



ADOPTED BUDGET 2015/2016



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MAYOR AND CEO MESSAGE

We are proud to present Council's 2015/2016 Budget. Council has considered community views in preparing this Budget and consultation will continue, to ensure we are meeting the needs of our residents.

The City faces challenges in maintaining services and infrastructure to meet immediate service needs, building new infrastructure to cope with long-term growth, and balancing our ratepayer's desire to keep rates affordable.

To meet all of these aims, Council is adopting a modest 3.7% rate rise, with 2% reserved for improving community infrastructure and the other 1.7% to cover cost increases and service enhancements.

There are also costs that Council has no control over, including unfunded superannuation liabilities and the State Government Landfill and Fire Services levies. We are required to collect these levies even though they are not Council charges.

In this year's Budget, Council is funding major infrastructure projects across the City that will improve community spaces and leave an important legacy for the future.

Some major projects in this year's budget include:

- ✚ The \$5.4 million Little Saigon redevelopment that will see a new multi-deck carpark, retail facilities and open space created in one of Footscray's most popular shopping areas.
- ✚ Council is also contributing \$300,000 towards an East Meets West Welcoming Arch that celebrates Footscray's status as a dynamic and culturally diverse City.
- ✚ Public parks along the Maribyrnong River – truly the glittering jewel in our crown – will be improved with \$500,000 for Pipemakers Park and \$800,000 for the Maribyrnong Rivers Edge project. These projects will open up our popular waterfront parks for recreation use by the community.
- ✚ Children are our leaders of the future and Council is refurbishing the Church Street and Maribyrnong River early years centres to give our children the best care they can get in the crucial first years of life.
- ✚ Attracting new industries and generating employment is a key aim for Council. The new Enterprise Maribyrnong Program is aimed at revitalising the former industrial areas of our City with new and dynamic industries, exploiting the competitive advantages we have being located close to the CBD and major transport links.
- ✚ \$7.5 million to improve Council-owned roads across the City.
- ✚ \$500k to plant trees in streets, boulevards, and parks across the City.
- ✚ Retaining the highest pensioner rebate rate in Melbourne, in fact increasing it by 3.7% this year
- ✚ Creating a new Maribyrnong Civic Art prize.
- ✚ The Nicholson Street mall in Footscray will be improved with \$1.4 million to refurbish the busy shopping and retail hub, and \$1.5 million to begin work on a new Footscray Community Hub, incorporating Footscray Library.

These are just highlights of a \$140 million budget that funds vital community services and infrastructure. Council provides over 80 community services that are funded in the annual budget that increase the wellbeing of our community and make the City of Maribyrnong a better place to live.

Council would like to acknowledge and thank the community for its involvement in the process of developing this budget.



Cr. Nam Quach, Mayor

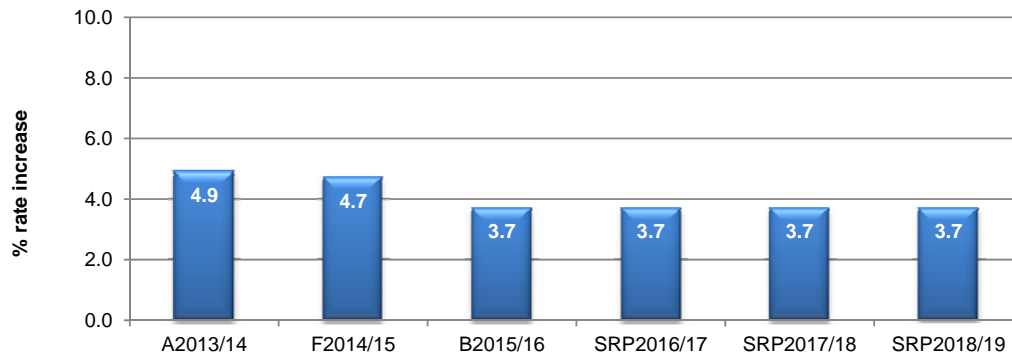


Stephen Wall, CEO

EXECUTIVE SUMMARY

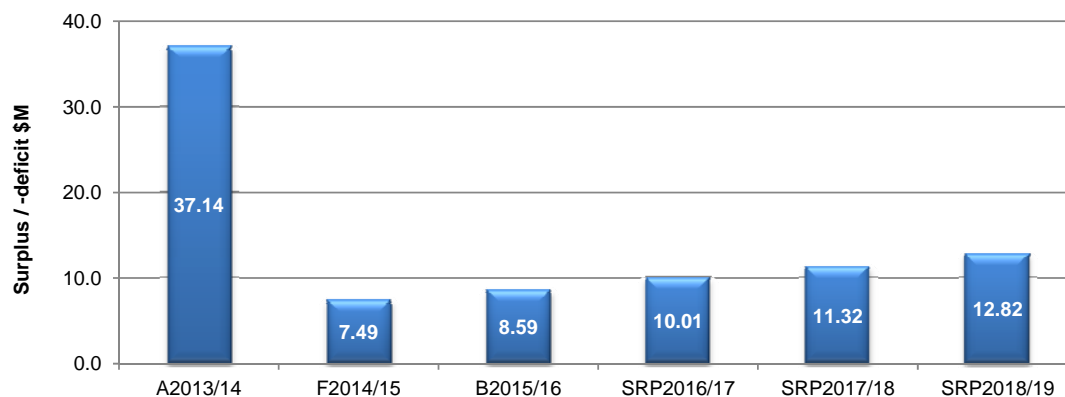
Council has prepared a Budget for the 2015/2016 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, cash and investments, capital works and council expenditure allocation.

1. Rates



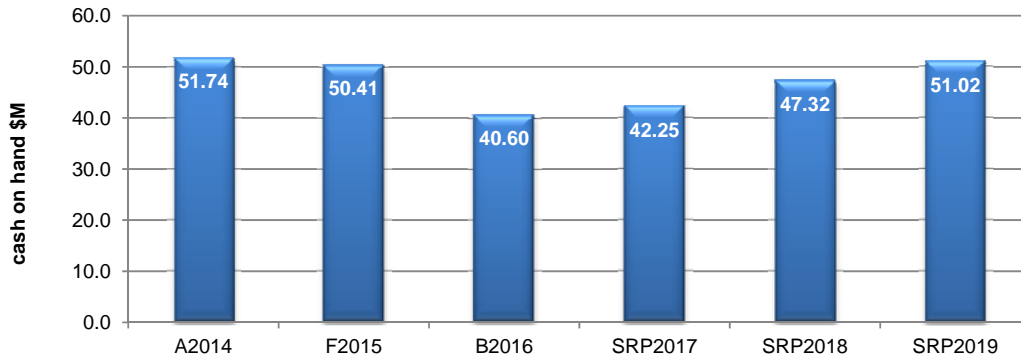
It is proposed that general rates increase by 3.7% for the 2015/2016 year, raising total rates of \$87.29 million, including \$0.9 million generated from supplementary rates. Of the 3.7% increase, 1.7% will go toward maintaining service levels and meeting the cost of a number of external influences affecting the operating budget. The remaining 2% increase will go toward capital works to address the asset renewal needs of the City. This rate increase is in line with the level foreshadowed in Council's Strategic Resource Plan adopted in the previous year. (The rate increase for the 2014/2015 year was 4.7%).

2. Operating Result



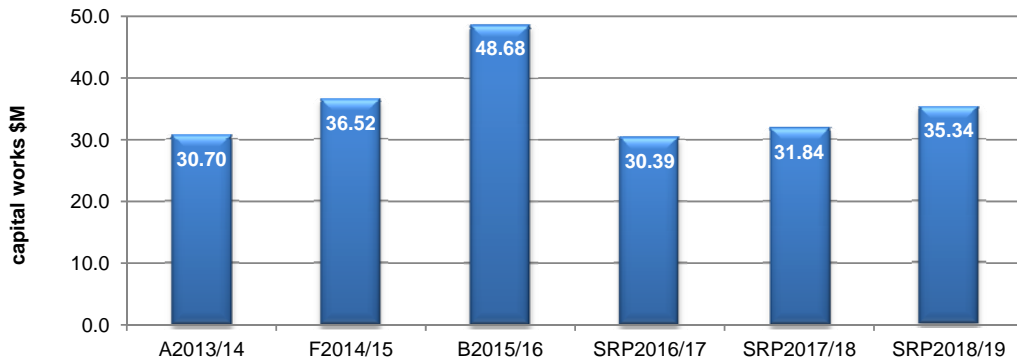
The expected operating result for the 2015/2016 year is a surplus of \$8.59 million, which is an increase of \$1.1 million over the forecast 2014/2015 result. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions, is a surplus of \$7.27 million, over 2014/2015 – refer to section 4 of this summary for further information.

3. Cash And Investments



Cash and investments are expected to decrease by \$9.81 million during the year to \$40.60 million as at 30 June 2016. The reduction in cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$50.41 million as at 30 June 2015).

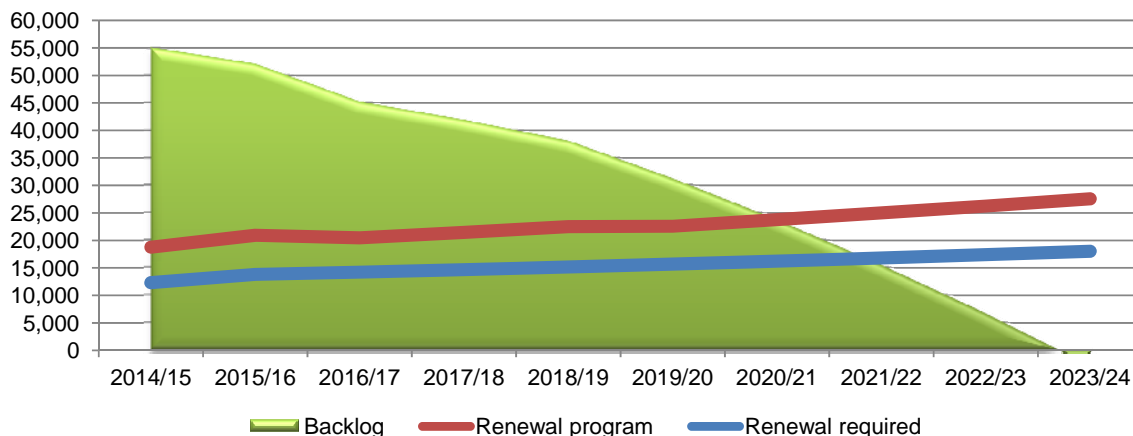
4. Capital Works



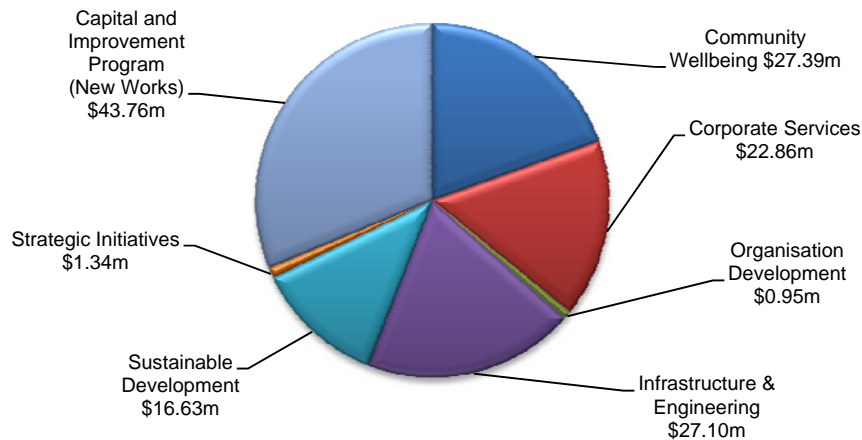
The Capital & Improvement Program for the 2015/2016 year is expected to be \$48.68 million. Funding for this program is shown in section six. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal backlog. This Graph addresses the infrastructure gap in a 10 year period in line with Long Term Financial Strategy(LTFS).

Infrastructure Renewal Gap



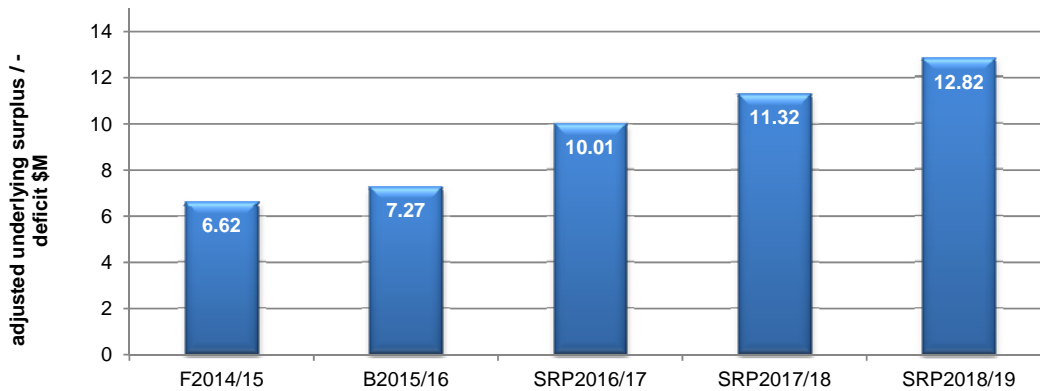
5. Council Expenditure Allocations



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area.

This budget has been developed through a rigorous process of consultation and review and management endorses it as financially responsible. More detailed budget information is available throughout this document.

6. Financial Sustainability



A high level Strategic Resource Plan for the years 2015/2016 to 2018/2019 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council’s strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows an increasing surplus over the four year period.

BUDGET PROCESSES

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Local Government Act 1989 (the Act) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2015/2016 budget, which is included in this report, is for the year 1 July 2015 to 30 June 2016 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2016 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the Capital and Improvement Program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, Officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with Officers preparing the operating and capital components of the annual budget during January and February. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during March and April. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its internet web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

To assist interested persons to understand the budget and make a submission if they wish, Council officers undertake a community engagement process including a public information session. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption.

The Key dates to the 2015/2016 budget process is as follows:

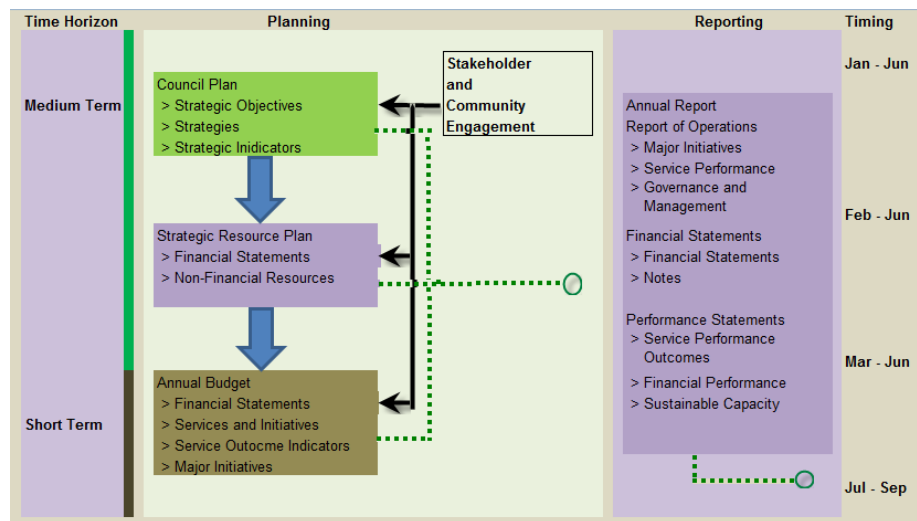
Process	Timing
Councillors & EMT Workshop - Councillor Strategic Planning	22 Nov 2014
First Cut Budget for Officers for Review	12 Jan 2015
First Councillor Briefing – Budget 15/2016	3 Feb 2015
Second Councillor Briefing – Budget	3 Mar 2015
Councillor Briefing – Budget	14 Apr 2015
Meeting of Council to resolve on Budget and call for submissions	21 Apr 2015
Community Information Session – Council Plan & Budget	29 Apr 2015
S.223 submissions closed - (28 Clear Days)	22 May 2015
S.223 meeting to consider submissions to Budget	9 Jun 2015
Meeting of Council to Adopt Budget and Council Plan	16 Jun 2015

1. LINKAGE TO THE COUNCIL PLAN

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Audited Statements).

Planning and Accountability Framework

The Strategic Resource Plan, included in the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.












The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

Our Purpose - Our vision

“A diverse and vibrant City dedicated to community wellbeing, democracy, sustainable growth and opportunity for all.”

Our Wellbeing Commitment

Maribyrnong City Council's primary objective is to promote and protect the wellbeing of our community and to achieve this we commit to putting all of our people first. Individual and community wellbeing is achieved when everyone has, and feels they have, the ongoing opportunity to reach their full potential in all aspects of their life. We are committed to creating and improving the physical, social, natural, cultural and economic environments that keep people well now and into the future. As a leader, partner, advocator, decision maker, service provider and planner we recognise that community wellbeing requires a long term investment. We must focus on the necessary foundations for enhancing wellbeing such as access to appropriate and affordable housing and employment, transport that is accessible, safe and reliable, amenity and social connectedness. Council is committed to social justice and equity for all. We will engage with our most vibrant and diverse community including women, children, youth, the elderly, people living with disability, people from non-English speaking backgrounds, Torres Strait Islanders, people who are gay, lesbian, bisexual, transgender, intersex and queer, the unemployed, those on low incomes and the homeless. Everything we do has an impact on community wellbeing and every Council policy, strategy, decision and action will be informed by our commitment. Councils nine wellbeing outcomes underpin the Council Plan.

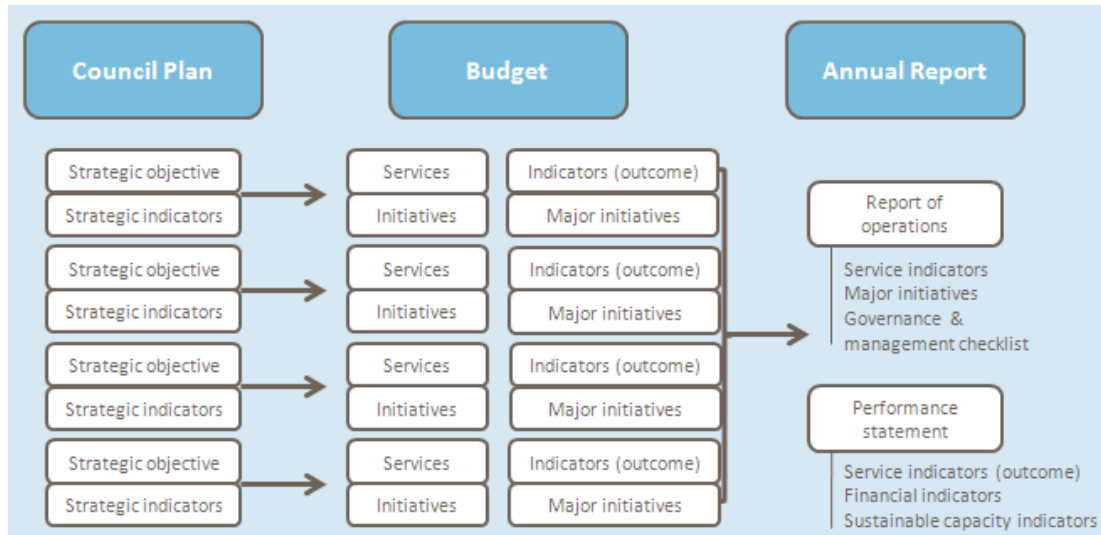
Wellbeing Outcomes		Description
1. Well Planned City		Well planned neighbourhoods, city design and development that are attractive and provide safe and accessible public spaces for all.
2. Cultural Vibrancy		A city that respects, celebrates and protects the history and diversity of our heritage, cultural precincts, the arts and community spaces.
3. Economic Prosperity		Economic activity that supports local investment, local employment and access to income as well as pathways to education and training.
4. Equity		Equitable access to quality resources that support individual and community wellbeing now and into the future.
5. Community Harmony		A strong sense of community built on diversity of gender, age, culture, ability, lifestyle and faith and that supports social inclusion and community decision making.
6. Liveability		A city that has liveable places and community infrastructure that promotes social connections and improves quality of life for everyone.
7. Environmental Sustainability		A city and organisation that implements environmentally sustainable policies, practices and procedures that protect the environment and promote the sustainable use of natural resources.
8. Sustainable Transport		Accessible, affordable and safe transport options for all community members that encourage sustainable and active transport around the municipality.
9. Efficient Workforce		An effective and efficient workforce that demonstrates engagement, innovation, accountability, transparency, good governance and sustainable economic practices that ultimately build and support municipal-wide wellbeing.

Council provides more than 80 services to the community. Each contributes to the achievement of one of the six Strategic Objectives as set out in the Council Plan for the years 2013-17. The following table lists the six Strategic Objectives as described in the Council Plan.

Strategic Objectives		Description
1. Urban Growth		We will create a well planned city that facilitates change whilst respecting our heritage and neighbourhood character.
2. Liveability		We will foster a connected and a welcoming City for all by providing quality designed places and services for our community.
3. Economic Prosperity		In partnership with our community and stakeholders we will support local businesses, attract investment and improve pathways for education and training.
4. Transport		We will plan for a functional, sustainable, safe and pedestrian-friendly transport and traffic management system that meets the diversity of community needs.
5. Environmental Sustainability		In partnership with our community and stakeholders we will educate, innovate and promote environmental sustainability.
6. Organisational Accountability		We will implement a transparent, engaging, accountable governance structure to effectively deliver this Council Plan.

2. SERVICES, INITIATIVES & SERVICE PERFORMANCE INDICATORS

This section provides a description of the services and initiatives to be funded in the Budget for the 2015/2016 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of initiatives, major initiatives and service performance outcome indicators. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan, along with the link to reporting in the Annual Report, is shown below.



Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in the following sections.

2.1. COMMUNITY WELLBEING

CI Ref.	COMMUNITY WELLBEING Maribyrnong City Council Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$
OP6	Aged & Diversity	7,813,729	-5,490,311	2,323,418
OP13	Community Infrastructure & Social Development	1,843,070	-30,796	1,812,274
OP19	Community Learning & Libraries	6,022,595	-971,915	5,050,680
OP22	Community Wellbeing Management	432,614	0	432,614
OP28	Family & Youth Services	5,128,764	-1,138,071	3,990,693
OP32	Leisure Services	6,153,142	-5,264,917	888,225
OP33	Community Wellbeing Total	27,393,914	-12,896,010	14,497,904

CI Ref.	COMMUNITY WELLBEING Initiatives 2015/2016	Link to Strategic Objectives & Wellbeing Outcomes	2015/2016 Exp \$
IN01	Living Museum of the West (Digitisation of Collections)	Cultural Vibrancy	\$17,000
IN02	Gender equity/social media	Equity	\$60,000
IN03	Yarraville Youth Outreach program	Community Harmony	\$50,000
IN04	Yarraville Hockey Club - dug outs	Liveability	\$15,000
IN05	Yarraville Cricket Club Improvements	Community Harmony/Liveability	\$15,000
IN06	Yarraville Soccer Club Improvements	Liveability	\$15,000
IN07	Two Small soccer goals for River ward parks	Community Harmony/Liveability	\$20,000
IN08	West Footscray Village (Tree Planting)	Environmental Sustainability	\$15,000
IN09	Sports Development - New Arrivals	Cultural Vibrancy/Community Harmony	\$3,000
IN10	Place-based Braybrook Diabetes Prevention and Management Project	Liveability/Liveability	\$50,000
IN11	Street Works Creative Pathways	Liveability/Cultural Vibrancy	\$44,000
IN12	Maribyrnong Civic Art Prize	Liveability/Cultural Vibrancy	\$20,000
IN13	Partnership project playground contribution	Liveability/Well Planned City	\$50,000
Total			\$374,000

Major Initiatives

Actions	Department	Performance Indicator
Develop Stage 2 of the 'Revitalising Braybrook Action Plan'.	Community Infrastructure and Social Development	Action Plan completed by December 2015. Implementation commenced.
Facilitate Diabetes Prevention Program in Braybrook.	Community Infrastructure and Social Development	Project action plan developed with key stakeholders for implementation by December 2015.

Service Performance Outcome Indicators Community Wellbeing

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[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
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

The Key Strategic Activities for the Community Wellbeing Branch for the 2015/2016 year are:

- ✚ Continue to invest and advocate for services and infrastructure to support a program of urban renewal in Braybrook.
- ✚ Plan for the social infrastructure needs of the community across the municipality.
- ✚ Continue implementation of the agreed actions from the Disability Action Plan, the Multicultural Policy & Action Plan and the Indigenous Policy & Action Plan.
- ✚ Better integrate wellbeing across Council activities through improved data and research, community engagement and targeted integrated strategies including gender equity.
- ✚ Work with the government, community and private sector to improve perceptions of safety across the City of Maribyrnong.
- ✚ Support community projects and activity through the implementation of the Community Grants Program and the new Active Maribyrnong Grants Program.
- ✚ Promote and develop local employment through the Maribyrnong Jobs Program.
- ✚ Implement the Maribyrnong Strategy for Young People.
- ✚ Complete the Maribyrnong Sports Development Strategy and commence implementation of agreed actions.
- ✚ Review and update the Maribyrnong Early Years Plan.
- ✚ Progress the Maribyrnong Alliance for Young People and encourage collaboration between its member organisations to better coordinate local youth service delivery.
- ✚ Increase the capacity of the Youth Leadership Advisory Committee to represent the voices of local young people to Council.
- ✚ Continue implementation of Council's Arts and Cultural Strategy and Public Art program.
- ✚ Complete the refurbishment of the Angliss Reserve sports pavilion and the Maidstone Tennis Facility.
- ✚ Complete community engagement, planning and design of the Footscray Community Hub and refurbishment of the Kingsville Tennis pavilion.
- ✚ Implement the StreetWorks graffiti prevention program.
- ✚ Deliver the Active Maribyrnong Program, the Gender Equity/Prevention of Violence against Women program, the Braybrook FILLS Program and the Friendly Neighbours Program.
- ✚ Continue delivery of food services, community care and other programs for senior residents.
- ✚ Continue to provide a range of learning and community development activities through Council's Community Centres and Libraries.
- ✚ Develop a program of Health and Wellbeing social events to enhance social interaction for older people with our community.
- ✚ Develop and deliver the Human Rights & Social Justice Conversation series.

Aged and Diversity

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP1	Aged & Diversity				
OP2	Aged & Diversity Management & Co-Ord	1,670,651	-734,976	935,675	Liveability
OP3	Community Care	5,206,158	-4,348,257	857,901	Liveability
OP4	Diversity	261,322	-109,500	151,822	Liveability
OP5	Positive Ageing	675,598	-297,578	378,020	Liveability
OP6	Aged & Diversity Total	7,813,729	-5,490,311	2,323,418	

The Aged & Diversity department provides a comprehensive and integrated range of home and community support services to older adults, people with a disability and their careers. The Aged & Diversity area is divided into four sections: 1) Positive Ageing, 2) Diversity Services 3) Community Care Services, and 4) Assistance with Care & Housing for the Aged.

The Community Care team provides initial contact and needs identification for older adults and people with a disability living within the municipality in their own home environment. These services include information, advice and referral, assessment and care planning, and other support services.

The Positive Ageing team provides Health Promotion and Social outings for older residents in the municipality, a Day Centre program twice a week in the Raleigh Road Activity Centre, and manages the Home Gardening Service and the Food Service program including delivered meals, centre-based and café meals. The team is responsible for the implementation of the Ageing Friendly Strategy and the HACC Diversity Plan as well as the planning for the new Footscray Community Hub.

The Diversity team delivers the Disability Policy and Action Plan, the Multicultural Policy & Action Plan and the Indigenous Policy and Action Plan. The team supports Council departments to develop and implement these strategies and ensure Council services and processes are inclusive. The team also plays a community development role working with these communities and across Council to promote inclusiveness, increased accessibility and strengthening capacity. A further strategic project is the implementation of Council's Human Rights & Social Justice Framework, which will include the actions for the three policies mentioned previously.

Community Learning and Libraries

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP15	Community Centres Network	1,527,076	-245,523	1,281,553	Liveability
OP16	Library Services	4,098,942	-620,862	3,478,080	Liveability
OP17	Neighbourhood Community Centres	83,549	0	83,549	Liveability
OP18	Occasional Child Centres	313,028	-105,530	207,498	Liveability
OP19	Community Learning & Libraries Total	6,022,595	-971,915	5,050,680	

The Library Service delivers responsive library services and programs to the Maribyrnong community. Library services and programs actively engage a diverse range of people and afford opportunities to inspire and transform their lives through reading, literacy and knowledge.

Four branch libraries provide lending collections, access to information technology, cultural activities, and literacy programs, including digital literacy. Children's programs and collections focus on childhood literacy, through physical collections and online apps, alongside baby rhyme times, story times, holiday programs and new parents sessions. Special story times are also held in community languages. Multicultural services provision is a major focus, with a high percentage of library usage by people of non-English speaking backgrounds.

Collections are available in 10 community languages and each year special programs are developed which reflect community diversity.

This year will see the commencement of operations at the new Braybrook Community Hub providing library and community centre services as well as a number of co-located services such as the cohealth community health centre, integrated early years centre, men's shed and sporting pavilion. A key feature will be the integrated governance model for the Hub.

Through its website library users can manage their loans as well as access the library catalogue, digital resources, eBooks, audio books and apps which support digital learning and literacy.

The Community Centres program operates from three sites.

- ✚ Braybrook Community Hub Centre 107-139 Churchill Avenue Braybrook
- ✚ Maidstone Community Centre 21 Yardley Street
- ✚ Maribyrnong Community Centre 9 Randall Street Maribyrnong

The Community Centres offer a wide range of programs, activities and events with, and for the community and provide affordable space for community groups to conduct their business. The Centres are run with a strong community development framework that encourages empowerment, access and equity, inclusion, advocacy, social justice and community participation.

Community Infrastructure & Social Development

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP7	Community Infrastructure & Social Development				
OP8	Arts & Culture	611,818	-30,796	581,022	Economic Prosperity
OP9	Community Infrastructure & Social Development	137,932	0	137,932	Liveability
OP10	Community Infrastructure & Social Development Mgmt	461,679	0	461,679	Liveability
OP11	Management Community Projects	336,542	0	336,542	Liveability
OP12	Public Health Policy & Planning	295,099	0	295,099	Liveability
OP13	Community Infrastructure & Social Development Total	1,843,070	-30,796	1,812,274	

The Community Infrastructure and Social Development department leads the community infrastructure planning and facilitation of investment and coordination of resources to meet the needs of the current and future local community. The priority projects include Revitalising Braybrook which aims to improve social infrastructure, amenity and services in that suburb, development and promotion of community gardens and urban agriculture in the municipalities, implementation of the Commonwealth funded Healthy Communities Project and facilitation of the Gender Equitable, Safe & Inclusive Communities Project to address preventing violence against women.

