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 93,467 people.

Maribyrnong has a diverse population. According to the 2021 census, 38.1 per cent of population were born overseas and 38.1 per cent speak a language other than English at home. More than 78 languages are spoken in Maribyrnong. The top six countries of birth groups outside of Australia are, Vietnam (9.0%), India (3.4%), United Kingdom (2.7%), New Zealand (1.9%), China (1.9%) and the Philippines (1.5%). The city also continues to attract new cultural groups creating a diverse and vibrant community.

Maribyrnong City Council provides more than 58 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 more than 150 open space reserves that are accessible to the public at all times, covering around 308 hectares of land area, which equates to about 10 per cent of the municipality.

Overview of 2021/2022

During 2021/2022 the COVID-19 pandemic continued to impact on Council's operations. The following significant impacts on financial operations are noted:

- Additional revenue \$3.4 million– Grants received - \$253k from DJPR for local council outdoor eating and entertainment, \$235k from DJPR for Activating Outdoor Dining Spaces, Vaccine Ambassador Program \$40k and COVID-19 Local Roads and Community Infrastructure Program (LRCI) Department of Infrastructure and Transport (DIT) phase 1 \$143k and phase 2 \$2.69 million.
- Revenue reductions \$3.9 million– loss of \$3.37 million in fees from Maribyrnong Aquatic Centre as a result of continued centre closures and suspension of programs, loss of \$289k of hire charges mainly from community centre's (\$61k), loss of festival fees income of \$75k as a result of the cancellation of Council's signature New Year's Eve event, \$16k of waived Early Years administration fees, loss of casual park hire and event permit festival fees for sports ground and pavilions of \$77k and a reduction of income in Street occupation permits of \$57k.
- Revenue foregone \$4.3 million– unfavourable income of \$2.4 million related to the ticket machines, COVID-19 Community and Business relief package \$1 million (includes 50% of rental waived for not for profit arts organisations in 2021/2022 financial year), loss of income from rates interest penalty of \$268k and loss of rates legal costs recovered \$139k, net loss of rental income from Maribyrnong Aquatic Centre mainly related to lane hire and Cafe rental \$45k, forgone food businesses revenue of \$438k which includes outdoor dining permit fees waived, utility and water costs waived for not for profit sporting clubs \$66k, in addition the total rent relief package was \$22k (comprised of \$11k as an immediate rent reduction and \$11k as rent deferral where the businesses are required to pay back these funds in the future).
- Additional costs \$667k – enhanced cleaning for all Council buildings/facilities, safety equipment, store supplies, vehicle, plant cost, vaccination popup traffic management cost \$596k plus \$25k for additional Maribyrnong Neighbourhood House grants of \$5k each recipient, costs of community activation and social isolation \$46k and support for Traders association fees \$10k.

In accordance with its COVID-19 Financial Hardship Policy, Council also entered into arrangements, including rates deferment and interest hold with Ratepayers who experienced financial hardship as a result of COVID-19.

Sustainable Capacity Indicators

for the year ended 30 June 2022

Indicator / Measure	Results				Comment
	2019	2020	2021	2022	
Population					
Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$1,505.87	\$1,495.79	\$1,424.74	\$1,435.93	Council is delivering quality services in accordance with its long term plan. It is expected that service delivery will gradually return to normal in the coming years.
Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$5,854.30	\$6,154.87	\$6,453.78	\$7,165.50	The increase of infrastructure per population is due to Council's continued investment in high quality community infrastructure through its capital works program and revaluation of Road infrastructure assets in 2021/2022.
Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	305.34	306.39	309.93	268.83	Council has received contributed civil infrastructure which increases the length of Council's road network.
Own-source revenue					
Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,392.22	\$1,385.93	\$1,303.53	\$1,396.59	The resumption of services has seen the collection of user fees and charges returning to pre COVID-19 levels.
Recurrent grants					
Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$95.38	\$101.06	\$82.99	\$77.85	The variance compared to last year is due to a reduction in the community care funding. The service provider is now receiving the grants directly from State and Commonwealth Governments for the delivery of homecare, personal care and respite care for older people and people with disability.

Indicator / Measure	Results				Comment
	2019	2020	2021	2022	
DISADVANTAGE					
Relative socio-economic disadvantage <i>[Index of Relative Socio-economic Disadvantage by decile]</i>	7.00	6.00	6.00	6.00	<p>This score is a forecast from the Australian Bureau of Statistics based on the 2016 survey. The current Socio-Economic Indexes for Areas (SEIFA) ranking 6 indicates, that the Maribyrnong City Council (MCC) has a relatively higher socio economic standing than 60% of the other disadvantaged Local Government areas which is a positive trend given the SEIFA decile number for MCC was 3 in the 2016/2017 Financial year.</p> <p>The updated SEIFA data from the Census 2021, will not be released by the ABS, until March 2023.</p>
WORKFORCE TURNOVER					
Percentage of staff turnover <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	23.5%	8.4%	8.9%	16.9%	<p>The variance as compared to last year indicates an increase in job opportunities created and employees seeking career development opportunities.</p>

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 above

"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 (ABS) 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 2022

Service / Indicator / Measure	Results				Comment
	2019	2020	2021	2022	
AQUATIC FACILITIES					
Utilisation					With continuing COVID-19 restrictions, the Centre was only able to reopen to the public in mid-November 2021, under restrictive capped numbers. Many people have been hesitant to return to community facilities particularly older adults and those with compromised health. This has had a severe impact on visitor numbers to the Centre and cost recovery.
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	10.18	7.59	3.29	4.51	
ANIMAL MANAGEMENT					
Health and safety					No court prosecutions have occurred in the last financial year with all enforcement matters being dealt with through the issue of penalty notices.
Animal management prosecutions [Number of successful animal management prosecutions]	New in 2020	100%	0%	0%	
FOOD SAFETY					
Health and safety					All serious non compliances have been acted upon within the timelines and resolved.
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	100.00%	100.00%	99.22%	100.00%	
GOVERNANCE					
Satisfaction					This is marginally, but not measurably down, and still remains comfortably above the long-term average since 2014 of 64%.
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	67	69	69	66	

Service / Indicator / Measure	Results				Comment
	2019	2020	2021	2022	
LIBRARIES					
Participation					Use of library collection has continued to be impacted by the effects of COVID-19 and reduced overall programming. Reduced numbers also reflects the changing use of library services beyond the collection.
Active library borrowers in municipality					
<i>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</i>	16.72%	15.80%	12.95%	11.82%	
MATERNAL AND CHILD HEALTH					
Participation					Participation rates have remained steady. We have been able to have many face to face (F2F) consultations and support families with telehealth where this was not possible. We have had groups both F2F and online to offer extra support where required.
Participation in the MCH service					
<i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	76.99%	76.33%	75.62%	76.01%	
Participation					Slight increase in rate of participation due to a minor increase in the number of Aboriginal children who attended the MCH service at least once in the year.
Participation in the MCH service by Aboriginal children					
<i>[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</i>	87.10%	89.39%	85.53%	87.84%	
ROADS					
Satisfaction					Customer satisfaction has decreased in this financial year. This has been considered and appropriate changes are being made to improve this rating.
Satisfaction with sealed local roads					
<i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	69	71	70	65	
STATUTORY PLANNING					
Decision making					Council's decisions continue to be sound, based on the planning merits of the case. In only 4 of 16 decisions did VCAT set aside Council's decision.
Council planning decisions upheld at VCAT					
<i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number</i>	75.00%	85.29%	87.10%	75.00%	

Service / Indicator / Measure	Results				Comment
	2019	2020	2021	2022	
<i>of VCAT decisions in relation to planning applications] x100</i>					
WASTE COLLECTION					
Waste diversion					
Kerbside collection waste diverted from landfill					Introduction of Universal FOGO which included an additional 12,000 Organics bins rolled out in Sept 2021 which equates to an additional 50% of FOGO bins.
<i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	33.04%	35.30%	29.67%	40.78%	

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 borrower" 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 section 98 of the Act

"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

"Critical non-compliance 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*

"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 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 authorised 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

Financial Performance Indicators

for the year ended 30 June 2022

Dimension / Indicator / Measure	Results			Forecasts			Material Variations	
	2019	2020	2021	2022	2023	2024	2025	2026
EFFICIENCY								
Expenditure level								
Expenses per property assessment [Total expenses / Number of property assessments]	\$3,420.49	\$3,325.62	\$3,147.09	\$2,982.49	\$3,286.53	\$3,215.34	\$3,175.23	\$3,190.03
Revenue level								
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	\$2,282.79	\$2,243.63	\$2,262.82	\$2,338.40	\$2,379.41	\$2,416.81	\$2,452.01

Dimension / Indicator / Measure	Results				Forecasts			Material Variations	
	2019	2020	2021	2022	2023	2024	2025		2026
Loans and borrowings repayments compared to rates									Council is currently debt free however a \$10 million loan from Community Infrastructure Loan Scheme will be used to fund the Civic Precinct Redevelopment Project in 2022/2023. The repayments are schedule to commence from 2023/2024.
<i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>	0.00%	0.00%	0.00%	0.00%	0.00%	0.96%	0.92%	0.88%	
Indebtedness									
Non-current liabilities compared to own source revenue									
[Non-current liabilities / Own source revenue] x100	0.84%	1.42%	1.48%	2.90%	8.68%	7.29%	6.09%	4.98%	With the new waste services contract having started on 01 July 2021 an increase in non-current lease liability has been experienced. Council has forecast a steady reduction in non-current liabilities whilst maintaining own source revenue levels going forward.
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation									The increase on the previous year result is due to the completion of a number of major upgrade projects.
<i>[Asset renewal and asset upgrade expense / Asset depreciation] x100</i>	New in 2020	120.48%	73.17%	95.94%	269.99%	206.30%	126.07%	131.26%	

Dimension / Indicator / Measure	Results			Forecasts			Material Variations	
	2019	2020	2021	2022	2023	2024	2025	2026
OPERATING POSITION								
Adjusted underlying result								
Adjusted underlying surplus (or deficit)								
[Adjusted underlying surplus (deficit)/ revenue] x100	-0.75%	-0.30%	-2.06%	4.52%	2.23%	5.13%	7.01%	7.29%
The resumption of services has seen the collection of user fees and charges returning to pre COVID levels. In addition a reduction in expenditure further increased the underlying surplus which is due to improvement works not completed in Financial Year in 2021/2022 and scheduled to be completed in 2022/2023.								
STABILITY								
Rates concentration								
Rates compared to adjusted underlying revenue								
[Rate revenue / Adjusted underlying revenue] x100	71.84%	74.11%	78.89%	78.06%	76.84%	77.21%	77.60%	77.90%
Council continues to operate in a financially sustainable environment.								
Rates effort								
Rates compared to property values								
[Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.29%	0.34%	0.32%	0.33%	0.31%	0.31%	0.32%	0.32%
This year (2020/21) to year (2021/2022) variance is mainly due to Council not taking up the rate cap increase of 2% in 2020/21, which resulted in lower rates compared to property values in 2020/21.								

