



Maribyrnong City Council
Budget
2014/2015

Adopted



Maribyrnong
CITY COUNCIL

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MAYOR AND CEO MESSAGE

We are pleased to present the 2014/15 Budget for community consideration.

Our City continues to face numerous financial challenges. There are many cost impositions that Council has no control over. This includes annual increases in the cost of doing business, an increase in the State government Landfill Levy and unfunded superannuation liabilities.

Council is also obligated to collect the Fire Services Levy on behalf of the State Government, introduced for the first time last year. By law it must be shown on the rate notice for every property, however it is not a Council fee.

The City faces challenges in balancing the competing needs of funding services and programs and budgeting for future infrastructure renewal and growth, while at the same time keeping rates as low as possible.

This year's budget continues to build a foundation for meeting the future needs of our City, as well as providing much needed services and programs for current residents. It proposes 4.7% rate rise, comprises a 2% component for Infrastructure upgrades and 2.7% component for cost increases and serviced enhancements.

Council's long term financial strategy is to ensure services and infrastructure can be sustainably funded now and into the future. A growing population, combined with the need to maintain some of the oldest infrastructure in Melbourne presents a challenge in allocating funding. Our budget meets this challenge and reduces our already low debt further.

A strategic, long-term approach to investing in capital works renewal is being driven by the Council's Community Infrastructure and Asset renewal Plans. In this budget, a record \$41 million is being invested to replace ageing infrastructure and to deliver significant improvements across the City.

Council has conducted extensive community consultation in preparing this draft budget and consultation will continue to ensure we are meeting the needs of our residents.

We are now in the second year of a four year Council Plan that guides our actions and programs to improve livability in Maribyrnong.

Highlights for this year's budget include:

- ✚ A 70% increase in Council's pensioner rebate scheme, making Maribyrnong's pensioner rebate the highest in Victoria. We estimate 21% of our pensioners will actually receive a reduction in their rates.
- ✚ More than \$1 million on bicycle and walking pathways, including the delivery of the 'Temple to Temple Trail' as a new feature for the Maribyrnong River and our active community.
- ✚ The completion of two major community centres – Braybook Community Hub (\$12.5 million) and Maidstone Children and Family Services Hub (\$4.7 million)
- ✚ Commencement of a 10 year capital improvement program with a vision to revitalise the City. Major projects in year one include \$3 million towards the 'Saigon in Footscray' initiative and \$1 million for the Maribyrnong River projects at Mills Close and Pipemakers Park.
- ✚ A combined program for street trees, parks and open spaces that will see over 1,600 new trees planted.
- ✚ The return of the popular New Year's Eve Fireworks in Footscray Park as a permanent addition to Maribyrnong's Festival City calendar.
- ✚ Creative programs to encourage high profile street art rather than unsightly tagging of retail areas and public places.
- ✚ \$41 million invested in capital works and infrastructure, with \$6.8 million for roads and footpaths, \$2 million for parks and gardens upgrades, \$400,000 for carpark upgrades and \$350,000 for traffic management programs. \$3.4 million for Building Asset renewal.

Council provides in excess of 80 services funded through the annual budget, all aimed at enhancing the wellbeing of our community and the liveability of the City of Maribyrnong, now and into the future.

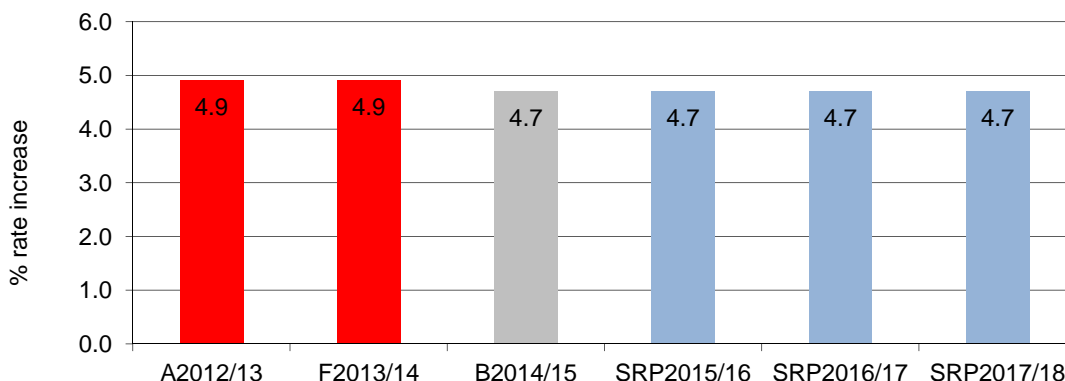
The budget is a public document and is now available for community consultation and formal review. Your comments are welcomed.

Cr. Grant Miles, Mayor & Mr. Vince Haining, CEO

EXECUTIVE SUMMARY

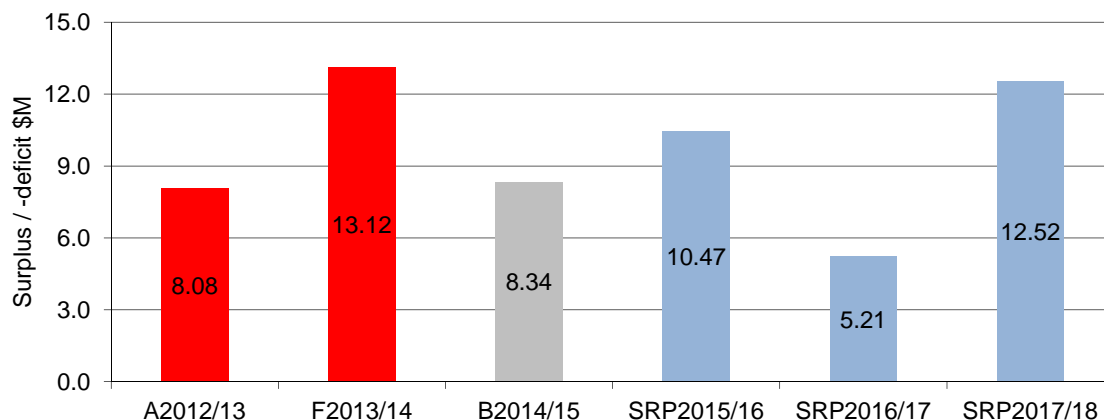
Council has prepared a Budget for the 2014/15 financial year which seeks to balance the demand for services and infrastructure with the community’s capacity to pay. Key budget information is provided below about the rate increase, operating result, cash and investments, capital works and council expenditure allocation.