The department is also responsible for the development of the Wellbeing & Liveability snapshot report, Community Infrastructure Plan, Council's Municipal Public Health Plan which is integrated into the Council Plan as well as a policy responses to key community issues and determinants of health such as gambling, food security, affordable housing, drug and alcohol use.

This department supports a range of community building and engagement initiatives through the Annual Community Grants Program, and the preparation and analysis of community demographic data and trends. The Arts and Culture Team work with local artists and key arts and cultural organisations to promote and deliver vibrant and diverse cultural opportunities in the municipality including Council's Public Art program and the Street Works graffiti prevention program.

Community Wellbeing Management

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP20	Community Wellbeing Management				
OP21	Community Wellbeing Management	432,614	0	432,614	Liveability
OP22	Community Wellbeing Management Total	432,614	0	432,614	

Community Wellbeing plans and provides services and functions that support the community, enhance wellbeing and provide opportunities to participate in the life of the city. The directorate delivers a range of services to support the community in all stages of their lives: early childhood services, including maternal and child health, through to services for young people, families and older members of the community. The directorate is also responsible for recreation services including Maribyrnong Aquatic Centre.

Areas of responsibility:

- ✚ Aged & Diversity
- ✚ Family & Youth Services
- ✚ Community Learning & Libraries
- ✚ Leisure Services
- ✚ Community Infrastructure & Social Development

Family & Youth Services

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP23	Family & Youth Services				
OP24	Early Years Development & Support	945,179	-168,294	776,885	Liveability
OP25	Family Services & Community Project Management	277,493	0	277,493	Liveability
OP26	Maternal & Child Health	2,761,143	-822,969	1,938,174	Liveability
OP27	Youth Services	1,144,949	-146,808	998,141	Liveability
OP28	Family & Youth Services Total	5,128,764	-1,138,071	3,990,693	

The Family & Youth Services team work collaboratively to strengthen the wellbeing of children, young people and families. The team consults with children, families and young people and works in partnership with local service providers to plan, support and deliver services such as maternal and child health and immunisation, early years services, youth services and social support, and municipal emergency recovery management.

The Early Years team plays a vital role in advocacy, partnership building and strategic planning for Early Years Services. It facilitates the Maribyrnong Early Years Alliance and delivery of the Council adopted Maribyrnong Strategy for Children. It provides support to parent managed committees of child care centres and manages the Central Registration System for the community based child care centres and kindergartens.

The Youth Services and Social Support team provides over 10,000 contacts for information, referral, counseling and activities for young people aged twelve to twenty five years who live, work, study and recreate within the municipality, as well as operating the Phoenix Youth Centre. The Youth Services team also convenes the Maribyrnong Alliance for Young People, a strategic planning group consisting of local schools and organisations, who collectively deliver the Council adopted Maribyrnong Strategy for Young People.

The Maternal and Child Health and Immunisation Service has over seven thousand children enrolled in the Service and provide approximately eighteen thousand consultations during the year. These consultations include the physical assessment of the child, health promotion, maternal wellbeing checks and referrals as needed. Immunisations given to pre-school children total over four thousand five hundred, while the secondary school students receive over one thousand eight hundred immunisations. Families are offered support with individual consultations as well as in new parent groups and parent information sessions. Additionally, the Enhanced Maternal and Child Health service provides extra support for those families who have additional needs.

Leisure Services

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP29	Leisure Services				
OP30	Maribyrnong Aquatic Centre	5,363,730	-5,164,947	198,783	Liveability
OP31	Recreation Services	789,412	-99,970	689,442	Liveability
OP32	Leisure Services Total	6,153,142	-5,264,917	888,225	

The Leisure Services department is responsible for achieving Council's sport, leisure and recreation strategies, planning, strategies and policies as well as the project management and delivery of a range of capital works projects and recreation programs. In addition, the department delivers health, leisure and wellbeing services and programs through the Maribyrnong Aquatic Centre, the Active Maribyrnong Program as well as managing services provided by the YMCA through RecWest Footscray and RecWest Braybrook.

The team provides opportunities for participation in a range of leisure activities from highly structured organised sport to informal social and family activities in Council's many parks, free to public tennis courts, basketball courts, skate parks, bike paths and walking trails. Over 100 community clubs and associations are supported by the department which sees the municipality host thousands of sporting activities each weekend including a number of key national and international sporting events held throughout the year.

Recently, Leisure Services completed Council's Sports Development Strategy which will provide guidance for the future delivery of sport and recreation over the next 10 years in Maribyrnong.

2.2. CORPORATE SERVICES

CORPORATE SERVICES Maribyrnong City Council Service Delivery		Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$
OP40	Corporate Services Management	757,337	0	757,337
OP43	Office of CEO	443,451	0	443,451
OP37	Commercial Services	1,391,865	0	1,391,865
OP52	Finance	9,627,181	-93,339,488	-83,712,307
OP56	Governance and Customer Service	2,777,102	-157,772	2,619,330
OP60	Human Resources Management	1,376,154	0	1,376,154
OP64	Information Services	4,041,169	-400	4,040,769
OP70	Strategic Marketing, Comms. & Advocacy	2,440,863	0	2,440,863
OP71	Corporate Services Total	22,855,122	-93,497,660	-70,642,538

CI Ref.	CORPORATE SERVICES Initiatives 2015/2016	Link to Strategic Objectives & Wellbeing Outcomes	2015/2016 Exp \$
IN15	Stony Creek Festival	Liveability/Cultural Vibrant	\$30,000
IN16	Revised style guide for Maribyrnong's corporate communications	Organisational Accountability /Efficient Workforce	\$35,000
Total			\$65,000

Major Initiatives

Actions	Department	Performance Indicator
Establish Community Voice Panel.	Strategic Marketing, Communications and Advocacy	Community Voice Panel established.
Develop Tourism Action Plan 2015/16.	Strategic Marketing, Communications and Advocacy	Plan adopted by Council by December 2015.
Implement Council's online community engagement.	Strategic Marketing, Communications and Advocacy	Completion of a minimum of 10 online engagement programs.

Service Performance Outcome Indicators – Corporate Services

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community).	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community.

Corporate Services Management

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP39	Corporate Services Management	757,337	0	757,337	Organisational Accountability
OP40	Corporate Services Management Total	757,337	0	757,337	
OP42	Office of CEO	443,451	0	443,451	Organisational Accountability
OP43	Office of CEO Total	443,451	0	443,451	

Corporate Services Strategic Direction

The Local Government Act 1989 requires Council to develop a series of strategic documents which include a Council Plan, Strategic Resource Plan and Annual Budget. The Council Plan includes the strategic objectives of the Council and strategies for achieving those objectives over the four year term of the Council. The current Council Plan (2013-17) includes the Strategic Resource Plan (SRP), which outlines the resources required to implement Council's vision and strategies.

The key financial objectives, which underpin the SRP to 2017, are:

- ✚ Maintenance of service levels.
- ✚ Achieve a sustainable operating surplus.
- ✚ Achieve a Capital Works and Improvement Program which meets the asset renewal needs of the City.
- ✚ Achieve a balanced budget on a cash basis.
- ✚ Capacity building and skills development of Council staff.

Following Principles of Sound Financial Management (as contained in the Act) set the framework for Council's SRP, and include

- ✚ Prudently manage financial risks relating to debt, assets and liabilities.
- ✚ Provide reasonable stability in the level of rate burden.
- ✚ Consider the financial effects of Council decisions on future generations.
- ✚ Provide full, accurate and timely disclosure of financial information.

Service Description

The Corporate Services team provides a broad and diverse range of statutory and non statutory services that support and enable the operations of the organisation. These services include finance, information technology, services, governance, property, customer service, commercial services, strategic marketing, communications and advocacy and human resources management.

Key influences for the team include:

- ✚ Increased regulatory and compliance expectations from all levels of Government.
- ✚ Increased community expectations for ongoing communications, engagement and services.
- ✚ Increasing demand for online delivery of services.
- ✚ Introduction of new technology systems.
- ✚ Implementation of legislative changes for governance and financial accountability.
- ✚ Refining and improving procurement and contracting activities to deliver value for money outcomes
- ✚ Embedding effective risk management practices across the Council
- ✚ Improved organisational resilience to business disruption events
- ✚ Implementation of best value service reviews across the directorate
- ✚ New reporting requirements for Local Government as per the revised regulations, including 71 performance indicators
- ✚ Implement prudent financial management and explore new revenue streams
- ✚ Continuous improvement in organisational accountability.

Commercial Services

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP34	Commercial Services				
OP35	Contracts & Procurement	566,217	0	566,217	Organisational Accountability
OP36	Risk Management	825,648	0	825,648	Organisational Accountability
OP37	Commercial Services Total	1,391,865	0	1,391,865	

The Commercial Services Department is responsible for the delivery of policies, systems, processes and practices to support Council's procurement, contracting, risk management, insurance and business continuity functions.

The Contracts and Procurement team aims to embed compliant, best practice contracting and procurement practices across the organisation through:

- ✚ Establishing, developing and refining Council's contracting and procurement policies, processes and systems.
- ✚ Providing constructive and timely advice on contracting and procurement issues with the aim of increasing the organisations capacity and capability to deliver value for money outcomes.
- ✚ Delivering a targeted range of training opportunities to ensure an awareness and application of Council's procurement policy and procedures .
- ✚ Exploring opportunities for improved collaborative contracting and procurement practices and strategies, both internally and externally, via networking forums and collaborative projects
- ✚ Establishing an independent review/audit process to measure compliance with contracting and procurement activities.

The Risk Management and Insurance Team aims to support the organisation through:

- ✚ Embedding effective, sound risk management practices as an integral part of our business processes across Council to effectively deliver our wide range of services.
- ✚ Effective business continuity planning to minimise service disruptions and improve our organizational resilience in delivering our broad range of services to the community.
- ✚ Managing Council's insurance portfolio to ensure an appropriate level of cover is maintained across our diverse service areas..
- ✚ Effective management of Council's Insurance claims process.

Finance

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP44	Finance				
OP45	Debt Servicing	971,341	0	971,341	Organisational Accountability
OP46	Financial Accounting	108,730	-4,428,775	-4,320,045	Organisational Accountability
OP47	Funding Management	5,455,590	0	5,455,590	Organisational Accountability
OP48	Management Finance	1,494,782	0	1,494,782	Organisational Accountability
OP49	Payroll	282,939	0	282,939	Organisational Accountability
OP50	Rates	172,500	-88,723,268	-88,550,768	Organisational Accountability
OP51	Revenue & Valuations	1,141,299	-187,445	953,854	Organisational Accountability
OP52	Finance Total	9,627,181	-93,339,488	-83,712,307	

The Finance team is responsible for the delivery of the following services:

- ✚ Financial Accounting (Annual Report)
- ✚ Investments
- ✚ Accounts Payable
- ✚ Purchasing
- ✚ Management Accounting (Budget and Performance Management)
- ✚ Payroll
- ✚ Revenue Services
- ✚ Debtors
- ✚ Valuations

Financial Accounting prepares the Annual Financial Statements. Key components of these Statements are the endorsement of the Principal Accounting Officer, compliance with Australian Accounting Standards, the Local Government Act 1989 and the audit by the Victorian Auditor General. This team is also responsible for Accounts Payable, Purchasing, Investments and Stewardship of Council Assets.

Management Accounting is responsible for;

- ✚ The development of the Long Term Financial Strategy
- ✚ Preparation and adoption of Council's annual budget.
- ✚ Reporting on Council's performance to the annual budget
- ✚ Assisting the organisation in the management of their budgets
- ✚ Reporting to Council performance against the adopted budget
- ✚ Payroll

The Revenue Services team is responsible for;

- ✚ Raising and collecting general property rates and maintaining property database.
- ✚ Issuing of rate notices and ensuring collection of general rates and other charges owing.
- ✚ Issuing sundry debtor invoices for all departments within Council and ensuring that outstanding accounts are collected within Council's payment terms.
- ✚ Property valuations for the purpose of raising rates, in accordance with the Valuation of Land Act to meet Valuer-General's requirements for biennial revaluations, processing of formal objections and to raise and issue supplementary valuations as required.

Governance and Customer Service

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP53	Governance and Customer Service				
OP54	Customer Service	989,042	0	989,042	Organisational Accountability
OP55	Governance and Property	1,788,060	-157,772	1,630,288	Organisational Accountability
OP56	Governance and Customer Service Total	2,777,102	-157,772	2,619,330	

The Governance and Customer Service Department delivers excellence in customer service, provides expertise in the management of Council's property responsibilities and drives good governance practice.

This is achieved in the following ways:

- ✚ By focusing on providing best practice in the delivery of customer service.
- ✚ Providing expert and timely advice regarding the management of Council properties and property related decisions with internal and external stakeholders including service managers of Council properties.
- ✚ Delivering a well managed Council decision making cycle.
- ✚ Developing, maintaining and implementing the statutory requirements and corporate governance policies and procedures of the Council to ensure accountability, transparency, legislative compliance and alignment with strategic direction.

The Governance and Customer Service Department includes the following teams: Customer Service, Governance, and Property Management.

Human Resources Management

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP57	Human Resources Management				
OP58	Human Resource	914,088	0	914,088	Organisational Accountability
OP59	Occupational Health & Safety	462,066	0	462,066	Organisational Accountability
OP60	Human Resources Management Total	1,376,154	0	1,376,154	

The Human Resources Management team is responsible for providing support and advice to Managers and employees in the areas of recruitment, employee relations, corporate learning and development, occupational health and safety, injury management and return to work. In 2015/2016, the team will continue its focus on supporting Departments which have a large number of manual handling tasks, to reduce injuries and update safe work procedures.

Information Services

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP61	Information Services				
OP62	Information Management	544,124	-400	543,724	Organisational Accountability
OP63	Information Technology Services	3,497,045	0	3,497,045	Organisational Accountability
OP64	Information Services Total	4,041,169	-400	4,040,769	

The Information Technology Services team sits within the Corporate Services Directorate with a clear focus on adding value to the Organisation's business units and providing excellent customer service.

The Information Technology Services team has responsibility for activities that fall within the Information and Communications Technology Services including Telecommunications and Information Management.

Key responsibilities include:

- ✚ ITS Strategic Planning
- ✚ Desktop Services and Support
- ✚ Network Infrastructure Administration
- ✚ Fixed and Mobile Voice and Data Management and Support
- ✚ Procurement of Hardware, Software and Telephony
- ✚ Geographic (Spatial) Information Systems Management
- ✚ Business Systems Support, Analysis, Development and Implementation
- ✚ General IT Support and Training
- ✚ Knowledge and Information Management
- ✚ Central Records Management
- ✚ Records Archiving and Destruction Management
- ✚ Internal Mail Distribution

Ensuring a consultative approach we aim to establish and maintain best practice processes and oversee the maintenance of quality services and systems by ensuring availability and capacity. Through the provision of operational and strategic advice, the Information Technology Services team develops and implements related policies and procedures to meet business needs and enhance performance by supporting the achievement of the Organisation's business objectives.

Strategic Marketing Communication & Advocacy

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP65	Strategic Marketing, Comms. & Advocacy				
OP66	Activation & Relationship management	861,315	0	861,315	Liveability
OP67	Festivals	531,279	0	531,279	Liveability
OP68	Media & Communications	809,480	0	809,480	Liveability
OP69	Strategic Marketing & Comms. & Advocacy	238,789	0	238,789	Liveability
OP70	Strategic Marketing, Comms. & Advocacy Total	2,440,863	0	2,440,863	

In the broadest terms, the Strategic Marketing, Communications and Advocacy Department works to build the profile and reputation of Maribyrnong and its authentic strengths as a vibrant, inner-city locale. The Department has two teams. The remit of the Communications, Marketing and Media team includes social media and online services as an area of growing emphasis for Council.

It includes both corporate communications about the Maribyrnong City Council and general marketing of the city as a great place to live, visit, work or study. The Activation and Relationship Management team has coverage for community engagement, place activation, stakeholder relationship management and Council's successful Festival City Program. The Department coordinates and provides support to the Council's leadership for the advocacy program and government relations. Key responsibilities include:

- ✚ Media
- ✚ Corporate communications
- ✚ Internal communications
- ✚ City marketing
- ✚ Online and Social Media
- ✚ CALD communications (culturally and linguistically diverse)
- ✚ Festival City
- ✚ Place activation
- ✚ Stakeholder relations
- ✚ Community engagement
- ✚ Tourism
- ✚ Advocacy
- ✚ Issues management.
- ✚ Promoting Footscray University Town

2.3. INFRASTRUCTURE & ENGINEERING

CI Ref.	INFRASTRUCTURE & ENGINEERING Maribyrnong City Council Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$
OP76	Asset Management & Construction	1,359,711	0	1,359,711
OP82	Civil Design & Transport	970,956	-24,033	946,923
OP85	Infrastructure & Engineering Management	457,030	0	457,030
OP95	Operations & Maintenance	23,234,264	-1,642,574	21,591,690
OP98	Sustainability & Environment	1,078,728	0	1,078,728
OP99	Infrastructure and Engineering Total	27,100,689	-1,666,607	25,434,082

CI Ref.	INFRASTRUCTURE INITIATIVES 2015/2016	Link to Strategic Objectives & Wellbeing Outcomes	2015/2016 Exp \$
IN17	Maribyrnong River Park benches	Liveability	\$15,000
IN18	Yarraville shared space Anderson St	Well Planned City/Liveability	\$30,000
IN19	Burton Reserve (Demolition of toilet)	Liveability	\$20,000
IN21	Training for "Friends Of" groups	Environment	\$6,000
IN22	Landscaping work in front of Dale Stables	Well Planned	\$5,000
IN23	Enhanced Waste Management – Footscray/Yarraville/Braybrook retail precincts	Liveability/Well Planned City	\$100,000
IN24	Dale Stables	Liveability/Well Planned City	\$150,000
	Total		\$326,000

Major Initiatives

Actions	Department	Performance Indicator
Commence construction of Little Saigon (Footscray) project.	Asset Management and Construction.	Construction commenced by December 2016.
Continue to work with State Government and key stakeholders on ways to manage heavy freight vehicles through our municipality.	Civil Design & Transport	Participation in the Western Region – VicRoads Freight Strategy Working Group. Working with VicRoads on: - Communications strategy for High Productivity Freight Vehicles within MCC. - identifying an agreed freight route network. Report to Council.
Implement Footscray CBD Waste Management Improvement Program.	Sustainability and Environment (Operations and Maintenance)	Education program delivered. Minimum of 300 Council bins replaced.

Service Performance Outcome Indicators Infrastructure & Engineering

Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

Infrastructure & Engineering Management

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
	Infrastructure & Engineering Management				
OP85	Infrastructure & Engineering Management	457,030	0	457,030	Liveability
	Infrastructure & Engineering Management Total	457,030	0	457,030	

Infrastructure and Engineering is responsible for strategic planning and development of physical assets in the city. This includes assets such as local roads, paths, drains, laneways and buildings. It is also responsible for transport planning, parking management, traffic engineering, risk management, public lighting and operations, waste and cleansing services and maintenance of parks and gardens.

Until April 2014 the Directorate was also responsible for Risk and Emergency Management.

Areas of responsibility;

- ✚ Asset management & construction
- ✚ Capital projects delivery
- ✚ Civil design & transport
- ✚ Engineering projects
- ✚ Operations & maintenance
- ✚ Sustainability & environment

Infrastructure and Engineering Strategic Direction

- ✚ Continue to develop systems and strategies relating to Council's assets and infrastructure, including the delivery of the Capital Works and Improvement Program and initiatives that enhance and improve community amenity.
- ✚ Continue the development and implementation of the integrated asset management system
- ✚ Implement a condition monitoring program and develop long term capital renewal and maintenance programs for council owned assets
- ✚ Provide responsive and high quality operations and maintenance services to the community.
- ✚ Ensure that effective and sustainable asset management principles are applied to capital projects and asset maintenance decisions across the City.
- ✚ Plan for the continuous renewal, upgrade and maintenance of Council's assets, facilities and infrastructure to meet current and future community needs in a timely manner within approved budgets.
- ✚ Promote and support programs and initiatives that support sustainability, public health, livability and community wellbeing.
- ✚ Plan for and manage an effective transport and parking system for the City.
- ✚ Advocate for new and upgraded state transport infrastructure to reduce impacts of truck traffic on residents and improve public transport throughout the City.

Service Description

The Infrastructure and Engineering Branch is directorate for the asset planning and maintenance of Council's physical assets such as roads, footpaths, cycle paths, parks and open space, trees, drains and Council buildings along with transportation planning, traffic engineering, parking management and environment and sustainability services. The directorate is also responsible for providing cleansing services, recycling and refuse collection services, 'At Call' hard and user pays green waste service. In addition, the Branch is responsible for public lighting, major project delivery and contaminated land management across the municipality.

Service Trends and Influences

The City of Maribyrnong's population is expanding rapidly, creating further demands on existing infrastructure and service delivery and creating additional assets to manage and maintain. The municipality also has ageing infrastructure that requires ongoing maintenance and replacement where appropriate. Council's capital and asset improvement program provides for a balanced distribution of available funds within the various asset categories based on competing priorities. Funding has been allocated and optimised to the various asset classes to meet the required renewal demand and progressively reduce the current asset backlog (poor condition assets) over the next 10 years.

Council is constantly reviewing its maintenance and renewal programs to ensure its resources are directed to address community concerns and priorities, such as cleanliness, dumped rubbish, graffiti and greening of the city.

Key Strategic Activities for the directorate

The Key Strategic Activities for the Infrastructure and Engineering directorate for the 2015/2016 year are:

- ✚ Implementation of Council's roads, drainage, footpath buildings, open space and major capital works and improvement programs within available budgets.
- ✚ Improving the general appearance and amenity of the city.
- ✚ Ongoing implementation of the asset management improvement plans.
- ✚ Ongoing implementation of the Maribyrnong Integrated Transport Strategy, Maribyrnong Strategic Bicycle Plan, Safe Travel Plan, Waste Minimisation Strategy and Carbon Neutral Plan.
- ✚ Road safety and traffic management initiatives and programs.
- ✚ Effective management of contaminated land and proactive monitoring and testing of open spaces
- ✚ Optimising efficiencies in waste management activities, including improved recycling rates.
- ✚ Ongoing compliance with the electrical line clearance regulations for tree vegetation and road maintenance under the Road Management Plan.
- ✚ Greening the city with additional tree planting and maintenance and adoption of the Urban Tree Renewal Plan.
- ✚ Project Management of major project's including Maribyrnong Aquatic Centre upgrade works and 'Saigon in Footscray development.

Strategic Initiatives

The proposed actions and initiatives have been developed to enable the Directorate to address resident and ratepayer and specific statutory requirements and to enable strategic planning, capital works and service enhancements to occur.

Key issues and activities planned for 2015/2016 are:

- ✚ Additional funding for parks and gardens maintenance, new trees, tree replacements and pruning.
- ✚ Additional funding for bicycle initiatives and projects.
- ✚ Review of the 10 Year Capital and Improvement Program.
- ✚ Best Value Reviews of service provision
- ✚ Additional funding for the roads and parks improvement and the building refurbishment programs.
- ✚ Develop strategies for waste reduction in line with Council's waste minimisation strategy.
- ✚ Continue contamination investigations, testing and remediation where required.
- ✚ Continued focus on adopting cyclical planned maintenance programs in the Operations and Maintenance teams.

Infrastructure - Individual Service Area Descriptions and Outcomes

Asset Management & Construction

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP72	Asset Management & Construction				
OP73	Asset Management and Construction Team	1,359,711	0	1,359,711	Liveability/ Urban Growth
OP76	Asset Management & Construction Total	1,359,711	0	1,359,711	

The team is responsible for asset management services, coordination, planning and reporting of the 10 year capital improvement program, delivery of building, civil, open space capital works, special projects and management of land contamination.

1. Asset Management

Responsible for Council's corporate asset management framework, development of asset policies, strategies, plans, business processes and asset systems that support the ongoing delivery of best practice asset management.

2. 10 Year Capital Improvement Program

Co-ordinates the development of Council's ten year capital and improvement program in consultation with asset, service, maintenance managers and other stakeholders. Provides asset capital works advice and reports to the Project Management Oversight Committee, Executive Management Team and other key stakeholders.

3. Building Capital Works (Minor and Major)

Manages Council's building portfolio including capital works planning and delivery, in consultation with building maintenance services, services managers and other key stakeholders. Through strategic review, policy development and life-cycle planning, the team will optimise the ongoing viability and effectiveness of buildings to the needs of Council and the community.

The team is responsible for the effective and efficient planning, coordination and delivery of Council's major capital projects within the municipality including major complex, technically challenging and unique capital projects of high significance and value.

4. Civil Infrastructure Capital Works

Responsible for project management and construction supervision of civil infrastructure capital works projects including road, drainage, footpath, bridges, right of ways, car parks, bike paths and retaining walls.

5. Open Space and Special Projects Capital Works

Provision of project management services including planning advice and delivery of various complexity capital projects including open space and parks, streetscapes, urban design frameworks and river trail projects.

6. Land Contamination Management

Responsible for the management of contaminated land to provide safe community environments. This involves investigations of Council sites and where deemed appropriate site contamination management plans are developed and site remediation undertaken as required.

Civil Design and Transport

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP77	Civil Design & Transport				
OP78	Civil Design and Transport Management	368,871	0	368,871	Transport; Urban Growth
OP79	Civil Design Team	132,907	0	132,907	Transport; Urban Growth
OP80	Development	115,388	-21,000	94,388	Transport; Urban Growth
OP81	Transport Team	353,790	-3,033	350,757	Transport; Urban Growth
OP82	Civil Design & Transport Total	970,956	-24,033	946,923	

Key priorities of the Civil Design team include planning and design of capital improvement programs for roads, drainage, laneways, car parks and footpaths with a view to maximising asset condition within the available resources.

Engineering plan checking and construction supervision in the development of new subdivision infrastructure is undertaken by the Development team. The Transport team is responsible for the planning, design and implementation of the transport improvement program and parking management across the City. The team will continue working with external stakeholders on transport planning and management for the City and the inner western region focusing on major strategic transport projects and issues facing the City, such as the WestGate Distributor. The team will also continue to provide technical, traffic, parking, public lighting and transport advice in the development of key projects.




Operations and Maintenance

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP86	Operations & Maintenance				
OP87	Building Maintenance	2,226,711	0	2,226,711	Liveability
OP88	Civil Works & Services	11,148,763	-982,310	10,166,453	Liveability
OP89	Construction and Asset Protection Management	563,888	0	563,888	Liveability
OP90	Customer Operations and Rapid Response	2,831,945	-145,000	2,686,945	Organisational Accountability
OP91	Fleet Management	-831,829	-423,000	-1,254,829	Liveability
OP92	Maintenance Systems	130,375	0	130,375	Liveability
OP93	Parks and Gardens	6,651,349	-48,264	6,603,085	Liveability
OP94	Works Centre Operations Management	513,062	-44,000	469,062	Liveability
OP95	Operations & Maintenance Total	23,234,264	-1,642,574	21,591,690	

The Role of the Operations and Maintenance teams focus primarily on providing efficient and effective planned and reactive maintenance services to the city's built and natural assets.

The Service includes:

1. The provision of maintenance to:

-  Buildings
-  Public lighting, toilets and street furniture.
-  Parks and gardens, including sports grounds and median strips, roads and footpaths, drainage and carparks

2. Reinstatements, road opening and street protection permits and asset protection.
3. Cleansing and waste service
4. Fleet services
5. Tree planting and maintenance
6. Operation of the Footscray cemetery.

In all areas, the priority is on implementing efficient and effective cyclic service plans and enabling a responsive service for customer requests.

Compliance requirement includes meeting Council's Road Management Plan, Electrical Line Clearance Regulations and Australian Standards for playground inspections. A key focus of all teams within the department is to improve the condition and amenity of the city.

Sustainability and Environment

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP96	Sustainability & Environment				
OP97	Sustainability and Environment Team	1,078,728	0	1,078,728	Environmental Sustainability
OP98	Sustainability & Environment Total	1,078,728	0	1,078,728	

The role of Sustainability and Environment team focuses on improving the level of environmental sustainability and knowledge both internally within Council operations as well as through community programs and education.

Key programs include;

- ✚ Policy development and implementation in the areas of energy efficiency, waste management, water conservation, and storm water management and environmental sustainability.
- ✚ Implementing sustainability measures in Council buildings and facilities through the Sustainable Building Management Plan.
- ✚ Tracking and reporting of greenhouse emissions and water consumption from Council operations.
- ✚ Ongoing community education and engagement around environmental sustainability through regular events, workshops and community programs.
- ✚ Advocating for more sustainable practices at the state and federal government level.

2.4. ORGANISATIONAL DEVELOPMENT & BUSINESS TRANSFORMATION

Organisational Development

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP100	Organisation Development & Business Transformation				
OP101	Organisation Development	948,863	0	948,863	Organisational Accountability, Liveability
OP102	Organisation Development Total	948,863	0	948,863	
OP103	Organisational Development & Business Transformation Total	948,863	0	948,863	

Service Description

Organisational Development and Business Transformation is responsible for developing and promoting the strategic directions for the organisation that enable continuous improvement, organisational culture, and performance development initiatives.

The department delivers improvement outcomes under the following four pillars:

- ✚ People & Performance: Strengthening our people and performance capability to deliver on current and future challenges.
- ✚ Systems and Processes: Excellence in design and implementation of innovative business processes and systems to improve performance outcomes.
- ✚ Continuous Improvement: Commitment to innovative solutions that support the delivery of continuous improvement and quality services for our customers.
- ✚ Culture & Capability: Developing an organisational culture that is highly capable and committed to delivering quality outcomes.

The department is responsible for implementing Council's Best Value Service Review Program in conjunction with the business transformation agenda. This includes identifying and implementing opportunities for improvements in efficiency and performance across the Council, and specifically in relation to driving business improvement through the implementation of the corporate business system platform. The functions included in the Organisational Development team are designed to support personnel development, organisational capacity and performance.

Key service trends and influences for the team include:

- ✚ Increasing online delivery of services and greater compatibility with contemporary technology
- ✚ The Auditor General's continued focus on performance reporting in Local Government
- ✚ The introduction of State Government's Performance Reporting Framework
- ✚ The need for greater organisational efficiency to drive service improvement while balancing community needs and expectations

Ongoing requirements for improvements in service and business efficiencies Ensuring our workforce has the right mix of structure, skills, performance and development required to deliver services, both now and into the long term.