Former Measures Note: Councils are no longer required to report to these retired indicators, see below:

Retired Measures Service / Indicator / Measure	Results 2019	Results 2020	Results 2021	Results 2022	Comments
Animal Management					
Health and safety					
<i>Animal management prosecutions</i>	5	Retired in 2020	Retired in 2020	Retired in 2020	This measure was replaced by Animal Management Prosecution (%) for 2020.
[Number of successful animal management prosecutions]					
Efficiency					
Revenue level					
<i>Average residential rate per residential property assessment</i>	\$2,089.14	Retired in 2020	Retired in 2020	Retired in 2020	This measure was replaced by Average rate per property assessment for 2020.
[Residential rate revenue / Number of residential property assessments]					
Obligations					
Asset renewal					
<i>Asset renewal compared to depreciation</i>	72.35%	Retired in 2020	Retired in 2020	Retired in 2020	This measure was replaced by Asset Renewal and upgrade compare to depreciation for 2020.
[Asset renewal expense / Asset depreciation] 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 above

"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 2022

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 2020 and Local Government (Planning and Reporting) Regulations 2020*.

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 budget and subsequent three years. The *Local Government (Planning and Reporting) Regulations 2020* 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 Adopted budget and subsequent three years on 14 June 2022 and which forms part of the council plan. The Adopted budget 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 adopted budget can be obtained on council's website.

Certification of the Performance Statement

Dated: 13 September 2022

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Mark Connor, (MIPA)

Principal Accounting Officer

13 September 2022

Footscray

In our opinion, the accompanying performance statement of Maribyrnong City Council for the year ended 30 June 2022 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

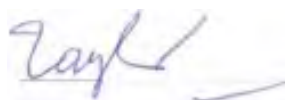
The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that 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 2020* to certify this performance statement in its final form.



Michael Clarke
Councillor
13 September 2022
Footscray



Cuc Lam
Councillor
13 September 2022
Footscray



Celia Haddock
Chief Executive Officer
13 September 2022
Footscray



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Maribyrnong City Council

Opinion	<p>I have audited the accompanying performance statement of Maribyrnong City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2022 • sustainable capacity indicators for the year ended 30 June 2022 • service performance indicators for the year ended 30 June 2022 • financial performance indicators for the year ended 30 June 2022 • other information and • certification of the performance statement. <p>In my opinion, the performance statement of Maribyrnong City Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.</p> <p>As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:</p> <ul style="list-style-type: none"> • identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit 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 council's internal control • evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation. <p>I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.</p>
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MELBOURNE
28 September 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

Maribyrnong City Council

ANNUAL FINANCIAL REPORT

for the year ended 30 June 2022

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



Maribyrnong City Council

Annual Financial Report

for the year ended 30 June 2022

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Maribyrnong City Council

2021/2022 Financial Report

Annual Financial Report

for the year ended 30 June 2022

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Content Overview

These financial statements are General Purpose Financial Statements and cover the consolidated operations for Maribyrnong City Council

All figures presented in these financial statements are presented in Australian Currency.

These financial statements were authorised for issue by the Council on 13 September 2022.
Council has the power to amend and reissue these financial statements.

Maribyrnong City Council

Annual Financial Report

for the year ended 30 June 2022

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Mark Connor
Principal Accounting Officer
13 September 2022
Footscray

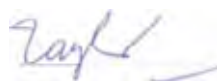
In our opinion, the accompanying financial statements present fairly the financial transactions of Maribyrnong City Council for the year ended 30 June 2022 and the financial position of the Council as at that date.

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 2020* to certify the financial statements in their final form.



Michael Clarke
Councillor
13 September 2022
Footscray



Cuc Lam
Councillor
13 September 2022
Footscray



Celia Haddock
Chief Executive Officer
13 September 2022
Footscray



Independent Auditor's Report

To the Councillors of Maribyrnong City Council

Opinion	<p>I have audited the financial report of Maribyrnong City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2022 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit 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 council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Maribyrnong City Council

2021/2022 Financial Report

Annual Financial Report

for the year ended 30 June 2022

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across Victoria are required to present a set of audited financial statements to their Council and community.

What you will find in the Report

The financial report set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2022.

The format of the financial report is standard across all Victorian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by Local Government Victoria.

About the Certification of the Financial Statements

The financial statements must be certified by senior staff and Councillors as "presenting fairly" the Council's financial results for the year as well as Council's financial position, and are required to be adopted by Council - ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate 5 "primary" financial statements:

1. Comprehensive Income Statement

Summarises Council's financial performance for the year ended 30 June 2022, listing all income and expenses.

Includes other comprehensive income which primarily records changes in the fair values of Council's property, infrastructure, plant and equipment.

2. Balance Sheet

As at 30 June 2022 is a snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

3. Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

4. Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

5. Statement of Capital Works

This statement details all amounts expended by Council on capital works.

About the Notes to the Financial Report

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by external accountants (that generally specialise in local government).

The auditor provides an audit report which gives an opinion on whether the financial statements present fairly the Council's financial performance and position.

Who uses the Financial Report?

The financial report is a publicly available document and is used by (but not limited to) Councillors, residents and ratepayers, employees, suppliers, contractors, customers, Local Government Victoria, state and federal governments, and financiers including banks and other financial institutions.

The financial statements must be presented by Mayor at a Council meeting open to the public in the year of general election, on a day not later than the day before election day or in any other year within 4 months of the end of the financial year.

Maribyrnong City Council

Comprehensive Income Statement

for the year ended 30 June 2022

	Notes	2022 \$ '000	2021 \$ '000
Income			
Rates and charges	3.1	109,726	104,600
Statutory fees and fines	3.2	11,289	11,065
User fees	3.3	7,245	5,849
Grants - operating	3.4	9,149	7,865
Grants - capital	3.4	5,956	4,975
Contributions - monetary	3.5	4,214	15,550
Contributions - non monetary	3.5	10,453	10,684
Other income	3.7	2,275	2,298
Total income		160,307	162,886
Expenses			
Employee costs	4.1	53,285	52,916
Materials and services	4.2	56,913	58,942
Depreciation	4.3	18,625	17,829
Amortisation - Right of use assets	4.4	869	766
Bad and doubtful debts	4.5	2,570	2,671
Finance Costs - Leases	4.6	130	17
Net loss on disposal of property, infrastructure, plant and equipment	3.6	1,332	1,314
Other expenses	4.7	488	870
Total expenses		134,212	135,325
Surplus/(deficit) for the year		26,095	27,561
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	130,123	22,393
Total items which will not be reclassified subsequently to the operating result		130,123	22,393
Total other comprehensive income		130,123	22,393
Total comprehensive result		156,218	49,954

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

Maribyrnong City Council

2021/2022 Financial Report

Balance Sheet

as at 30 June 2022

	Notes	2022 \$ '000	2021 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	37,725	53,158
Trade and other receivables	5.1	15,220	14,899
Other financial assets	5.1	89,000	70,000
Inventories	5.2	7	14
Non-current assets classified as "held for sale"	6.1	2,250	2,250
Other assets	5.2	2,316	2,168
Total current assets		146,518	142,489
Non-current assets			
Trade and other receivables	5.1	270	314
Property, infrastructure, plant and equipment	6.2	1,360,068	1,209,577
Right-of-use assets	5.7	3,666	1,106
Total non-current assets		1,364,004	1,210,997
Total assets		1,510,522	1,353,486
Liabilities			
Current liabilities			
Trade and other payables	5.3	6,913	6,322
Trust funds and deposits	5.3	6,118	6,544
Unearned income/revenue	5.3	9,914	11,190
Provisions	5.4	14,946	15,405
Lease liabilities	5.7	736	305
Total current liabilities		38,627	39,766
Non-current liabilities			
Provisions	5.4	785	1,010
Lease liabilities	5.7	3,006	824
Total non-current liabilities		3,791	1,834
Total liabilities		42,418	41,600
Net assets		1,468,104	1,311,886
Equity			
Accumulated surplus		422,958	400,544
Reserves	9.1	1,045,146	911,342
Total Equity		1,468,104	1,311,886

The above balance sheet should be read in conjunction with the accompanying notes.