1. Rates



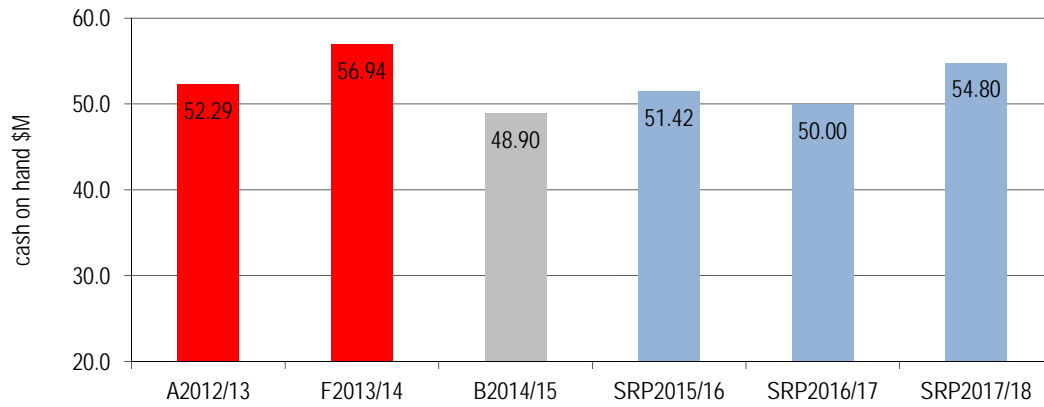
It is proposed that general rates increase by 4.7% for the 2014/15 year, raising total rates of \$81.81 million, including \$0.08 million generated from supplementary rates. Of the 4.7% increase, 2.7% will go toward maintaining service levels and meeting the cost of a number of external influences affecting 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 2013/14 year was 4.9%).

2. Operating Result



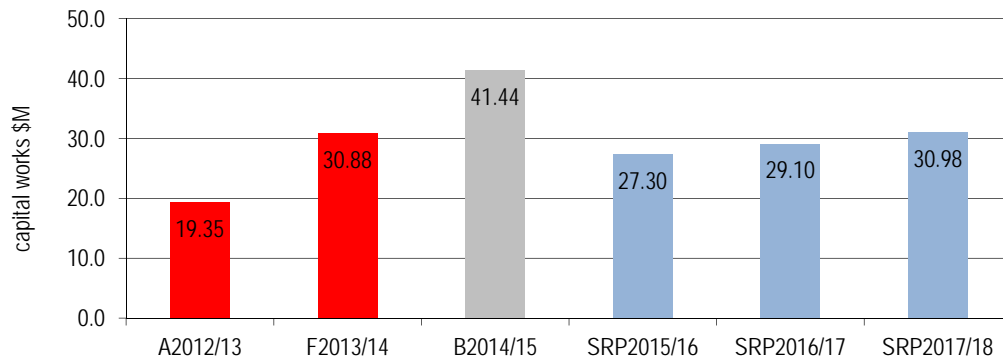
The expected operating result for the 2014/15 year is a surplus of \$8.34 million, which is an decrease of \$4.78 million over 2013/14. The reduced operating result is due mainly to an increased capital works program. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$7.48 million, which is an decrease of \$3.16 million over 2013/14 – refer to section 4 of this summary for further information. (The forecast operating result for the 2013/14 year is a surplus of \$10.64 million).

3. Cash And Investments



Cash and investments are expected to decrease by \$8.04 million during the year to \$48.90 million as at 30 June 2015. This is due mainly to the capital works program and two major projects being completed. The reduction in cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$56.94 million as at 30 June 2014).

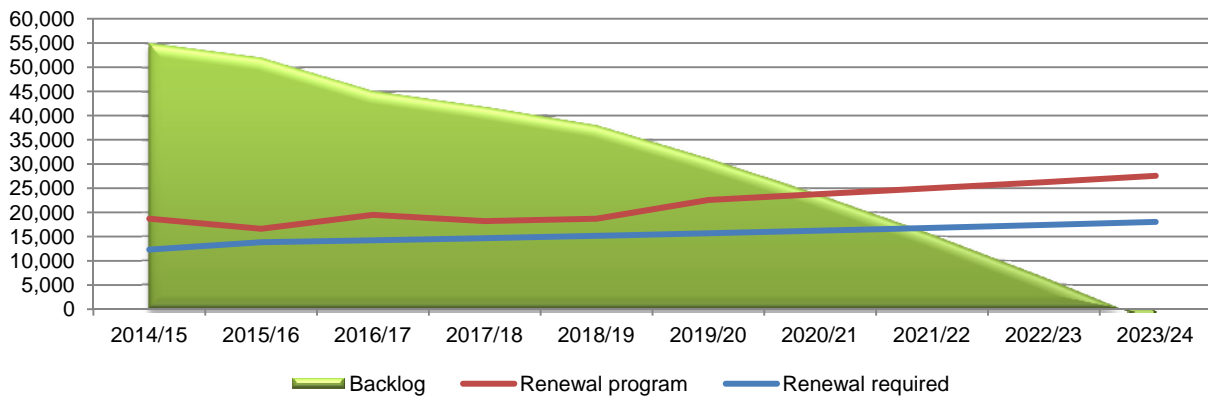
4. Capital Works



The capital works program for the 2014/15 year is expected to be \$41.44 million. In 2014/2015 Council have allocated approximately \$3.6m for Building asset renewal and other improvement works. An amount of \$8.7m has been allocated for the upgrade of major facilities. The carried forward component is fully funded from the 2013/14 budget.

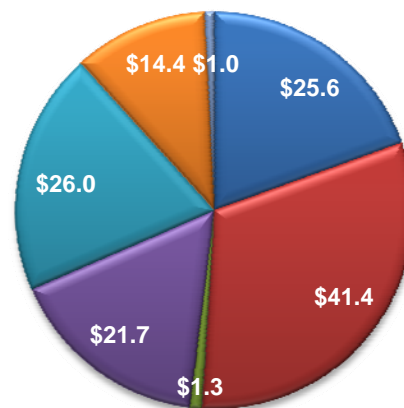
The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

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).



5. Council Expenditure Allocations

- Community Wellbeing
- Capital & Asset Improvement Program
- Strategic Initiatives
- Corporate Servies
- Infrastructure & Engineering
- Sustainable Development
- Organisational Development and Business Transformation



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.