2.5. SUSTAINABLE DEVELOPMENT

SUSTAINABLE DEVELOPMENT Maribyrnong City Council Service Delivery		Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$
CI Ref.				
OP107	City Design	1,063,508	-35,000	1,028,508
OP110	City Business	826,003	-50,000	776,003
OP117	Regulatory Services	11,163,080	-15,021,460	-3,858,380
OP120	City Strategy	908,341	-7,000	901,341
OP123	Sustainable Management	792,029	0	792,029
OP126	Urban Planning	1,881,508	-902,320	979,188
OP127	Sustainable Development Total	16,634,469	-16,015,780	618,689

CI Ref.	SUSTAINABLE DEVELOPMENT Initiatives 2015/2016	Link to Strategic Objectives & Wellbeing Outcomes	2015/2016 Exp \$
IN25	Anders Park, West Footscray (Water Tank)	Liveability	\$10,000
IN26	Footscray street tree planting	Environmental Sustainability/Well Planned	\$20,000
IN27	Footscray Night-time Economy Project	Economic Prosperity	\$20,000
IN28	Cranwell Reserve (Shade Structure)	Well Planned/Liveability	\$40,000
IN29	Kindersmith playground	Well Planned/Liveability	\$40,000
IN30	Little Africa - Banner Poles	Liveability/Cultural Vibrant	\$10,000
IN31	Muttaborrasaurus - Park Extension	Liveability	\$10,000
IN32	Tap for Ulmara playground (Drinking fountain)	Well Planned	\$10,000
IN33	Beautifying Braybrook (Churchill Ave Shops)	Liveability	\$15,000
IN34	Online heritage river trail map	Cultural Vibrancy	\$4,000
IN35	Robert Barrett Reserve Sign (existing sign)	Well Planned/Liveability	\$15,000
IN36	Pritchard Reserve (BBQ Shelter)	Liveability	\$25,000
IN37	Start Me Up Business Kit	Economic Kit	\$5,000
IN38	Way finding at station (Footscray)	Transport/Liveability	\$15,000
IN39	Bike Rack (Design comp)	Transport	\$5,000
IN40	Revitalising small shopping strips	Liveability /Well Planned City	\$100,000
IN41	City Business Grants (Shop front improvements)	Liveability/Well Planned City	\$30,000
IN42	Town Hall Refurbishment Phase 1	Organisational Accountability /Efficient Workforce	\$200,000
Total			\$574,000

Major Initiatives

Actions	Department	Performance Indicator
In partnership with Victoria University investigate the implementation of public Wi-Fi in Footscray CBD.	City Business	Wi-Fi implemented.
Implement Footscray Park Masterplan.	City Design	Design completed for regional playground and barbeque facilities.
Deliver a new Maribyrnong General Purpose Local Law.	Regulatory Services	The new Local Law implemented by December 2015.
Prepare designs for the linking of the Maribyrnong River Trail from Waterford Green Estate to the City of Brimbank.	City Design	Design completed with all authority approvals.
Establish an Enterprise Maribyrnong Committee to effectively liaise with trader and the business sector and assist in setting the direction for Economic Development in Maribyrnong.	City Business	Recommended Committee Structure report to Council by August 2015.

Service Performance Outcome Indicators Sustainable Development

Service	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year / less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[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

City Design

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP104	City Design				
OP105	City Design	546,651	0	546,651	Urban Growth; Liveability; Environmental Sustainability
OP106	Open Space	516,857	-35,000	481,857	Urban Growth; Liveability; Environmental Sustainability
OP107	City Design Total	1,063,508	-35,000	1,028,508	

City Design is responsible for the architectural, urban design and open space planning functions of Council. It is primarily involved in the design of public facilities, parks and public realm projects focusing on design excellence and City making projects in activity centres, streetscapes, open space and river corridors.

In 2015/2016, the team will build on its design excellence objectives through quality architectural outcomes for new public buildings and public spaces. The team provides architectural and urban design advice on major development proposals across the city. The team will continue to advocate for quality design outcomes throughout the City. In 2015/2016, the team will focus on the implementation of the Maribyrnong Open Space Strategy through the forward planning of major park upgrades and identifying new open space opportunities.

Strategic projects for 2015/2016 include:

- ✚ Stage 1 of new park space at Southampton Street Footscray.
- ✚ Develop Lae Street Nursery / McDonald A Reserve Master plan.
- ✚ Refurbishment of Nicholson St Mall
- ✚ Complete designs for regional playground, Footscray Park
- ✚ Design the Maribyrnong River Trail from Waterford Green Estate to the City of Brimbank.

City Business

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP108	City Business				
OP109	City Business	826,003	-50,000	776,003	Economic Growth
OP110	City Business Total	826,003	-50,000	776,003	

City Business works to foster economic prosperity for the city. This includes positive relations between Council and businesses; provision of training and mentoring events; provision of information on issues facing the business community; and the promotion of the City for business investment and job growth.

The team will deliver the Business Improvement District grant program for business precincts with pay parking, and introduce a business stakeholder committee. The team co-ordinates delivery of the Footscray University Town vision and cross Council activity to achieve this goal. A major delivery area will be the development of the Footscray Council carpark portfolio, in particular the Byron and Irving Street carpark sites.

The team has strong links with the State Department of Economic Development, Jobs, Transport and Resources and other agencies involved in the delivery of local economic outcomes.

Regulatory Services

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP111	Regulatory Services				
OP112	Building Control	793,354	-404,541	388,813	Liveability
OP113	Compliance Regulatory Services	1,815,280	0	1,815,280	Liveability
OP114	Emergency Management	261,063	0	261,063	Liveability
OP115	Environmental Health	1,124,225	-485,747	638,478	Liveability
OP116	Parking & Local Laws	7,169,158	-14,131,172	-6,962,014	Liveability
OP117	Regulatory Services Total	11,163,080	-15,021,460	-3,858,380	

Parking, Animal Management and local laws provides management and enforcement of parking regulations, local laws covering the amenity and good order of the local environment and animal control throughout the municipality.

The Parking team has responsibility for ensuring equitable use of parking spaces in Footscray, Yarraville, Highpoint, key business centres and areas such as the university, hospital and riverside precincts. This includes managing Council's paid parking system. Safety at school crossings and school precincts are high priority activities. Officers conduct more than 24,000 parking patrol hours annually (including after-hours, week days and weekends) throughout the city.

The Local Laws team is responsible for investigating in excess of 3,000 complaints annually ranging from litter enforcement, to unsightly properties as well as monitoring all permits issued under the General Purpose Local Laws.

Animal Management Officers are responsible for complaints involving animals, particularly barking dogs. They are responsible for impounding stray dogs and trapping stray cats (more than 300 dogs and 800 cats annually). Dog attacks are high priority incidents, with 50-60 cases a year each taking up to 30 hours of investigation and prosecution.

The Compliance team responsibilities includes all administrative support for the field teams, the processing of unpaid infringement notices; conducting reviews of appeals against notices; preparation of Court documents and issuing a range of permits (resident, disabled, street furniture etc).

A key function of the Building Services team is the enhancement of the health, safety and amenity of buildings throughout the Municipality. This will be achieved through the provision of high quality building services administration and information; informing the community and industry of building regulatory requirements; providing an effective and efficient building permit service with a community focus and satisfying Council's statutory building control responsibilities. During 2015/2016 the team will continue on with the implementation of the Essential Services Campaign. Environmental Health provides a diverse range of public health services to protect and promote individual and community wellbeing.

Core services are:

- ✚ The registration, monitoring and enforcement of standards in food and health businesses.
- ✚ The investigation and resolution of nuisances, environmental issues, public health issues and infectious disease incidents/outbreaks.
- ✚ Monitoring and enforcement of tobacco laws at retail shops, food businesses, public venues and workplaces including the sale of tobacco to young person's and newly introduced legislation banning the smoking around playgrounds, pools and events for young persons.

City Strategy

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP118	City Strategy				
OP119	City Strategy	908,341	-7,000	901,341	Liveability Economic Prosperity
OP120	City Strategy Total	908,341	-7,000	901,341	

City Strategy leads strategic direction for the city and land use planning. with a particular focus on managing the Maribyrnong Planning Scheme.

Key strategic projects for 2015/2016 include the consideration by Planning Panels Victoria of the Planning and Urban Design Framework and new planning controls for the Highpoint Activity Centre.

The preparation and exhibition of a planning scheme amendment to include the Maribyrnong Economic and Industrial Land Use Strategy (MEIDS) into the planning scheme to provide policy direction for core industrial employment areas.

Preparing a planning scheme amendment to implement the Maribyrnong Open Space Strategy contribution rate into the Planning Scheme.

Sustainable Development Management

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP121	Sustainable Management				
OP122	Sustainable Development Management	792,029	0	792,029	Urban Growth; Liveability Economic Prosperity
OP123	Sustainable Management Total	792,029	0	792,029	

Sustainable Development Strategic Direction

Service Description

Sustainable Development delivers city wide strategic planning, including economic development; architecture, urban design, open space, land use; regulatory services (including building, environmental health, local laws, animal management, parking); statutory planning functions and heritage.

Service Trends and Influences

The team provides a range of services to manage the City's economic, social and environmental expectations including:

- ✚ Land uses are changing bringing new economic and liveability opportunities.
- ✚ Resident population is growing and their needs are changing.
- ✚ Densification and increasing community expectations are increasing at varying rates across the city.

Land Use Changes

- ✚ Increase in more dense residential and mixed use developments with intensive transformation of Footscray and Highpoint
- ✚ A major increase in the creative industries and knowledge economy.

Population Growth/Demographic Change

The City's population is expected to increase from 78,982 (2013 forecast) to approximately 111,188 (14,916 new households) by 2031. The City will accommodate significant housing development and population growth on several strategic redevelopment sites including Footscray, Highpoint, and Maribyrnong.

Urban Planning

CI Ref.	Service Delivery	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$	Linkage to Strategic Objective
OP124	Urban Planning				
OP125	Urban Planning	1,881,508	-902,320	979,188	Urban Growth Liveability Economic Prosperity
OP126	Urban Planning Total	1,881,508	-902,320	979,188	

Urban Planning received over 1000 planning application in 2014 and a total of 777 planning decisions were made. The department places all advertised applications on Council website which receives around 1000 hits per month. There is an ongoing role in managing significant growth and facilitating major redevelopment projects within the city. The city is undergoing rapid gentrification, major changes in resident expectations and accommodating metropolitan Melbourne's growth.

A total of 29 appeals were lodged at VCAT in 2014 against decisions of Council with almost 90% support for Council's decisions.

The team has also assessed 114 report and consent applications as required by the Building Act.

The team will also ensure the requirements of the Maribyrnong Planning Scheme and planning permits are being enforced through inspections, responding to complaints and where necessary enforcement to achieve compliance.

2.6. PERFORMANCE STATEMENT

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2015/2016 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 8) and sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.7. RECONCILIATION WITH BUDGETED OPERATING RESULT

	Budget 2015/2016 Exp \$	Budget 2015/2016 Income \$	Budget 2015/2016 Net \$
Community Wellbeing	27,393,914	12,896,010	14,497,904
Corporate Services	22,855,122	5,112,392	17,742,730
Organisation Development	948,863	0	948,863
Infrastructure & Engineering	27,100,689	1,666,607	25,434,082
Sustainable Development	16,634,469	16,015,780	618,689
Total Activities	94,933,057	35,690,789	59,242,268
Strategic Initiatives	1,339,000	0	1,339,000
Capital and Improvement Program	43,759,000	15,955,000	27,804,000
Strategic Activities Total	45,098,000	15,955,000	29,143,000
Total	140,031,057	51,645,789	88,385,268
Rates and Charges	0	88,385,268	-88,385,268
Grand Total	140,031,057	140,031,057	0
Major Projects Reserve		-8,100,000	8,100,000
Carry forwards from 14/2015	4,925,000		4,925,000
Other Reserves		-4,600,000	4,600,000
Transfer to Reserves	-4,422,260		-4,422,260
Depreciation	15,960,000		15,960,000
Capital	-36,969,000		-36,969,000
Principal Loan Repayments	-786,619		-786,619
Total Operating	118,738,178	127,331,057	-8,592,879

3. BUDGET INFLUENCES

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

Maribyrnong City Council is located in the west of Melbourne and covers an area of 31.2 square kilometers. It comprises of the former City of Footscray and parts of the City of Sunshine Councils, which were amalgamated in 1994.

Snapshot of City of Maribyrnong

Population

In June 2014, the estimated residential population of the City of Maribyrnong was 82,218 people. The forecast population for 2015 is 85,312. In the 9 years from 2006 to 2015, the population increased by approximately 22,171 which is a 35% increase.

The City of Maribyrnong population is forecast to increase to 111,188 by 2031, which is a 30.33% increase on the 2015 forecast figure. The biggest increase in population will be in the suburb of Footscray which is forecast to increase by 65% to 30,862 by 2031.

(Source: ID Community Profile and ID Forecast based on ABS Census 2011 data).

Population - Age breakdown

The biggest age group in the City of Maribyrnong is the 35-49 age group which accounts for 24% of the population with 20,232. The second largest age group is the 25-34 age group which represents 22% of the population with 19,252.

(Source: ID Community Profile and ID Forecast based on ABS Census 2011 data).

The 35-49 age group is forecast to increase by 34% to 27,013 by 2031. The 25-34 age group is forecast to increase by 22% to 23,434 by 2031.

(Source: ID Community Profile and ID Forecast based on ABS Census 2011 data).

Births

At the 2006 Census the annual birthrate was 972. At the 2011 Census it was 1,158. In 2015, the forecast annual birth rate is 1,359. In 2031, it is forecast to be 1,648.

(Source: ID Community Profile based on ABS Census 2011 data and ID Forecast data 2014).

Cultural diversity

The City is a highly culturally and linguistically diverse municipality. 43% of the population were born overseas. The main countries of birth of residents, apart from Australia include Vietnam, China, India, the United Kingdom and New Zealand.

34% of the population are from non English speaking backgrounds. 43% of the population speak a language other than English at home.

(Source ID Community Profile based on Census 2011 data).

Households

In 2015, there is forecast to be 34,312 households in the City of Maribyrnong. The largest type of household is couple families with dependants with 8,748 followed by lone person households with 8,669. (ID Forecast data 2015).

By 2031, there will be a 57% increase in the number lone households to 13,651. Couple families with dependents are the next biggest group with a 29% increase by 2031 to 11,287. Couples without dependents will increase by 25% to 10,797 by 2031. Overall, the number of households will increase by 36% to 46,590 households by 2031 (ID Forecast data 2015).

Income

The median household income for the City of Maribyrnong is \$1,257. This compares to \$1,333 for the Greater Melbourne. The median income was the lowest in Braybrook with \$836 per week.

19% of the City of Maribyrnong population were on low incomes of less than \$600 per week. This compares to 16.9% for Greater Melbourne. 17.4% of the population were on high incomes of over \$2,400 per week. This compares to 18.7% for Greater Melbourne (ID Social Atlas based on Census 2011 data).

Housing

23% of City of Maribyrnong residents owned their home and 30.1% had a mortgage. 30.6% of residents were renting privately and 6.2% lived in social housing. The number of homes is increasing (ID Community Profile based on Census 2011 data). 60.4% of dwelling were separate houses. 30.7% were classified as medium density including townhouses, semi detached and small apartment blocks. 8.2% were classified as high density (ID Community Profile based on Census 2011 data).

Since 2001-02, there have been 8,788 residential building approvals in the municipality with an average of 732 approvals per year (ID Community Profile based on Census 2011 data).

In 2015, there is forecast to be there were 35,839 dwellings in the City of Maribyrnong. By 2024, there is forecast to be 43,743 dwellings. By 2031, there is forecast to be 49,000 dwellings in the municipality (ID Forecast 2015).

The median household rental cost for the City of Maribyrnong is \$280 per week compared to \$300 for Greater Melbourne. The median monthly mortgage repayment is \$2,000 compared to \$1,810 for Greater Melbourne. (ID Community Profile based on Census 2011 data).

Education

59.6% of City of Maribyrnong residents have completed Year 12 compared to 54.6% for Greater Melbourne. 28.2% of residents have a Bachelors degree university qualification compared to 23.6% for Greater Melbourne.

19.5% of residents have a diploma or vocational education qualification such as TAFE, compared to 23.8% for Greater Melbourne. 39.9% of residents had no qualifications compared to 42.2% for Greater Melbourne (ID Community Profile based on Census 2011 data).

Occupations

27.4% of City of Maribyrnong residents are professionals, 14.5% are clerical or administrative workers, 11.9% are managers, 10.9% are trades or technical workers and 9.3% are community and personal service workers.

Other occupations include laborers with 9%, sales workers with 8.4% and machinery operators and drivers with 6% (ID Community Profile based on Census 2011 data).

Industries in which residents are employed

Industries in which City of Maribyrnong residents are employed include healthcare and social assistance with 10.1%, manufacturing with 9.5%, professional scientific and technical services with 9%, retail trade with 9.3% and education and training with 8.2% (ID Community Profile based on Census 2011 data).

Social and Economic Disadvantage

The Relative Index of Social Disadvantage (SEIFA) is derived from attributes such as income, educational attainment, unemployment, occupations and variables that reflect disadvantage rather than measure specific aspects of disadvantage.

High scores on the Index of Relative Social and Economic Disadvantage occur when the area has families on higher incomes and people with higher level qualifications. Low scores on the index occur when the area has many low income families and people with little training and in unskilled occupations.

The City of Maribyrnong is the fourth most disadvantaged municipality in metropolitan Melbourne with a SEIFA ranking 974. The most disadvantaged municipalities include Greater Dandenong, Brimbank and Hume. The suburb of Braybrook is the fourth most disadvantaged suburb in metropolitan Melbourne with a SEIFA ranking of 801.1

(ID Community Profile based on Census 2011 data).

Budget implications

As a result of the City's demographic profile there are a number of budget implications in the short and long term as follows:

- + Cultural and linguistic diversity means that Council needs to use a variety of media in languages other than English for mass communication with citizens, and use interpreting services for interpersonal communication with citizens. Council also draws on the abilities of its bilingual staff.
- + The city is substantially developed and while it is experiencing a small increase in property numbers, these mainly arise from higher density developments. The budget implications arise in Council having to cope with replacement of infrastructure such as drains which cannot cope with the higher density. These costs cannot be passed on to the developer and are paid for from rates. The rates received from new dwellings do not offset the significant infrastructure costs.

External Influences

- + Consumer Price Index (CPI) increases on goods and services of 1.7% through the year to December quarter 2014 (ABS release 28 January 2015).
- + The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.
- + Unfunded superannuation liability.
- + Cost shifting from Federal and State Government.
- + The Victorian State Government has announced that Local Government rates will be capped from 2016/2017. Depending on the level at which rates are capped Council may need to undertake a review of services that are provided to the community with the aim of reducing the level of rate payer subsidy for services undertaken by Local Government of the State and Federal Government.

Budget Principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets.

The principles included:

- + Pensioner rebate scheme increased to \$176.30.
- + Festivals & Events i.e. Ongoing Fireworks Event.
- + Existing fees and charges to be increased in line with CPI or market levels.
- + Grants to be based on confirmed funding levels.
- + New revenue sources to be identified where possible.
- + Service levels to be maintained at 2014/2015 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- + New initiatives or employee proposals to be justified through a business case.
- + Real savings in expenditure and increases in revenue identified in 2014/2015 to be preserved
- + Operating revenues and expenses arising from completed 2014/2015 capital projects to be included.
- + No new borrowings.

Long Term Strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2014/2015 to 2017/18 (section 8.), Rating Information (section 9.) and Other Long Term Strategies (section 10.) including borrowings, infrastructure and service delivery.

Council has developed a Long-Term Financial Strategy (LTFS) which provides Council with a 10 year blueprint to meet the increased infrastructure and service needs of a diverse and growing community. The foundation for this blueprint is a robust long term financial plan, to deliver a comprehensive major projects program over the next 10 years of approximately \$300m.

Council's Long-Term Financial Strategy (LTFS) 2013-23 will be revised annually in accordance with the Council Plan. It will comply with the requirements set by the Victorian Auditor-General's (VAGO) Financial Sustainability Indicators and Maribyrnong City Councils best practice indicators.

Council's LTFS is based on predicted financial projections and statements. The assumptions surrounding these projections include a balanced budget, agreed liquidity ratios and Long-Term financial sustainability. These assumptions are underpinned by key financial objectives including maintenance of existing service levels, 30% of rate revenue dedicated to capital, achievable Long-Term debt commitments and rate revenue increases at Consumer Price Index where possible.

The structure of LTFS is as follows:

Drivers for the Long Term Financial Strategy

- ✚ Borrowing Strategy
- ✚ Rating Strategy
- ✚ Service Delivery Strategy
- ✚ Community Infrastructure Plan & Major Projects
- ✚ Long Term Financial Plan
- ✚ Asset Management Plans
- ✚ Reserves & Grants, User Charges & Other Income

The use of input from these strategies provides Council with a comprehensive approach and a capacity to meet sustainability targets.

Objectives and Goals of the Long Term Financial Strategy

- ✚ Balanced Budget
- ✚ Liquidity
- ✚ Sustainability

Targets and Methodology

Targets and methodology to achieve the LTFS. These targets are provided by the VAGO's for financially sustainability indicators and Councils industry best practice indicators.

Risk Assessment

A range of risks which relate to the achievement of the LTFS.

- ✚ Rate Capping
- ✚ Capacity to deliver capital works
- ✚ Government Grants and Subsidies
- ✚ Cost shifting from State and Federal Governments
- ✚ Cash and Investments
- ✚ Capacity to maintain the 30% of Rates to be spend on Capital Works target.

4. ANALYSIS OF OPERATING BUDGET

The Budgeted Income Statement budgets an operating surplus of \$8.593 million for the year ending 30th June 2016. This section analyses the operating budget including expected Income and Expenses of the Council for the 2015/2016 year.

Budgeted Income Statement	Forecast		Budget 2015/2016 \$'000	Variance \$'000
	Actual			
	2014/2015 \$'000			
Total income	120,569		127,331	6,762
Total expenses	(113,083)		(118,738)	(5,655)
Surplus (deficit) for the year	7,486		8,593	1,107
Grants –non-recurrent capital	(861)		(1,320)	(459)
Contributions - non-monetary assets	0		0	0
Capital contributions - other sources	0		0	0
Adjusted underlying surplus (deficit)	6,625		7,273	648

Adjusted underlying surplus (\$648 thousand increase)

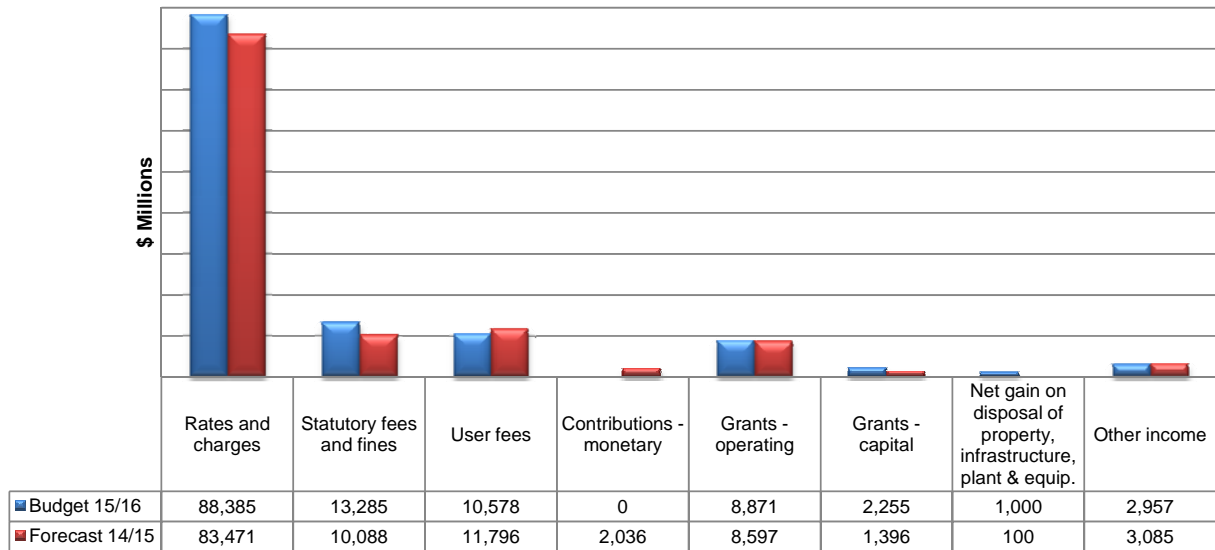
The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2015/2016 year is a surplus of \$7.273 million which is an increase of \$648 thousand from the 2014/2015 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources.

Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

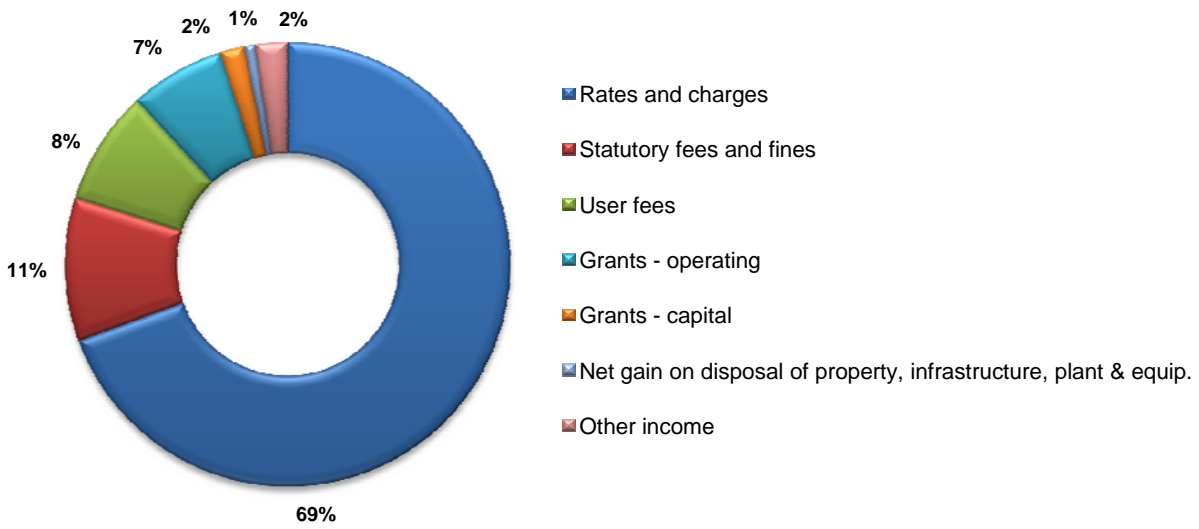
Income Types	Forecast		Budget 2015/2016 \$'000	Variance \$'000
	Actual			
	2014/2015 \$'000			
Rates and charges	83,471		88,385	4,914
Statutory fees and fines	10,088		13,285	3,197
User fees	11,796		10,578	(1,218)
Contributions - monetary	2,036		0	(2,036)
Grants - operating	8,597		8,871	274
Grants - capital	1,396		2,255	859
Net gain on disposal of property, infrastructure, plant & equip.	100		1,000	900
Other income	3,085		2,957	(128)
Total income	120,569		127,331	6,762

Rates are a major source of Operating Revenue accounting for in excess of 69% of all income. Statutory Fees and Fines, User Charges and Government Grants are also significant contributors to total income. Council has increased rates by 3.7%. This plus raising of Supplementary Rates for new and improved dwellings has seen the level of rate income increase by \$4.914 million. 2% of the rate increase is to be dedicated to an effort to address Council's shortfall in asset renewal.