Maribyrnong City Council

Statement of Changes in Equity

for the year ended 30 June 2022

	Notes	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
2022					
Balance at beginning of the financial year		1,311,886	400,544	820,132	91,210
Surplus/(deficit) for the year		26,095	26,095	—	—
Other comprehensive income					
- Net asset revaluation increment	6.2	130,123	—	130,123	—
Other comprehensive income		130,123	—	130,123	—
Total comprehensive income		156,218	26,095	130,123	—
Transfers to other reserves	9.1	—	(20,185)	—	20,185
Transfers from other reserves	9.1	—	16,504	—	(16,504)
Balance at end of the financial year		1,468,104	422,958	950,255	94,891
2021					
Balance at beginning of the financial year		1,261,932	389,621	797,739	74,572
Surplus/(deficit) for the year		27,561	27,561	—	—
Other comprehensive income					
- Net asset revaluation increment	6.2	22,393	—	22,393	—
Other comprehensive income		22,393	—	22,393	—
Total comprehensive income		49,954	27,561	22,393	—
Transfers to other reserves	9.1	—	(34,603)	—	34,603
Transfers from other reserves	9.1	—	17,965	—	(17,965)
Balance at end of the financial year		1,311,886	400,544	820,132	91,210

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Maribyrnong City Council

2021/2022 Financial Report

Statement of Cash Flows

for the year ended 30 June 2022

		2022	2021
		Inflows/ (Outflows)	Inflows/ (Outflows)
	Notes	\$ '000	\$ '000
Cash flows from operating activities			
Rates and charges		110,048	103,536
Statutory fees and fines		8,904	9,158
User fees		7,954	6,394
Grants - operating		10,222	8,700
Grants - capital		3,506	11,354
Contributions - monetary		4,239	15,550
Interest received		513	648
Trust funds and deposits taken		12,867	15,790
Other receipts		931	1,559
Net GST refund		7,436	6,584
Employee costs		(53,685)	(52,291)
Materials and services		(60,953)	(67,717)
Short-term, low value and variable lease payments		(240)	(193)
Trust funds and deposits repaid		(13,293)	(12,570)
Other payments		(3,260)	(278)
Net cash provided by/(used in) operating activities	9.2	35,189	46,224
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(31,118)	(21,162)
Proceeds from sale of property, infrastructure, plant and equipment		442	2,368
Payments for investments		(96,000)	(110,000)
Proceeds from sale of investments		77,000	90,000
Net cash provided by/(used in) investing activities		(49,676)	(38,794)
Cash flows from financing activities			
Interest paid - lease liability		(130)	(17)
Repayment of lease liabilities		(816)	(762)
Net cash flow provided by/(used in) financing activities		(946)	(779)
Net Increase (decrease) in cash and cash equivalents		(15,433)	6,651
Cash and cash equivalents at the beginning of the financial year		53,158	46,507
Cash and cash equivalents at the end of the financial year		37,725	53,158
Financing arrangements	5.5	473	350
Restrictions on cash assets	5.1	14,969	16,159

The above statement of cash flows should be read in conjunction with the accompanying notes.

Maribyrnong City Council

2021/2022 Financial Report

Statement of Capital Works

for the year ended 30 June 2022

	2022 \$ '000	2021 \$ '000
Property		
Land	28	–
Total land	28	–
Buildings	8,921	5,971
Total buildings	8,921	5,971
Total property	8,949	5,971
Plant and equipment		
Plant, machinery and equipment	1,178	1,153
Computers and telecommunications	1,828	1,004
Library books	579	460
Total plant and equipment	3,585	2,617
Infrastructure		
Roads	4,557	3,613
Bridges	24	–
Footpaths and cycleways	1,558	1,207
Drainage	978	797
Recreational, leisure and community facilities	2,056	2,422
Waste management	864	381
Parks, open space and streetscapes	6,894	3,994
Off street car parks	87	160
Other infrastructure	1,566	–
Total infrastructure	18,584	12,574
Total capital works expenditure	31,118	21,162
Represented by:		
New asset expenditure	12,778	8,116
Asset renewal expenditure	10,492	10,829
Asset expansion expenditure	471	–
Asset upgrade expenditure	7,377	2,217
Total capital works expenditure	31,118	21,162

The above statement of capital works should be read in conjunction with the accompanying notes.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 1. Overview

Introduction

The Maribyrnong City Council was established by an Order of the Governor in Council on 15 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 (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

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.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

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 6.2).
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2).
- the determination of employee provisions (refer to Note 5.4).
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3).
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7).
- other areas requiring judgements.

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.

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 1. Overview (continued)

(b) Impact of Covid-19

During 2021/2022 the COVID-19 pandemic continued to impact on Council's operations. The following significant impacts on financial operations are noted:

- Additional revenue \$3.4 million – Grants received - \$253k from DJPR for local council outdoor eating and entertainment, \$235k from DJPR for Activating Outdoor Dining Spaces, Vaccine Ambassador Program \$40k and COVID-19 LRCI Program DIT phase 1 \$143k and phase 2 \$2.69 million.
- Revenue reductions \$3.9 million – loss of \$3.37 million in fees from Maribyrnong Aquatic Centre as a result of continued centre closures and suspension of programs, loss of \$289k of hire charges mainly from community centre's (\$61k), loss of festival fees income of \$75k as a result of the cancellation of Council's signature New Year's Eve event, \$16k of waived Early Years administration fees, loss of casual park hire and event permit festival fees for sports ground and pavilions of \$77k and a reduction of income in Street occupation permits of \$57k.
- Revenue foregone \$4.3 million – unfavourable income of \$2.4 million related to the ticket machines, COVID-19 Community and Business relief package \$1 million (includes 50% of rental waived for not for profit arts organisations in 2021/2022 financial year), loss of income from rates interest penalty of \$268k and loss of rates legal costs recovered \$139k, net loss of rental income from Maribyrnong Aquatic Centre mainly related to lane hire and Cafe rental \$45k, forgone food businesses revenue of \$438k which includes outdoor dining permit fees waived, utility and water costs waived for not for profit sporting clubs \$66k, in addition the total rent relief package was \$22k (comprised of \$11k as an immediate rent reduction and \$11k as rent deferral where the businesses are required to pay back these funds in the future).
- Additional costs \$667k – enhanced cleaning for all Council buildings/facilities, safety equipment, store supplies, vehicle, plant cost, vaccination popup traffic management cost \$596k plus \$25k for additional Maribyrnong Neighbourhood House grants of \$5k each recipient, costs of community activation and social isolation \$46k and support for Traders association fees \$10k.

In accordance with its COVID-19 Financial Hardship Policy, Council also entered in to arrangements, including rates deferment and interest hold with Ratepayers who experienced financial hardship as a result of COVID-19.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 2.1. Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10% percent or \$2.5m 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.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

	Budget 2022 \$ '000	Actual 2022 \$ '000	Variance \$ '000	Variance %	Ref
2.1.1 Income and expenditure					
Income					
Rates and charges	109,325	109,726	401	0%	
Statutory fees and fines	14,017	11,289	(2,728)	(19)%	1
User fees	12,276	7,245	(5,031)	(41)%	2
Grants - operating	6,137	9,149	3,012	49%	3
Grants - capital	9,833	5,956	(3,877)	(39)%	4
Contributions - monetary	6,625	4,214	(2,411)	(36)%	5
Contributions - non monetary	—	10,453	10,453	∞	6
Other income	2,218	2,275	57	3%	
Total income	160,431	160,307	(124)	0%	
Expenses					
Employee costs	58,108	53,285	4,823	8%	7
Materials and services	58,760	56,913	1,847	3%	
Depreciation	18,118	18,625	(507)	(3)%	
Amortisation - right of use assets	336	869	(533)	(159)%	8
Bad and doubtful debts	3,000	2,570	430	14%	9
Finance costs - leases	18	130	(112)	(622)%	8
Net loss on disposal of property, infrastructure, plant and equipment	1,420	1,332	88	6%	
Other expenses	482	488	(6)	(1)%	
Total expenses	140,242	134,212	6,030	4%	
Surplus/(deficit) for the year	20,189	26,095	5,906	29%	
Other comprehensive income					
Net asset revaluation increment / (decrement)	—	130,123	(130,123)	∞	
Total comprehensive result	—	156,218	(156,218)	∞	

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 2.1. Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	This is mainly due to reduce number of parking infringements \$2.2 million and 400k as part of the COVID-19 Business and community relief package (50% of food registration fees waived to June 2022, waive of new business planning permit and outdoor dining permit fee waived)
2.	Restrictions and closure of community facilities has resulted in adjustment of income \$2.7 million unfavourable due to closure of MAC swim centre and \$2.4 million loss in ticket machine income is due to delay in activation of ticket machines.
3.	This is mainly due to VGC grant paid in advance \$1.7 million, \$836k WGTA partnership and community grant and a number of other non-recurrent grants.
4.	Grants with specific performance obligation (MAC Waterslide, Sunshine Transport Precinct Activation) were not spent hence recognised as a liability in the balance sheet.
5.	Contributions for Joseph Road Public Realm works were not received and open space were received less than expected in FY2021/2022.
6.	Contributed infrastructure assets includes Footscray Integrated Early Learning Centre (FIELC) and other roads and open space assets transferred to Council from new developments.
7.	The saving is due to delay in recruitment of positions due to competitive labour market conditions and reduction in employee provisions.
8.	Council major waste collection services contract started on 01 July 2021.
9.	The reduction is due to decrease in the infringement revenue.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 2.1. Performance against budget (continued)