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 2014/2015 budget, which is included in this report, is for the year 1 July 2014 to 30 June 2015 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 2015 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 works 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 May 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 31 August and a copy submitted to the Minister within 28 days after adoption.

The Key dates to the 2014/2015 budget process is as follows:

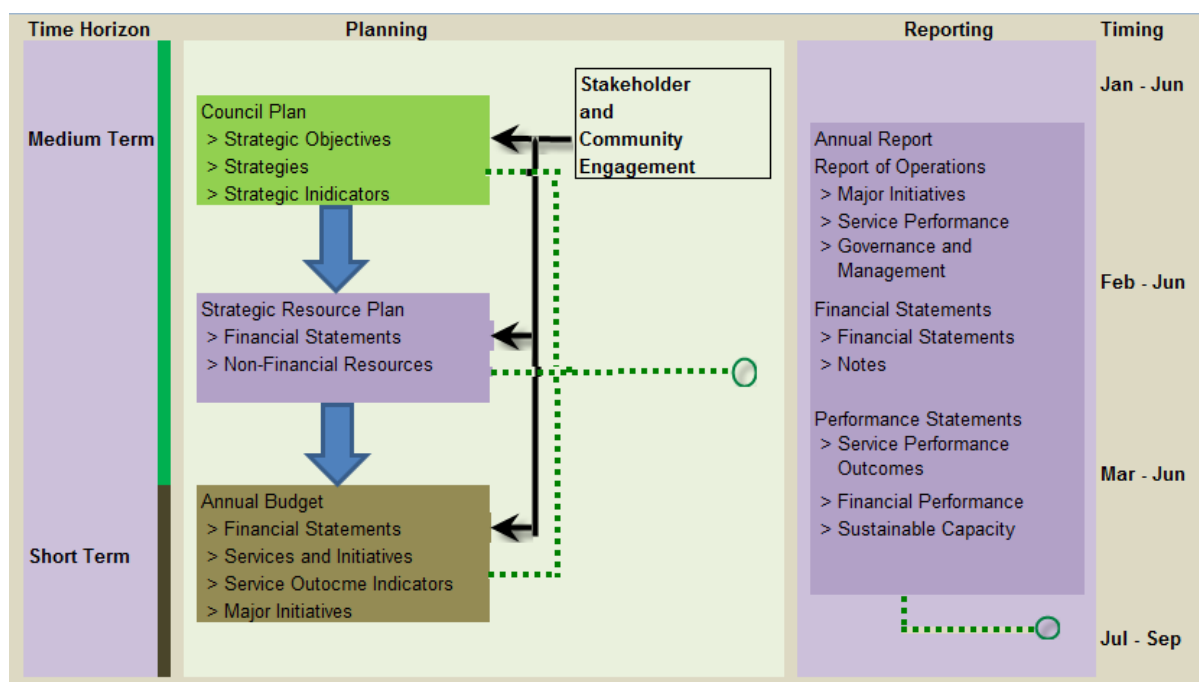
Process	Timing
Councilor/EMT Planning Weekend	6 Dec 2013 to 8 Dec 2013
First EMT Budget Review & CMT/Co-ordinator Session – Outcomes of Community Session (After Community Session)	Tuesday 25 Feb 2014
Councillor/EMT Strategic Planning Weekend	Friday & Saturday 21 & 22 Mar 2014
First Councilor Briefing – Budget Operating Capital and Initiatives	Tuesday 25 Mar 2014
Issue Proposed Budget for Councilor consideration	Thursday 24 Apr 2014
Community Sessions – Budget & Council Plan Scene setting and information gathering.	Tuesday 6 May 2014
Special Meeting of Council to resolve on Budget and call for submissions	Tuesday 6 May 2014
S.223 submissions closed (28 Days)	Friday 6 Jun 2014
S.223 meeting to consider submissions to Budget (28 Clear Days) – Community and Services Special Committee	Tuesday 17 June 2014
Adopt Budget and Council Plan – Ordinary Council Meeting	Tuesday 24 Jun 2014
Copy Adopted Budget – Submitted to the Minister	Wednesday 2 Jul 2014

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.

1.2 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 our most vulnerable community groups 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. Our nine outcomes underpin the Council Plan.

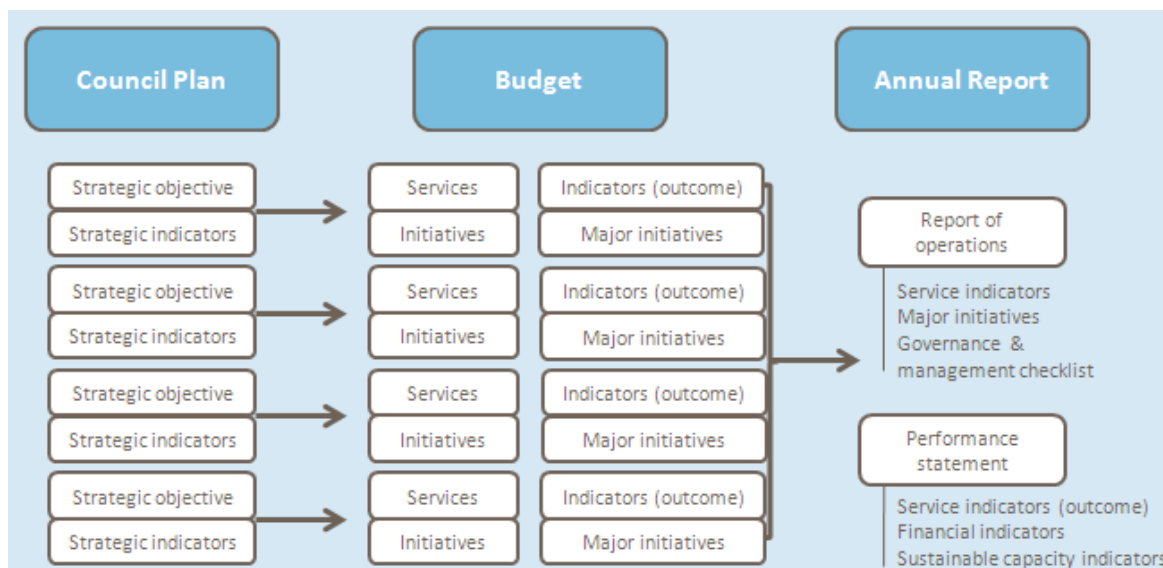
Wellbeing Outcomes		Description
1. Well Planned City		Well planned neighbourhoods, city design and development that are attractive and provide safe and accessible public spaces for all.
2. Cultural Vibrancy		A city that respects, celebrates and protects the history and diversity of our heritage, cultural 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.