BUDGETED INCOME 2015/2016 AND FORECAST 2014/2015



BUDGETED INCOME 2015/2016



Grants – Operating

Operating Grant Funding Type and Source	Forecast	Budget	Variance
	Actual 2014/2015 \$'000	2015/2016 \$'000	\$'000
Recurrent - Commonwealth Government			
Victorian Grants Commission	2,485	2,500	15
General home care	1,190	1,190	0
Day Program	132	132	0
Family Day Care	0	0	0
Commonwealth Respite For Carers	123	123	0
Assistance With Care & Housing For Aged	70	70	0
Caps General	771	771	0
Community Aged Care Packages	315	315	0
Immunisation	19	19	0
Total Recurrent - Commonwealth Government	5,105	5,120	15
Recurrent - State Government			
Home Care - Personal Care	435	503	68
Home and Community Care (HACC) - Properly Maintenance	140	150	10
Aged and Diversity Management	122	122	0
Aged Community Transport	46	46	0
Assessment & Care Management	298	298	0
School crossing supervisors	145	145	0
Libraries	516	532	16
Immunisation	55	55	0
Maternal and child health	638	627	-11
City Business	0	50	50
Safer Community	45	45	0
Environmental Health	6	6	0
Culture	18	0	-18
Food Services	154	290	136
HAAC Planned Activity Group	43	43	0
HACC Respite	370	396	26
Maribyrnong Occasional Child Care	2	2	0
Sen Citz Ctrs / Older Persons Activities	31	24	-7
Youth Program - Freeza	24	24	0
Metro Access	109	109	0
Supported Playgroup Parenting Initiative	41	41	0
Best Start / Funded Projects	109	109	0
Enhanced Home Visiting Service	117	122	5
State Emergency Service	16	0	-16
Community Centres	12	12	0
Total Recurrent State Grants	3,492	3,751	259
Total Recurrent Grants	8,597	8,871	274

Grants – Capital

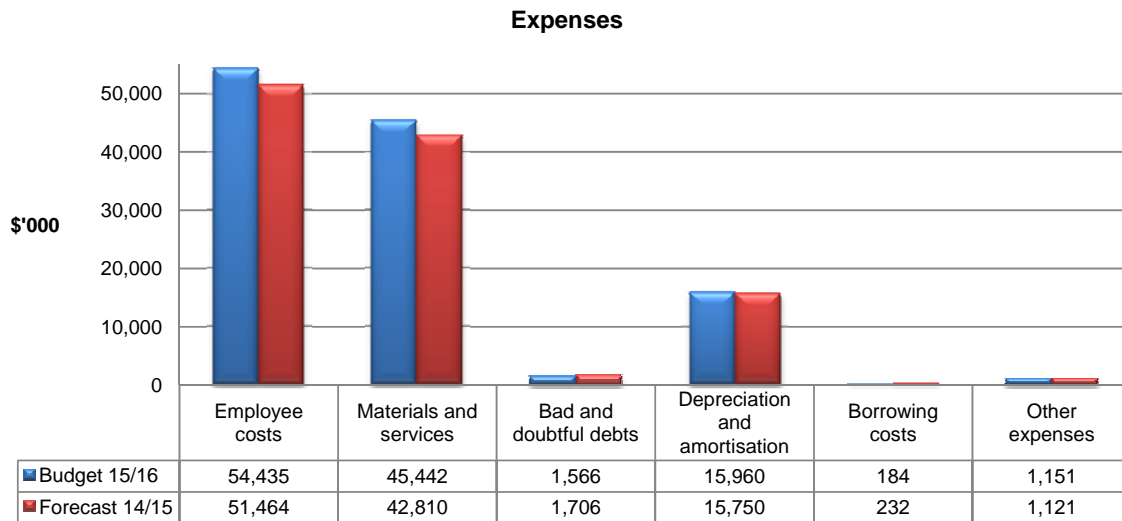
Capital Grant Funding Type and Source	Forecast	Budget 2015/2016 \$'000	Variance \$'000
	Actual 2014/2015 \$'000		
Recurrent - Commonwealth Government			
Roads to Recovery	232	463	231
Victorian Grants Commission	303	472	169
Recurrent - State Government	0	0	0
Total recurrent grants	535	935	400
Non-recurrent - Commonwealth Government			
Roads	706	0	(706)
Non-recurrent - State Government			
Buildings	0	700	700
Other Infrastructure	0	620	620
Recreational, Leisure & Community Facilities	155	0	(155)
Total non-recurrent grants	861	1,320	459
Total capital grants	1,396	2,255	859

Expenses

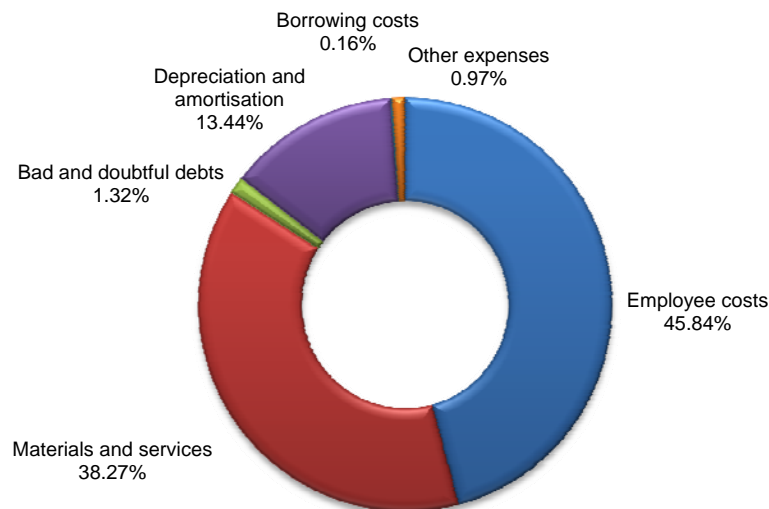
Expense Types	Forecast	Budget 2015/2016 \$'000	Variance \$'000
	Actual 2014/2015 \$'000		
Employee costs	51,464	54,435	2,971
Materials and services	42,810	45,442	2,632
Bad and doubtful debts	1,706	1,566	(140)
Depreciation and amortisation	15,750	15,960	210
Borrowing costs	232	184	(48)
Other expenses	1,121	1,151	30
Total expenses	113,083	118,738	5,655

Employee benefits, materials and services are the major areas of operating expenditure, accounting for in excess of 84% of all expenditure. Employee benefits include all labour-related costs such as wages and salaries, on costs, employer superannuation (\$200,000 for Council's provision for a future contribution to the unfunded superannuation liability) and WorkCover. Increases in employee costs are contributed to by the Enterprise Agreement which came in to effect on the 1st July 2013.

BUDGETED EXPENSES 2015/2016 AND FORECAST 2014/2015



BUDGETED EXPENSES 2015/2016



A summary of human resources expenditure categorized according to the organizational structure of Council and number of full time equivalent (FTE) Council staff:

Branch	2015/2016		Comprises		
	Budget \$'000	Budget FTE	Permanent Full Time	Permanent Part Time	Casual
Community Wellbeing	21,825	239.9	84.3	141.0	14.6
Corporate Services	10,124	82.7	68.7	12.6	1.4
Infrastructure & Engineering	11,613	123.7	118.4	5.3	0.0
Organisation and Business Transformation	763	4.5	4.5	0.0	0.0
Sustainable Development	10,110	97.6	76.4	21.2	0.0
Total	54,435	548.40	352.30	180.10	16.00

Please note: Temporary positions are treated as either Fulltime or Part time as the case may be based on their agreement-letter of offer.

5. ANALYSIS OF BUDGETED CASH POSITION

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2015/2016 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves. The analysis is based on three main categories of cash flows:

- ✚ Operating activities - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- ✚ Investing activities - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- ✚ Financing activities - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

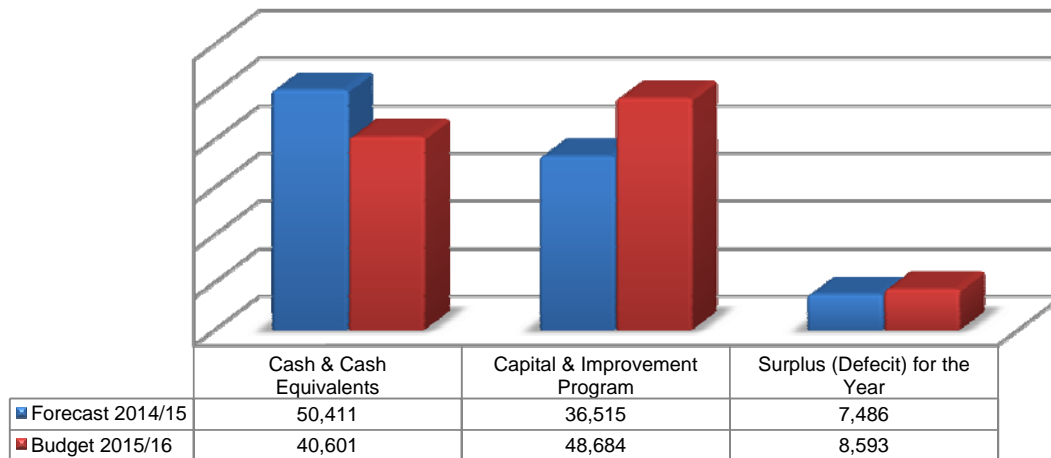
It is anticipated that there will be a reduction in Council's cash reserves over the next twelve months to fund major projects including Little Saigon Project as well as the Business Transformation project from cash reserves. An increase in open space expenditure has also been budgeted for from the open space reserve.

Budgeted Cash Flow Statement

	Forecast		
	Actual	Budget	Variance
	2014/2015	2015/2016	
	\$'000	\$'000	\$'000
Cash flows from operating activities			
Receipts			
Rates and charges	83,162	88,164	5,002
User fees and fines	21,314	23,463	2,149
Grants - operating	8,597	8,871	274
Grants - capital	1,396	2,255	859
Interest	2,330	2,279	(51)
Deposits	451	9	(442)
Other receipts	2,791	678	(2,113)
Total receipts from operating activities	120,041	125,719	5,678
Payments			
Employee costs	(49,728)	(52,525)	(2,797)
Other payments	(44,474)	(46,064)	(1,590)
Total payments from operating activities	(94,202)	(98,589)	(4,387)
Net cash provided by operating activities	25,839	27,130	1,291
Cash flows from investing activities			
Payments for property, infrastructure, plant & equip.	(26,295)	(36,969)	(10,674)
Proceeds from sale of property, infrastructure, plant & equipment	100	1,000	900
Proceeds from investments	0	0	0
Loans and advances made	0	0	0
Repayments of loans and advances	0	0	0
Net cash used in investing activities	(26,195)	(35,969)	(9,774)
Cash flows from financing activities			
Finance costs	(232)	(184)	48
Proceeds from borrowings	0	0	0
Repayment of borrowings	(740)	(787)	(47)
Net cash used in financing activities	(972)	(971)	1
Net decrease in cash and cash equivalents	(1,328)	(9,810)	(8,482)
Cash and cash equivalents at the beginning of the year	51,739	50,411	(1,328)
Cash and cash equivalents at end of the year	50,411	40,601	(9,810)

Reconciliation Of Cash and Operating Result

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.



Cash and equivalents, reduction in 2015/2016 is predominantly caused by the Little Saigon project, the completion of the business transformation project from cash reserves and an increase in open space expenditure from the open space reserve. Section 2.7 provides a full reconciliation of the Operating Result (accrual basis) with the Cash Result. Council has budgeted for a break even result on a cash basis.

	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000
Surplus (deficit) for the year	7,486	8,593	1,107
Depreciation	15,750	15,960	210
Loss (gain) on disposal of property, infrastructure, plant & equipment	100	1,000	900
Finance costs	232	184	(48)
Net movement in current assets and liabilities	2,271	1,393	(878)
Cash flows available from operating activities	25,839	27,130	1,291

Restricted and Unrestricted Cash and Investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2016 it will have cash and investments of \$40.601 million, which has been restricted as shown in the following table.

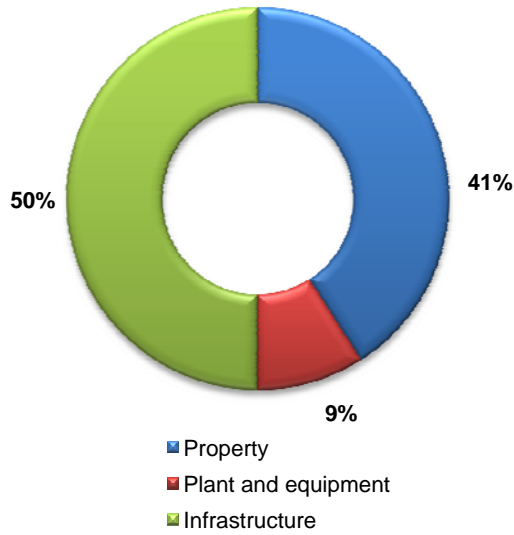
	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000
Total cash and investments	50,411	40,601	(9,810)
Restricted cash and investments			
- Statutory reserves	(8,593)	(3,993)	4,600
- Cash held to carry forward capital works	(4,925)	0	4,925
- Trust funds and deposits	(3,097)	(3,106)	(9)
Unrestricted cash and investments	33,796	33,502	(294)
- Discretionary reserves	(17,630)	(13,951)	3,679
Unrestricted cash adjusted for discretionary reserves	16,167	19,551	3,384

6. ANALYSIS OF CAPITAL BUDGET

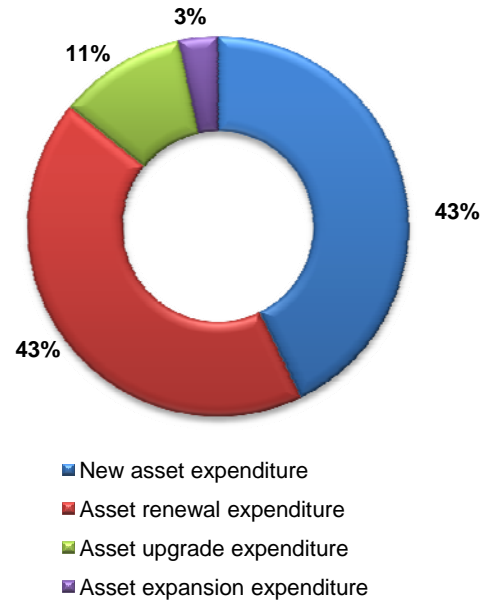
This section analyses the planned capital works expenditure budget for the 2015/2016 year and the sources of funding for the capital budget.

Capital Works Areas	Forecast		Variance \$'000
	Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	
Works carried forward			
Buildings	0	4,925	4,925
Total Buildings	0	4,925	4,925
Total Works Carried Forward	0	4,925	4,925
New works			
Property			
Land	750	1,000	250
Land improvements	0	0	0
Total Land	750	1,000	250
Buildings	7,818	13,990	6,172
Heritage buildings	0	0	0
Building improvements	0	0	0
Leasehold improvements	0	0	0
Total Buildings	7,818	13,990	6,172
Total Property	8,568	14,990	6,422
Plant and equipment			
Heritage plant and equipment	0	0	0
Plant, machinery and equipment	1,257	1,870	613
Fixtures, fittings and furniture	0	0	0
Computers and telecommunications	4,059	1,980	(2,079)
Library books	600	600	0
Total Plant And Equipment	5,916	4,450	(1,466)
Infrastructure			
Roads	7,806	8,620	814
Bridges	30	30	0
Footpaths and cycleways	1,850	3,334	1,484
Drainage	700	1,070	370
Recreational, leisure and community facilities	1,310	1,390	80
Waste management	145	160	15
Parks, open space and streetscapes	5,290	7,095	1,805
Aerodromes	0	0	0
Off street car parks	1,250	850	(400)
Other infrastructure	3,650	1,770	(1,880)
Total Infrastructure	22,031	24,319	2,288
Total New Works	36,515	43,759	7,244
Total Capital Works Expenditure	36,515	48,684	12,169
Represented by:			
New asset expenditure	7,514	20,850	13,336
Asset renewal expenditure	18,781	20,949	2,168
Asset upgrade expenditure	5,640	5,275	(365)
Asset expansion expenditure	4,580	1,610	(2,970)
Total Capital Works Expenditure	36,515	48,684	12,169

Budgeted Capital Works 2015/16



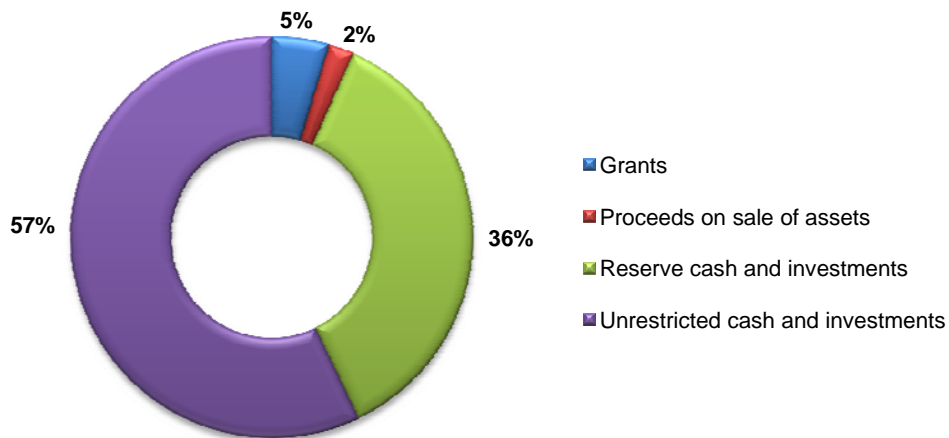
Budgeted capital works 2015/16



Funding Sources

Sources of funding	Forecast		Variance \$'000
	Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	
Works carried forward			
<i>Current year funding</i>			
- reserve cash and investments	0	4,925	4,925
- unrestricted cash and investments	0	0	0
Total Works Carried Forward	0	4,925	4,925
New works			
<i>Current year funding</i>			
Grants	1,396	2,255	859
- proceeds on sale of assets	200	1,000	800
- reserve cash and investments	14,239	12,700	(1,539)
- unrestricted cash and investments	20,680	27,804	7,124
Total New Works	36,515	43,759	7,244
Total Funding Sources	36,515	48,684	12,169

Budgeted Total Funding Sources 2015/2016



Highlights of the Capital & Improvement Program

Capital Works Area	Project Cost					Asset Expenditure Types				
	2015/ 2016 \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Asset Sales \$'000	Open Space Reserve \$'000	Major Projects & Other Reserves \$'000	Council Cash \$'000
Property										
Land	1,000	500	500	0	0	0	600	0	0	400
Buildings	13,990	10,470	1,415	955	1,150	700	0	0	5,400	7,890
Total Property	14,990	10,970	1,915	955	1,150	700	600	0	5,400	8,290
Plant And Equipment										
Computers And Tele-communications	1,980	1,300	680	0	0	0	0	0	1,300	680
Library Books	600	0	600	0	0	0	0	0	0	600
Plant, Machinery And Equipment	1,870	0	1,870	0	0	0	400	0	0	1,470
Total Plant And Equipment	4,450	1,300	3,150	0	0	0	400	0	1,300	2,750
Infrastructure										
Bridges	30	0	30	0	0	0	0	0	0	30
Drainage	1,070	0	1,070	0	0	0	0	0	0	1,070
Footpath And Cycleways	3,334	500	2,684	150	0	0	0	0	1,400	1,934
Off street Carparks	850	0	850	0	0	0	0	0	0	850
Parks, Open Space And Streetscapes	7,095	3,770	1,325	2,000	0	0	0	4,400	0	2,695
Recreational, Leisure And Community Facilities	1,390	0	1,070	320	0	0	0	200	0	1,190
Roads	8,620	0	8,270	350	0	935	0	0	0	7,685
Waste Management	160	0	160	0	0	0	0	0	0	160
Other Infrastructure	1,770	1,310	0	0	460	620	0	0	0	1,150
Total Infrastructure	24,319	5,580	15,459	2,820	460	1,555	0	4,600	1,400	16,764
Carried Forward Capital & Improvement Program	4,925	3,000	425	1,500	0	0	0	0	4,925	0
Total Capital & Improvement Program 2015/2016	48,684	20,850	20,949	5,275	1,610	2,255	1,000	4,600	13,025	27,804

The total value of the 2015/2016 Capital Improvement Program is \$43.7m plus \$4.9m in carry forwards from the 2014/2015 program. Approx 70% of the overall program is allocated to the renewal and upgrade of assets, whilst the balance is allocated for the creation of new assets and other improvements. The emphasis of the program is on renewing and upgrading facilities to significantly reduce the asset backlog over 10 years, in addition to keeping up with the annual rate of deterioration.

Buildings

Building projects consist of new, renewal and upgrade of Council facilities such as sporting pavilions, maternal and child health centre's, child care services and other compliance projects. In 2015/2016 Council have allocated approximately \$2.1m for Building asset renewal and other improvement works. An additional amount of \$6.3m has been allocated for the building major projects which involve a combination of new, renewal, upgrade and expansion works.

Roads

An allocation of approximately \$8.2m is included in 2015/2016 for Council's roads and streetscape including the installation of energy efficient street lighting and Roads to Recovery funding from the Federal Government.

Footpath & Bicycle Network

The footpath improvement program and the bicycle networks program are aimed at renewing, repairing, replacing and creating new sections of the network. An allocation of approximately \$3.25m has been allocated to footpath and bicycle network improvements in 2015/2016.

Drainage

A budget of \$1m in 2015/2016 has been allocated for drainage improvement works. This funding will be used to renew and upgrade drainage infrastructure within the municipality.

Transport

There is also allocated funds for various transport projects throughout the municipality, which is aimed at improving traffic flow, congestion and safety.

Information Technology

The information technology program undertakes the replacement of Council's information technology infrastructure in accordance with the Information Technology Strategy (ITS). The ITS focus on number of major projects which will enhance customer service, organisational efficiency and the standardisation of the IT service delivery platforms and to also improve the efficiencies of information management. Council's information technology program includes rollout of the new Electronic Document Management System, Trim and Authority – the new Integrated Asset Management and Maintenance system.

Fleet Management

Fleet management includes replacement of Council's vehicles, plant and equipment in accordance with the Fleet Replacement Program to ensure Council's fleet is appropriate to meet service needs. \$1.6m has been allocated to the Fleet Replacement Program. The program takes into account useful life, utilisation rates, repair and maintenance costs and adopts a 'whole of life' approach towards fleet management including environmental impact. The program is aimed at reducing maintenance costs, lost time due to breakdowns and most of all that fleet is reliable to meet service needs.

Open Space, Parks & Streetscapes

Open space and parks projects include renewal and upgrade of existing open space and parks and the provision of new ones. In 2015/2016 a total budget of \$8.6m has been allocated to facilitate these works. This includes tennis courts improvements, irrigation upgrades, outdoor landscaping works to childcare centres, horticulture renewals, and playground renewals. Part of the budget will facilitate the major works on Maribyrnong River Edge, Pipemakers Park, Footscray Park and other improvements.

7. ANALYSIS OF BUDGETED FINANCIAL POSITION

This section analyses the movements in assets, liabilities and equity between 2014/2015 and 2015/2016. It also considers a number of key performance indicators.

	Forecast Actual 2014/2015	Budget 2015/2016	Variance
	\$'000	\$'000	\$'000
Budgeted Balance Sheet			
Current assets			
Cash and cash equivalents	50,411	40,601	(9,810)
Trade and other receivables	10,945	11,761	816
Financial assets	5,000	5,000	0
Other assets	531	323	(208)
Total current assets	66,887	57,685	(9,202)
Non-current assets			
Trade and other receivables	121	133	12
Property, infrastructure, plant and equipment	895,556	916,565	21,009
Total non-current assets	895,677	916,698	21,021
Total assets	962,564	974,383	11,819
Current liabilities			
Trade and other payables	10,878	12,974	(2,096)
Trust funds and deposits	3,097	3,106	(9)
Provisions	14,247	16,043	(1,796)
Interest-bearing loans and borrowings	787	837	(50)
Total current liabilities	29,009	32,960	(3,951)
Non-current liabilities			
Provisions	848	960	(112)
Interest-bearing loans and borrowings	2,673	1,836	837
Total non-current liabilities	3,521	2,796	725
Total liabilities	32,530	35,756	(3,226)
Net assets	930,034	938,627	8,593
Equity			
Accumulated surplus	298,726	320,522	21,796
Reserves	631,308	618,105	(13,203)
Total equity	930,034	938,627	8,593

Working Capital (\$13.2 million decrease)

Working capital is the excess of current assets above current liabilities. This calculation recognizes that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending. Council has also committed further current assets to specific and restricted purposes, represented by reserves, which may not yet be represented as current liabilities at 30 June.

	Forecast Actual 2014/2015	Budget 2015/2016	Variance
	\$'000	\$'000	\$'000
Current assets	66,887	57,685	(9,202)
Current liabilities	29,009	32,960	(3,951)
Working capital	37,878	24,725	(13,153)
Restricted cash and investment current assets			
- Statutory reserves	(8,593)	(3,993)	4,600
- Cash used to fund carry forward capital works	(4,925)	0	4,925
- Trust funds and deposits	(3,097)	(3,106)	(9)
Unrestricted working capital	21,263	17,626	(3,637)

Unrestricted working capital may also be committed to completion of carry forward capital works. Refer to section 5 for Restricted and Unrestricted Cash and Investments.

Key Assumptions

Council's continued adherence to the Long Term Financial Plan has seen its Balance Sheet continue to remain strong. Council's cash position is reflective of its requirements to meet its employee benefit obligations along with sufficient funds to cover receivables, payables and general reserves. In preparing the Budgeted Balance Sheet for the year ending 30 June 2016 it is necessary to make a number of assumptions about assets, liabilities and equity balances.

The key objectives which underlined the development of the original LTFP were management of Council's debt and financial sustainability. The revised model allows for a higher level review of the financial implications of decisions taken currently. The new model will be under constant review to ensure it takes into consideration the vision and commitments as set out in the Council Plan.

The key assumptions are that:

- ✚ Increase in noncurrent assets, property, infrastructure, plant & equipment, new, renewal, upgrade and maintenance of assets.
- ✚ Other debtors and creditors will remain constant.
- ✚ Long Service Leave and Gratuity payments will remain constant over the year.
- ✚ Repayment of Loan Principal to be \$787k.
- ✚ A total of 96% of total rates and charges raised will be collected in the 2015/2016 year (2014/2015: 96% forecast actual).
- ✚ Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days.
- ✚ Other debtors and creditors to remain consistent with 2014/2015 levels.
- ✚ Infrastructure levy of 2% to reduce the asset renewal back log.
- ✚ Total capital expenditure to be \$48.68 million.

8. STRATEGIC RESOURCE PLAN & FINANCIAL PERFORMANCE INDICATORS

The Strategic Resource Plan (SRP) identifies the resources required to achieve the objectives detailed in the Council Plan over the next four years. The strategic resource plan is integral to the Council plan and identifies and assesses the resources required both financial and non financial to achieve the objectives of the Council. The SRP is Council's longer term report to the community and links to other key Council strategies and documents.

Council's capacity to deliver the objectives of the Council Plan is based on service culture, values, people, good governance, business systems and technology, asset management, risk and environmental management, competent financial planning and the application of Best Value principles.

The SRP is divided into four sections:

- ✚ Plan Development
- ✚ Financial Resources.
- ✚ Financial Performance Indicators
- ✚ Non-Financial Resources

Plan Development

The Act requires a Strategic Resource Plan to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2015/2016 to 2018/2019 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

- ✚ Maintain existing service levels
- ✚ Continue to achieve operating services
- ✚ Maintain a capital works and asset improvement program that continues to address the needs of the community and reduce the infrastructure gap
- ✚ Achieve a balanced budget on a cash basis.

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

- ✚ Prudently manage financial risks relating to debt, assets and liabilities
- ✚ Provide reasonable stability in the level of rate burden
- ✚ Consider the financial effects of Council decisions on future generations
- ✚ Provide full, accurate and timely disclosure of financial information.

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

Balanced Budget

- ✚ Positive Underlying Result Ratio; (VAGO)
- ✚ Self-financing Ratio greater than 20%; (VAGO)
- ✚ Indebtedness Ratio less than 40%; (VAGO) and
- ✚ No deficit budgets unless liquidity targets are achieved (City of Maribyrnong)

Liquidity

- ✚ Working Capital Ratio greater than 140%; (VAGO) and
- ✚ Adjusted Working Capital Ratio greater than 175% (VAGO)

Sustainability

- ✚ Investment Gap Ratio greater than 150%; (VAGO)
- ✚ Infrastructure Renewal Ratio greater than 100%; (VAGO)
- ✚ Sustainability Assessment by the Victorian Auditor-General as low risk; (VAGO) and
- ✚ A minimum 30% of Rates revenue applied to Capital (City of Maribyrnong)
- ✚ A minimum 70% of Capital applied to Asset Renewal (City of Maribyrnong)

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

FINANCIAL RESOURCES

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

The key financial objectives which underpin the LTFP are:

- ✚ Maintain existing service levels.
- ✚ Capital Works and Improvement Program of approximately \$27.8 million from rates. This amount includes the 2% infrastructure levy.
- ✚ Achieve a balanced budget on a cash basis.
- ✚ Ensure Council is able to meet its debt commitments in the long term.
- ✚ Maintain increases in rate revenue to CPI where possible, plus a infrastructure levy to assist in the closure of the infrastructure gap and provide for community infrastructure requirements in to the future.

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

- ✚ Council's financial performance and position.
- ✚ Revenue and rating strategy.
- ✚ Long term borrowing and debt strategy.
- ✚ Infrastructure strategy.
- ✚ Service delivery strategy.

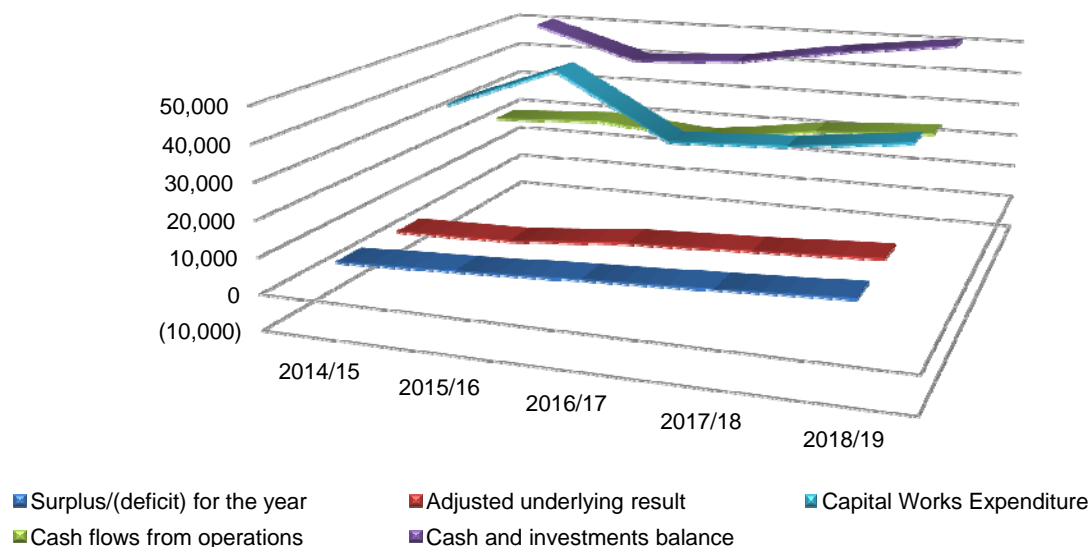
The following table summarises the key financial indicators for the next four years as set out in the SRP for years 2015/2016 to 2018/2019. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2014/2015 \$'000	2015/2016 \$'000	2016/2017 \$'000	2017/2018 \$'000	2018/2019 \$'000	+/-
Surplus/(deficit) for the year	7,486	8,593	10,005	11,321	12,820	+
Adjusted underlying result	6,625	7,273	10,005	11,321	12,820	+
Cash and investments balance	50,411	40,601	42,245	47,317	51,022	+
Cash flows from operations	25,839	27,130	24,400	28,899	30,743	o
Capital works expenditure (including carry forward)	36,515	48,684	30,390	31,840	35,343	-*

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator
- * This reduction is a result of no reserve funding being budgeted for

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



The key outcomes of the SRP are as follows:

- + Financial sustainability (section 5) - Cash and investments is forecast to increase over the four year period from \$40.6 million to \$51 million.
- + Rating levels (section 9) – Modest rate increases are forecast over the four years at an average of 3.7%, this is comprised of CPI + 2% of rates dedicated to increase capital works.
- + Service delivery strategy (section 2) – Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in years 2015/2016 to 2018/2019.
- + Borrowing strategy – Borrowings are forecast to reduce from \$2.6 million to \$0 over the four year period.
- + Infrastructure strategy (section 10).

Financial Performance Indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Measure	Notes	Forecast		Strategic Resource Plan Projections			Trend + / o / -
			Actual 2014/2015	Budget 2015/2016	2016/ 2017	2017/ 2018	2018/ 2019	
Operating Position								
Adjusted Underlying Result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	5.50%	5.80%	7.70%	8.40%	9.20%	+
Liquidity								
Working Capital	Current assets / current liabilities	2	231%	175%	189%	195%	199%	o
Unrestricted Cash	Unrestricted cash / current liabilities		55.70%	59.30%	57%	58.10%	61.60%	o
Obligations								
Loans And Borrowings	Interest bearing loans and borrowings / rate revenue	3	4.10%	3.00%	2.00%	1.00%	0.00%	-
Loans And Borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1.20%	1.10%	1.00%	1.00%	0.90%	-
Indebtedness	Non-current liabilities / own source revenue		3.40%	2.60%	1.80%	1.00%	1.10%	-
Asset Renewal	Asset renewal expenditure / depreciation	4	119%	131%	127%	133%	139%	+
Stability								
Rates Concentration	Rate revenue / adjusted underlying revenue	5	69.70%	70.10%	71.80%	72.50%	73.20%	+
Rates Effort	Rate revenue / CIV of ratable properties in the municipality		0.38%	0.39%	0.40%	0.41%	0.41%	+
Efficiency								
Expenditure Level	Total expenditure / no. of property assessments		\$3,064	\$3,154	\$3,078	\$3,082	\$3,083	+
Revenue Level	Residential rate revenue / No. of residential property assessments		\$1,812	\$1,867	\$1,907	\$1,938	\$1,971	+
Workforce Turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		7.24%	7.24%	7.24%	7.24%	7.24%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes To Indicators

1. Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.
2. Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2015/2016 year due to a run down in cash reserves to fund the major projects. The trend in later years is to remain steady at an acceptable level.
3. Debt compared to rates - Trend indicates Council's non reliance on debt against its annual rate revenue through redemption of long term debt.
4. Asset renewal - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.
5. Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements for the 2015/2016 year is shown below and further detail is included in section 4 of this budget.