	Budget 2022 \$ '000	Actual 2022 \$ '000	Variance \$ '000	Variance %	Ref
2.1.2 Capital works					
Property					
Land	1,650	28	(1,622)	(98)%	1
Total land	1,650	28	(1,622)	(98)%	
Buildings	6,116	8,921	2,805	46%	2
Total buildings	6,116	8,921	2,805	46%	
Total property	7,766	8,949	1,183	15%	
Plant and equipment					
Plant, machinery and equipment	1,800	1,178	(622)	(35)%	3
Computers and telecommunications	2,256	1,828	(428)	(19)%	4
Library books	860	579	(281)	(33)%	5
Total plant and equipment	4,916	3,585	(1,331)	(27)%	
Infrastructure					
Roads	7,807	4,557	(3,250)	(42)%	6
Bridges	150	24	(126)	(84)%	7
Footpaths and cycleways	5,845	1,558	(4,287)	(73)%	8
Drainage	986	978	(8)	(1)%	
Recreational, leisure and community facilities	5,237	2,056	(3,181)	(61)%	9
Waste management	1,255	864	(391)	(31)%	10
Parks, open space and streetscapes	10,062	6,894	(3,168)	(31)%	11
Off street car parks	80	87	7	9%	
Other infrastructure	600	1,566	966	161%	12
Total infrastructure	32,022	18,584	(13,438)	(42)%	
Total capital works expenditure	44,704	31,118	(13,586)	(30)%	
Represented by:					
New asset expenditure	18,217	12,778	(5,439)	(30)%	
Asset renewal expenditure	15,161	10,492	(4,669)	(31)%	
Asset expansion expenditure	—	471	471	∞	
Asset upgrade expenditure	11,326	7,377	(3,949)	(35)%	
Total capital works expenditure	44,704	31,118	(13,586)	(30)%	

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 2.1. Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	Design for Quarry Park was completed, capping and landscaping to start in 2022/2023.
2.	Completion of Footscray Integrated Early Learning Centre (FIELC), MAC Foyer and change room and work in progress for MAC waterslide and townhall redevelopment.
3.	Protracted delay in sourcing fleet due to supply chain disruption of COVID-19.
4.	Single view customer WIP \$900k and \$270k moved to next year. COVID-19 laptop supply disruption \$158k.
5.	Due to the increase in our one year online subscriptions which are expensed \$281k.
6.	There were six projects \$2.4 m which were carried forward to next financial year due to delays from service authority and sector-wide shortage of concrete pipes and Swan Street project \$750k didn't proceed.
7.	The Cruikshank Park Footbridge project is carried forward to financial year 2022/2023.
8.	Delays are due to consultation for the Sunshine Transport Precinct Activation Project \$2.5m. There were eleven projects worth \$928k which were carried forward to financial year 2022/2023 and there were savings for Barkly Street and French Street footpath projects.
9.	MAC Waterslide and splash park 400k reclassified to buildings and the remaining project \$2.1m is scheduled to be completed next year. Alex Beaton Reserve \$687k didn't proceed.
10.	Savings and carry forwards in bin renewal program.
11.	Delay on Warde and Whitehall Streets Pocket Park project \$1.3m due to procurement delays. There were four projects which didn't proceed \$730k, three projects were carry forward \$100k, and salt river places \$350k new park deferred to 2022/2023.
12.	Additional spending to complete lighting upgrades in Footscray Park river front trail, Alex Beaton Reserve, Skinner Reserve, Yarraville Tennis Club and Climate emergency project \$460k was carried forward.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 2.2. Analysis of Council results by program

2.2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Corporate Services

Corporate Services provides internal services to ensure a well-managed, financially sustainable, reputable and accountable organisation. It also supports the elected Council and its decision making role. This directorate includes People and Capability, Governance and Commercial Services, Customer Engagement, Information Technology Services and Finance.

Community Services

Community Services focuses on the population's wellbeing and activity, with particular attention to individuals and communities with special needs or defined by particular demographic characteristics. This directorate includes Libraries Arts and Culture, Community Development and Positive Ageing, Inclusion and Community Services and Social Infrastructure Planning.

Infrastructure Services

Infrastructure Services is responsible for managing and maintaining the city's built and natural environments in the public domain. This directorate includes Engineering and Transport Services, Assets and Capital, Recreation and Open Space and Operations and Maintenance.

Planning and Environment Services

Planning and Environmental Services is responsible for whole-of-city strategic planning and economic development, administering Council's planning scheme, and providing regulatory and enforcement services. This directorate includes Regulatory Services, Planning and Environment Services Management, City Places and City Futures.

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 2.2. Analysis of Council results by program (continued)

2.2.2 Summary of income, expenses, assets and capital expenses by program

Functions/activities	Income \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income \$ '000	Total assets \$ '000
2022					
Corporate services	113,217	17,739	95,478	2,002	144,531
Community services	5,396	24,437	(19,041)	4,689	—
Infrastructure services	25,711	67,139	(41,428)	6,769	1,365,991
Planning and environment services	15,983	24,897	(8,914)	1,645	—
Total functions and activities	160,307	134,212	26,095	15,105	1,510,522
2021					
Corporate services	108,443	14,772	93,671	2,245	140,539
Community services	5,387	18,482	(13,095)	4,685	—
Infrastructure services	34,560	80,452	(45,892)	4,987	1,212,947
Planning and environment services	14,496	21,619	(7,123)	923	—
Total functions and activities	162,886	135,325	27,561	12,840	1,353,486

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 3. Funding for the delivery of our services

	2022 \$ '000	2021 \$ '000
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3.1 Rates and charges

Council uses the Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV is the combined valuation of the land value (Site Value) and the building or house value which the property might reasonably be expected to be valued at.

The valuation base used to calculate general rates for 2021/22 was \$32.94 Billion (2020/21: \$32.858 Billion).

General rates	98,935	94,496
Municipal charge	893	857
Waste management charge	7,842	7,974
Supplementary rates and rate adjustments	1,999	1,123
Interest on rates and charges	—	89
Cultural and recreational	57	61
Total rates and charges	109,726	104,600

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation will be first applied in the rating year commencing 1 July 2021 (for the financial year 2021/22).

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.

3.2 Statutory fees and fines

Infringements and costs	6,522	6,075
Court recoveries	2,004	2,185
Town planning fees	1,057	1,186
Land information certificates	146	113
Permits	1,343	1,296
Other	217	210
Total statutory fees and fines	11,289	11,065

Statutory fees and fines (including parking 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.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 3. Funding for the delivery of our services (continued)

	2022 \$ '000	2021 \$ '000
3.3 User fees		
Aged and health services	161	171
Leisure centre and recreation	2,506	1,555
Parking	1,477	1,019
Registration and other permits	853	1,124
Building services	779	501
Waste management services	39	34
Other fees and charges	1,430	1,445
Total user fees	7,245	5,849
User fees by timing of revenue recognition		
User fees recognised over time	2,777	1,589
User fees recognised at a point in time	4,468	4,260
Total user fees	7,245	5,849

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 3. Funding for the delivery of our services (continued)

	2022 \$ '000	2021 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	7,384	5,165
State funded grants	7,721	7,675
Total grants received	15,105	12,840
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants - general purpose	2,881	2,245
Health support programs	748	1,828
Recurrent - State Government		
Aged care	421	675
School crossing supervisors	267	254
Libraries	649	611
Maternal and child health	1,256	1,201
Community safety	110	129
Other	63	28
Total recurrent operating grants	6,395	6,971
Non-recurrent - State Government		
Family and children	57	12
Gender equity	—	12
Community Grants	1,520	155
Building Cadet Surveyors Program	75	75
Business Improvement	799	546
Capacity Building Grant	211	—
Other	92	94
Total non-recurrent operating grants	2,754	894
Total operating grants	9,149	7,865

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 3. Funding for the delivery of our services (continued)

	2022 \$ '000	2021 \$ '000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	—	358
Financial assistance grants - local roads	881	554
Total recurrent capital grants	881	912
Non-recurrent - Commonwealth Government		
Reserve Upgrade	2,874	180
Non-recurrent - State Government		
Community infrastructure	1,392	3,239
Community road infrastructure	809	644
Total non-recurrent capital grants	5,075	4,063
Total capital grants	5,956	4,975
(c) Unspent grants received on condition that they be spent in a specific manner:		
Operating		
Balance at start of year	810	1,694
Received during the financial year and remained unspent at balance date	1,548	810
Received in prior years and spent during the financial year	(620)	(1,694)
Balance at year end	1,738	810
Capital		
Balance at start of year	9,284	7,766
Received during the financial year and remained unspent at balance date	607	9,284
Received in prior years and spent during the financial year	(3,169)	(7,766)
Balance at year end	6,722	9,284

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 3. Funding for the delivery of our services (continued)

	2022 \$ '000	2021 \$ '000
(d) Recognition of grant income		
<p>Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with <i>AASB 15 Revenue from Contracts with Customers</i>. When both these conditions are satisfied, the Council:</p> <ul style="list-style-type: none"> - identifies each performance obligation relating to revenue under the contract/agreement - determines the transaction price - recognises a contract liability for its obligations under the agreement - recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered. <p>Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies <i>AASB 1058 Income for Not-for-Profit Entities</i>.</p> <p>Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.</p>		
Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	3,743	2,799
Specific purpose grants to acquire non-financial assets	5,724	4,496
Other specific purpose grants	75	75
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	5,563	5,470
	15,105	12,840

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 3. Funding for the delivery of our services (continued)

	2022 \$ '000	2021 \$ '000
3.5 Contributions		
Monetary contributions		
Monetary	4,214	15,550
Total monetary contributions	4,214	15,550
Monetary contributions are made up of mainly Open Space and Developer Contributions.		
Non-monetary contributions		
Non-monetary	10,453	10,684
Total non-monetary contributions	10,453	10,684
Total contributions	14,667	26,234
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Land	1,589	7,413
Buildings	3,433	—
Roads	3,908	1,611
Other infrastructure	1,523	1,660
Total non-monetary contributions	10,453	10,684
Monetary and non monetary contributions are recognised as revenue at their fair value when Council obtains control over the contributed asset.		
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Property, infrastructure, plant and equipment		
Proceeds of sale	442	2,368
Written down value of assets disposed	(1,774)	(3,682)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,332)	(1,314)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,332)	(1,314)
The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.		
3.7 Other income		
Interest	513	648
Other	1,762	1,650
Total other income	2,275	2,298
Interest is recognised as it is earned.		
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.		