1.3 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 2014/15 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 bold and underlined in the below sections.

2.1. COMMUNITY WELLBEING

Council Ref	Strategic Activities	2014/15 Expenditure	2014/15 Income	2014/15 Net
		\$	\$	\$
OP16	Aged & Diversity	7,789,385	-5,284,275	2,505,110
OP21	Community Learning & Libraries	5,346,446	-941,452	4,404,994
OP23	Community Wellbeing Management	433,218	0	433,218
OP29	Community. Infrast. & Social Development	1,582,170	-29,812	1,552,358
OP34	Family & Youth Services	4,886,592	-1,138,050	3,748,542
OP38	Recreation Services	5,561,345	-4,836,400	724,945
OP39	Community Wellbeing Total	25,599,156	-12,229,989	13,369,167

Community Wellbeing Strategic Initiatives 2014/2015					
Council Ref	Project Title	2014/15 Exp \$	2014/15 Income \$	2014/15 Net \$	Linkage to Strategic Obj's
IN-1	Human Rights and Social Justice Conversation Series	5,000	0	5,000	Liveability
IN-2	Building Social Capital and Community Leadership in Braybrook	40,000	0	40,000	Economic Prosperity
IN-3	Gender Equity - Preventing Violence Against Women	65,000	0	65,000	Liveability
IN-4	Sports Development Strategy	40,000	0	40,000	Liveability
IN-5	Sport Participation Small Grants Program	20,000	0	20,000	Liveability
IN-6	Active Maribyrnong	40,000	0	40,000	Liveability
IN-7	Graffiti Prevention Art	40,000	0	40,000	Liveability
Total		250,000	0	250,000	

Major Initiatives	Linkage to Strategic Obj's
1. Install outdoor wall art in prominent graffiti affected locations to improve the visual amenity and deter graffiti.	Liveability
2. Implement the 'Active Maribyrnong Program' to provide and promote accessible recreation opportunities to the community.	Liveability

**Service Performance Outcome Indicators
Community Wellbeing**

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Active library members	Number of active library members.
Pool Facilities	Utilisation	Utilisation of pool facilities	Number of visits to pool facilities.
Home and Community Care	Participation	Participation in the service	Number of people that receive a domestic, personal or respite care service.
Maternal and Child Health	Participation	Participation in Maternal and Child Health key ages and stages visits	Number of actual Maternal and Child Health key ages and stages visits.

Council Ref	Services	2014/15 Expenditure \$	2014/15 Income \$	2014/15 Net \$	Linkage to Strategic Objectives
Community Wellbeing Management					
OP22	Community Wellbeing Management	433,218	0	433,218	Liveability
OP23	Total	433,218	0	433,218	

The Key Strategic Activities for the Community Wellbeing Branch for the 2014/2015 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.
- ✚ Develop a Maribyrnong Youth Strategy and the Maribyrnong Sports Development Strategy.

- ✚ 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 construction of the Braybrook Community Hub, including library, early years centre and pavilion; the integrated early years hub at Burns Street Maidstone; and the Maidstone Tennis Facility.
- ✚ Commence community engagement, planning and design of the Footscray Hub, new Yarraville library and the refurbishment of the Angliss Reserve sports pavilion.
- ✚ Complete design for the refurbishment of the Kingsville Tennis pavilion.
- ✚ Implement the Street Works graffiti prevention program.
- ✚ Complete installation of the Radio Frequency Identification Device technology at all libraries in the municipality.
- ✚ Deliver the Active Maribyrnong Program, the Gender Equity/Prevention of Violence against Women program, the Braybrook FILLS Program and the Friendly Neighbours Program.
- ✚ Implement Council's Urban Food Production action plan with the establishment of a new community garden in Yarraville.
- ✚ 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 Centre's 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

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
		\$	\$	\$	
Aged & Diversity					
OP1	Adult Day Activity & Support Service	125,379	-138,600	-13,221	Liveability
OP2	Aged & Diversity Management & Co-Ord	1,399,576	-168,200	1,231,376	Liveability
OP3	Aged Community Transport	200,013	-47,450	152,563	Liveability
OP4	Assessment & Care Management	530,936	-297,795	233,141	Liveability
OP5	Assistance With Care & Housing For Aged	77,885	-70,000	7,885	Liveability
OP6	Commonwealth Respite For Carers	70,593	-128,228	-57,635	Liveability
OP7	Community Aged Care Packages	282,383	-315,180	-32,797	Liveability
OP8	Community Transport & Support	3,900	-10,000	-6,100	Liveability
OP9	Diversity Planning	141,017	0	141,017	Liveability
OP10	Food Services	682,800	-456,000	226,800	Liveability
OP11	General Home Care	3,367,877	-2,929,022	438,855	Liveability
OP12	HACC Respite	421,489	-401,200	20,289	Liveability
OP13	Home Maintenance	172,650	-169,100	3,550	Liveability
OP14	Metro Access	113,094	-109,500	3,594	Liveability
OP15	Senior Citizens Centres / Older Persons	199,793	-44,000	155,793	Liveability
OP16	Aged & Diversity Total	7,789,385	-5,284,275	2,505,110	

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 carers. 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.

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

Council Ref	Services	2014/15 Expenditure \$	2014/15 Income \$	2014/15 Net \$	Linkage to Strategic Objectives
Community Learning & Libraries					
OP17	Community Centres Network	1,318,460	-194,110	1,124,350	Liveability
OP18	Library Services	3,661,505	-625,062	3,036,443	Liveability
OP19	Neighbourhood Community Centres	59,385	0	59,385	Liveability
OP20	Occasional Child Centres	307,096	-122,280	184,816	Liveability
OP21	Community Learning & Libraries Total	5,346,446	-941,452	4,404,994	

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 upon 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.