A statement of Human Resources is included in Appendix A.

Indicator	Forecast Actual 2014/2015	Budget 2015/2016	Strategic Resource Plan Projections		
			2016/2017	2017/2018	2018/2019
Employee costs (\$'000)					
- Operating	51,464	54,435	57,412	60,553	63,865
- Capital	1,526	1,622	1,298	1,357	1,418
Total	52,990	56,057	58,710	61,910	65,283
Employee numbers (EFT)	556	564	570	580	590

9. RATING INFORMATION

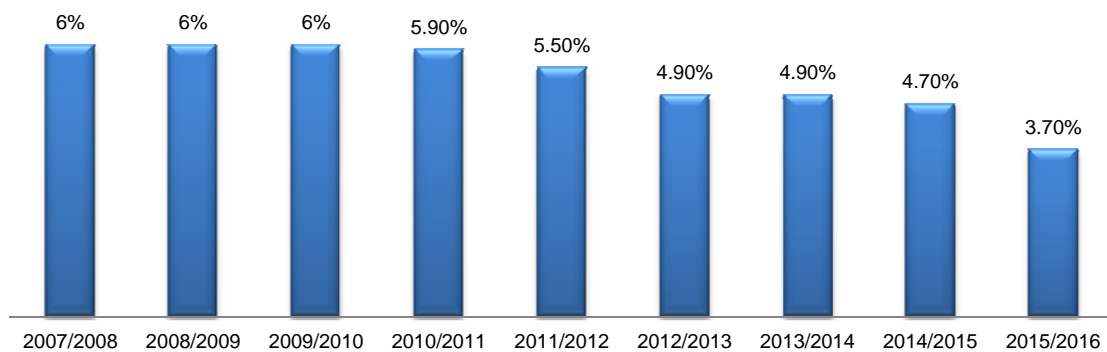
Rating Strategy

Council's rating strategy for the future should essentially be based around meeting two core principles.

They are:

1. Ensuring that the rating strategy is consistent with the principles of sound financial management as espoused in the Local Government Act (1989) in that Council must "pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden"
2. Balancing the competing needs of confining increases in rates to as low as practicable whilst also ensuring that Council's financial decisions in the present day prudently account for both existing needs and those of future generations in terms of both accessing services and providing the appropriate facilities and infrastructure. In terms of the first principle, the below graph highlights the percentage rate increases that have been applicable at Maribyrnong City Council.

Rate Increases Financial Years

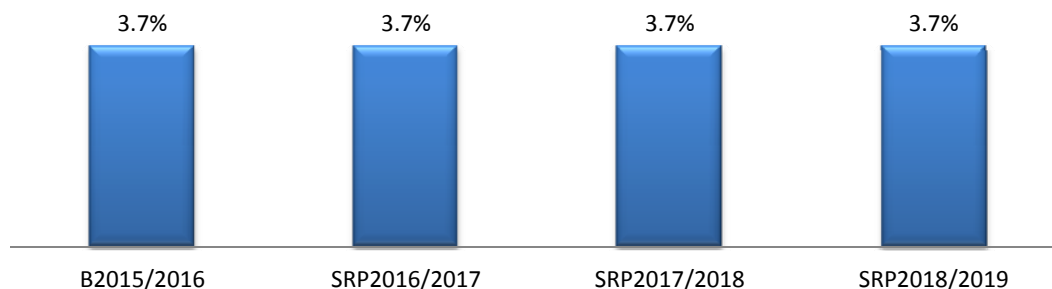


Rate Percentage Increases 2007/2008 to 2015/2016

Council's historical record portrays a reasonable approach in ensuring a stable outcome in terms of rating levels. This stability is considered to be prudent financial management and it is crucial that future approaches provided for in this Long Term Financial Plan continue to enhance the ability of Council to deliver this outcome. Whilst Council may wish to deliver a low rate outcome, such a decision needs to be considered in line with Councils need to close the infrastructure gap with a 2% levy on rates.

It may not be possible for Council to deliver rate increases linked solely to the Consumer Price Index. With Council dealing with aging infrastructure and grant revenues that do not keep pace with the CPI index and the cost of providing Council services escalating at a rate higher than the CPI.

Proposed future rate increases in the LTFP have been reduced from 4.7% to 3.7%.



Basis Of Rating

Council rates are levied on the Net annual value (NAV) method of properties. The valuation as determined by independent valuer's certified by the Valuer General of Victoria. Maribyrnong Council uses the Net Annual Value (NAV) system to determine its property rates – which is the fairest system for the ratepayers in our City. Council begins by calculating a new valuation – or Capital Improved Value (CIV) – of a property.

The CIV is the site value plus any improvements to the land (i.e. structures such as a house/garage etc).

Council then works out the NAV for each property as:

- ✚ For residential properties: 5% of the CIV
- ✚ For commercial and industrial properties: 5% (or greater) of the CIV

For example a residential property valued (CIV) at \$600,000 is calculated as:

$$\$600,000 \times .05 = \$30,000 \text{ (NAV)}$$

Your property's rates amount is then worked out by using the formula:

$$\text{NAV} \times \text{rate in the dollar} = \$ \text{ amount of rates}$$

(The 'rate in the dollar' is the same figure for everyone, i.e. 7.31006 2015/2016)

Residential Impact of the 2014 Revaluation

Council is required under the Local Government Act 1989 to conduct a revaluation of all properties within the municipal boundaries on a two-yearly basis. The effective date of the 2014 revaluation is 1 January 2014, which is consistent for all Councils in Victoria.

The revaluation is conducted by independent contract valuers and outcomes are certified by the Office of the Valuer General. It is important to note that property revaluations do not increase the amount of rate revenue raised by Council – it only redistributes who pays the rates.

The below table highlights the movements in property valuations by Council's rating type over the past two years.

Rating Type

Rating type	Revaluation CIV 2012-2013	Revaluation new CIV 2014-2015	increase in valuations %	Revaluation NAV 2012-2013	Revaluation new NAV 2014-2015	increase in NAV %
Residential	\$16,279,377,000	\$17,096,350,000	5%	\$814,149,300	\$854,971,400	5%
Commercial	\$3,063,300,000	\$3,206,800,000	5%	\$198,867,800	\$204,660,700	3%
Industrial	\$1,294,420,001	\$1,351,535,000	4%	\$100,996,251	\$103,709,420	3%

Revaluations

As highlighted in the table, increases in property value have not been uniform across rating types. This is particularly the case between the two largest groups in terms of total valuation with residential values increasing by 5%, industrial by 3% and commercial by 3%.

The following shows the disbursement in rates for 2015/2016 percentage by rating type.

Rating Type	2015/2016
Residential	74%
Commercial	18%
Industrial	8%
Total	100%

General Revaluation & Supplementary Reviews

Council's contract Valuers have carried out the 2014 revaluation and supplementary valuations in accordance with the Valuation of Land Act and the Local Government Act. Part of the process means they will investigate and inspect at least 50% of properties within the revaluation cycle in line with 2014 valuation best practice guidelines.

Residential Neighborhoods	Revaluation CIV 2012-2013 \$	Revaluation new CIV 2014-2015 \$	Increase In Valuations %	Revaluation NAV 2012-2013 \$	Revaluation new NAV 2014-2015 \$	increase in NAV %	Increase in Rates %
Braybrook	1,309,612,000	1,358,625,000	4	65,480,600	67,936,650	4	4
Footscray	2,819,620,000	2,925,600,000	4	141,105,500	146,418,100	4	4
Kingsville	808,061,000	850,420,000	5	40,403,050	42,522,100	5	6
Maidstone	1,621,241,000	1,660,640,000	2	81,062,050	83,032,600	2	3
Maribyrnong	2,852,998,000	2,923,595,000	2	142,649,900	146,179,750	2	3
Seddon	1,220,830,000	1,322,040,000	8	61,041,500	66,102,000	8	8
West Footscray	2,092,462,000	2,210,520,000	6	104,623,300	110,526,000	6	6
Yarraville	3,560,800,000	3,849,510,000	8	177,783,400	192,254,200	8	8

There are many and varied triggers and reasons why a property may require a supplementary valuation and some of these include:

- + development of vacant land
- + change in occupancy
- + new subdivisions
- + renovations and extensions
- + sale of non ratable properties
- + consolidation of properties

Rate Payment Options

Maribyrnong City Council will maintain the mandatory installment payment system for 2015/2016. Ratepayers can elect to pay whatever number of payments that best meets their individual needs on the proviso that as a minimum, they remain ahead of the payments amounts that would fall due under the quarterly payment methodology.

The following installment dates apply in 2015/2016:

- + 30 September 2015
- + 30 November 2015
- + 28 February 2016
- + 31 May 2016

Due dates for the payment of rates will be detailed on the annual rate notice. Reminder notices will be sent to ratepayers prior to each installment due date.

Council Rate Increases Over The Past 10 Years Year	% Increase	Total Rates Raised \$'000
2005/2006	2.9%	42,399
2006/2007	*5.0%	44,774
2007/2008	~6.0%	48,568
2008/2009	~6.0%	52,507
2009/2010	#6.0%	56,654
2010/2011	#5.9%	60,853
2011/2012	#5.5%	65,123
2012/2013	#4.9%	69,456
2013/2014	#4.9%	75,313
2014/2015	#4.7%	82,006
2015/2016	#3.7%	87,294

* 1.8% rate increase dedicated to asset renewal.

~ 2.2% rate increase dedicated to asset renewal.

2.0% rate increase dedicated to asset renewal.

10. OTHER STRATEGIES

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

Borrowings

In developing the Strategic Resource Plan (SRP) (see Section 8), borrowings was not included as a funding source.

There are no borrowings included in the 2015/2016 budget and therefore, after making loan repayments of \$0.787 million, will reduce its total existing borrowings to \$2.673 million as at 30 June 2016.

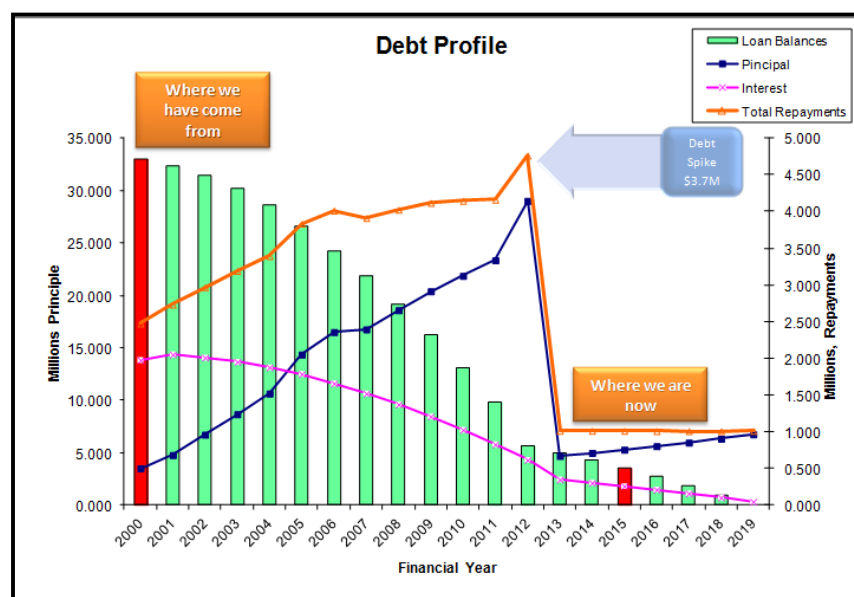
The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2016.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2014/2015	0	740	232	3,460
2015/2016	0	787	184	2,673
2016/2017	0	837	133	1,836
2017/2018	0	890	78	946
2018/2019	0	946	20	0

The table below shows information on borrowings specifically required by the Regulations.

	2014/2015 \$	2015/2016 \$
Total amount borrowed as at 30 June of the prior year	4,200,000	3,460,000
Total amount proposed to be borrowed	0	0
Total amount projected to be redeemed	(740,000)	(787,000)
Total amount of borrowings as at 30 June	3,460,000	2,673,000

The following graph shows Council's long term debt position.



ASSETS/INFRASTRUCTURE

Council has developed a 10 year Capital and Improvement Program (CIP) based on the knowledge provided by various Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the SRP. It considers infrastructure consumption, the reduction of current backlog and renewal needs to meet future community service expectations. The CIP has been developed through a rigorous process of consultation and evaluation.

The Capital and Improvement Program (CIP) has now been extended from 3 years to a Draft 10 Year Program. The CIP aims to achieve financial and asset sustainability in the medium to long term, whilst still achieving Council’s broader community vision and corporate objectives as detailed within our Council Plan.

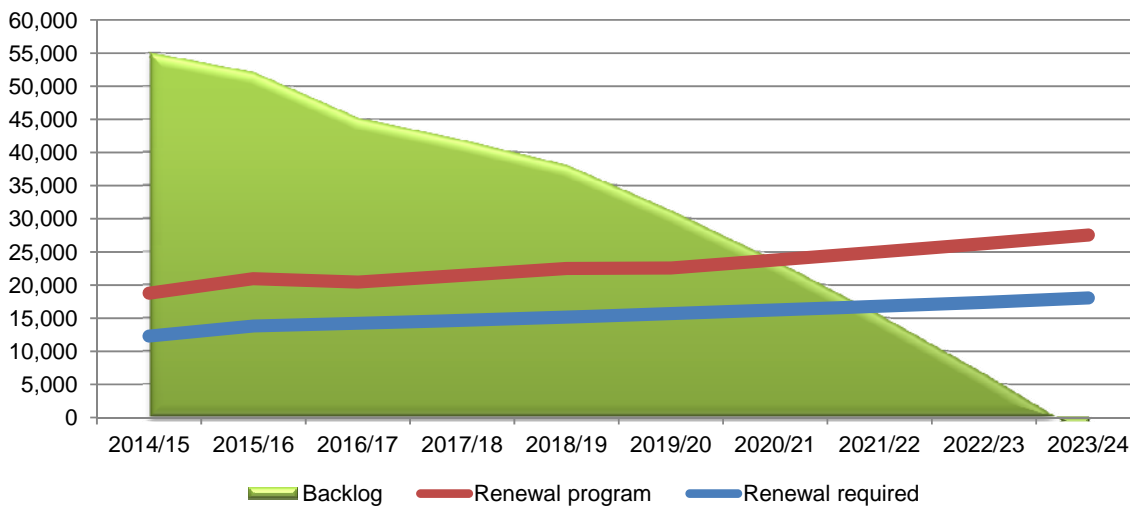
A key objective of the CIP is to maintain and renew Council’s existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council’s investment in those assets will reduce, along with the capacity to deliver services to the community.

Approximately 30% of Council’s total rate revenue is dedicated to the Capital and Improvement Program, which is \$27.8 million in 2015/2016 and is projected to increased over the next ten years. It is proposed that of the total rate revenue \$4.2 million is to be allocated for future funding of major projects as identified in the Long Term Financial Strategy.

A substantial proportion of the capital budget will be allocated for the asset renewal program. Council has a renewal backlog value of assets in poor condition. The strategy is to significantly reduce this backlog over the next 10 years in addition to keeping up with the annual rate of deterioration.

The graph below sets out the required and actual asset renewal over the life of the current SRP and the renewal backlog.

Infrastructure Renewal Gap



The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Summary of Funding Sources

Year	Total Capital Program \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000	Asset Sales \$'000	Open Space Reserve \$'000	Major Projects Reserve \$'000
2014/2015	36,515	1,396	0	20,680	0	200	2,220	12,019
2015/2016	48,684	2,255	0	27,804	0	1,000	4,600	13,025
2016/17	30,390	954	0	29,236	0	200	0	0
2017/18	31,840	973	0	30,667	0	200	0	0
2018/19	35,343	992	0	32,151	0	200	0	2,000

In addition to using cash generated from its annual operations, and government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to open space. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, and they are earmarked for a specific purpose.

Service Delivery – Refer Section 2

The key objectives in Council's Strategic Resource Plan (referred to in Section 8) which directly impact the future service delivery strategy are to maintain existing service levels. The Rating Information (see Section 9) also refers to modest rate increases into the future approximating CPI plus 2% levy on rates to close the infrastructure gap. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

Year	Surplus (Deficit) for the year \$'000	Adjusted Underlying Surplus (Deficit) \$'000	Net Service (Cost) \$'000
2014/2015	7,486	6,625	(57,089)
2015/2016	8,593	7,273	(60,581)
2016/2017	10,005	10,005	(62,741)
2017/2018	11,321	11,321	(65,832)
2018/2019	12,820	12,820	(69,037)







Service Delivery Strategy (LTFS)

The current legislation requires Council to report annually to its community on its achievements in relation to its best value principles.

This means;

- ✚ All services provided by Council must meet quality and cost standards.
- ✚ Each service provided by Council must be accessible to those members of the community to whom the service is intended.
- ✚ All services provided by Council must be responsive to the needs of the community.
- ✚ Council must provide continuous improvement in the provision of services to its community.
- ✚ Council must develop program of regular consultation with its community in relation to the principles.
- ✚ Council must report regularly to its community on its achievements in relation to the principles.

OVERVIEW OF APPENDICES

Appendix	Nature Of Information
A	<p>Budgeted Statements</p> <p>This appendix presents information in regard to the Budgeted Statements. The budget information for the years 2015/2016 to 2018/2019 has been extracted from the Strategic Resource Plan.</p> <p>At the end of each financial year Council is required to report back to the community a comparison of actual financial results against these Budgeted Statements and provide an explanation of significant variances. The Statements together with the Performance Statement provide a clear, concise and understandable report of Council’s activities for the year from both a financial and non-financial perspective particularly for those users who do not have a financial background.</p> <p>The appendix includes the following budgeted information:</p> <ul style="list-style-type: none">  Comprehensive Income Statement  Balance Sheet  Statement of Changes in Equity  Statement of Cash Flows  Statement of Capital Works  Statement of Human Resources
B	Rates & Charges
C	Capital & Improvement Program
D	Fees & Charges Schedule
E	Strategic New Initiatives

APPENDIX A – FINANCIAL STATEMENTS

Financial Statements

This appendix presents information in regard to the Budgeted Financial Statements and Statement of Human Resources. The budget information for the years 2015/2016 to 2018/2019 has been extracted from the Strategic Resource Plan.

At the end of each financial year Council is required to include in the Financial Statements in its Annual Report a comparison of actual income and expenditure compared with the income and expenditure in the financial statements in the Budget.

The appendix includes the following budgeted information:

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

Comprehensive Income Statement For the four years ending 30 June 2019

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	83,471	88,385	92,931	97,471	102,179
Statutory fees and fines	10,088	13,285	13,551	13,551	13,551
User fees	11,796	10,578	10,895	11,222	11,558
Grants - Operating	8,597	8,871	7,866	8,000	8,136
Grants - Capital	1,396	2,255	954	973	992
Contributions - monetary	2,036	0	0	0	0
Contributions - non-monetary	0	0	0	0	0
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	100	1,000	200	200	200
Fair value adjustments for investment property	0	0	0	0	0
Share of net profits/(losses) of associates and joint ventures	0	0	0	0	0
Other income	3,085	2,957	2,980	3,003	3,026
Total income	120,569	127,331	129,377	134,420	139,642
Expenses					
Employee costs	51,464	54,435	57,412	60,553	63,865
Materials and services	42,810	45,442	42,943	43,523	43,930
Bad and doubtful debts	1,706	1,566	1,593	1,620	1,647
Depreciation and amortisation	15,750	15,960	16,121	16,136	16,152
Borrowing costs	232	184	133	78	20
Other expenses	1,121	1,151	1,170	1,189	1,208
Total expenses	113,083	118,738	119,372	123,099	126,822
Surplus/(deficit) for the year	7,486	8,593	10,005	11,321	12,820
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment /(decrement)	0	0	0	0	0
Share of other comprehensive income of associates and joint ventures	0	0	0	0	0
Items that may be reclassified to surplus or deficit in future periods (detail as appropriate)	0	0	0	0	0
Total comprehensive result	7,486	8,593	10,005	11,321	12,820

Balance Sheet
For the four years ending 30 June 2019

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	50,411	40,601	42,245	47,317	51,022
Trade and other receivables	10,945	11,761	12,152	12,460	12,777
Other financial assets	5,000	5,000	5,000	5,000	5,000
Inventories	0	0	0	0	0
Non-current assets classified as held for sale	0	0	0	0	0
Other assets	531	323	323	323	323
Total current assets	66,887	57,685	59,720	65,100	69,122
Non-current assets					
Trade and other receivables	121	133	146	161	177
Investments in associates and joint ventures	0	0	0	0	0
Property, infrastructure, plant & equipment	895,556	916,565	922,429	929,352	939,473
Investment property	0	0	0	0	0
Intangible assets	0	0	0	0	0
Total non-current assets	895,677	916,698	922,575	929,513	939,650
Total assets	962,564	974,383	982,295	994,613	1,008,772
Liabilities					
Current liabilities					
Trade and other payables	10,878	12,974	10,221	10,481	11,051
Trust funds and deposits	3,097	3,106	3,116	3,125	3,134
Provisions	14,247	16,043	17,420	18,916	20,495
Interest-bearing loans and borrowings	787	837	890	946	0
Total current liabilities	29,009	32,960	31,647	33,468	34,680
Non-current liabilities					
Provisions	848	960	1,070	1,192	1,319
Interest-bearing loans and borrowings	2,673	1,836	946	0	0
Total non-current liabilities	3,521	2,796	2,016	1,192	1,319
Total liabilities	32,530	35,756	33,663	34,660	35,999
Net assets	930,034	938,627	948,632	959,953	972,773
Equity					
Accumulated surplus	298,726	320,522	327,224	335,037	346,103
Reserves	631,308	618,105	621,408	624,916	626,670
Total equity	930,034	938,627	948,632	959,953	972,773

**Statement of Changes in Equity
For the four years ending 30 June 2019**

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at end of the financial year 2016				
Balance at beginning of the financial year	930,034	298,726	600,161	31,147
Surplus/(deficit) for the year	8,593	8,593	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(4,422)	0	4,422
Transfer from other reserves	0	17,625	0	(17,625)
Balance at end of the financial year	938,627	320,522	600,161	17,944
2017				
Balance at beginning of the financial year	938,627	320,522	600,161	17,944
Surplus/(deficit) for the year	10,005	10,005	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(3,303)	0	3,303
Transfer from other reserves	0	0	0	0
Balance at end of the financial year	948,632	327,224	600,161	21,247
2018				
Balance at beginning of the financial year	948,632	327,224	600,161	21,247
Surplus/(deficit) for the year	11,321	11,321	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(3,508)	0	3,508
Transfer from other reserves	0	0	0	0
Balance at end of the financial year	959,953	335,037	600,161	24,755
2019				
Balance at beginning of the financial year	959,953	335,037	600,161	24,755
Surplus/(deficit) for the year	12,820	12,820	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(3,754)	0	3,754
Transfer from other reserves	0	2,000	0	(2,000)
Balance at end of the financial year	972,773	346,103	600,161	26,509

Statement of Cash Flows
For the four years ending 30 June 2019

	Forecast Actual	Budget	Strategic Resource Plan		
	2014/2015	2015/2016	Projections		
	\$'000 Inflows (Outflows)	\$'000 Inflows (Outflows)	\$'000 Inflows (Outflows)	\$'000 Inflows (Outflows)	\$'000 Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	83,162	88,164	92,724	97,263	101,962
Statutory fees and fines	10,520	12,251	13,465	13,551	13,551
User fees	10,794	11,212	10,784	11,107	11,441
Grants - operating	8,597	8,871	7,866	8,000	8,136
Grants - capital	1,396	2,255	954	973	992
Contributions - monetary	2,036	0	0	0	0
Interest received	2,330	2,279	2,290	2,302	2,313
Dividends received	0	0	0	0	0
Trust funds and deposits taken	451	9	9	9	9
Other receipts	755	678	690	701	713
Net GST refund / payment	0	0	0	0	0
Employee costs	(49,728)	(52,525)	(55,925)	(58,936)	(62,160)
Materials and services	(43,353)	(44,913)	(47,287)	(44,882)	(45,006)
Trust funds and deposits repaid	0	0	0	0	0
Other payments	(1,121)	(1,151)	(1,170)	(1,189)	(1,208)
Net cash provided by/(used in) operating activities	25,839	27,130	24,400	28,899	30,743
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(26,295)	(36,969)	(21,986)	(23,059)	(26,272)
Proceeds from sale of property, infrastructure, plant and equipment	100	1,000	200	200	200
Payments for investments	0	0	0	0	0
Proceeds from sale of investments	0	0	0	0	0
Loan and advances made	0	0	0	0	0
Payments of loans and advances	0	0	0	0	0
Net cash provided by/ (used in) investing activities	(26,195)	(35,969)	(21,786)	(22,859)	(26,072)
Cash flows from financing activities					
Finance costs	(232)	(184)	(133)	(78)	(20)
Proceeds from borrowings	0	0	0	0	0
Repayment of borrowings	(740)	(787)	(837)	(890)	(946)
Net cash provided by/(used in) financing activities	(972)	(971)	(970)	(968)	(966)
Net increase/(decrease) in cash & cash equivalents	(1,328)	(9,810)	1,644	5,072	3,705
Cash and cash equivalents at the beginning of the financial year	51,739	50,411	40,601	42,245	47,317
Cash and cash equivalents at the end of the financial year	50,411	40,601	42,245	47,317	51,022

**Statement of Capital Works
For the four years ending 30 June 2019**

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	750	1,000	601	630	660
Land improvements	0	0	0	0	0
Total land	750	1,000	601	630	660
Buildings	7,818	18,915	11,359	11,915	14,491
Heritage buildings	0	0	0	0	0
Building improvements	0	0	0	0	0
Leasehold improvements	0	0	0	0	0
Total buildings	7,818	18,915	11,359	11,915	14,491
Total property	8,568	19,915	11,960	12,545	15,151
Plant and equipment					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	1,257	1,870	1,323	1,378	1,435
Fixtures, fittings and furniture	0	0	0	0	0
Computers and telecommunications	4,059	1,980	1,189	1,247	1,308
Library books	600	600	360	378	396
Total plant and equipment	5,916	4,450	2,872	3,003	3,139
Infrastructure					
Roads	7,806	8,620	6130	6,403	6,685
Bridges	30	30	18	19	20
Footpaths and cycleways	1,850	3,334	2,002	2,100	2202
Drainage	700	1,070	643	674	707
Recreational, leisure and community facilities	1,310	1390	835	876	918
Waste management	1,45	160	96	101	106
Parks, open space and streetscapes	5,290	7,095	4261	4469	4685
Aerodromes	0	0	0	0	0
Off street car parks	1,250	850	510	535	561
Other infrastructure	3,650	1,770	1,063	1115	1169
Total infrastructure	22,031	24,319	15,558	16,292	17,053
Total capital works expenditure	36,515	48,684	30,390	31,840	35,343
Represented by:					
New asset expenditure	7,514	20,850	1,520	1,592	3,767
Asset renewal expenditure	18,781	20,949	20,466	21,467	22,505
Asset expansion expenditure	4,580	1,610	5,366	5,597	5,537
Asset upgrade expenditure	5,640	5,275	3,039	3,184	3,534
Total capital works expenditure	36,515	48,684	30,390	31,840	35,343

**Statement of Human Resources
For the four years ending 30 June 2019**

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	51,464	54,435	57,412	60,553	63,865
Employee costs - capital	1,526	1,622	1,298	1,357	1,418
Total staff expenditure	52,990	56,057	58,710	61,910	65,283
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Total staff numbers	556	564	570	580	590

APPENDIX B - RATES & CHARGES

This appendix presents information about rates and charges which the Act and the regulation require to be disclosed in the Council's Annual Budget.

Rates and Charges

The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year.

Type Or Class Of Land	2014/2015 CENTS/\$NAV	2015/2016 CENTS/\$NAV
General rate for rateable residential properties	7.04924	7.31006
General rate for rateable commercial properties	7.04924	7.31006
General rate for rateable industrial properties	7.04924	7.31006

0.2608 cents Percentage Rate change 3.7%

The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year.

Type Or Class Of Land	2014/2015 \$	2015/2016 \$
Residential	60,268,986	64,215,672
Commercial	14,427,024	15,556,705
Industrial	7,310,725	7,521,753
Total amount to be raised by general rates	82,006,735	87,294,130

The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Type Or Class Of Land	2014/2015 \$	2015/2016 \$
Residential	33,304	34,404
Commercial	2,474	2,573
Industrial	1,132	1,075
Total number of assessments	36,910	38,052

The basis of valuation to be used is the Net Annual Value (NAV).

The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.

Type Or Class Of Land	2014/2015 CIV \$	2015/2016 CIV \$
Residential	17,096,350,000	17,567,139,000
Commercial	3,206,800,000	3,297,705,000
Industrial	1,351,535,000	1,338,500,002
Total value of land	21,654,685,000	22,206,344,002
Type Or Class Of Land	2014/2015 NAV \$	2015/2016 NAV \$
Residential	854,971,400	878,456,150
Commercial	204,660,700	212,812,275
Industrial	103,709,420	102,895,922
Total value of land	1,163,341,520	1,194,164,347

The municipal charge under section 159 of the Act compared with the previous financial year.

Type of Charge	Per Rateable Property	Per Rateable Property	Percentage Change
	2014/2015	2015/2016	
	\$	\$	
Municipal	NIL	NIL	0.00%

The estimated total amount to be raised by municipal charges compared with the previous financial year.

Type of Charge	2013/14	2014/2015	Percentage Change
	\$	\$	
Municipal	NIL	NIL	0.00%

The rate or unit amount to be levied for each type of service rate or charge under section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Percentage Change
	2014/2015	2015/2016	
	\$	\$	
Service	NIL	NIL	0.00%

The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.

Type of Charge	2014/2015	2015/2016	Percentage Change
	\$	\$	
Service	NIL	NIL	0.00%

The estimated total amount to be raised by all rates and charges compared with the previous financial year.