Maribyrnong City Council

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Notes to the Financial Statements

for the year ended 30 June 2022

Note 4. The cost of delivering services

	2022 \$ '000	2021 \$ '000
4.1 Employee costs		
(a) Employee costs		
Wages and salaries	44,411	45,143
WorkCover	1,059	1,041
Casual staff	2,287	1,913
Superannuation	4,533	4,159
Fringe benefits tax	247	240
Other	748	420
Total employee costs	53,285	52,916
(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	299	303
	299	303
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,748	2,564
Employer contributions - Australian Super	332	253
Employer contributions - Aware Super	320	240
Employer contributions - CBUS Super	82	86
Employer contributions - Hesta Super	123	113
Employer contributions - Host Plus Super	198	149
Employer contributions - Rest Super	68	58
Employer contributions - Uni Super	76	69
Employer contributions - other funds	547	508
	4,494	4,040
Total superannuation costs	4,793	4,343

Refer to Note 9.3. for further information relating to Council's superannuation obligations.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 4. The cost of delivering services (continued)

	2022 \$ '000	2021 \$ '000
4.2 Materials and services		
Contract payments	29,765	35,191
Building maintenance	3,146	2,967
General maintenance	196	148
Utilities	2,857	2,651
Office administration	2,390	1,825
Information technology	2,920	3,583
Insurance	1,433	1,400
Consultants	1,417	966
Expenses from short term and low value leases	219	176
Community grants	2,229	1,258
Debt recovery infringement costs	1,265	1,374
Tipping and refuse collections	9,076	7,403
Total materials and services	56,913	58,942

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 4. The cost of delivering services (continued)

	2022 \$ '000	2021 \$ '000
4.3 Depreciation		
Property		
Heritage buildings	623	609
Buildings - specialised	2,783	2,557
Buildings - non specialised	138	134
Total depreciation - property	3,544	3,300
Plant and equipment		
Plant machinery and equipment	1,244	1,427
Computers and telecomms	704	780
Library books	502	516
Total depreciation - plant and equipment	2,450	2,723
Infrastructure		
Roads	6,919	6,153
Bridges	74	75
Footpaths and cycleways	1,701	2,015
Drainage	2,022	2,024
Recreational, leisure and community	798	593
Waste management	247	178
Parks open spaces and streetscapes	310	347
Off street car parks	293	192
Other infrastructure	267	229
Total depreciation - infrastructure	12,631	11,806
Total depreciation	18,625	17,829

Refer to note 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - Right of use assets

Plant and Equipment	869	766
Total Amortisation - Right of use assets	869	766

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 4. The cost of delivering services (continued)

	2022 \$ '000	2021 \$ '000
4.5 Bad and doubtful debts		
Parking fine debtors	2,570	2,671
Total bad and doubtful debts	2,570	2,671
Movement in provisions for doubtful debts		
Balance at the beginning of the year	23,731	21,088
New provisions recognised during the year	2,570	2,643
Balance at end of year	26,301	23,731
Provision for doubtful debt is recognised based on an expected credit loss model.		
This model considers both historic and forward looking information in determining the level of impairment.		
4.6 Finance Costs - Leases		
Interest - Lease Liabilities	130	17
Total finance costs	130	17
4.7 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	53	76
Internal Audit	125	109
Councillors' allowances and superannuation	280	249
Other	30	436
Total other expenses	488	870

Council Elections were held in November 2020.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 5. Our financial position

	Notes	2022 \$ '000	2021 \$ '000
5.1 Financial assets			
(a) Cash and cash equivalents			
Current			
Cash on hand		10	10
Cash at bank		2,715	1,148
Term deposits		35,000	52,000
Total current cash and cash equivalents		37,725	53,158
(b) Other financial assets			
Current			
Term deposits - current		89,000	70,000
Total current other financial assets		89,000	70,000
Total current financial assets		126,725	123,158
External restrictions			
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
Trust funds and deposits	5.3	6,118	6,543
Developer contributions		8,851	9,616
Total restricted funds		14,969	16,159
Total unrestricted cash and cash equivalents		22,756	36,999
Intended allocations			
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:			
Major projects and other reserves		42,831	45,945
Carried forward Council funds		7,423	2,187
Grants received in advance		11,252	14,154
Mausoleum trust		1,082	574
Open space contributions		31,912	28,828
Total funds subject to intended allocations		94,500	91,688

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.

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

Other financial assets include term deposits and those with original maturity dates of 90 days to 365 days are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 5. Our financial position (continued)

	2022 \$ '000	2021 \$ '000
(c) Trade & Other Receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	9,649	9,927
Infringement debtors	27,885	25,500
Net GST receivable	1,520	1,409
<i>Non-statutory receivables</i>		
Other debtors	2,467	1,794
<i>Provisions for doubtful debts</i>		
Provision for doubtful debts - infringements	(26,301)	(23,731)
Total current trade and other receivables	15,220	14,899
Non-Current		
<i>Statutory receivables</i>		
Deferred rates debtors	270	314
Total non-current trade and other receivables	270	314
Total trade and other receivables	15,490	15,213

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

(d) Ageing of receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	2,299	381
Past due by up to 30 to 60 days	23	1,396
Past due between 60 and 90 days	104	7
Past due by more than 90 days	41	10
Total trade and other receivables	2,467	1,794

(e) Ageing of individually impaired receivables

At the balance date, other debtors representing financial assets with a nominal value of \$0 (2021: \$ 28,756) were impaired. These debtors have been written off and were reported to the Audit and Risk Committee. The amount of the provision raised against these debtors was \$nil (2021: \$nil).

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 5. Our financial position (continued)

	2022 \$ '000	2021 \$ '000
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5.2 Non-financial assets

(a) Inventories

Current

Inventories held for sale	7	14
Total current inventories	7	14

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Current

Prepayments	2,092	2,100
Accrued income	224	68
Total current other assets	2,316	2,168

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 5. Our financial position (continued)

	2022 \$ '000	2021 \$ '000
5.3 Payables, trust funds and deposits and unearned income/revenue		
(a) Trade and other payables		
Current		
<i>Non-statutory payables</i>		
Trade payables	4,584	5,155
Accrued expenses	2,329	1,167
<i>Statutory payables</i>		
Total current trade and other payables	6,913	6,322
(b) Trust funds and deposits		
Current		
Refundable deposits	5,377	5,282
Fire services levy	532	1,053
Retention amounts	209	209
Total current trust funds and deposits	6,118	6,544
(c) Unearned income/revenue		
Current		
Grants received in advance:		
Grants received in advance - operating	1,738	810
Grants received in advance - capital	6,722	9,284
Total grants received in advance	8,460	10,094
User fees received in advance:		
Rates Prepaid	1,295	967
Other	159	129
Total user fees received in advance	1,454	1,096
Total unearned income/revenue	9,914	11,190

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of goods and services not yet delivered. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.4 (c).

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. Trust funds that are forfeited, resulting in Council gaining control of the funds, are recognised as revenue at the time of forfeit.

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.

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.

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.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 5. Our financial position (continued)

	Employee provisions \$ '000	Total \$ '000
5.4 Provisions		
2022		
Balance at the beginning of the financial year	16,415	16,415
Additional provisions	5,287	5,287
Amounts used	(5,200)	(5,200)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(771)	(771)
Balance at the end of the financial year	15,731	15,731
2021		
Balance at the beginning of the financial year	15,135	15,135
Additional provisions	4,659	4,659
Amounts used	(4,302)	(4,302)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	923	923
Balance at the end of the financial year	16,415	16,415
	2022	2021
	\$ '000	\$ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	4,157	4,200
Long service leave	1,130	1,114
Retirement gratuity	42	43
	5,329	5,357
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,483	1,413
Long service leave	7,565	7,942
Retirement gratuity	569	693
	9,617	10,048
Total current employee provisions	14,946	15,405
Non-Current		
Long service leave	785	1,010
Total Non-Current Employee Provisions	785	1,010
Aggregate Carrying Amount of Employee Provisions:		
Current	14,946	15,405
Non-current	785	1,010
Total Aggregate Carrying Amount of Employee Provisions	15,731	16,415

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

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 5. Our financial position (continued)

	2022 \$ '000	2021 \$ '000
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- present value if the Council does not expect to wholly settle within 12 months.

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 the 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. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. 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 and measured at present value.

Key assumptions:

- discount rate	3.69%	1.49%
- index rate	2.25%	2.25%

5.5 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2022.