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

The Community Centres are council owned and managed and offer 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

Council Ref	Services	2014/15 Expenditure \$	2014/15 Income \$	2014/15 Net \$	Linkage to Strategic Objectives
Community. Infrast. & Social Development					
OP24	Arts & Culture	530,049	-29,812	500,237	Economic Prosperity
OP25	Comm. Infra. & Social Development Mgt.	309,211	0	309,211	Liveability
OP26	Social Policy and Partnerships	323,355	0	323,355	Liveability
OP27	Health and Wellbeing Development	270,030	0	270,030	Liveability
OP28	Social Planning & Research	149,525	0	149,525	Liveability
OP29	Community. Infrast. & Social Development Total	1,582,170	-29,812	1,552,358	

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.

Family & Youth Services

Council Ref	Services	2014/15 Expenditure \$	2014/15 Income \$	2014/15 Net \$	Linkage to Strategic Objectives
Family & Youth Services					
OP30	Children Youth & Family Mgmt And Admin.	285,885	0	285,885	Liveability
OP31	Early Years	931,130	-164,004	767,126	Liveability
OP32	Maternal Child Health & Immunisation	2,572,150	-829,596	1,742,554	Liveability
OP33	Youth Services	1,097,427	-144,450	952,977	Liveability
OP34	Family & Youth Services Total	4,886,592	-1,138,050	3,748,542	

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 (Children's Services) team plays a vital role in advocacy, partnership building and strategic planning for Early Years Services. It facilitates the Maribyrnong Early Years Alliance and Annual Action Plan. It provides support to parent management 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 convene the Maribyrnong Alliance for Young People, a strategic planning group consisting of local schools and organisations.

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

Council Ref	Services	2014/15 Expenditure \$	2014/15 Income \$	2014/15 Net \$	Linkage to Strategic Objectives
Leisure Services					
OP36	MAC Centre (swim)	4,962,463	-4,739,400	223,063	Liveability
OP35&37	Recreation (Leisure) Services	598,882	-97,000	501,881	Liveability
OP38	Leisure Services Total	5,561,345	-4,836,400	724,945	

The Leisure Services department is responsible for achieving Council's sport, leisure and recreation strategies, strategic planning, policy development as well as facilitating delivery of a range of capital works projects. It does this through the Recreation Strategy and the Sports Development Strategy. In addition, the department delivers a range of health, leisure and aquatic services and programs through the Maribyrnong Aquatic Centre, as well as managing the contract arrangements for services provided by YMCA community programming at RecWest Footscray and RecWest Braybrook.

The team plans and provides opportunities for participation in a range of leisure activities from highly structured organised sport to informal social and family activities. Over 100 community clubs and associations are supported by the department, providing opportunities for participation in a range of activities. Informal and casual recreation opportunities are provided through "free to public" tennis, basketball courts and soccer fields, skate park, bike paths, walking trails, and parks.

The Leisure Services department also delivers the Active Maribyrnong program and the Active Maribyrnong Grants program designed to increase participation by the community in sport, recreation and leisure activities. The department actively facilitates the attraction of significant sports events to the municipality in partnership with relevant peak bodies, community clubs and other partners.

2.2. CORPORATE SERVICES

Council Ref	Strategic Activities	2014/15 Expenditure \$	2014/15 Income \$	2014/15 Net \$
OP43	Strategic Marketing & Comms. & Advocacy	2,374,416	0	2,374,416
OP45	Contracts & Procurement	548,418	0	548,418
OP47	Corporate Services Management	742,981	0	742,981
OP53	Finance	8,840,481	-87,052,128	-78,211,647
OP58	Governance & Customer Service	2,549,682	-140,000	2,409,682
OP61	Human Resources Management	1,358,736	0	1,358,736
OP64	Risk & Emergency Management	1,058,308	-42,317	1,015,991
OP67	Information Services	3,770,054	-400	3,769,654
OP69	Office Of CEO	465,631	0	465,631
OP70	Corporate Services Total	21,708,707	-87,234,845	-65,526,138

Corporate Services Strategic Initiatives 2014/2015					
Council Ref	Project Title	2014/15 Exp \$	2014/15 Income \$	2014/15 Net \$	Linkage to Strategic Obj's
IN-8	Increased Frequency of Maribyrnong News (Trial)	\$40,000	0	\$40,000	Organisational Accountability

Major Initiatives		Strategic Objective
1. Contribute to the new Inner Melbourne Action Plan to fully involve Maribyrnong in opportunities relating to inner city.		Liveability
2. Review and update Organisational Risk Management Planning Arrangements including transition to electronic risk management platform.		Organisational Accountability

Service Performance Outcome Indicators

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 interest of the community.

Council Ref	Services	2014/15 Exp \$	2014/15 Income \$	2014/15 Net \$	Linkage to Strategic Objectives
Corporate Services Management					
OP46 & OP68	Corporate Services Management	1,208,612	0	1,208,612	Organisational Accountability
OP47 & OP69	Corporate Services Management Total	1,208,612	0	1,208,612	

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 over the next four years, 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, governance, property and a customer service interface with the community, contracts and procurement, strategic marketing, communications and advocacy, risk and emergency management and human resources management.

Key influences for the team include:

- ✚ Increased regulatory and compliance expectations from 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.
- ✚ Revised procurement and risk management model across the Council
- ✚ Improved organisational resilience to business disruption events
- ✚ Effective emergency management response and provision of community support
- ✚ The implementation of best value service review across the directorate
- ✚ New reporting requirements for Local Government as per the revised regulations, including 71 performance indicators.

Finance

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
	Finance	\$	\$	\$	
OP48	Debt Servicing	971,824	0	971,824	Organisational Accountability
OP49	Financial Accounting	819,248	-2,485,430	-1,666,182	Organisational Accountability
OP50	Funding Management	4,804,577	-1,980,000	2,824,577	Organisational Accountability
OP51	Management Financial Planning	956,269	0	956,269	Organisational Accountability
OP52	Revenue	1,288,563	-82,586,698	-81,298,135	Organisational Accountability
OP53	Finance Total	8,840,481	-87,052,128	-78,211,647	

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

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

The Management Accounting team is responsible for the development of the Long Term Financial Plan and maintenance of the discipline contained within it. This area also has the responsibility for ensuring Council prepares and adopts an annual budget, and that Council operates within the parameters of that budget during the financial year. Reporting on Councils performance to the annual budget is also the responsibility of this area. The 2014/2015 financial year has seen a lowering of Councils interest revenue, there have two main reasons for this reduction. Firstly, a lowering of interest rates and secondly, Council paying \$7.7m for its share of the unfunded superannuation liability. As a result Council now includes an amount in the budget to cover future potential liabilities.