Type of Charge	2014/2015	2015/2016
	\$	\$
Rates and charges	82,006,735	87,294,130

Any significant changes that may affect the estimated amounts to be raised by rates and charges.

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- ✚ The making of supplementary valuations
- ✚ The variation of returned levels of value (e.g. valuation appeals)
- ✚ Changes in use of land such that ratable land becomes non-ratable land and vice versa
- ✚ Changes in use of land such that residential land becomes business land and vice versa.

Differential Rates

We have no differential rates.

APPENDIX C - CAPITAL & IMPROVEMENT PROGRAM 2015/2016

Carry Forwards Works Summary

Capital & Improvement Program 2015-2016	Project Cost	Asset Expenditure Types					Funding Sources				
	2015/2016 \$ '000	New \$ '000	Renewal \$ '000	Upgrade \$ '000	Expansion \$ '000	Grants \$ '000	Asset Sales \$ '000	Open Space Reserve \$ '000	Major Projects & Other Reserves \$ '000	Council Cash \$ '000	
BUILDINGS											
- Little Saigon	3,000	3,000	-	-	-	-	-	-	3,000	-	
- Consolidation of Early Years Centres	1,500	-	-	1,500	-	-	-	-	1,500	-	
- Norfolk Street Children's Centre	270	-	270	-	-	-	-	-	270	-	
- Cherry Crescent Kindergarten Braybrook (council funded)	155	-	155	-	-	-	-	-	155	-	
TOTAL BUILDINGS	4,925	3,000	425	1,500	-	-	-	-	4,925	-	
TOTAL - PROPERTY	4,925	3,000	425	1,500	-	-	-	-	4,925	-	

New Capital Works Summary

Capital & Improvement Program 2015-2016	Project Cost	Asset Expenditure Types					Funding Sources				
	2015/2016 \$ '000	New \$ '000	Renewal \$ '000	Upgrade \$ '000	Expansion \$ '000	Grants \$ '000	Asset Sales \$ '000	Open Space Reserve \$ '000	Major Projects & Other Reserves \$ '000	Council Cash \$ '000	
PROPERTY											
LAND											
CAP1128 Contamination Remediation Works	500	-	500	-	-	-	-	-	-	500	
CAP1169 Quarry Park remediation upgrade	500	500	-	-	-	-	-	-	-	500	
Land Sales Peter Street	-	-	-	-	-	-	600	-	-	-600	
TOTAL LAND	1,000	500	500	-	-	-	600	-	-	400	
BUILDINGS											
CAP1003 Footscray Hockey Club Amenities Upgrade	40	-	40	-	-	-	-	-	-	40	
CAP1005 Footscray Youth Club General Building Works	40	-	40	-	-	-	-	-	-	40	
CAP1020 Recwest Braybrook Toilet & Shower Upgrade	10	-	10	-	-	-	-	-	-	10	
CAP1167 Pavilion Upgrades	125	-	125	-	-	-	-	-	-	125	
CAP1048 Building Floor Coverings Replacement Program	100	-	100	-	-	-	-	-	-	100	

Capital & Improvement Program 2015-2016	Project Cost	Asset Expenditure Types				Funding Sources				
	2015/ 2016 \$ '000	New \$ '000	Renewal \$ '000	Upgrade \$ '000	Expansion \$ '000	Grants \$ '000	Asset Sales \$ '000	Open Space Reserve \$ '000	Major Projects & Other Reserves \$ '000	Council Cash \$ '000
CAP1045 Air Conditioners Conversion to DDC System	50	-	50	-	-	-	-	-	-	50
CAP1050 Buildings Air Conditioning Replacement Program	50	-	50	-	-	-	-	-	-	50
CAP1133 FCAC\Henderson House Precinct	150	-	150	-	-	-	-	-	-	150
CAP1141 Maribyrnong Community Centre	100	-	100	-	-	-	-	-	-	100
CAP1145 Public Toilet Strategy Implementation	350	-	350	-	-	-	-	-	-	350
CAP1148 Town Hall	100	-	100	-	-	-	-	-	-	100
CAP1177# 69 Darnleigh Street Demolition	200	-	200	-	-	-	-	-	-	200
CAP1280 Plantation Stables	100	-	100	-	-	-	-	-	-	100
CAP1120 Advanced Design Program	300	-	-	300	-	-	-	-	-	300
CAP1038 Early Years & MCH Centres Maintenance & Compliance	250	-	-	250	-	-	-	-	-	250
CAP1049 Building Internal External Painting Program	150	-	-	150	-	-	-	-	-	150
CAP1051 Buildings Anchor Points Program	80	-	-	80	-	-	-	-	-	80
CAP1130 DDA Access To Council Buildings	80	-	-	80	-	-	-	-	-	80
CAP1123 Asbestos Audits & Associated Removal Works	80	-	-	80	-	-	-	-	-	80
CAP1124 Building Bi-lock	15	-	-	15	-	-	-	-	-	15
CAP1001 Angliss Reserve Pavilion Design & Construction	850	850	-	-	-	-	-	-	-	850
CAP1006 Hanmer Umpires change room / Extension	150	-	-	-	150	-	-	-	-	150
CAP1023 Scovell Reserve Pavilion Rationalisation of 3 Buildings	20	20	-	-	-	-	-	-	-	20
CAP1164 MAC Gym Expansion	1,000	-	-	-	1,000	-	-	-	-	1,000
CAP1165 MAC Half Life Refit	2,000	2,000	-	-	-	-	-	-	-	2,000
CAP1157 Footscray Community Hub (Paisley Street)	1,500	1,500	-	-	-	-	-	-	-	1,500
CAP1156 Consolidation of Early Years Centres (\$700k details below)										
- CAP1156_3 Upgrade church St. MCH facility	350	350	-	-	-	350	-	-	-	-
- CAP1156_4 Maribyrnong children's centre	350	350	-	-	-	350	-	-	-	-
CAP1163 Little Saigon Activation Project	5,400	5,400	-	-	-	-	-	-	5,400	-
TOTAL BUILDINGS	13,990	10,470	1,415	955	1,150	700	-	-	5,400	7,890
TOTAL PROPERTY	14,990	10,970	1,915	955	1,150	700	600	-	5,400	8,290
PLANT & EQUIPMENT										
COMPUTERS & TELECOMMUNICATIONS										

Capital & Improvement Program 2015-2016	Project Cost	Asset Expenditure Types				Funding Sources				
	2015/ 2016 \$ '000	New \$ '000	Renewal \$ '000	Upgrade \$ '000	Expansion \$ '000	Grants \$ '000	Asset Sales \$ '000	Open Space Reserve \$ '000	Major Projects & Other Reserves \$ '000	Council Cash \$ '000
CAP1155 Business Transformation	1,300	1,300	-	-	-	-	-	-	1,300	-
CAP1074IT Renewals	680	-	680	-	-	-	-	-	-	680
TOTAL COMPUTERS & TELECOMMUNICATIONS	1,980	1,300	680	-	-	-	-	-	1,300	680
LIBRARY BOOKS										
CAP1118 Library Collections	600	-	600	-	-	-	-	-	-	600
TOTAL LIBRARY BOOKS	600	-	600	-	-	-	-	-	-	600
PLANT, MACHINERY & EQUIPMENT										
CAP1071 Ticket Machine Renewal Program	100	-	100	-	-	-	-	-	-	100
CAP1052 Fleet Replacement Light	1,600	-	1,600	-	-	-	400	-	-	1,200
CAP1014 Mac Plant & Equipment Renewal Program	170	-	170	-	-	-	-	-	-	170
TOTAL PLANT, MACHINERY & EQUIPMENT	1,870	-	1,870	-	-	-	400	-	-	1,470
TOTAL PLANT & EQUIPMENT	4,450	1,300	3,150	-	-	-	400	-	1,300	2,750
INFRASTRUCTURE										
BRIDGES										
CAP1047 Bridge maintenance & renewal program	30	-	30	-	-	-	-	-	-	30
TOTAL BRIDGES	30	-	30	-	-	-	-	-	-	30
DRAINAGE										
CAP1277_3 Civil Infrastructure Advanced Design (Drainage)	70	-	70	-	-	-	-	-	-	70
CAP1131 Drainage Improvement Program (\$1 million detail below)	-	-	-	-	-	-	-	-	-	-
- Pilgrim Street From Cuthbert Street to John Street: Seddon	45	-	45	-	-	-	-	-	-	45
- Schild Street Stage 2 From-Stephen Street to Hyde Street: Yarraville	50	-	50	-	-	-	-	-	-	50
- Chapman Street From-O'Farrell Street to End: Seddon	30	-	30	-	-	-	-	-	-	30
- Mackay Street From-Gamon Street to Pentland Parade: Yarraville	150	-	150	-	-	-	-	-	-	150
- Webb Street From-Kingsville Street to Williamstown Street: Kingsville	15	-	15	-	-	-	-	-	-	15
- Busch Street From-Blandford Street to End: West Footscray	70	-	70	-	-	-	-	-	-	70
- Argyle Street From-Barkly Street to Essex Street: West Footscray	40	-	40	-	-	-	-	-	-	40

Capital & Improvement Program 2015-2016	Project Cost	Asset Expenditure Types				Funding Sources				
	2015/ 2016 \$ '000	New \$ '000	Renewal \$ '000	Upgrade \$ '000	Expansion \$ '000	Grants \$ '000	Asset Sales \$ '000	Open Space Reserve \$ '000	Major Projects & Other Reserves \$ '000	Council Cash \$ '000
- The Crescent From-Somerville Road to End: Footscray	60	-	60	-	-	-	-	-	-	60
- Norfolk Street From-Thomson Street to Summerhill Road: Maidstone	100	-	100	-	-	-	-	-	-	100
- Treloar Crescent From-Devonshire Road to Dederick Grove: Braybrook	40	-	40	-	-	-	-	-	-	40
- Wars Road Drainage Renewal Work	60	-	60	-	-	-	-	-	-	60
- Walkers PI and Kenneth Crt - Easement Drain Renewal Works	140	-	140	-	-	-	-	-	-	140
- Drainage Investigation and Future Assessment	200	-	200	-	-	-	-	-	-	200
TOTAL DRAINAGE	1,070	-	1,070	-	-	-	-	-	-	1,070
FOOTPATH & CYCLEWAYS										
CAP1099 Nicholson St Mall Paving Rectification	1,400	-	1,400	-	-	-	-	-	1,400	-
CAP1277_2 Civil Infrastructure Advanced Design (Footpath)	84	-	84	-	-	-	-	-	-	84
CAP1134 Footpath Improvement Program (\$1200k detail below)		-		-	-	-	-	-	-	
- Ballarat Road -from-Farnsworth Avenue-to-Tiernan Street: Footscray	96	-	96	-	-	-	-	-	-	96
- Rupert Street -from-Ashley Street-to-Neil Street: West Footscray	11	-	11	-	-	-	-	-	-	11
- Francis Street -from-Fehon Street -to-Banool Avenue: Yarraville	11	-	11	-	-	-	-	-	-	11
- Fyans Street -from-Powell Street-to-End: Yarraville	11	-	11	-	-	-	-	-	-	11
- Geelong Road & Tottenham Parade -from-Intersection-to-Missing Footpath: West Footscray	30	-	30	-	-	-	-	-	-	30
- Eleanor Street -from-Ballarat Road-to-Essex Street: Footscray	58	-	58	-	-	-	-	-	-	58
- Stanlake Street -from-Eleanor Street-to-Sommerhill Road: Footscray	16	-	16	-	-	-	-	-	-	16
- Rayner Street -from-Gordon Street-to-End: Footscray	11	-	11	-	-	-	-	-	-	11
- Moore St & Donald Street Intersection -from-Hopkins Street-to-Princes HWY: Footscray	58	-	58	-	-	-	-	-	-	58
- Errol Street -from-Cranwell Street-to-Ballarat Road: Braybrook	60	-	60	-	-	-	-	-	-	60
- Geelong Road (Footscray Primary School) -from-Barkly Street -to-No.76: Footscray	18	-	18	-	-	-	-	-	-	18
- 126 Commercial Road -from-Barkley Street-to-	11	-	11	-	-	-	-	-	-	11

Capital & Improvement Program 2015-2016	Project Cost	Asset Expenditure Types				Funding Sources				
	2015/ 2016 \$ '000	New \$ '000	Renewal \$ '000	Upgrade \$ '000	Expansion \$ '000	Grants \$ '000	Asset Sales \$ '000	Open Space Reserve \$ '000	Major Projects & Other Reserves \$ '000	Council Cash \$ '000
No.8/114: Footscray										
- Kinnear Street -from-Eldridge Street-to-Farnsworth Avenue: Footscray	24	-	24	-	-	-	-	-	-	24
- Hopkins Street -from-Maribyrnong Street-to-Maribyrnong Street: Footscray	158	-	158	-	-	-	-	-	-	158
- 128 Andersons Street -from-Severn Street-to-Williamstown Road: Yarraville	17	-	17	-	-	-	-	-	-	17
- Cranwell Street -from-Annesly Street-to-Errol Street: Braybrook	51	-	51	-	-	-	-	-	-	51
- View Street -from-Essex Street-to-Suffolk Street: Footscray	48	-	48	-	-	-	-	-	-	48
- Hughes Street -from-Lormer Street-to-Dead End: Yarraville	9	-	9	-	-	-	-	-	-	9
- Jamieson Avenue -from-Princes Highway -to-Dead End: Footscray	53	-	53	-	-	-	-	-	-	53
- Alexander Street -from-Windsor Street-to-John Street: Seddon	93	-	93	-	-	-	-	-	-	93
- Arthur Street -from-McCubbin Street-to-Mavis Street: Footscray	9	-	9	-	-	-	-	-	-	9
- Naismith Street -from-Gordon Street-to-Dead End: Footscray	27	-	27	-	-	-	-	-	-	27
- High Street -from-Williamstown Road-to-Severn Street: Yarraville	19	-	19	-	-	-	-	-	-	19
- Leopold Street -from-Clyde Street-to-Chifley Drive: Maribyrnong	39	-	39	-	-	-	-	-	-	39
- Plantation Street -from-The Esplanade-to-Chifley Drive: Maribyrnong	12	-	12	-	-	-	-	-	-	12
- Marion Street -from-Eleanor Street-to-End: Footscray	21	-	21	-	-	-	-	-	-	21
- Hampden Street -from-Melon Street-to-Ashley Street: Braybrook	199	-	199	-	-	-	-	-	-	199
- Liverpool Street -from-Essex Street-to-Leigh Street: Footscray	30	-	30	-	-	-	-	-	-	30
CAP1069 Bicycle Plan Implementation Project	300	150	-	150	-	-	-	-	-	300
CAP1152 Bicycle network upgrade river trails	350	350	-	-	-	-	-	-	-	350
TOTAL FOOTPATH & CYCLEWAYS	3,334	500	2,684	150	-	-	-	-	1,400	1,934
OFFSTREET CARPARKS										
CAP1126 Carpark Improvement Program (\$400k detail)										

Capital & Improvement Program 2015-2016 below)	Project Cost	Asset Expenditure Types				Funding Sources				
	2015/ 2016 \$ '000	New \$ '000	Renewal \$ '000	Upgrade \$ '000	Expansion \$ '000	Grants \$ '000	Asset Sales \$ '000	Open Space Reserve \$ '000	Major Projects & Other Reserves \$ '000	Council Cash \$ '000
- Kinder Smith Carpark reconstruction	250	-	250	-	-	-	-	-	-	250
- Angliss Pavilion carpark construction	150	-	150	-	-	-	-	-	-	150
Angliss Reserve Roberts Road Carpark Upgrade	450	-	450	-	-	-	-	-	-	450
TOTAL OFFSTREET CARPARKS	850	-	850	-	-	-	-	-	-	850
PARKS, OPEN SPACE & STREETSCAPES										
CAP1055 Horticulture renewal program	300	-	300	-	-	-	-	-	-	300
CAP1060 Open Space Furniture & Monuments	100	-	100	-	-	-	-	-	-	100
CAP1061 Parks Fencing Renewals	250	-	250	-	-	-	-	-	-	250
CAP1063 Playing Courts	20	-	20	-	-	-	-	-	-	20
CAP1064 Playing fields	120	-	120	-	-	-	-	-	-	120
CAP1178 Parks Signage & Way finding Renewal	50	-	50	-	-	-	-	-	-	50
CAP1062 Playground Renewal Program	400	-	400	-	-	-	-	-	-	400
CAP1158_1 Bunbury Street Streetscape	10	-	10	-	-	-	-	-	-	10
CAP1066 Tree Planting Program	500	500	-	-	-	-	-	-	-	500
CAP1097 New Park in Joseph Rd	2,000	-	-	2,000	-	-	-	2,000	-	-
CAP1111 Street Furniture renewal Program	75	-	75	-	-	-	-	-	-	75
CAP1083 Footscray Park	320	320	-	-	-	-	-	320	-	-
CAP1090 Maribyrnong River Edge	800	800	-	-	-	-	-	800	-	-
CAP1093 Mills Close	250	250	-	-	-	-	-	-	-	250
CAP1096 New Open space Cowper Street	300	300	-	-	-	-	-	-	-	300
CAP1168 Pipemakers Park	500	500	-	-	-	-	-	500	-	-
CAP1180 Scovell Reserve, Maidstone Masterplan	30	30	-	-	-	-	-	30	-	-
CAP1181 Joy Street Reserve Braybrook Upgrade	80	80	-	-	-	-	-	80	-	-
CAP1182 Ruby Square Braybrook Upgrade	25	25	-	-	-	-	-	25	-	-
CAP1183 Kindersmith Reserve Masterplan	20	20	-	-	-	-	-	20	-	-
CAP1184 Chifley Plantation St Reserve Maribyrnong Upgrade	115	115	-	-	-	-	-	115	-	-
CAP1185 Johnson Street Reserve West Footscray Upgrade	120	120	-	-	-	-	-	120	-	-
CAP1186 Shorten & Barrett Res West Footscray Masterplan	40	40	-	-	-	-	-	40	-	-

Capital & Improvement Program 2015-2016	Project Cost	Asset Expenditure Types				Funding Sources				
	2015/ 2016 \$ '000	New \$ '000	Renewal \$ '000	Upgrade \$ '000	Expansion \$ '000	Grants \$ '000	Asset Sales \$ '000	Open Space Reserve \$ '000	Major Projects & Other Reserves \$ '000	Council Cash \$ '000
CAP1187 Fyans Morven Reserve Yarraville Upgrade	80	80	-	-	-	-	-	80	-	-
CAP1188 Pilgrim Street Reserve Seddon Upgrade	70	70	-	-	-	-	-	70	-	-
CAP1189 Southampton Street Park Concept Design	120	120	-	-	-	-	-	-	-	120
CAP1080 Coulson Gardens Upgrade	400	400	-	-	-	-	-	200	-	200
TOTAL PARKS, OPEN SPACE & STREETSCAPES	7,095	3,770	1,325	2,000	-	-	-	4,400	-	2,695
RECREATIONAL, LEISURE & COMMUNITY FACILITIES										
CAP1102 Pop Up Parks	120	-	-	120	-	-	-	-	-	120
CAP1109 Skate Parks	200	-	-	200	-	-	-	200	-	-
CAP1013 Kingsville Tennis Courts	130	-	130	-	-	-	-	-	-	130
CAP1022 Rosamond Tennis Courts	130	-	130	-	-	-	-	-	-	130
CAP1026 Sporting Infrastructure Renewal Program inc Cricket wickets, goalposts	130	-	130	-	-	-	-	-	-	130
CAP1176 Early Years Outdoor Landscaping Works	200	-	200	-	-	-	-	-	-	200
CAP1056 Irrigation upgrade program	400	-	400	-	-	-	-	-	-	400
CAP1053 Floodlighting	80	-	80	-	-	-	-	-	-	80
TOTAL RECREATIONAL, LEISURE & COMMUNITY FACILITIES	1,390	-	1,070	320	-	-	-	200	-	1,190
ROADS										
CAP1072 Traffic Management Works Program	350	-	-	350	-	-	-	-	-	350
CAP1070 Signalised Lights renewal to LED	30	-	30	-	-	-	-	-	-	30
CAP1277_1 Civil Infrastructure Advanced Design (Roads)	518	-	518	-	-	-	-	-	-	518
CAP1277_4 Civil Infrastructure Advanced Design (LANEWAYS)	14	-	14	-	-	-	-	-	-	14
CAP1137 Laneway Improvement Program (\$200k detail below)		-		-	-	-	-	-	-	
- Titch Street Laneway construction	200	-	200	-	-	-	-	-	-	200
CAP1147 Roads Improvement Program (\$7,408k detail below)		-		-	-	935	-	-	-	-935
- Pilgrim Street From Cuthbert Street to John Street: Seddon	455	-	455	-	-	-	-	-	-	455
- Schild Street Stage 2 From-Stephen Street to Hyde Street: Yarraville	250	-	250	-	-	-	-	-	-	250
- Chapman Street From-O'farrell Street to End: Seddon	270	-	270	-	-	-	-	-	-	270

Capital & Improvement Program 2015-2016	Project Cost	Asset Expenditure Types				Funding Sources				
	2015/ 2016 \$ '000	New \$ '000	Renewal \$ '000	Upgrade \$ '000	Expansion \$ '000	Grants \$ '000	Asset Sales \$ '000	Open Space Reserve \$ '000	Major Projects & Other Reserves \$ '000	Council Cash \$ '000
- Mackay Street From-Gamon Street to Pentland Parade: Yarraville	650	-	650	-	-	-	-	-	-	650
- Seddon Street From-Hamilton Street to Gamon Street: Seddon	200	-	200	-	-	-	-	-	-	200
- Webb Street From-Kingsville Street to Williamstown Street: Kingsville	485	-	485	-	-	-	-	-	-	485
- Busch Street From-Blandford Street to End: West Footscray	730	-	730	-	-	-	-	-	-	730
- Argyle Street From-Barkly Street to Essex Street: West Footscray	360	-	360	-	-	-	-	-	-	360
- The Crescent From-Somerville Road to End: Footscray	290	-	290	-	-	-	-	-	-	290
- Norfolk Street From-Thomson Street to Summerhill Road: Maidstone	708	-	708	-	-	-	-	-	-	708
- Treloar Crescent From-Devonshire Road to Dederick Grove: Braybrook	560	-	560	-	-	-	-	-	-	560
- Omar Street From-Alma Street to End: Maidstone	230	-	230	-	-	-	-	-	-	230
- Warrs Road From-Horizon Drive to Highpoint Entrance: Maribyrnong	80	-	80	-	-	-	-	-	-	80
- Cala Street From-Waiora Street to Indwe Street: West Footscray	200	-	200	-	-	-	-	-	-	200
- Kingsford Street From-South Road to Joy Street: Braybrook	450	-	450	-	-	-	-	-	-	450
- Lily Street From-Duke Street to Darnley Street: Braybrook	750	-	750	-	-	-	-	-	-	750
- Bristow Street (Resheet)From-Nicholson Street to Hyde Street: Seddon	70	-	70	-	-	-	-	-	-	70
- Shelley St & Byron St From-Dyon Rd, Moore St to Cowper Street: Footscray	350	-	350	-	-	-	-	-	-	350
- Barrie Court From-Shepherd Street to End: Braybrook	170	-	170	-	-	-	-	-	-	170
- Walker Place From-Shepherd Street to End: Braybrook	150	-	150	-	-	-	-	-	-	150
CAP1073Traffic Signal Renewal Program	100	-	100	-	-	-	-	-	-	100
TOTAL ROADS	8,620	-	8,270	350	-	935	-	-	-	7,685
WASTE MANAGEMENT										
CAP1059 New & Replacement Waste Bins	160	-	160	-	-	-	-	-	-	160
TOTAL WASTE	160	-	160	-	-	-	-	-	-	160
OTHER INFRASTRUCTURE										

	Project Cost	Asset Expenditure Types				Funding Sources				
	2015/ 2016 \$ '000	New \$ '000	Renewal \$ '000	Upgrade \$ '000	Expansion \$ '000	Grants \$ '000	Asset Sales \$ '000	Open Space Reserve \$ '000	Major Projects & Other Reserves \$ '000	Council Cash \$ '000
Capital & Improvement Program 2015-2016										
CAP1068 Public Art Program	200	200	-	-	-	-	-	-	-	200
CAP1110 Stony Creek Directions Plan Implementation	150	150	-	-	-	-	-	-	-	150
CAP1279 Welcome Arch Project	920	460	-	-	460	620	-	-	-	300
CAP1173 Urban Design Frameworks	500	500	-	-	-	-	-	-	-	500
TOTAL OTHER INFRASTRUCTURE	1,770	1,310	-	-	460	620	-	-	-	1,150
TOTAL INFRASTRUCTURE	24,319	5,580	15,459	2,820	460	1,555	-	4,600	1,400	16,764
TOTAL CAPITAL & IMPROVEMENT PROGRAM	43,759	17,850	20,524	3,775	1,610	2,255	1,000	4,600	8,100	27,804
Carried Forward Capital & Asset Improvement Works	4,925	3,000	425	1,500	-	-	-	-	4,925	0
TOTAL CAPITAL & IMPROVEMENT PROGRAM (incl. carry forward)	48,684	20,850	20,949	5,275	1,610	2,255	1,000	4,600	13,025	27,804

APPENDIX D - FEES & CHARGES SCHEDULE

COMMUNITY SERVICES

Aged Care

Service	Price	GST	2015/2016 Total Price \$
Home care - Base Rate	\$6.60		\$6.60
Home Care - Medium Fee	\$8.95		\$8.95
Home Care - High Fee Rate	\$36.80		\$36.80
Respite Care - Low Rate	\$3.60		\$3.60
Respite Care - Medium Fee Rate	\$5.15		\$5.15
Respite Care - High Fee Rate	\$36.80		\$36.80
Personal Care - Low Rate *	\$5.05		\$5.05
Personal Care - Medium Fee Rate	\$10.00		\$10.00
Personal Care - High Fee Rate	\$41.40		\$41.40
Property Maintenance - Low Rate	\$13.50		\$13.50
Property Maintenance - Medium Rate	\$20.25		\$20.25
Property Maintenance - High Rate	\$51.60		\$51.60
Day Centre Program - Low Rate + meal	\$8.60		\$8.60
Day Centre Program - Medium Rate + meal	\$13.30		\$13.30
Day Centre Program - High Rate + meal	\$18.05		\$18.05
Planned Activity Groups - Low Rate + meal	\$8.60		\$8.60
Planned Activity Groups - Medium Rate + meal	\$13.30		\$13.30
Planned Activity Groups - High Rate + meal	\$18.05		\$18.05
Meals Low Rate	\$8.60		\$8.60
Meals Medium Rate	\$9.75		\$9.75
Meals High Rate	\$20.25		\$20.25
Senior Citizens Centres - Casual fees	\$33.50	\$3.35	\$36.85
Senior Citizens Centres - hire for community groups	\$68.32	\$6.83	\$75.15
Bond	\$354.35		\$354.35
Brokered services			
Home Gardening	\$12.27	\$1.23	\$13.50
Day Centre Program - Brokered per session + meal	\$9.32	\$0.93	\$10.25
Meals (brokered)	\$19.18	\$1.92	\$21.10
Home Care (brokered rate)	\$57.50	\$5.75	\$63.25
Respite Care (brokered)	\$62.09	\$6.21	\$68.30
Property Maintenance (brokered)	\$86.09	\$8.61	\$94.70
Personal Care (brokered)	\$62.09	\$6.21	\$68.30
Respite Out of Hours -time & a half (brokered)	\$96.00	\$9.60	\$105.60
Respite Out of Hours - double time (brokered)	\$127.95	\$12.80	\$140.75
Personal Care Out of Hours -time & a half (brokered)	\$95.95	\$9.60	\$105.55
Personal Care Out of Hours - double time (brokered)	\$127.91	\$12.79	\$140.70
Client fees are means tested in accordance with clients' capacity to pay. Brokered rates are adjusted to represent full cost recovery. Fees do not represent a clear increase across all service types in order to keep fees in line with DHS Fees Policy.			
Community Development			
Community Bus (all day/o'night)	\$79.59	\$7.96	\$87.55
Community Bus (5 hours)	\$32.82	\$3.28	\$36.10
Bond Refundable	\$226.60		\$226.60
Aged Community Transport (Per day)	\$2.85		\$2.85
Social Outings Per outing	\$2.85		\$2.85

Family and Youth Services

Service	Price	GST	2015/2016 Total Price \$
Family and Youth Services			
Central Register System (CRS)			
Administration Fee per child application	\$20.00		\$20.00
Fees will be waived for families who are on a range of concession cards including health care cards, pension cards, temporary protection/humanitarian visas, refugee and special humanitarian visas, asylum seeker bridging visas.			
Children's Centres Sanitary and Hygiene Services			
Nappy Bins	\$93.00		\$93.00
Sanitary Bins	\$144.00		\$144.00

Phoenix Centre Service (per hour)	Organisations with Youth focus			Organisations without Youth focus			Not for Profit			
	Price	GST	2015/2016 Total Price \$	Price	GST	2015/2016 Total Price \$	Price	GST	2015/2016 Total Price \$	
Once Off Users										
The Bunker	\$15.45	\$1.55	\$17.00	\$40.00	\$4.00	\$44.00	\$17.27	\$1.73	\$19.00	
The Auditorium	\$18.18	\$1.82	\$20.00	\$53.64	\$5.36	\$59.00	\$20.91	\$2.09	\$23.00	
The Training room	\$15.45	\$1.55	\$17.00	\$40.00	\$4.00	\$44.00	\$17.27	\$1.73	\$19.00	
The Community Kitchen	\$12.73	\$1.27	\$14.00	\$20.00	\$2.00	\$22.00	\$15.45	\$1.55	\$17.00	
Computer hub	\$12.73	\$1.27	\$14.00	\$20.00	\$2.00	\$22.00	\$15.45	\$1.55	\$17.00	
Meeting room 3	\$12.73	\$1.27	\$14.00	\$20.00	\$2.00	\$22.00	\$15.45	\$1.55	\$17.00	
Outside area	\$12.73	\$1.27	\$14.00	\$20.00	\$2.00	\$22.00	\$15.45	\$1.55	\$17.00	
Splash gallery * Price On Application	POA	10 %		POA	10 %		POA	10 %		
Bonds										
Facility	\$200.00		\$200.00	\$200.00		\$200.00	\$200.00		\$200.00	
Key	\$50.00		\$50.00	\$50.00		\$50.00	\$50.00		\$50.00	
Swipe Card	\$20.00		\$20.00	\$20.00		\$20.00	\$20.00		\$20.00	
Packages (multiple rooms, cleaning)										
Gig Package - young people only	\$240.91	\$24.09	\$265.00							
Room hire (excludes equipment)	\$290.91	\$29.09	\$320.00							
Room hire (includes equipment)	\$381.82	\$38.18	\$420.00							
Band Memberships	\$109.09	\$10.91	\$120.00							
Other fees										
Holiday Program	\$9.09	\$0.91	\$10.00							
Freezer event tickets	\$13.64	\$1.36	\$15.00							