Bank overdraft	200	200
Business card facilities	150	150
Bank Guarantee	123	—
Total Facilities	473	350
Business card facilities used	31	28
Used facilities	31	28
Unused facilities	442	322

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 5. Our financial position (continued)

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Total \$ '000
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5.6 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2022

Operating

Consultancies	804	39	—	843
Cleaning contracts for council buildings	353	—	—	353
Tree and horticultural maintenance	1,499	1,533	1,514	4,546
Courier services	10	3	—	13
IT services	2,040	958	1,007	4,005
Co-generation	126	129	212	467
Plant and equipment	153	124	121	398
Street cleansing	243	—	—	243
Management services	231	—	—	231
Other	352	94	82	528
Total	5,811	2,880	2,936	11,627

Capital

Buildings	18,436	66	—	18,502
Roads	2,101	—	—	2,101
Street trees	674	—	—	674
Plant and equipment	449	—	—	449
Total	21,660	66	—	21,726

2021

Operating

Consultancies	373	85	39	497
Cleaning contracts for council buildings	500	—	—	500
Tree and horticultural maintenance	956	976	1,962	3,894
Courier services	9	10	3	22
IT services	2,294	1,134	130	3,558
Co-generation	122	126	341	589
Plant and equipment	259	124	245	628
Street cleansing	723	243	—	966
Management services	769	—	—	769
Other	282	282	24	588
Total	6,287	2,980	2,744	12,011

Capital

Buildings	8,174	357	—	8,531
Roads	1,318	—	—	1,318
Street trees	767	674	—	1,441
Plant and equipment	275	24	—	299
Total	10,534	1,055	—	11,589

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 5. Our financial position (continued)

	2022 \$ '000	2021 \$ '000
(b) Operating lease receivables		
<i>Operating lease receivables</i>		
<p>The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.</p> <p>Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:</p>		
Not later than one year	809	840
Later than one year and not later than five years	2,008	2,575
Later than five years	327	760
	<u>3,144</u>	<u>4,175</u>

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 5. Our financial position (continued)

5.7 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 5. Our financial position (continued)

(a) Right-of-Use Assets

	Other \$ '000	Total \$ '000
2022		
Balance at 1 July	1,106	1,106
Additions	3,429	3,429
Amortisation charge	(869)	(869)
Balance at 30 June	3,666	3,666
2021		
Balance at 1 July	1,576	1,576
Additions	296	296
Amortisation charge	(766)	(766)
Balance at 30 June	1,106	1,106
	2022	2021
	\$ '000	\$ '000

(b) Lease Liabilities

Maturity analysis - contractual undiscounted cash flows		
Less than one year	845	316
One to five years	2,715	840
More than five years	539	—
Total undiscounted lease liabilities as at 30 June:	4,099	1,156
Lease liabilities included in the Balance Sheet at 30 June:		
Current	736	305
Non-current	3,006	824
Total lease liabilities	3,742	1,129

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:

Short-term leases	219	176
Total	219	176

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:		
Within one year	217	67
Later than one year but not later than five years	2	2
Total lease commitments	219	69

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 6. Assets we manage

	2022 \$ '000	2021 \$ '000
6.1 Non-current assets classified as "held for sale"		
Current		
Fair value of assets	2,250	2,250
Total non current assets classified as held for sale	2,250	2,250

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, 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.

On 15th February 2022 Council at it's Ordinary Council meeting granted an 18 month extension on the contract of sale.

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	Carrying amount 30 June 2021 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Depreciation \$ '000	Disposal \$ '000	Write-off \$ '000	Transfers \$ '000	Carrying amount 30 June 2022 \$ '000
Property	802,824	3,917	5,022	93,005	(3,544)	–	–	3,664	904,888
Plant and equipment	6,862	2,682	–	–	(2,450)	(350)	–	–	6,744
Infrastructure	385,205	9,367	5,431	37,118	(12,631)	(1,424)	–	1,844	424,910
Work in progress	14,686	15,152	–	–	–	–	(804)	(5,508)	23,526
Total	1,209,577	31,118	10,453	130,123	(18,625)	(1,774)	(804)	–	1,360,068

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property	4,881	5,032	(48)	(3,664)	6,201
Plant and equipment	822	903	(78)	–	1,647
Infrastructure	8,983	9,217	(678)	(1,844)	15,678
Total	14,686	15,152	(804)	(5,508)	23,526

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Land under roads \$ '000	Total land and land improvements \$ '000	Heritage buildings \$ '000	Buildings specialised \$ '000	Buildings non specialised \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total work in progress \$ '000	Total property \$ '000
Property											
At fair value 1 July 2021	403,802	191,179	1,603	596,584	54,574	285,653	9,711	349,938	4,881	4,881	951,403
Accumulated depreciation at 1 July 2021	-	-	-	-	(24,829)	(112,115)	(6,754)	(143,698)	-	-	(143,698)
Carrying amount - 1 July 2021	403,802	191,179	1,603	596,584	29,745	173,538	2,957	206,240	4,881	4,881	807,705
Movements in fair value											
Additions	-	-	-	-	-	3,917	-	3,917	5,032	5,032	8,949
Contributions	-	-	1,589	1,589	-	3,433	-	3,433	-	-	5,022
Revaluation	53,709	38,314	134	92,157	644	112	92	848	-	-	93,005
Disposal	-	-	-	-	-	-	-	-	-	-	-
Write-off	-	-	-	-	-	-	-	-	(48)	(48)	(48)
Transfers	48,512	(48,512)	-	-	633	(19,565)	22,596	3,664	(3,664)	(3,664)	-
Total movements in fair value	102,221	(10,198)	1,723	93,746	1,277	(12,103)	22,688	11,862	1,320	1,320	106,928
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	-	-	(623)	(2,783)	(138)	(3,544)	-	-	(3,544)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	-	-
Total movements in accumulated depreciation	-	-	-	-	(623)	(2,783)	(138)	(3,544)	-	-	(3,544)
At fair value 30 June 2022	506,023	180,981	3,326	690,330	56,085	260,617	48,593	365,295	6,201	6,201	1,061,826
Accumulated depreciation at 30 June 2022	-	-	-	-	(25,686)	(101,965)	(23,086)	(150,737)	-	-	(150,737)
Carrying amount - 30 June 2022	506,023	180,981	3,326	690,330	30,399	158,652	25,507	214,558	6,201	6,201	911,089

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Computers and telecomms \$ '000	Library books \$ '000	Total \$ '000	Work in progress \$ '000	Total work in progress \$ '000	Total plant and equipment \$ '000
Plant and Equipment							
At fair value 1 July 2021	10,312	9,651	3,341	23,304	822	822	24,126
Accumulated depreciation at 1 July 2021	(6,465)	(7,915)	(2,062)	(16,442)	—	—	(16,442)
Carrying amount - 1 July 2021	3,847	1,736	1,279	6,862	822	822	7,684
Movements in fair value							
Additions	1,178	925	579	2,682	903	903	3,585
Disposal	(650)	—	(233)	(883)	—	—	(883)
Write-off	—	—	—	—	(78)	(78)	(78)
Transfers	—	—	—	—	—	—	—
Total movements in fair value	528	925	346	1,799	825	825	2,624
Movements in accumulated depreciation							
Depreciation and amortisation	(1,244)	(704)	(502)	(2,450)	—	—	(2,450)
Accumulated depreciation of disposals	416	—	117	533	—	—	533
Total movements in accumulated depreciation	(828)	(704)	(385)	(1,917)	—	—	(1,917)
At fair value 30 June 2022	10,840	10,576	3,687	25,103	1,647	1,647	26,750
Accumulated depreciation at 30 June 2022	(7,293)	(8,619)	(2,447)	(18,359)	—	—	(18,359)
Carrying amount - 30 June 2022	3,547	1,957	1,240	6,744	1,647	1,647	8,391

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 6. Assets we manage (continued)

	Roads \$ '000	Bridges \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Recrea- tional, and leisure comm- unity \$ '000	Waste manage- ment \$ '000	Parks open spaces and streets- capes \$ '000	Off street car parks \$ '000	Other infra- structure \$ '000	Total \$ '000	Work in progress \$ '000	Total infra- structure \$ '000
Infrastructure												
At fair value 1 July 2021	273,001	3,729	84,436	201,004	11,429	1,263	6,663	14,844	3,526	599,895	8,983	608,878
Accumulated depreciation at 1 July 2021	(91,757)	(1,697)	(27,472)	(78,636)	(3,717)	(523)	(2,049)	(7,236)	(1,603)	(214,690)	–	(214,690)
Carrying amount - 1 July 2021	181,244	2,032	56,964	122,368	7,712	740	4,614	7,608	1,923	385,205	8,983	394,188
Movements in fair value												
Additions	2,132	–	1,052	978	2,056	864	632	87	1,566	9,367	9,217	18,584
Contributions	3,908	–	494	928	31	–	13	33	24	5,431	–	5,431
Revaluation	39,286	–	(2,168)	–	–	–	–	–	–	37,118	–	37,118
Disposal	(1,489)	–	(216)	(681)	–	–	(177)	(408)	–	(2,971)	–	(2,971)
Write-off	–	–	–	–	–	–	–	–	–	–	(678)	(678)
Transfers	240	–	483	187	452	–	420	62	–	1,844	(1,844)	–
Total movements in fair value	44,077	–	(355)	1,412	2,539	864	888	(226)	1,590	50,789	6,695	57,484
Movements in accumulated depreciation												
Depreciation and amortisation	(6,919)	(74)	(1,701)	(2,022)	(798)	(247)	(310)	(293)	(267)	(12,631)	–	(12,631)
Accumulated depreciation of disposals	689	–	78	358	–	–	122	300	–	1,547	–	1,547
Total movements in accumulated depreciation	(6,230)	(74)	(1,623)	(1,664)	(798)	(247)	(188)	7	(267)	(11,084)	–	(11,084)
At fair value 30 June 2022	336,001	3,729	83,262	202,416	13,968	2,127	7,551	14,618	5,116	668,788	15,678	684,466
Accumulated depreciation at 30 June 2022	(116,910)	(1,771)	(28,276)	(80,300)	(4,515)	(770)	(2,237)	(7,229)	(1,870)	(243,878)	–	(243,878)
Carrying amount - 30 June 2022	219,091	1,958	54,986	122,116	9,453	1,357	5,314	7,389	3,246	424,910	15,678	440,588

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 6. Assets we manage (continued)

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 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.