The Financial Accounting team prepares the Annual Financial Statements. These statements are endorsed by the Principal Accounting Officer and audited by the Auditor-General. A key component of these Annual Financial Statements is compliance with Australian Accounting Standards, the Local Government Act 1989 and the Local Government (Finance and Reporting Regulations 2004). This team is also responsible for Accounts Payable, Purchasing, Investments and Stewardship of Council Assets.

The Revenue Services team is responsible for the functions of rates, debtors, and valuations. The primary activity is to raise and collect general property rates, maintain property database, and provide a customer-focused professional service. The Revenue Services team is required to issue rate notices and complete other statutory services in an accurate and timely manner, as well as ensuring collection of general rates and other charges owing. The 2014/2015 year has seen the introduction of a fire services property levy. The revenue services team is responsible for collecting this levy and passing it on to the State Revenue Office. The Debtors area is responsible for raising and issuing sundry debtor invoices for all departments within Council and ensuring that outstanding accounts are collected within Council's payment terms.

The Council's Valuation team provides property valuations for the purpose of raising rates, recording valuations in accordance with regulations and provisions within the Valuation of Land Act. Specific tasks required to achieve this outcome are to reflect the market value of each property on Council's property database to generate rate income, to meet Valuer-General's requirements for biennial revaluations, processing of formal objections and to raise and issue supplementary valuations as required. The introduction of the fire services property levy is also creating a challenge for this section as all non-ratable properties now have to identified to meet the requirements of the new levy.

Governance and Customer Service

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Governance & Customer Service		\$	\$	\$	
OP54	Council Support	844,191	-1,000	843,191	Organisational Accountability
OP55	Customer Service	920,709	0	920,709	Organisational Accountability
OP56	Governance - Councillors	393,200	0	393,200	Organisational Accountability
OP57	Property General	391,582	-139,000	252,582	Organisational Accountability
OP58	Governance & Customer Service Total	2,549,682	-140,000	2,409,682	

The role of Governance and Customer Service is focused on enhancing the relationship between Council and the Community, as well as ensuring that Council complies with its obligations.

This is achieved in the following ways:

- ✚ Improving the quality of the response at the first point of contact.
- ✚ Providing information on services, events, policies and programs.
- ✚ Supporting the Councillors in their governance and decision making roles.
- ✚ Providing civic events that recognise people's citizenship and contribution.
- ✚ Assisting the organisation to engage appropriately with the community.
- ✚ Understanding legislative changes and articulating the impact of legislative changes on the organisation.

The Governance and Customer Service Team is made up of the following areas: customer service, governance and councillor support, civic facilities and property management.

Information Services

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Information Services		\$	\$	\$	
OP65	Information Technology	3,226,176	0	3,226,176	Organisational Accountability
OP66	Records	543,878	-400	543,478	Organisational Accountability
OP67	Information Services Total	3,770,054	-400	3,769,654	

The Information Services team has responsibility for activities that fall within the Information Technology Services, Telecommunications and Records Management areas.

Information Technology team - This team is responsible for the provision of Information Technology services and support to all Council operations.

The key activities fall within the following categories:

- ✚ ITS Strategic planning.
- ✚ PC's, laptops and printer support.
- ✚ Network infrastructure planning and management.
- ✚ Telephone systems and mobile phone support.
- ✚ IT Helpdesk and training.
- ✚ Purchasing – IT hardware, software and telephone equipment.
- ✚ Geographical Information Systems.
- ✚ Corporate Applications Database Support.
- ✚ Business Systems Analysis, Development and Implementation.

Information Management team - This team manages all aspects of the central records for Council operations.

The key activities are:

- ✚ Central Records management
- ✚ Records archiving and destruction
- ✚ Administration of Freedom of Information legislation
- ✚ Administration of Privacy Legislation
- ✚ Mail distribution

Human Resources Management

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Human Resources Management		\$	\$	\$	
OP59	Occupation & Health & Safety	397,065	0	397,065	Organisational Accountability
OP60	Human Resources	961,671	0	961,671	Organisational Accountability
OP61	Human Resources Management Total	1,358,736	0	1,358,736	

The Human Resources Management team consists of the two service areas of Occupational Health and Safety and Human Resources. The team is responsible supporting and advising Managers on matters:

- ✚ Recruitment
- ✚ Induction
- ✚ Corporate learning and development
- ✚ Industrial relations

Occupational health and safety and WorkCover. Reducing workplace hazards and incidences remains a strategic priority.

Risk and Emergency Management

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Risk & Emergency Management		\$	\$	\$	
OP62	Disaster Planning & Emergency	1,028,484	0	1,028,484	Organisational Accountability
OP63	State Emergency Service	29,824	-42,317	-12,493	Organisational Accountability
OP64	Risk & Emergency Management Total	1,058,308	-42,317	1,015,991	

The Risk and Emergency Management Section is a relatively new service that is responsible for Council's broad risk, business continuity, emergency management, and insurance functions.

Key roles include:

- ✚ embedding effective and sound risk management practices as an integral part of our business processes across Council to effectively deliver our wide range of services
- ✚ emergency management planning across our organisation in partnership with our community, neighbouring councils, other government and non government organizations, to provide an effective and timely response to support the emergency services and community affected or threatened by emergencies
- ✚ effective business continuity planning to minimise service disruptions and improve our organizational resilience in delivering our broad range of services to the community
- ✚ managing our Council's insurance portfolio to ensure an appropriate level of cover is maintained across our diverse service areas managing our insurance claims process

Strategic Marketing Communication & Advocacy

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Corporate Services		\$	\$	\$	
OP40	Media & Marketing & Communications	751,489	0	751,489	Liveability
OP41	Strategic Marketing & Comms. & Advocacy	232,903	0	232,903	Liveability
OP42	Activation & Relationship mgt	1,390,024	0	1,390,024	Liveability
OP43	Strategic Marketing & Comms. & Advocacy Total	2,374,416	0	2,374,416	

The Strategic Marketing, Communications and Advocacy Department combines ongoing functions, (such as media, communications, festivals and community engagement) together with functions, upon which the organisation is placing increased emphasis (such as advocacy and stakeholder relationship management; place activation; marketing the city and tourism). In the broadest terms, the Department works to build the profile and reputation of Maribyrnong and its authentic strengths as a vibrant, inner-city locale.