Library

Service	Price	GST	2015/2016 Total Price \$
Inter library loan fees	\$15.91	\$1.59	\$17.50
Conference room hire Footscray (per hour)	\$25.45	\$2.55	\$28.00
Conference room hire Footscray (Community Rate per hour)	\$13.64	\$1.36	\$15.00
Meeting room 1 hire Maribyrnong/Highpoint (per hour)	\$25.45	\$2.55	\$28.00
Meeting room 1 hire Maribyrnong/Highpoint (Community Rate ph)	\$13.64	\$1.36	\$15.00
Meeting Room 2 hire Maribyrnong/Highpoint (per hour)	\$9.09	\$0.91	\$10.00
Discussion room hire West Footscray (Commercial rate per hr)	\$20.00	\$2.00	\$22.00
Discussion room hire West Footscray (Community rate per hr)	\$10.00	\$1.00	\$11.00
Discussion room hire Footscray (per hour)	\$9.09	\$0.91	\$10.00
Public liability insurance for meeting room hire	\$25.45	\$2.55	\$28.00
Photocopies A4 (per page) B&W	\$0.18	\$0.02	\$0.20
Photocopies A3 (per page) B&W	\$0.36	\$0.04	\$0.40
Photocopies Colour A3 (per page)	\$2.91	\$0.29	\$3.20
Photocopies Colour A4 (per page)	\$1.55	\$0.15	\$1.70
USB drive (8GB)	\$9.45	\$0.95	\$10.40
Head Phones - Computers	\$2.82	\$0.28	\$3.10
Computer paper (per page)	\$0.18	\$0.02	\$0.20
Library bags	\$0.91	\$0.09	\$1.00
Book sales	POA	10%	
Fines - Adults	\$0.35		\$0.35
Fines - Juniors	\$0.20		\$0.20
Reservation/Registration Fee (children free)	\$1.00		\$1.00
Replacement cards	\$3.20		\$3.20
Lost and damaged books	POA		
Unique Management Fee	\$13.64	\$1.36	\$15.00

Maidstone Community Centre

Service (per hour)	Commercial Rate*			Community Rate**		
	Price	GST	2015/2016 Total Price \$	Price	GST	2015/2016 Total Price \$
Once Off Users						
Hall/Alcove (per hour)	\$72.73	\$7.27	\$80.00	\$28.18	\$2.82	\$31.00
Green Room (large)	\$40.00	\$4.00	\$44.00	\$19.09	\$1.91	\$21.00
Computer Room (small)	\$49.09	\$4.91	\$54.00	\$23.64	\$2.36	\$26.00
Hall Meeting room	\$40.00	\$4.00	\$44.00	\$19.09	\$1.91	\$21.00
Yellow A	\$40.00	\$4.00	\$44.00	\$19.09	\$1.91	\$21.00
Yellow B	\$40.00	\$4.00	\$44.00	\$19.09	\$1.91	\$21.00
Cottage	\$40.00	\$4.00	\$44.00	\$19.09	\$1.91	\$21.00
Kitchen	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Family & Children's Centre - Community room	\$50.00	\$5.00	\$55.00	\$19.09	\$1.91	\$21.00
Family & Children's Centre - Kitchen	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Regular Users						
Hall/Alcove (per hour)	\$44.55	\$4.45	\$49.00	\$14.55	\$1.45	\$16.00
Green Room (large)	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Yellow A	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Yellow B	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Computer Room (small)	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Hall Meeting room	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Cottage	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Kitchen	\$16.36	\$1.64	\$18.00	\$10.00	\$1.00	\$11.00
Family & Children's Centre - Community room	\$36.36	\$3.64	\$40.00	\$14.55	\$1.45	\$16.00
Family & Children's Centre - Kitchen	\$16.36	\$1.64	\$18.00	\$10.00	\$1.00	\$11.00
Package Prices per hour						
Maidstone Community Centre Hall & Kitchen	\$90.91	\$9.09	\$100.00	\$37.27	\$3.73	\$41.00
Family & Children's Centre - Hall & Kitchen	\$72.73	\$7.27	\$80.00	\$36.36	\$3.64	\$40.00
Bonds						
Bonds (Hall hire)	\$435.00		\$435.00	\$435.00		\$435.00
Bonds (Key hire)	\$60.00		\$60.00	\$60.00		\$60.00
Courses						
Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	POA	10%		POA	10%	
Miscellaneous						
Photocopying A4 per page	\$0.23	\$0.02	\$0.25	\$0.23	\$0.02	\$0.25

Service (per hour)	Commercial Rate*		2015/2016 Total Price \$	Community Rate**		2015/2016 Total Price \$
	Price	GST		Price	GST	
Photocopying A3 per page	\$0.27	\$0.03	\$0.30	\$0.27	\$0.03	\$0.30
Printing Black & White only	\$0.23	\$0.02	\$0.25	\$0.23	\$0.02	\$0.25
Faxing per connection	\$0.73	\$0.07	\$0.80	\$0.73	\$0.07	\$0.80
BBQ hire	\$40.00	\$4.00	\$44.00	\$40.00	\$4.00	\$44.00
AV projector	\$40.00	\$4.00	\$44.00	\$40.00	\$4.00	\$44.00
TV DVD	\$40.00	\$4.00	\$44.00	\$40.00	\$4.00	\$44.00
TV VCR	\$40.00	\$4.00	\$44.00	\$40.00	\$4.00	\$44.00
Insurance per Event - Risk management	POA	10%		POA	10%	

Maribyrnong Community Centre

Service (per hour)	Commercial Rate		2015/2016 Total Price \$	Community Rate**		2015/2016 Total Price \$
	Price	GST		Price	GST	
Once Off Users						
Main Hall	\$90.91	\$9.09	\$100.00	\$37.27	\$3.73	\$41.00
Large Kitchen & Full dining room	\$58.18	\$5.82	\$64.00	\$28.18	\$2.82	\$31.00
Large Kitchen & half dining room	\$39.09	\$3.91	\$43.00	\$19.09	\$1.91	\$21.00
Half dining room	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Recreation room	\$52.73	\$5.27	\$58.00	\$23.64	\$2.36	\$26.00
Training Room - no computer use	\$39.09	\$3.91	\$43.00	\$19.09	\$1.91	\$21.00
Training Room - with computer use	\$49.09	\$4.91	\$54.00	\$23.64	\$2.36	\$26.00
Multi purpose room	\$39.09	\$3.91	\$43.00	\$19.09	\$1.91	\$21.00
OCC Main room	\$52.73	\$5.27	\$58.00	\$23.64	\$2.36	\$26.00
Regular Users						
Main Hall	\$48.18	\$4.82	\$53.00	\$23.64	\$2.36	\$26.00
Large Kitchen & Full dining room	\$39.09	\$3.91	\$43.00	\$19.09	\$1.91	\$21.00
Large Kitchen & half dining room	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Half dining room	\$25.45	\$2.55	\$28.00	\$10.00	\$1.00	\$11.00
Recreation room	\$43.64	\$4.36	\$48.00	\$19.09	\$1.91	\$21.00
Training Room	\$34.55	\$3.45	\$38.00	\$14.55	\$1.45	\$16.00
Training Room - with computer use	\$30.00	\$3.00	\$33.00	\$23.64	\$2.36	\$26.00
Multi purpose room	\$34.55	\$3.45	\$38.00	\$19.09	\$1.91	\$21.00
OCC Main room	\$43.64	\$4.36	\$48.00	\$19.09	\$1.91	\$21.00

Service (per hour)	Commercial Rate			Community Rate**		
	Price	GST	2015/2016 Total Price \$	Price	GST	2015/2016 Total Price \$
Package Prices (per hour)						
Main Hall / Large Kitchen / Full Dining	\$135.45	\$13.55	\$149.00	\$50.91	\$5.09	\$56.00
Main Hall / Large Kitchen / Full Dining / Rec Room	\$173.64	\$17.36	\$191.00	\$65.45	\$6.55	\$72.00
Bonds						
Bonds (Hall hire)	\$435.00		\$435.00	\$435.00		\$435.00
Bonds (Key hire)	\$60.00		\$60.00	\$60.00		\$60.00
Courses						
Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	POA	10%		POA	10%	
Miscellaneous						
Photocopying A4 per page	\$0.23	\$0.02	\$0.25			
Photocopying A3 per page	\$0.27	\$0.03	\$0.30			
Printing Black & White only	\$0.23	\$0.02	\$0.25			
Fax per connection	\$0.73	\$0.07	\$0.80			
AV projector	\$40.00	\$4.00	\$44.00			
Insurance per Event	POA	10%				
Occasional Child Care						
Rate Per hour	\$9.50		\$9.50			
Occasional late fee - child pick up per 15 mins.	\$15.00		\$15.00			
Concession Rate per hour	\$7.75		\$7.75			
Agency per hour	\$12.50		\$12.50			
Administration Fee (One off per family)	\$30.00		\$30.00			
Administration Fee - Concession	\$15.00		\$15.00			
Administration Fee - Agency	\$30.00		\$30.00			

Braybrook Community Hub

Service (per hour)	Commercial Rate		2015/2016 Total Price \$	Community Rate**		2015/2016 Total Price \$
	Price	GST		Price	GST	
Once Off Users						
Braybrook Community Hub						
Hall - Meeting Room 1	\$72.73	\$7.27	\$80.00	\$28.18	\$2.81	\$31.00
Meeting Room 2	\$40.00	\$4.00	\$44.00	\$19.10	\$1.90	\$21.00
Meeting Room 3	\$40.00	\$4.00	\$44.00	\$19.10	\$1.90	\$21.00
Tea/ Meeting Room 4 - restricted Use	\$40.00	\$4.00	\$44.00	\$19.10	\$1.90	\$21.00
Meeting Room 5 Interview Room	\$22.73	\$2.27	\$25.00	\$19.10	\$1.90	\$21.00
Meeting Room 6 - Computer Training room	\$49.10	\$4.90	\$54.00	\$23.64	\$2.36	\$26.00
Meeting Room 7	\$40.00	\$4.00	\$44.00	\$19.10	\$1.90	\$21.00
Meeting Room 8	\$40.00	\$4.00	\$44.00	\$19.10	\$1.90	\$21.00
Meeting Room 9 - Sports pavilion	\$54.55	\$5.45	\$60.00	\$27.28	\$2.72	\$30.00
Community Kitchen	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Regular Users						
Community Hub						
Hall - Meeting Room 1	\$44.55	\$4.45	\$49.00	\$14.55	\$1.45	\$16.00
Meeting Room 2	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Meeting Room 3	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Tea/ Meeting Room 4 - restricted Use	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Meeting Room 5 Interview Room	\$14.55	\$1.45	\$16.00	\$7.28	\$0.72	\$8.00
Meeting Room 6 - Computer Training room	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Meeting Room 7	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Meeting Room 8	\$30.00	\$3.00	\$33.00	\$14.55	\$1.45	\$16.00
Meeting Room 9 - Sports pavilion	\$36.37	\$3.63	\$40.00	\$22.73	\$2.27	\$25.00
Community Kitchen	\$16.37	\$1.63	\$18.00	\$10.00	\$1.00	\$11.00
Package Prices (per day)						
Main Hall & Kitchen per hour	\$90.91	\$9.09	\$100.00	\$37.28	\$3.72	\$41.00
Bonds						
Bonds (Hall hire)	\$435.00		\$435.00	\$435.00		\$435.00
Bonds (Key hire)	\$60.00		\$60.00	\$60.00		\$60.00
Courses						
Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	POA	10%			POA	10%
Miscellaneous						

Service (per hour)	Commercial Rate		2015/2016 Total Price \$	Community Rate**		2015/2016 Total Price \$
	Price	GST		Price	GST	
Photocopying A4 per page	\$0.23	\$0.02	\$0.25	\$0.23	\$0.02	\$0.25
Photocopying A3 per page	\$0.27	\$0.03	\$0.30	\$0.27	\$0.03	\$0.30
Printing Black & White only	\$0.23	\$0.02	\$0.25	\$0.23	\$0.02	\$0.25
Faxing per connection	\$0.73	\$0.07	\$0.80	\$0.73	\$0.07	\$0.80
BBQ hire / Wood Fire garden area	\$40.00	\$4.00	\$44.00	\$40.00	\$4.00	\$44.00
AV projector	\$40.00	\$4.00	\$44.00	\$40.00	\$4.00	\$44.00
Pull down screen	\$38.18	\$3.82	\$42.00	\$38.18	\$3.82	\$42.00
Insurance per Event - Risk management	POA	10%		POA	10%	

Maribyrnong Aquatic Centre

Service	Price	GST	2015/2016 Total Price \$
Casual Visits			
Adult Entry	\$5.73	\$0.57	\$6.30
10 visit pass	\$53.64	\$5.36	\$59.00
50 visit pass	\$244.55	\$24.45	\$269.00
Child Entry	\$4.55	\$0.45	\$5.00
10 visit pass	\$40.91	\$4.09	\$45.00
50 visit pass Child	\$177.27	\$17.73	\$195.00
Pensioner/Concession	\$4.73	\$0.47	\$5.20
10 visit pass	\$43.64	\$4.36	\$48.00
50 visit pass Pensioner/Concession	\$190.91	\$19.09	\$210.00
Family Swim	\$18.18	\$1.82	\$20.00
10 visit pass	\$150.00	\$15.00	\$165.00
Swim/Sauna/Spa/Steam	\$10.00	\$1.00	\$11.00
10 visit pass	\$95.45	\$9.55	\$105.00
Pensioner/Concession	\$7.73	\$0.77	\$8.50
10 visit pass	\$72.73	\$7.27	\$80.00
Gymnasium inc S/S/S/S & Locker	\$23.18	\$2.32	\$25.50
Gymnasium inc S/S/S/S/L - Concession	\$19.55	\$1.95	\$21.50
Gymnasium inc S/S/S/S/L 10 visit	\$195.45	\$19.55	\$215.00
Gymnasium inc S/S/S/S/L 10 visit - Concession	\$163.64	\$16.36	\$180.00
Women's Night - Adult	\$7.09	\$0.71	\$7.80
Women's Night - Concession	\$6.18	\$0.62	\$6.80
Women's Night - Child	\$4.73	\$0.47	\$5.20
Women's Night - Family	\$20.45	\$2.05	\$22.50
Pool Hire			
Per Lane 25m + entry \$3 per person	\$40.91	\$4.09	\$45.00
Per Lane 50m + entry \$3 per person	\$81.82	\$8.18	\$90.00
Centre Per Hour P.O.A	POA	+10%	
Private Swim Lessons - up to 31st Dec.			
Swim Lesson Monthly Direct Debit	\$61.00		\$61.00
Swim Lesson Monthly Direct Debit Concession	\$51.85		\$51.85
Per Lesson (Quarterly Payments)	\$19.50		\$19.50
Per Lesson (Quarterly Payments) Concession	\$18.00		\$18.00
Rehabilitation/Disability program* Direct Debit	\$67.00		\$67.00
Rehabilitation/Disability program*	\$23.50		\$23.50
School Lessons - up to 31st Dec. Within City Of Maribyrnong			
Ratio 1:8	\$4.80		\$4.80
Ratio 1:10	\$4.25		\$4.25
Ratio 1:12	\$3.85		\$3.85
School Lessons - up to 31st Dec. Outside City of Maribyrnong			
Ratio 1:8	\$4.90		\$4.90
Ratio 1:10	\$4.35		\$4.35
Ratio 1:12	\$3.95		\$3.95
Private Swim Lessons - from 1st Jan.			
Swim Lesson Monthly Direct Debit	\$63.00		\$63.00
Swim Lesson Monthly Direct Debit Concession	\$53.55		\$53.55
Per Lesson Quarterly Payments	\$20.00		\$20.00
Per Lesson Quarterly Payments Concession	\$18.50		\$18.50
Rehabilitation/Disability program* Direct Debit	\$70.00		\$70.00
Rehabilitation/Disability program*	\$24.50		\$24.50
School Lessons - from 1st Jan. Within City Of Maribyrnong			
Ratio 1:8	\$5.00		\$5.00

Service	Price	GST	2015/2016 Total Price \$
Ratio 1:10	\$4.40		\$4.40
Ratio 1:12	\$4.10		\$4.10
School Lessons - from 1st Jan. Outside City Of Maribyrnong			
Ratio 1:8	\$5.10		\$5.10
Ratio 1:10	\$4.50		\$4.50
Ratio 1:12	\$4.20		\$4.20
Centre Member's Child Care			
1 child (Swim Lesson time only) 1 hour.	\$4.90		\$4.90
10 visit pass (Swim Lesson time only) 1 hour.	\$42.00		\$42.00
1 child per 1 1/2 hour	\$6.50		\$6.50
10 visit pass	\$54.00		\$54.00
1 child per 4.25 hours	\$19.00		\$19.00
10 visit pass	\$166.00		\$166.00
3 or more children 15% off total fee	\$0.00		
Registration Fee	\$15.00		\$15.00
Late Fee per 15 minutes	\$12.00		\$12.00
Non Member's Occasional Child Care			
1 child per hour.	\$12.00		\$12.00
10 visit pass per hour.	\$95.00		\$95.00
1 child per 4.25 hours	\$37.00		\$37.00
10 visit pass	\$335.00		\$335.00
3 or more children 15% off total fee	\$0.00		
Registration Fee	\$15.00		\$15.00
Late Fee per 15 minutes	\$12.00		\$12.00
Programs			
Group Exercise Classes	\$14.55	\$1.45	\$16.00
Group Exercise Classes Concession	\$12.73	\$1.27	\$14.00
10 visit pass	\$131.82	\$13.18	\$145.00
10 visit pass - Concession	\$113.64	\$11.36	\$125.00
Senior classes inc. S/S/S/S	\$7.27	\$0.73	\$8.00
10 visit pass	\$61.82	\$6.18	\$68.00
Post & Pre Natal	\$13.64	\$1.36	\$15.00
Post & Pre Natal 10 visits	\$122.73	\$12.27	\$135.00
Members add on class	\$7.27	\$0.73	\$8.00
Members add on class 10 visit pass	\$59.09	\$5.91	\$65.00
Memberships			
Health Club 6 months	\$562.73	\$56.27	\$619.00
Health Club 12 months	\$817.27	\$81.73	\$899.00
Aquatics Plus 6 month	\$422.73	\$42.27	\$465.00
Aquatics Plus 12 month	\$590.91	\$59.09	\$650.00
Locker 6 month	\$122.73	\$12.27	\$135.00
Locker 12 month	\$180.91	\$18.09	\$199.00
Ultimate 3 month	\$499.09	\$49.91	\$549.00
Ultimate 6 month	\$635.45	\$63.55	\$699.00
Ultimate 12 month	\$908.18	\$90.82	\$999.00
Off-Peak 6 month	\$444.55	\$44.45	\$489.00
Off-Peak 12 month	\$653.64	\$65.36	\$719.00
Seniors	\$453.64	\$45.36	\$499.00
Child	\$226.36	\$22.64	\$249.00
Active Teens - 3 months	\$136.36	\$13.64	\$150.00
Active Teens - 6 months	\$209.09	\$20.91	\$230.00
Active Teens -12 months	\$381.82	\$38.18	\$420.00

Service	Price	GST	2015/2016 Total Price \$
Gym & Swim Rehab - 3 months	\$345.45	\$34.55	\$380.00
Aquatics Plus Rehab - 3 months	\$345.45	\$34.55	\$380.00
Administration Fee - Refund	\$54.55	\$5.45	\$60.00
Council memberships per week	\$9.09	\$0.91	\$10.00
*Renewal discount 10% for 3 years + consecutive M'ship	POA		
**Concession Discount on Memberships - 15%	POA		
Membership Direct Debit			
Joining Fee	\$77.27	\$7.73	\$85.00
Ultimate	\$74.50	\$7.45	\$81.95
Off Peak	\$57.23	\$5.72	\$62.95
Health Club	\$68.14	\$6.81	\$74.95
Aquatics plus	\$52.68	\$5.27	\$57.95
Seniors	\$38.14	\$3.81	\$41.95
Teen Active	\$35.41	\$3.54	\$38.95
Locker	\$16.36	\$1.64	\$18.00
*Renewal discount 10% for 3 years + consecutive M'ship	POA		
**Concession Discount on Memberships - 15%	POA		
Personal Training			
1/2 Hour Session - Members	\$38.18	\$3.82	\$42.00
11 Session Pack - Members	\$381.82	\$38.18	\$420.00
1 Hour Session - Members	\$61.82	\$6.18	\$68.00
11 Session Pack - Members	\$618.18	\$61.82	\$680.00
Results Membership Inc PT	\$750.00	\$75.00	\$825.00
1/2 Hour Session - Casual	\$52.73	\$5.27	\$58.00
11 Session Pack - Casual	\$527.27	\$52.73	\$580.00
1 Hour Session - Casual	\$70.91	\$7.09	\$78.00
11 Session Pack - Casual	\$709.09	\$70.91	\$780.00
Birthday Parties			
Birthday Party - Per Child	\$23.18	\$2.32	\$25.50
Wages Recovery - Swim Centre etc.	POA	10%	
Product Sales - Retail	POA	10%	

Park/Equipment Hire Fees

Service	Price	GST	2015/2016 Total Price \$
Park Booking			
Wedding Ceremony	\$127.27	\$12.73	\$140.00
Private activity - Individual/Family/Corporate Functions	\$72.73	\$7.27	\$80.00
Community activity (50-150 people)	\$54.55	\$5.45	\$60.00
Commercial use (minimum)	\$1,363.64	\$136.36	\$1,500.00
Commercial use (high community benefit)	\$113.64	\$11.36	\$125.00
Public Liability	\$22.73	\$2.27	\$25.00
Access through Reserve *from \$120	\$130.00		\$130.00
Event Permit			
Community/charity event permit	\$130.00		\$130.00
Private activity event permit - Individual/Family/Corporate Functions	\$165.00		\$165.00
Commercial event permit (minimum)	\$1,295.00		\$1,295.00
Commercial event permit (high community benefit)	\$300.00		\$300.00
Bond Fees			
Community use - (per day minimum)	\$205.00		\$205.00
Private Activities - Individual/Family	\$205.00		\$205.00
Private Activities - Business/Corporate Functions (minimum)	\$3,100.00		\$3,100.00
Corporate or commercial use (minimum)	\$3,100.00		\$3,100.00
Personal Trainers 6 month booking			
Category 1: 3-5 participates	\$155.00		\$155.00
Category 2: 6-15 participates	\$430.00		\$430.00
Category 3: 16-40 participates	\$1,290.00		\$1,290.00
Crown Land Licence	\$100.00		\$100.00
Crown Land Individual Use fee (Per Participant) Under Review	POA		
Sport Grounds and Pavilions			
Type of use		GST	
Corporate or commercial use (minimum)	\$3,331.82	\$333.18	\$3,665.00
Corporate or commercial use (High Community Benefit)	\$245.45	\$24.55	\$270.00
Seasonal fees in accordance with Council Policy (adopted August 2008)	POA	10%	
Casual hire of Grounds (Per day - 2 Sessions)	\$81.82	\$8.18	\$90.00
Casual hire of Pavilions (Per day - 2 Sessions)	\$81.82	\$8.18	\$90.00

CORPORATE SERVICES

Service	Price	GST	2015/2016 Total Price \$
Freedom of Information			
Application Fee	\$26.50		\$26.50
Supervision Charges per Qtr hr.	\$5.00		\$5.00
Search Charges per hour	\$19.90		\$19.90
A4 copy charges per copy FOI	\$0.20		\$0.20
Sale of Information			
Photocopying - Information Requests	\$0.18	\$0.02	\$0.20

**Arts & Culture Service
Bluestone Church Arts Venue**

Service	Price	GST	2015/2016 Total Price \$
Hire Hall Fee (per day) Non profit	\$50.00	\$5.00	\$55.00
Hire Hall Fee (per week) Non Profit	\$240.00	\$24.00	\$264.00
Hire Hall Fee (per week) Commercial	\$400.00	\$40.00	\$440.00
Insurance Fee	\$25.00	\$2.50	\$27.50
PA Fee (per day)	\$25.00	\$2.50	\$27.50
PA Fee (per week)	\$100.00	\$10.00	\$110.00
Security Bond	\$200.00		\$200.00

**Activation & Relationship Management
Festivals**

Service	Price	GST	2015/2016 Total Price \$
Festival - Commercial fees	\$30,000.00	\$3,000.00	\$33,000.00
Festival - Commercial site bond	\$10,000.00		\$10,000.00
Food vans	\$350.00	\$35.00	\$385.00
Creative containers bond	\$200.00		\$200.00

Customer Service & Civic Facilities

Service		Price	GST	2015/2016 Total Price \$
Reception Room Hire				
Hire of Reception Room	Mon-Fri 8.30am to 5pm per hour	\$52.77	\$5.28	\$58.05
Hire of Reception Room - Subsidised	Mon- Fri 8.30am-5pm per hour	\$19.18	\$1.92	\$21.10
Hire of Reception Room	Mon-Fri 5pm to 11pm and 8.30am-11pm weekends per hour	\$81.64	\$8.16	\$89.80
Hire of Reception Room - Subsidised	Mon-Fri 5pm to 11pm and 8.30am-11pm weekends per hour	\$48.00	\$4.80	\$52.80
* Standard bond	Per booking	\$206.60		\$206.60
Insurance - not for profit and community groups	Per booking	\$23.50	\$2.35	\$25.85
Town Hall Meeting Room Hire				
Hire of Town Hall Meeting Rooms	Mon-Fri 8.30am to 5pm per hour	\$28.82	\$2.88	\$31.70

Service		Price	GST	2015/2016 Total Price \$
Hire of Town Hall Meeting Rooms - Subsidised	Mon- Fri 8.30am-5pm per hour	\$14.41	\$1.44	\$15.85
Hire of Town Hall Meeting Rooms	Mon-Fri 5pm to 11pm and 8.30am-11pm weekends per hour	\$57.55	\$5.75	\$63.30
Hire of Town Hall Meeting Rooms - Subsidised	Mon-Fri 5pm to 11pm and 8.30am-11pm weekends per hour	\$43.18	\$4.32	\$47.50
Bond	Per booking	\$103.30		\$103.30
Insurance - not for profit and community groups	Per booking	\$22.73	\$2.27	\$25.00
Equipment Hire	Lights and AV per week	POA	10%	

Property Services

Service		Price	GST	2014/2015 Total Price \$
Title search fee		\$27.27	\$2.73	\$30.00
Right of way/encroachments application fee		\$281.82	\$28.18	\$310.00
Air space application fee		\$281.82	\$28.18	\$310.00
Weekly Licence fee on (fences, pipelines, drainage etc.)		\$4.50 pm2	10%	POA
Facilitation fee (right of access)		Valuation	10%	POA
Air space licence fee		Valuation	10%	POA
Lease rental		POA	plus 10%	POA
Legal Fees Received		POA	plus 10%	POA
Envelope - Advertising		POA	plus 10%	POA

Revenue Services

	Price	GST	2015/2016 Total Price \$
Rates Office			
Title Information	\$75.00		\$75.00
Viewing of sales register	\$70.00		\$70.00
"Urgent processing" (customer service requests)	\$130.00		\$130.00
Land Information Certificates	\$20.00		\$20.00

SUSTAINABLE DEVELOPMENT**Parking and Local Laws**

	Price	GST	2015/2016 Total Price \$
Local Laws			
Inspection fee for Circus, Carnivals & Festivals	\$76.65		\$76.65
Filming Permits first day inclusive of application fee	\$585.60		\$585.60
Each second and subsequent days	\$291.30		\$291.30
Filming parking bay fee (per bay)	\$51.10		\$51.10
Traffic management plans review (per hour)	\$71.55		\$71.55
Inspection fee for Heavy Vehicular Permit	\$76.65		\$76.65
Inspection fee for Camping Permit	\$76.65		\$76.65
Inspection fee for Open Air Burning	\$76.65		\$76.65
Inspection fee for Camping on Roads	\$291.30		\$291.30
Inspection fee for Building Site Fee	\$132.85		\$132.85
Impound Fee for Abandoned Vehicles	\$426.20		\$426.20
Daily storage fee abv's and other items	\$40.90		\$40.90
Release fee for shopping trolleys	\$100.00		\$100.00
Impound Fee for Seized items	\$429.25		\$429.25
Local Laws Permits			
Goods on Footway (small item)	\$158.40		\$158.40
Goods on Footway	\$306.60		\$306.60
A Boards (standard)	\$107.30		\$107.30
A Boards (large)	\$158.40		\$158.40
A Boards (extra large)	\$306.60		\$306.60
Tables & chairs (Per set)	\$160.00		\$160.00
Permit for more than 3 Animals (Other than Restricted breed dogs)	\$45.00		\$45.00
Permit for other animals (once off fee)	\$45.00		\$45.00
Permit for more than 3 Restricted Breed Dogs	\$500.00		\$500.00
Rubbish Skip (Total fee per 3 days)	\$48.00		\$48.00
Rubbish Skips (Commercial shopping centres per day)	\$48.00		\$48.00
Rubbish Skips (additional days to max of 7 days)	\$16.35		\$16.35
Shipping containers on council land (3 days)	\$116.50		\$116.50
Storage of building materials on Council land (per day)	\$20.45		\$20.45
Itinerant trader (per day)	\$15.30		\$15.30
Mobile food Vendor Permit (Daily)	\$180.00		\$180.00
Mobile food Vendor Permit	\$2,500.00		\$2,500.00
Sale of Abandon Vehicles	POA	10%	
Resident Parking Permit			
New permit fees (Implemented June 2014)			
1st resident permit (valid for 1 year)	\$0.00		\$0.00
2nd resident permit (valid for 1 year)	\$40.00		\$40.00
3rd resident permit (valid for 1 year)	\$60.00		\$60.00
1st Visitor permit (valid for 1 year)	\$30.00		\$30.00
2st Visitor permit (valid for 1 year)	\$50.00		\$50.00
Replacement of "lost" visitor permit	\$70.00		\$70.00
Replacement of "lost" disability parking permit	\$70.00		\$70.00
Special purpose parking permit (per bay/per day)	\$56.00		\$56.00
HSCP Hospital South Car park staff permit (Daily rate)	\$5.00		\$5.00
Pay & Display Ticket Machines			
Hourly rate VUT	\$1.82	\$0.18	\$2.00
Hourly rate Hospital precincts	\$2.09	\$0.21	\$2.30
All day VUT	\$4.55	\$0.45	\$5.00