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 have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

	Depreciation Period years	Threshold Limit
Land and land improvements		
Land	Not depreciated	20,000
Land improvements	10 - 25 years	20,000
Buildings		
Buildings	30 - 250 years	10,000
Heritage buildings	10 - 200 years	20,000
Building improvements	10 - 25 years	10,000
Plant and Equipment		
Plant, machinery and equipment	3 - 10 years	5,000
Computers and telecommunications	3 - 10 years	5,000
Library books	3 - 7 years	5,000
Infrastructure		
Roads - pavements and seals	10 - 80 years	10,000
Roads - substructure	25 - 80 years	10,000
Roads - kerb, channel and minor culverts	25 - 80 years	10,000
Bridges	50 - 100 years	10,000
Footpaths and cycle ways	50 years	10,000
Drainage	30 - 100 years	10,000
Recreational, leisure and community facilities	15 - 20 years	10,000
Waste management	3 years	10,000
Parks, open space and streetscapes	20 - 40 years	10,000
Off street car parks	15 - 80 years	10,000

Land under roads

Council recognises land under roads it controls at fair value.

Maribyrnong City Council

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Notes to the Financial Statements

for the year ended 30 June 2022

Note 6. Assets we manage (continued)

Depreciation and amortisation

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.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

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

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

Repairs and maintenance

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.

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.

Valuation of land and buildings

Valuation of land and buildings was undertaken by a qualified independent valuer (Brendan Sheales reg. no. AAPI 62390). 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.

The date of the current valuation is detailed in the following table. A full revaluation of these was conducted in 2021/22 which triggered changes in value.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 2022 \$ '000	Level 2 2022 \$ '000	Level 3 2022 \$ '000	Date of valuation
Specialised land	—	32,911	473,112	30/06/22
Non-specialised land	—	165,962	15,019	30/06/22
Land Under Roads	—	—	3,326	30/06/22
Heritage buildings	—	30,399	—	30/06/22
Specialised Buildings	—	34,419	124,233	30/06/22
Non-Specialised Buildings	—	25,507	—	30/06/22
Total	—	289,198	615,690	

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 6. Assets we manage (continued)

Valuation of Infrastructure

Valuation of infrastructure assets has been determined in accordance with an internal valuation undertaken by Mr Alex Koay, Bachelor of Civil Engineering (with Honours), Coordinator Capital Planning and Asset Management.

The date of the current valuation is detailed in the following table. A rate based revaluation was conducted in the current year, this valuation was based on contract references, excavation assumptions and material types in line with the "Greenfields" approach, a full condition assessment was conducted in 2020/21.

The valuation is at fair value based on current 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 2022 are as follows:

	Level 1 2022 \$ '000	Level 2 2022 \$ '000	Level 3 2022 \$ '000	Date of valuation
Roads	—	—	219,091	30/06/2022
Bridges	—	—	1,958	30/06/2015
Footpaths and cycleways	—	—	54,986	30/06/2022
Drainage	—	—	122,116	01/07/2017
Off street car parks	—	—	7,389	30/06/2021
Total	—	—	405,540	

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 50%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$3 and \$2,382 per square metre.

Specialised buildings are valued using a current 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 \$175 to \$32,205 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 30 years to 250 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 current 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.

Reconciliation of specialised land

	2022 \$ '000	2021 \$ '000
Land under roads	3,326	1,603
Land - specialised	506,023	403,802
Total specialised land	509,349	405,405

(c) Community Asset Committee

Maribyrnong City Council has no Community Asset Committee.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are nil.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Maribyrnong City Council. The Councillors, Chief Executive Officer and Directors are deemed KMP.

Details of KMP at any time during the year are:

Councillors

Mayor Anthony Tran Councillor until 09th Nov 2021
Deputy Mayor Sarah Carter Councillor until 09th Nov 2021
Councillor Michael Clarke Mayor until 09th Nov 2021
Councillor Jorge Jorquera
Councillor Cuc Lam
Councillor Berndatte Thomas
Councillor Simon Crawford

KMP

Chief Executive Officer - Celia Haddock/Stephen Wall
Director Corporate Services - Lisa King/Celia Haddock
Director Community Services - Lucas Gosling/Clem Gillings
Director Infrastructure Services - Patrick Jess/Stephen Hamilton
Director Planning and Environment Services - Laura-Jo Mellan

Four employees acted temporarily in vacant KMP positions in FY 2021/22.

	2022 No.	2021 No.
Total Number of Councillors	7	11
Total of Chief Executive Officer and other Key Management Personnel	12	5
Total Number of Key Management Personnel	19	16

Maribyrnong City Council

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Notes to the Financial Statements

for the year ended 30 June 2022

Note 7. People and relationships (continued)

	2022 \$ '000	2021 \$ '000
(c) Remuneration of Key Management Personnel		
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,830	1,579
Accrued Entitlements	111	118
Total	1,941	1,697

	2022 No.	2021 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$1 - \$9,999	—	4
\$20,000 - \$29,999	4	5
\$30,000 - \$39,999	1	—
\$40,000 - \$49,999	—	1
\$50,000 - \$59,999	1	—
\$60,000 - \$69,999	—	1
\$70,000 - \$79,999	1	—
\$180,000 - \$189,999	4	—
\$260,000 - \$269,999	1	3
\$270,000 - \$279,999	3	1
\$280,000 - \$289,999	2	—
\$350,000 - \$359,999	1	1
\$360,000 - \$369,999	1	—
	19	16

Council Election

There were four new Councillors who were elected after the election in Nov 2020.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 7. People and relationships (continued)

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

	2022 No.	2021 No.
Income Range:		
\$150,000 - \$159,999	2	2
\$160,000 - \$169,999	5	4
\$170,000 - \$179,999	7	9
\$180,000 - \$189,999	4	9
\$190,000 - \$199,999	4	—
\$200,000 - \$209,999	1	1
	<u>23</u>	<u>25</u>

	2022 \$ '000	2021 \$ '000
Total Remuneration for the reporting year for Senior Officers included above amounted to:	3,338	3,952

7.2 Related party disclosure

(a) Transactions with related parties

Mr Lucas Gosling's spouse is a key management personnel of Greater Western Water, all transactions between entities are at arms-length.

There were no other transactions with related parties.

(b) Outstanding balances with related parties

There were no outstanding balances at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

There were no loans in existence at balance date that have been made, guaranteed or secured by the Council to a related party.

(d) Commitments to/from related parties

There were no commitments in existence at balance date that have been made, guaranteed or secured by the Council to a related party.

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

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

(a) Contingent assets

The only anticipated contingent assets for Council are contributed assets 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 2022/2023 (subject to unknown developments) are unknown at this time and are not recognised in this financial report. The contributed assets in 2021/22 were \$10.45 million and \$10.6 million in 2020/2021 (note 3.5).

(b) Contingent liabilities

Council has paid a Bank Guarantee of \$123,057 for the lease of municipal office for the temporarily relocation of the townhall staff.

There are no other known potential contingencies to our knowledge.

Superannuation

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 below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$nil paid during the 2021/22 year (2020/21 \$nil). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2022. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 are \$299k.

Insurance claims

Council is not aware of any major insurance claims that could have a material impact on future operations.

Legal matters

Council is not aware of any major legal matters that could have a material impact on future operations

Building cladding

Council is not aware of any potential contingents that may exist in relation to rectification works or other matters associated with building cladding that may have the potential to adversely impact on Council.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover.

EML Workcare

Council is a participant of the EML WorkCare Scheme. The EML WorkCare scheme provides workers compensation insurance.

(c) Guarantees for loans to other entities

Council is not aware of any financial guarantees or loans to other entities.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 8. Managing uncertainties (continued)

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

8.3 Financial instruments

(1) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), and payables (excluding statutory payables). 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 the notes 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.

(2) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure 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 rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- 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.

(3) 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 the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

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

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 8. Managing uncertainties (continued)

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 provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

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.

(4) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements 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 on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), 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. The value is Nil.

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

(5) 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 + 6 % and - 1 % in market interest rates (AUD) from year-end rates of 0.30% to 2.14%.

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.

8.4 Fair value measurement

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.

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.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 8. Managing uncertainties (continued)

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.

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 of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 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.

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 of disposal 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.

8.5 Events occurring after balance date

The Council is not aware of any events occurring subsequent to 30 June 2022 that may have a material effect on the financial statements or its going concern.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
9.1 Reserves			
(a) Asset revaluation reserves			
2022			
Property			
Land	451,753	92,157	543,910
Buildings	113,459	848	114,307
	<u>565,212</u>	<u>93,005</u>	<u>658,217</u>
Infrastructure			
Roads	141,860	39,286	181,146
Bridges	738	—	738
Footpaths and cycleways	34,166	(2,168)	31,998
Drainage	78,156	—	78,156
	<u>254,920</u>	<u>37,118</u>	<u>292,038</u>
Total asset revaluation reserves	<u>820,132</u>	<u>130,123</u>	<u>950,255</u>
2021			
Property			
Land	467,466	(15,713)	451,753
Buildings	102,845	10,614	113,459
	<u>570,311</u>	<u>(5,099)</u>	<u>565,212</u>
Infrastructure			
Roads	119,482	22,378	141,860
Bridges	738	—	738
Footpaths and cycleways	29,052	5,114	34,166
Drainage	78,156	—	78,156
	<u>227,428</u>	<u>27,492</u>	<u>254,920</u>
Total asset revaluation reserves	<u>797,739</u>	<u>22,393</u>	<u>820,132</u>

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

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 9. Other matters (continued)

	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				
2022				
Restricted reserves				
Developer contributions	9,616	—	(765)	8,851
Total restricted reserves	9,616	—	(765)	8,851
Discretionary reserves				
Mausoleum trust	574	508	—	1,082
Open space	28,828	4,112	(1,028)	31,912
Carried forward grants	4,060	2,792	(4,060)	2,792
Carried forward Council funds	2,187	7,423	(2,187)	7,423
Major projects	45,945	5,350	(8,464)	42,831
Total discretionary reserves	81,594	20,185	(15,739)	86,040
Total Other reserves	91,210	20,185	(16,504)	94,891
2021				
Restricted reserves				
Developer contributions	2,909	7,030	(323)	9,616
Total restricted reserves	2,909	7,030	(323)	9,616
Discretionary reserves				
Mausoleum trust	574	—	—	574
Open space	18,840	10,328	(340)	28,828
Carried forward grants	9,460	4,060	(9,460)	4,060
Carried forward Council funds	5,461	2,187	(5,461)	2,187
Major projects	37,328	10,998	(2,381)	45,945
Total discretionary reserves	71,663	27,573	(17,642)	81,594
Total Other reserves	74,572	34,603	(17,965)	91,210

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 (DC) reserve 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 projects is to segregate funds until commencement of works.