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.
- ✚ University town business plan implementation

Contracts and Procurement

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
	Contracts & Procurement	\$	\$	\$	
OP44	Contracts & Procurement	548,418	0	548,418	Organisational Accountability
OP45	Contracts & Procurement Total	548,418	0	548,418	

The Contracts and Procurement department is a newly established Department within the Corporate Services Directorate.

The Department is responsible for developing and monitoring Council’s contracting and procurement policies, systems, processes and practices, providing training, advice and resources to support organisational contracting and procurement activities and developing an auditing regime to ensure compliance with Council contracting and procurement policies.

The Department 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.

2.3. INFRASTRUCTURE & ENGINEERING

Council Ref	Strategic Activities	2014/15 Expenditure	2014/15 Income	2014/15 Net
		\$	\$	\$
OP72	Asset Management & Construction	767,466	0	767,466
OP74	Capital Projects Delivery	152,827	0	152,827
OP76	Civil Design & Transport	917,608	-23,000	894,608
OP78	Engineering Projects	189,100	0	189,100
OP80	Infrastructure & Engineering Management	538,805	-60,000	478,805
OP88	Operations & Maintenance	22,428,940	-1,979,000	20,449,940
OP90	Sustainability & Environment	946,718	0	946,718
OP91	Infrastructure and Engineering Total	25,941,464	-2,062,000	23,879,464

Infrastructure & Engineering Strategic Initiatives 2014/2015					
Council Ref	Project Title	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
		\$	\$	\$	
IN-9	Braybrook Walking and Cycling Audit	\$10,000	0	\$10,000	Transport
IN-10	Good Clean Game - Recycling at Sporting and Recreation Centres	\$20,000	0	\$20,000	Environmental Sustainability
IN-11	My Smart Garden	\$20,000	0	\$20,000	Environmental Sustainability
IN-12	Irrigation Condition Audit	\$60,000	0	\$60,000	Environmental Sustainability





Major Initiatives					Strategic Objectives
1. Implement the funded Year One actions from the new Maribyrnong Bicycle Strategy 2014.					Transport
2. Develop an agreed Action Plan with State Government and key stakeholders on ways to manage heavy freight vehicles through our municipality.					Transport




Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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.
Waste Collection	Waste diversion	Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins.

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
	Infrastructure & Engineering Management	\$	\$	\$	
OP79	Management & Administration	538,805	-60,000	478,805	Liveability
OP80	Infrastructure & Engineering Management Total	538,805	-60,000	478,805	

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.
-  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 upgrade and maintenance of Council's assets, facilities and infrastructure to meet 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 responsible 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, and environment and sustainability services. The Branch 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.

Community feedback from Council's annual community survey suggests the need for improvements in the general amenity of the City including cleanliness, dumped rubbish, graffiti and greening of the city. In response, Council is constantly reviewing its maintenance and renewal programs to ensure its resources are directed to address community concerns and priorities.

Key Strategic Activities For The Branch

The Key Strategic Activities for the Infrastructure and Engineering Branch for the 2014/2015 year are:

-  Implementation of Council's roads, drainage, footpath and buildings capital works and improvement programs.
-  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
-  Optimising efficiencies in waste management activities in the light of major metropolitan and state government waste initiatives, 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.
-  Project Management of major projects including Braybrook Community Hub, Burns Street Early Years Centre and 'Saigon in Footscray development.

Strategic Initiatives

The proposed actions and initiatives have been developed to enable the Branch 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 2014/2015 are:

- ✚ Additional funding for parks and gardens maintenance, new trees, tree replacements and pruning.
- ✚ Additional funding for bicycle initiatives and projects.
- ✚ Review of the Asset Management Strategy and Road Asset Management Plan.
- ✚ 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 assessment and remediation for the 23 licensed children's Centre's.

Infrastructure - Individual Service Area Descriptions and Outcomes Sustainability and Environment

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Sustainability & Environment		\$	\$	\$	
OP89	Sustainability & Environment	946,718	0	946,718	Environmental Sustainability
OP90	Sustainability & Environment Total	946,718	0	946,718	

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, water conservation, 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.

Civil Design and Transport

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Civil Design & Transport		\$	\$	\$	
OP75	Civil Design & Transport Management	917,608	-23,000	894,608	Transport; Urban Growth
OP76	Civil Design & Transport Total	917,608	-23,000	894,608	

Key priorities of the Civil Design team include planning and implementation 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.

The Transport team will be focusing on major strategic transport projects and issues facing the City, such as the Regional Rail Link. The team will continue working with external stakeholders including the Department of Transport, Public Transport Victoria, Melbourne Planning Authority, Melbourne Port Corporation and VicRoads, on transport planning and management for the City of Maribyrnong and the inner western region.

The team will also continue to provide technical, traffic, parking, public lighting and transport advice in the development of key projects.

Engineering Projects

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Engineering Projects		\$	\$	\$	
OP77	Engineering Projects Management	189,100	0	189,100	Liveability
OP78	Engineering Projects Total	189,100	0	189,100	

The team manages key infrastructure projects and assists and advises others managing a variety of projects across Council, including the Regional Rail Link Project. Improving asset management documentation and processes is also a key role, including the review of Council's asset management policy, strategy and various asset management plans. In addition the role assists in the engineering approvals relating to land development and provides technical advice to Council's planners and urban designers.

Asset Management & Construction

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Asset Management & Construction		\$	\$	\$	
OP71	Assets Management & Construction Mgt.	767,466	0	767,466	Liveability
OP72	Asset Management & Construction Total	767,466	0	767,466	

The Asset Management and Construction team is responsible for Council's corporate asset management framework, development of asset policies, strategies, business processes and asset systems that support the ongoing delivery of best practice asset management.

The team 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. In addition the team is 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.

The Asset Management and Construction team is responsible for the coordination, development and progress reporting of Council's overall capital and improvement program for Council's assets.

The team is also responsible for the management of contaminated land to provide safe community environments. This involves contamination investigations on Council owned sites where deemed necessary by the Environment Protection Authority and Department of Human Services guidelines. Where deemed appropriate site contamination management plans are developed and site remediation undertaken as required.