	Price	GST	2015/2016 Total Price \$
All day Hospital precincts	\$8.27	\$0.83	\$9.10
CBD Area as per Council resolution	\$1.64	\$0.16	\$1.80
Hourly rate saltwater precinct	\$1.64	\$0.16	\$1.80
All day saltwater precinct	\$6.09	\$0.61	\$6.70
HSCP Hospital South Carpark (Daily rate)	\$8.27	\$0.83	\$9.10
HSCP Hospital South Carpark (Daily rate)	\$2.09	\$0.21	\$2.30
Infringements (set by State Govt.)			
Animal registration			
Unsterilised dogs	\$155.00		\$155.00
Reduced fee dogs (Mandatory 1/3 of full fee or less)	\$51.00		\$51.00
Eligible recipients unsterilised dog	\$78.00		\$78.00
Eligible recipients (reduced fee) dogs	\$26.00		\$26.00
Dangerous Dog Registration	\$184.00		\$184.00
Unsterilised cats	\$155.00		\$155.00
Reduced fee cats (Mandatory 1/3 of full fee or less)	\$40.00		\$40.00
Eligible recipients unsterilised cats	\$77.00		\$77.00
Eligible recipients reduced fee cats	\$18.00		\$18.00
Fee to view registration register	\$36.00		\$36.00
Copy fee to obtain certificate of registration (per record)	\$67.00		\$67.00
Registration / Renewal of Domestic Animal Business	\$133.00		\$133.00

Building Services

	Application Fee	Inspection fee (each required inspection)	GST	2015/2016 Total Price \$
RESIDENTIAL				
(Building Permit fees:-subject to commercial market trends that may vary from time to time)				
Any carport, garage fence, minor internal dwelling alterations etc. Max total up to \$10,000.00	\$295.00	274 (2)	\$56.90	\$625.90
Demolitions	\$370.00	265 (2)	\$63.45	\$698.00
New dwelling & dwelling additions	\$382 Min Plus \$1.90/m2	\$139.00	10%	POA
Multi Unit Developments	\$413 Min Plus \$1.90/m2	\$139.00	10%	POA
Residential inspections		\$139.00	\$13.90	\$152.90
Variation to building permit - residential	\$274.18		\$27.42	\$301.60
Lapsed Permit Inspection - residential	\$274.20		\$27.42	\$301.60
Issue Occupancy Permit - Residential	\$274.20		\$27.42	\$301.60
Commercial and Industrial Work				
\$0 - \$5,000	\$602.00	\$201.45	10%	variable
\$5,001 - \$50,000	\$602.5 + \$13.40 per \$1000 over \$5,000	\$201.00	10%	variable
\$50,001 - \$500,000	\$1195.20+ \$3.1 per \$1000 over \$50,000	\$201.00	10%	variable
\$500,001+	\$2478.15+\$3.1 per \$1000 over \$500,000	\$201.00	10%	variable
Building permit lodgement fees only for over \$5,000.00 cost of works. PBS to Council : Class 1 & 10 class 2 to 9	Fix stat.fee	\$36.40		\$36.40
Building Commission Levy applying to all building permits based on value of works over \$10,000 in addition to building application fees.	Compulsory State Govt Levy 0.128%			Levy
Commercial and industrial inspections		\$201.00	\$20.10	\$221.10

	Application Fee	Inspection fee (each required inspection)	GST	2015/2016 Total Price \$
Lapsed Permit Inspection - comm & ind		\$382.20	\$38.22	\$420.40
Variation - commercial and industrial	\$454.50		\$45.45	\$500.00
Issue Occupancy Permit - Commercial	\$382.20		\$38.22	\$420.40
Hoarding Permit (On street public protection)	\$5.00m ² /week min \$360			\$5.00m ² /week min \$360
Property information requests (reg 327)	\$48.60			\$48.60
Admin. Fee for extension of time	\$0.00	\$206.59	\$20.66	\$227.25
Application to Occupy the Street (mobile crane/concrete pump - day pass)	\$371.90			\$371.90
COUNCIL CONSENT				
Land Liable to Flooding	\$244.00			\$244.00
Building over an Easement	\$244.00			\$244.00
Sitting Dispensations	\$244.00			\$244.00
Sitting where 173 agreement applies				POA
OTHER				
Search of records for: Inhouse / archives	\$74.55		\$7.45	\$82.00
Drawings of Residential and industrial buildings				
Residential copies of plans: A4 copy	\$2.82		\$0.28	\$3.10
A3 copy	\$8.18		\$0.82	\$9.00
A2 copy	\$13.64		\$1.36	\$15.00
A1 copy	\$28.18		\$2.82	\$31.00
Cancellation of Building Permit application	POA		10%	POA
Application for Sitting for Prescribed Temporary Structures (POPE)	240 + 1 inspection fee	\$139.00	\$37.90	\$416.90
Application for Occupancy Permit for Prescribed Temporary Structure (POPE)	768.5	Prescribed fee [minimum \$768.5 + inspection fee \$154/hr (Min \$154) and surcharge of 50% for weekend or after hours inspection] must be paid when making application.	10% GST	POA
Copies of Reports/Specifications -per 1	\$130.00		\$13.00	\$143.00
Fast track Property information request	\$193.00			\$193.00
Property information requests (reg 327)	\$48.60			\$48.60
Fines - prosecutions				Various
Note: A 15% surcharge will apply on all building permit and inspection fees in the case of owner builder applications.				

Planning Services

Planning Services Fees	Price	GST	2014/2015 Total Price \$
Application Fees			
Class 1 - Use Permits	\$502.00		\$502.00
Single Dwellings - buildings and works to one dwelling or ancillary only, includes satellite dishes, garages, pools etc			
Less than \$10,000			NIL
Class 2 - One Dwelling Per Lot \$10,000 - \$100,000	\$239.00		\$239.00
Class 3 - One Dwelling Per Lot > \$100,000	\$490.00		\$490.00
Class 4 - Developments less than \$10,000	\$102.00		\$102.00
Class 5 - Developments \$10,000 - \$250,000	\$604.00		\$604.00

Planning Services Fees	Price	GST	2014/2015 Total Price \$
Class 6 - Developments \$250,000 - \$500,000	\$707.00		\$707.00
Class 7 - Developments \$500,000 - \$1,000,000	\$815.00		\$815.00
Class 8 - Developments \$1,000,000 - \$7,000,000	\$1,153.00		\$1,153.00
Class 9 - Developments \$7,000,000 - \$10,000,000	\$4,837.00		\$4,837.00
Class 10 - Developments \$10,000,000 - \$50,000,000	\$8,064.00		\$8,064.00
Class 11 - Developments \$50,000,000	\$16,130.00		\$16,130.00
Class 12 - To subdivide an existing building	\$386.00		\$386.00
Class 13 - To subdivide land into two lots	\$386.00		\$386.00
Class 14 - Realignment of a Common Boundary	\$386.00		\$386.00
Class 15 - To subdivide land	\$781.00		\$781.00
Class 16 - To remove a restriction over land	\$249.00		\$249.00
Class 17 - To create, vary or remove a restriction/right of way	\$541.00		\$541.00
Class 18 - To create, vary or remove an easement	\$404.00		\$404.00
Amend an application after notice has been given	\$102.00		\$102.00
Determination on satisfaction of the Responsible Authority.	\$102.00		\$102.00
Certificate of Compliance	\$147.00		\$147.00
Retrospective additional application fee	\$300.00		\$300.00
Note: As fees are fixed from time to time by State Government, current fees remain until we are notified by change to regulations.			

Administration Charges	Price	GST	2014/2015 Total Price \$
Extension of time for dwelling extensions, 1-4 dwellings	\$205.00		\$205.00
Extension of time for developments of 5-9 dwellings	\$350.00		\$350.00
Extension of time for 10 or more dwellings	\$500.00		\$500.00
Extension of time for any use/commercial development less than \$1 million	\$205.00		\$205.00
Extension of time for any commercial development greater than \$1 million	\$350.00		\$350.00
Note: The fee for amendments to planning permits and plans is a sliding scale based on development cost, similar to the planning application fees structure.			

Planning Services Fees	Price	GST	2014/2015 Total Price \$
Amendments to permit Section 72 Planning & Environment Act 1987			
Type of amendment to permit			
Class 1, application to amend use	\$502.00		\$502.00
Class 2, application to amend permit preamble or conditions	\$502.00		\$502.00
Use/development for single dwelling if cost of amendment is;			
Class 3, \$10,000-\$100,000	\$239.00		\$239.00
Class 4, \$100,000+	\$490.00		\$490.00
To develop land if cost of amendment is;			
Class 5, \$0-\$10,000	\$102.00		\$102.00
Class 6, \$10,001-\$250,000	\$604.00		\$604.00
Class 7, \$250,001-\$500,000	\$707.00		\$707.00
Class 8, \$500,001+	\$815.00		\$815.00
Class 9, application to amend a permit to subdivide an existing building, subdivide into 2 lots, realign a boundary or consolidate lots.	\$386.00		\$386.00
Fast track applications - standard application fees apply. Payment of a fast track fee enables the application to be processed and issued within 30 days	\$100.00		\$100.00
Secondary Consent Application for dwelling extensions	\$150.00		\$150.00
Secondary Consent Application resulting from enforcement	\$300.00		\$300.00
Secondary Consent Applications 1-4 dwellings	\$200.00		\$200.00

Planning Services Fees	Price	GST	2014/2015 Total Price \$
Secondary Consent Applications 5-9 dwellings	\$300.00		\$300.00
Secondary Consent Applications for 10 or more dwellings	\$500.00		\$500.00
Secondary Consent Applications for any use or commercial development less than \$1 million	\$200.00		\$200.00
Secondary Consent Applications for any commercial development greater than \$1 million	\$300.00		\$300.00
Subdivide land, Subdivision Act 1988.			
Certify a plan of subdivision	\$100.00		\$100.00
Any other application for certification.	\$100.00		\$100.00
Administration Charges			
Advertising - up to 8 letters	\$160.00		\$160.00
Advertising - each additional letter	\$7.00		\$7.00
Advertising - each additional public notice	\$30.00		\$30.00
Heritage Demolition Advice	\$59.60		\$59.60
Building regulation consent and report	\$232.95		\$232.95
Compliance with permit advice	\$160.00		\$160.00
Compliance with permit advice for off site file	\$200.00		\$200.00
Property Information	\$160.00		\$160.00
Property Information for off site file	\$200.00		\$200.00
Copy of Endorsed Plan/Photocopies	\$160.00		\$160.00
Check on building envelope compliance	\$160.00		\$160.00
Planning Register per month	\$20.00		\$20.00
Planning Register per year	\$180.00		\$180.00
Variation to Urban Design Guidelines	\$350.00		\$350.00
Photocopies (A4) per sheet	\$1.00		\$1.00
Photocopies (A3) per sheet	\$2.50		\$2.50
Photocopies (A1) per sheet.	\$10.00		\$10.00
Photocopies (A0) per sheet	\$15.00		\$15.00
Condition 1 Plans approval - a fee may apply to the second submission of Condition 1 plans for approval	\$100.00		\$100.00
Section 173 agreement (add or amend)	\$500.00		\$500.00
Pre application meeting fees may apply to the second or more pre application meetings for the same address - at planners discretion	\$136.36	\$13.64	\$150.00

Environmental Health

Food Act 35A(1)	Price	GST	2015/2016 Total Price \$
Food Premises up to & including 10 employees - Childcare	\$545.00		\$545.00
Food Premises up to & including 10 employees - Aged Care	\$545.00		\$545.00
Food Premises, Temporary Food Premises, Mobile Food Premises with 20 employees (pro rata)	\$820.00		\$820.00
Food Premises, Temporary Food Premises, Mobile Food Premises up to 10 employees	\$545.00		\$545.00
Food Premises - Social/Sporting Club	\$272.50		\$272.50
Food Premises, Temporary Food Premises, Mobile Food Premises up to 10 employees - Supermarket, Milk Bars, Convenience Store, Bars, Nuts, Groceries,	\$420.00		\$420.00
Food Premises, Temporary Food Premises, Mobile Food Premises - Extra employees	\$30.00		\$30.00
Food Premises, Temporary Food Premises, Mobile Food Premises up to & including 10 employees - Non Profit	\$275.00		\$275.00
Food Premises, Temporary Food Premises, Mobile Food Premises - Non Profit	\$212.00		\$212.00
Food Premises Pre-packaged Food Only - Warehouses, Greengrocers, Cold stores	\$326.00		\$326.00
Vending Machines Class 2	\$168.00		\$168.00
Vending Machines Class 3	\$133.00		\$133.00

Food Act 35A(1)	Price	GST	2015/2016 Total Price \$
Transfer Food Act Premises - Food Premises, Temporary Food Premises, Mobile Food Premises	50% renewal		50% renewal
Food Premises Late Fee	\$110.00		\$110.00
Food Premises Maximum Fee	\$2,407.00		\$2,407.00
New Food Premises Application fee Class 1,2	\$995.00		\$995.00
New Food Premises Application fee Class 3	\$795.00		\$795.00
PUBLIC HEALTH & WELLBEING ACT	Sect 69 (1)		
Hairdressers only	\$173.00		\$173.00
Tattooists, Cosmetic Tattooists, Body Piercing, Colonic irrigation	\$310.00		\$310.00
Beauty Therapy, Hairdressers (including ear piercing, waxing)	\$245.00		\$245.00
Prescribed Accommodation	Sect 67		
Prescribed Acc. Up to & including 5 Apartments	\$240.00		\$240.00
Prescribed Acc. With more than 5 Apartments - extra for each	\$40.00		\$40.00
Prescribed Acc. Maximum	\$865.00		\$865.00
Transfer Public Health Wellbeing (PHW) Act Premises	50% renewal		50% renewal
PHW Act Premises - Late Fee	\$110.00		\$110.00
CARAVAN PARKS			
Caravan Parks (Long term/Short term Site) per caravan site	\$11.00		\$11.00
Transfer Caravan Parks	\$161.00		\$161.00
PROFESSIONALSERVICES			
Solicitors/Premises Enquiry Report / 5 business days	\$422.73	\$42.27	\$465.00
Solicitors/Premises Enquiry Report / 10 business days	\$281.82	\$28.18	\$310.00
Other professional services as requested (per hr)	\$101.82	\$10.18	\$112.00
On-Site premises Suitability Inspection (per hr)	\$101.82	\$10.18	\$112.00
PLANS PROCESSING			
Plans processing (per square metre) Up to 50 m2	\$297.00		\$297.00
51-100 m2	\$370.00		\$370.00
101-150m2	\$424.00		\$424.00
Over 151m2	\$476.00		\$476.00
Minor Alterations	\$162.00		\$162.00
PRODUCT SALES			
Head Lice Lotion	\$18.18	\$1.82	\$20.00
Head Lice Comb	\$14.09	\$1.41	\$15.50
Thermometer & Swabs	\$58.18	\$5.82	\$64.00
Swabs	\$7.73	\$0.77	\$8.50
Sharps Container (fee includes container and disposal)	\$22.73	\$2.27	\$25.00
Food Act			
Additional Temporary Food registration (Registered Premises)	\$181.00		\$181.00
Temporary Food on site inspection and assessment (Commercial)	\$181.00		\$181.00
Change of Classification Assessment (per hr)	\$450.00		\$450.00
Duplicate Registration Certificate	\$57.00		\$57.00
Septic Tanks/Grey water	ENVIRONMENTAL PROTECTION ACT 1970 SECTION 53		
New Installations Private Property	\$250.00		\$250.00
Septic Tanks New Installations Community Groups	\$125.00		\$125.00
Additional Services			
Solicitors/Premises enquiry follow up compliance inspection - 5 business days	\$275.00		\$275.00
Solicitors/Premises enquiry follow up compliance inspection - 10 business days	\$192.00		\$192.00
Solicitors/Premises enquiry duplicate report	\$57.00		\$57.00
Plans Processing			
Minor alterations fee	\$162.00		\$162.00

Food Act 35A(1)	Price	GST	2015/2016 Total Price \$
Food Premises Closure (new fees)			
Additional Compliance Assessment fee - per hour	\$112.00		\$112.00
Food Premises Closure - Voluntary	\$500.00		\$500.00
Food Premises Closure - Formal Notice	\$2,000.00		\$2,000.00
Food Premises Closure - DH & DHS initiated	\$2,000.00		\$2,000.00
Food Premises Closure - Per additional day	\$250.00		\$250.00
Food Premises Closure - per hour	\$112.00		\$112.00

INFRASTRUCTURE SERVICES**Civil Design & Transport**

Service	Price	GST	2015/2016 Total Price \$
Traffic and Transport			
Traffic count information search fee	\$40.91	\$4.09	\$45.00
Traffic count information per page	\$5.64	\$0.56	\$6.20
Provision of traffic count report (per hour - one hour minimum)	\$154.55	\$15.45	\$170.00
Carry out traffic counts (per count)	\$300.00	\$30.00	\$330.00
B-Double & over dimensional route permits	\$330.00		\$330.00
Development Fee			
Plan Checking Subdivisions	0.75%		0.75%
Subdivision supervision	2.50%		2.50%
Plan checking work in Road Reserve	0.83%		0.83%
Supervision work in Road Reserve	2.65%		2.65%
Civil works plan checking/engineering assessment(per hour - 1 hour minimum)	\$100.00		\$100.00
After hours supervision (per hour - 1 hour minimum) Inspector of Contracts	\$100.00		\$100.00
Incomplete Works Bond - Administration Fee	\$100.00		\$100.00

Cemetery

Section 43 of the Act all trust fees of \$50 or more are increased annually in accordance with CPI for all groups in Melb. @ December for effect in July.

Service '*** Fees can not be changed until ratified by the Cemetery Trust ***	Price	GST	2015/2016 Total Price \$
Private Graves			
Land (Lawn Sections)	\$1,903.80		\$1,903.80
Land (Other Sections)	\$1,594.25		\$1,594.25
Sink/Reopen Stand. Size Grave 2.12m (7')	\$1,231.95	\$123.20	\$1,355.15
Sink/Reopen Over Size Grave (extra)	\$229.50	\$22.95	\$252.45
Sink/Each additional 0.3m (1') (extra)	\$229.50	\$22.95	\$252.45
Sink/Reopen Grave (no cover)	\$1,231.95	\$123.20	\$1,355.15
Sink/Reopen Grave (with cover)	\$1,570.18	\$157.02	\$1,727.20
Cover/Ledger removal	\$246.36	\$24.64	\$271.00
Internment into Vault or Mausoleum Crypt	\$1,584.09	\$158.41	\$1,742.50
Internment of Cremated Remains	\$239.82	\$23.98	\$263.80
Extra Charges			
Search on records/written info	\$35.75		\$35.75
Copy of right of Internment document	\$38.25		\$38.25
Transfer of right of Internment	\$0.00	\$0.00	\$0.00
Authorised Exhumation	\$2,568.50	\$256.85	\$2,825.35
Lift and Reposition	\$2,588.41	\$258.84	\$2,847.25
Concrete cap to enable 500mm-750mm seal to ground level	\$349.45	\$34.95	\$384.40
Internment on Saturday morning, public holidays, outside normal booking hours (by arrangement)	\$424.45	\$42.45	\$466.90
Internment without notice (two working days)	\$384.55	\$38.45	\$423.00
Monumental Fee			
Memorial Permit Fees – Installation – New headstone, base & foundation Single	\$235.06		\$235.05
Memorial Permit Fees – Installation – New headstone & base (existing foundation) Single	\$337.26		\$337.25

Service '*** Fees can not be changed until ratified by the Cemetery Trust ***	Price	GST	2015/2016 Total Price \$
Memorial Permit Fees – Installation – New Full Monument – Headstone, Kerb, Ledger & foundation Single	\$746.06		\$746.05
Memorial Permit Fees – Installation – New Full Monument – Headstone, Kerb & Ledger (existing foundation) Single	\$659.19		\$659.20
Restoration/Additional works to Existing Memorial			
Memorial Permit Fees – Renovation – Minor Single	\$112.42		\$112.40
Memorial Permit Fees – Renovation – Major Single	\$347.48		\$347.50
Plaques			
<i>All plaques charged at supplier's total cost + cemetery fee listed below</i>			
Administration and installation	\$101.86	\$10.19	\$112.05
Supply & install base slab	\$190.77	\$19.08	\$209.85

Asset Protection

	Price	GST	2015/2016 Total Price \$
Asset protection			
Street protection fee	\$296.70		\$296.70
Street protection bond (min)	\$500.00		\$500.00
Drainage			
Legal point of drainage discharge	\$65.00		\$65.00
Legal point of drainage discharge MUD	\$260.00		\$260.00
Drainage Plan Approval	\$195.00		\$195.00
Stormwater inspection	\$296.70		\$296.70
Permits			
Road opening permit	\$147.65		\$147.65
Vehicular crossing permit	\$296.70		\$296.70
Re-inspection fee	\$65.00		\$65.00

Additional Waste Services Fees/Charges

Description of Service	Price	GST	2015/2016 Total Price \$
Garbage Service			
Additional 120L garbage bin	\$181.15		\$181.15
Additional 240L garbage bin (bin supply & collection service)	\$213.70		\$213.70
Additional garbage bin 120 L subsequent annual collection service fee	\$139.95		\$139.95
Additional 240L garbage bin (bin supply & collection service)	\$145.15		\$145.15
Additional 660L Skip (bin supply & collection service)	\$580.65		\$580.65
Additional 1100L Skip (bin supply & collection service)	\$1,277.45		\$1,277.45
Additional garbage skip 660L subsequent annual collection service fee	\$381.85		\$381.85
Additional garbage skip 1100L subsequent annual collection service fee	\$1,045.20		\$1,045.20
Recycling Service			
(Additional 120 bin supply & collection service)	\$98.70		\$98.70
(Additional 240 bin supply & collection service)	\$110.30		\$110.30
(Additional 360 bin supply & collection service)	\$132.00		\$132.00
Additional recycling 660 skip Supply and collection	\$1,161.30		\$1,161.30
Additional recycling 1100 skip Supply and collection	\$1,161.30		\$1,161.30
Additional recycling bin annual collection service fee	\$56.80		\$56.80
Additional recycling 660 skip annual collection service fee	\$243.80		\$243.80
Additional recycling 1100 skip annual collection service fee	\$929.05		\$929.05

Description of Service	Price	GST	2015/2016 Total Price \$
Green Waste Service			
Annual green waste collection service fee 120Litre	\$98.70		\$98.70
Annual green waste collection service fee 240Litre	\$110.30		\$110.30
At Call Hard & Green Waste Service			
Annual Hard/Green waste collection service fee (Owner / Occupier)	\$69.70		\$69.70
Additional green waste collection service fee (Owner / Occupier)	\$87.10		\$87.10

Tree Services

Service	Price	GST	2015/2016 Total Price \$
Tree Removal Amenity Value (basic rate) Trunk size			
6cm	\$334.70		\$334.70
10cm	\$930.70		\$930.70
15cm	\$2,093.70		\$2,093.70
20cm	\$3,721.55		\$3,721.55
25cm	\$5,598.05		\$5,598.05
30cm	\$8,061.60		\$8,061.60
35cm	\$10,971.40		\$10,971.40
40cm	\$14,330.65		\$14,330.65
45cm	\$18,137.25		\$18,137.25
50cm	\$22,391.20		\$22,391.20
55cm	\$27,094.55		\$27,094.55
60cm	\$32,243.15		\$32,243.15
65cm	\$37,842.30		\$37,842.30
70cm	\$43,887.70		\$43,887.70
75cm	\$50,381.45		\$50,381.45
80cm	\$57,322.60		\$57,322.60
85cm	\$64,712.10		\$64,712.10
90cm	\$72,548.95		\$72,548.95
95cm	\$80,834.20		\$80,834.20
100cm	\$89,566.80		\$89,566.80
105cm	\$98,746.75		\$98,746.75
110cm	\$108,376.10		\$108,376.10
115cm	\$118,451.75		\$118,451.75
120cm	\$128,975.75		\$128,975.75
Removal and Replant Fee Price On Application (POA)			
Tree Removal (height)			
0-3mt	\$168.00		\$168.00
3-8mt	\$700.00		\$700.00
8-20mt+	\$2,100.00		\$2,100.00
Stump Grind			
0-30cm	\$154.00		\$154.00
30cm-1mt	\$350.00		\$350.00
1mt +	\$490.00		\$490.00
Reinstalment small	\$28.00		\$28.00
Reinstatement Large	\$70.00		\$70.00
New tree Planting	\$350.00		\$350.00

Hard Surface Reinstatement Rates

Surface	Area	Price	GST	2015/2016 Total Price \$
Ordinary Road min 1sq m.	Up to 25 sqm	\$135.91	\$13.59	\$149.50
	Over 25 sqm	\$115.00	\$11.50	\$126.50
Heavy Duty Road	Up to 25 sqm	\$218.59	\$21.86	\$240.45
	Over 25 sqm	\$209.05	\$20.90	\$229.95
Concrete Footpath	Up to 5 sqm	\$168.77	\$16.88	\$185.65
	5-25 sqm	\$161.27	\$16.13	\$177.40
	Over 25 sqm	\$137.50	\$13.75	\$151.25
Concrete Footpath (colour)	Up to 5 sqm	\$191.27	\$19.13	\$210.40
	5-25 sqm	\$183.77	\$18.38	\$202.15
	Over 25 sqm	POA		
Asphalt Footpath	Up to 5 sqm	\$146.32	\$14.63	\$160.95
	5-25 sqm	\$119.64	\$11.96	\$131.60
	Over 25 sqm	\$106.00	\$10.60	\$116.60
Domestic Crossover	Up to 25 sqm	\$229.95	\$23.00	\$252.95
Domestic Crossover (colour)	Up to 25 sqm	\$266.50	\$26.65	\$293.15
Industrial Crossover	Up to 25 sqm	\$252.95	\$25.30	\$278.25
Concrete Kerb/Channel	Up to 5 linm	\$262.50	\$26.25	\$288.75
	5-20 linm	\$250.00	\$25.00	\$275.00
Concrete Kerb/Channel (colour)	Up to 5 linm	\$293.77	\$29.38	\$323.15
	5-20 linm	\$281.27	\$28.13	\$309.40
Stone Kerb/Channel	Up to 5 linm	\$214.05	\$21.40	\$235.45
	5-20 linm	\$231.45	\$23.15	\$254.60
Bluestone Laneway	Up to 25 sqm	\$243.77	\$24.38	\$268.15
	Over 25 sqm	\$212.50	\$21.25	\$233.75
Natures Strip	Up to 25 sqm	\$87.00	\$8.70	\$95.70
Reinstatement	Over 25 sqm	\$51.73	\$5.17	\$56.90
Supervision fee - main renewals	pm	POA		POA
Top soil & seeding		\$74.50	\$7.45	\$81.95
Repair stormwater Kerb adaptor CL9		\$160.00	\$16.00	\$176.00
Footpath pavers		\$126.73	\$12.67	\$139.40
Pit lid		\$500.00	\$50.00	\$550.00
Pit and frame		\$750.00	\$75.00	\$825.00

APPENDIX E - STRATEGIC INITIATIVES PROGRAM 2015/2016

CI Ref.	Initiatives 2015/2016	Link to Strategic Objectives & Wellbeing Outcomes	2015/2016 Exp \$
IN01	Living Museum of the West (Digitisation of Collections)	Cultural Vibrancy	\$17,000
IN02	Gender equity/social media	Equity	\$60,000
IN03	Yarraville Youth Outreach program	Community Harmony	\$50,000
IN04	Yarraville Hockey Club - dug outs	Liveability	\$15,000
IN05	Yarraville Cricket Club Improvements	Community Harmony/Liveability	\$15,000
IN06	Yarraville Soccer Club Improvements	Liveability	\$15,000
IN07	Two Small soccer goals for River ward parks	Community Harmony/Liveability	\$20,000
IN08	West Footscray Village (Tree Planting)	Environmental Sustainability	\$15,000
IN09	Sports Development - New Arrivals	Cultural Vibrancy/Community Harmony	\$3,000
IN10	Place-based Braybrook Diabetes Prevention and Management Project	Liveability	\$50,000
IN11	Street Works Creative Pathways	Liveability/Cultural Vibrancy	\$44,000
IN12	Maribyrnong Civic Art Prize	Liveability/Cultural Vibrancy	\$20,000
IN13	Partnership project playground contribution	Liveability/Well Planned City	\$50,000
IN15	Stony Creek Festival	Liveability/Cultural Vibrant	\$30,000
IN16	Revised style guide for Maribyrnong's corporate communications	Organisational Accountability /Efficient Workforce	\$35,000
IN17	Maribyrnong River Park benches	Liveability	\$15,000
IN18	Yarraville shared space Anderson St	Well Planned City/Liveability	\$30,000
IN19	Burton Reserve (Demolition of toilet)	Liveability	\$20,000
IN21	Training for "Friends Of" groups	Environment	\$6,000
IN22	Landscaping work in front of Dale Stables	Well Planned	\$5,000
IN23	Enhanced Waste Management – Footscray/Yarraville/Braybrook retail precincts	Liveability/Well Planned City	\$100,000
IN24	Dale Stables	Liveability/Well Planned City	\$150,000
IN25	Anders Park, West Footscray (Water Tank)	Liveability	\$10,000
IN26	Footscray street tree planting	Environmental Sustainability/Well Planned	\$20,000
IN27	Footscray Night-time Economy Project	Economic Prosperity	\$20,000
IN28	Cranwell Reserve (Shade Structure)	Well Planned/Liveability	\$40,000
IN29	Kindersmith playground	Well Planned/Liveability	\$40,000
IN30	Little Africa - Banner Poles	Liveability/Cultural Vibrant	\$10,000
IN31	Muttaborrasaurus - Park Extension	Liveability	\$10,000
IN32	Tap for Ulmara playground (Drinking fountain)	Well Planned	\$10,000
IN33	Beautifying Braybrook (Churchill Ave Shops)	Liveability	\$15,000
IN34	Online heritage river trail map	Cultural Vibrancy	\$4,000
IN35	Robert Barrett Reserve Sign (existing sign)	Well Planned/Liveability	\$15,000
IN36	Pritchard Reserve (BBQ Shelter)	Liveability	\$25,000
IN37	Start Me Up Business Kit	Economic Kit	\$5,000
IN38	Way finding at station (Footscray)	Transport/Liveability	\$15,000
IN39	Bike Rack (Design comp)	Transport	\$5,000
IN40	Revitalising small shopping strips	Liveability /Well Planned City	\$100,000
IN41	City Business Grants (Shop front improvements)	Liveability/Well Planned City	\$30,000
IN42	Town Hall Refurbishment Phase 1	Organisational Accountability /Efficient Workforce	\$200,000
Total			\$1,339,000