Reserve balances/movements are determined through budgeting process and changes are reflected through reporting throughout the year.

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 9. Other matters (continued)

	2022 \$ '000	2021 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	26,095	27,561
Depreciation/amortisation	19,494	18,595
Profit/(loss) on disposal of property, infrastructure, plant and equipment	1,332	1,314
Contributions - Non-monetary assets	(10,453)	(10,684)
Amounts disclosed in financing activities	130	17
Reversal of WIP write off	804	3,134
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(277)	(462)
(Increase)/decrease in inventories	7	(3)
(Increase)/decrease in prepayments	8	(235)
Increase/(decrease) in accrued income	(156)	71
Increase/(decrease) in trade and other payables	591	(4,679)
Increase/(decrease) in provisions	(684)	1,280
(Decrease)/increase in other liabilities	(426)	3,220
Increase/(decrease) in Unearned income /revenue	(1,276)	7,095
Net cash provided by/(used in) operating activities	35,189	46,224

Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 9. Other matters (continued)

9.3 Superannuation

Council makes 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 the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, 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 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

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 Actuary.

As at 30 June 2021, 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 109.8%. The financial assumptions used to calculate the VBI were:

Net investment returns 4.75% pa
Salary information 2.75% pa
Price inflation (CPI) 2.25% pa.

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:

Net investment returns 5.5% pa
Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter
Price inflation (CPI) 3.00% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 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

(a) Regular contributions

On the basis of the results of the 2021 interim actuarial investigation conducted by the Fund 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 2022, this rate was 10.0% of members' salaries (9.5% in 2020/21). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

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.

Maribyrnong City Council

Notes to the Financial Statements

for the year ended 30 June 2022

Note 9. Other matters (continued)

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an 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 (including Council) 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.

The 2021 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2021 (Interim) \$m	2020 (Triennial) \$m
- A VBI Surplus	214.7	100.0
- A total service liability surplus	270.3	200.0
- A discounted accrued benefits surplus	285.2	217.8

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 2021.

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 as at 30 June 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of scheme	Rate	2022 \$ '000	2021 \$ '000
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Maribyrnong City Council

2021/2022 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2022

Note 9. Other matters (continued)

Scheme	Type of scheme	Rate	2022 \$ '000	2021 \$ '000
Vision Super	Defined benefits	10.0% (2021:9.5%)	299	303
Vision Super	Accumulation	10.0% (2021:9.5%)	2,748	2,564

Council has no unfunded liability payments to Vision Super during both 2021/22 and 2020/21 financial years.

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2021-22 year.

There are no pending accounting standards that are likely to have a material impact on Council.

APPENDIX 1: COMMITTEE MEMBERSHIP

Committee	2021 Representation	2022 Representation	Purpose
Audit and Risk Committee	Cr Anthony Tran Cr Jorge Jorquera Mayor, Cr Michael Clarke (substitute)	Cr Michael Clarke Cr Cuc Lam Mayor, Cr Anthony Tran (substitute)	To assist in monitoring and reviewing any matters of significance affecting financial reporting and compliance.
Brooklyn Community Reference Group	Cr Michael Clarke	Cr Michael Clarke	Community reference group facilitated by the Environment Protection Agency (EPA) with industry and residents groups, as well as Hobsons Bay and Brimbank councils.
Chief Executive Officer Employment Matters Advisory Committee (formerly Chief Executive Officer Performance Review Committee)	All Councillors	Mayor Cr Simon Crawford Cr Cuc Lam Cr Michael Clarke	Committee established pursuant to the Chief Executive Officer Employment and Remuneration Policy. The Policy is a requirement of the Local Government Act 2020.
City Development Delegated Committee	All Councillors Cr Sarah Carter as Chair	All Councillors Cr Cuc Lam as Chair	This committee has delegated authority to make decisions on planning and building including heritage, land use, development, transport, urban design, economic development etc. Meetings are held on every fourth Tuesday of each month.
Civic Awards Judging Panel	Mayor (ex-officio) and Cr Sarah Carter – River Ward Cr Cuc Lam – Stony Creek Ward Cr Simon Crawford – Yarraville Ward	Mayor (ex-officio) and Cr Sarah Carter – River Ward Cr Cuc Lam – Stony Creek Ward Cr Michael Clarke – Yarraville Ward	The Civic Awards recognises the contributions made by members of the community towards community strengthening.
Disability Advisory Committee (MCC)			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.
Enterprise Maribyrnong Delegated Committee	Mayor (ex-officio) Cr Anthony Tran Cr Cuc Lam	Mayor (ex-officio) Cr Cuc Lam Cr Sarah Carter	Allocates business grants for proposals to improve enterprise in line with Council Plan priorities and advises Council on economic development issues.
Heritage Advisory Committee (MCC)	Cr Michael Clarke Cr Sarah Carter (substitute)	Cr Michael Clarke Cr Simon Crawford (substitute)	Oversees strategic and statutory planning processes impacting on heritage places.
M9 Committee (formerly IMAP)	Mayor ex-officio Chief Executive Officer	Mayor Chief Executive Officer Cr Simon Crawford (proxy)	IMAP explores the actions that councils within the inner Melbourne region may collectively need to implement to achieve the aims of Melbourne 2030.
LeadWest Committee	Cr Bernadette Thomas Cr Michael Clarke (substitute)	Cr Bernadette Thomas Cr Simon Crawford (substitute)	Formed by the councils of Brimbank, Maribyrnong, Moonee Valley, Wyndham and Melton, LeadWest provides a strategic approach to advocacy and lobbying for the western suburbs.

Committee	2021 Representation	2022 Representation	Purpose
Maribyrnong Active Transport Advisory Committee	Cr Bernadette Thomas Cr Simon Crawford (substitute)	Cr Bernadette Thomas Cr Simon Crawford (substitute)	Established to provide Council with ongoing community input into Council and State Government provisions for active transport, infrastructure projects, advocacy and partnership opportunities.
Maribyrnong Arts Ambassadors Committee	Cr Anthony Tran Cr Bernadette Thomas	Cr Bernadette Thomas Cr Sarah Carter	Provides Council with strategic advice across a range of arts and cultural matters, strengthening partnerships and opportunities with the community and Artists.
Maribyrnong Reconciliation Action Plan Advisory Committee			Provide guidance and support to Council on issues and barriers that affect the Reconciliation process.
Metropolitan Local Government Waste Forum	Cr Michael Clarke Cr Cuc Lam (substitute) Senior Coordinator Environmental Services – Staff representative	Cr Michael Clarke Cr Cuc Lam (substitute) Senior Coordinator Environmental Services – staff representative	Provides a strategic approach to metropolitan Melbourne councils waste management needs.
Metropolitan Transport Forum	Cr Bernadette Thomas Cr Anthony Tran (substitute) Director Infrastructure Services – Staff representative	Cr Simon Crawford Cr Anthony Tran (substitute) Director Infrastructure Services – staff representative	A local government interest group for transport in metropolitan Melbourne.
Municipal Association of Victoria (MAV)	Cr Simon Crawford Cr Cuc Lam (substitute)	Cr Michael Clarke Cr Cuc Lam (substitute)	As the peak body, MAV plays a major role in policy development for local government. Councils form the membership.
Older Persons Reference Group (MCC)			Provides advice in relation to the needs of older persons throughout the municipality.
Roadsafe West Gate Community Road Safety Council	Cr Jorge Jorquera Cr Anthony Tran (substitute)		Aims to reduce the incidence of road crashes through effective road safety programs and initiatives and collaborative arrangements with stakeholders.
Victorian Local Governance Association (VLGA)	Cr Cuc Lam Cr Bernadette Thomas (substitute)	Cr Cuc Lam Cr Sarah Carter (substitute)	As a peak body, VLGA promotes good governance, sustainability and advocacy. Council has one delegate appointed.
Western Melbourne's Tourism Board	Cr Sarah Carter Cr Cuc Lam (substitute)	Cr Sarah Carter Cr Cuc Lam (substitute)	To develop a stronger more competitive tourism sector in Melbourne's West.
Youth Advisory Committee	Cr Anthony Tran Cr Jorge Jorquera	Cr Jorge Jorquera Cr Anthony Tran	Provides leadership and training for young people, and maximises youth participation in Council.

GLOSSARY

CALD	Culturally and linguistically diverse
CBD	Central business district
CEO	Chief Executive Officer
CO2e	Carbon dioxide equivalent
Cr	Councillor
Ex officio	A member of a board, committee or council due to holding another office
FOGO	Food organic and green organic waste
FOI	Freedom of information
FTE	Full time equivalent
IMAP	Inner Melbourne Action Plan
LATM	Local Area Traffic Management
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
OH&S	Occupational Health and Safety
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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