Operations and Maintenance

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Operations & Maintenance		\$	\$	\$	
OP81	Building Maintenance	1,897,019	0	1,897,019	Liveability
OP82	Civil Works & Plant Maintenance	1,751,340	-423,000	1,328,340	Liveability
OP83	Construction & Asset Protection Management	816,168	-700,000	116,168	Liveability
OP84	Customer operations & Rapid Response	2,260,918	-145,000	2,115,918	Organisational Accountability
OP85	Parks & Gardens	6,457,231	-53,000	6,404,231	Liveability
OP86	Waste & Cleansing	7,988,019	-614,000	7,374,019	Liveability
OP87	Works Centre Operations Management	1,258,245	-44,000	1,214,245	Liveability
OP88	Operations & Maintenance Total	22,428,940	-1,979,000	20,449,940	

The Operations and Maintenance teams focus primarily on building maintenance, public lighting, parks and gardens (including sports grounds and median strips), road maintenance (roads, footpaths, drainage, reinstatements, road opening and street protection permits and asset protection), cleansing, waste and fleet services, tree maintenance and 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 requirements include 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.

Capital Projects Delivery

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Capital Projects Delivery		\$	\$	\$	
OP73	Capital Projects Delivery	152,827	0	152,827	Urban Growth
OP74	Capital Projects Delivery Total	152,827	0	152,827	

The Capital Projects Delivery team project manages large scale council infrastructure projects. Current projects include the Braybrook Community Hub, Burns Street Early Years Centre and 'Saigon in Footscray' development.

2.4. ORGANISATIONAL DEVELOPMENT & BUSINESS TRANSFORMATION

Organisational Development





Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Organisation Development & Business Transformation		\$	\$	\$	
OP92	Business Transformation	209,189	0	209,189	Organisational Accountability
OP93	Corporate Planning & Performance	751,489	0	751,489	Organisational Accountability; Liveability
OP94	Organisation Development Total	960,678	0	960,678	
OP95	Organisation Development & Business Transformation Total	960,678	0	960,678	

Major Initiatives	Strategic Objectives
1. Implement the new technology and systems to support Business Transformation.	Organisational Accountability
2. Undertake Best Value Service Reviews in accordance with the Council's Service Review and Business Transformation programs.	Organisational Accountability

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

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

Council Ref	Strategic Activities	2014/15 Expenditure	2014/15 Income	2014/15 Net
		\$	\$	\$
OP97	City Design	892,151	0	892,151
OP102	Regulatory Services	10,088,813	-13,324,920	-3,236,107
OP105	Strategy & Economic Development	1,107,806	-7,000	1,100,806
OP107	Sustainable Management	716,228	0	716,228
OP109	Urban Planning	1,649,129	-738,000	911,129
OP110	Sustainable Development Total	14,454,127	-14,069,920	384,207

Sustainable Development Strategic Initiatives 2014/15

Council Ref	Project Title	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
		\$	\$	\$	
IN-13	Footscray University Town	\$100,000	0	\$100,000	Economic Prosperity
IN-14	Open Space Amendments	\$50,000	0	\$50,000	Livability
IN-15	Footscray CAA Heritage Assessments	\$25,000	0	\$25,000	Urban Growth
IN-16	Highpoint Structure Plan (HPSP) Planning Scheme Amendment	\$100,000	0	\$100,000	Urban Growth
IN-17	Ashley St/Ballarat Road Triangle Maidstone	\$20,000	0	\$20,000	Urban Growth
IN-18	Business Forums	\$15,000	0	\$15,000	Economic Prosperity
IN-19	Footscray Business Space Air B&B	\$8,000	0	\$8,000	Economic Prosperity
IN-20	Local Laws Review	\$50,000	0	\$50,000	Organisational Accountability
Total		\$368,000		\$368,000	

Major Initiatives	Strategic Objectives
1. Prepare a Planning Scheme Amendment to introduce a planning and design frame work for the Highpoint Precinct.	Urban Growth
2. Design of the Footscray Community Hub in Paisley Street Footscray.	Urban Growth
3. Implement a Commercial Priority Planning Process for planning applications that generate significant local employment and investment.	Economic Prosperity

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory Planning	Decision making	Planning decisions upheld at VCAT	Number of VCAT decisions that upheld Council's decision in relation to a planning application.
Economic Development	Economic activity	Change in number of businesses	Number of businesses with an ABN in the municipality at the end of the financial year minus the number of businesses at the start of the financial year.
Animal Management	Health and safety	Animal prosecutions proven in court	Number of animal prosecutions proven in court
Food Safety	Health and safety	Critical and major non-compliance outcome notifications	Number of critical and major non-compliance outcome notifications about a food premises followed up.

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Sustainable Management		\$	\$	\$	
OP106	Sustainable Development Management	716,228	0	716,228	Urban Growth; Liveability
OP107	Sustainable Management Total	716,228	0	716,228	

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 community expectations:

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

Land Use Changes

- ✚ Increase in residential and mixed use developments with intensive transformation of Footscray.
- ✚ The decline of traditional industrial land uses with an 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 111,189 (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.

City Design

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Sustainable Development		\$	\$	\$	
City Design					
OP96	City Design & Open Space	892,151	0	892,151	Urban Growth; Liveability; Environmental Sustainability
OP97	City Design Total	892,151	0	892,151	

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

In 2014/15, 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 through the Good Design agenda. The team manages a range of urban design frameworks for Yarraville, Seddon, West Footscray, Footscray 'City Edge' Masterplan and Highpoint.

Strategic projects for 2014/15 include:

- ✚ Development of a 10 year open space improvement plan
- ✚ Design of the Footscray Community Hub
- ✚ Implement actions from the River Edge Masterplan
- ✚ Implement actions from the University Town initiative
- ✚ Create a permanent park in Ballarat Street Yarraville
- ✚ Implement the Anzac Centenary Tree Planting project in Old Geelong Road.
- ✚ Implement improvement at Pipemakers Park.

Strategy & Eco Development

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Strategy & Economic Development		\$	\$	\$	
OP103	Economic Development	213,278	0	213,278	Urban Growth
OP104	Strategic Planning	894,528	-7,000	887,528	Economic Prosperity
OP105	Strategy & Economic Development Total	1,107,806	-7,000	1,100,806	

City Strategy leads strategic city direction and strategic use planning.. Key strategic projects for 2014/2015 include the exhibition of an 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 Employment and Industrial Land Use Strategy (MEIDS) into the planning scheme to provide policy direction for core industrial employment areas.

Strategic Activities

Strategic Activities for Sustainable Development for 2014/2015 are:

- ✚ Highpoint activity centre structure plan implementation

Development Facilitation

Development facilitation works to foster positive relations between Council and businesses, provision of training and mentoring events, and providing information issues facing the business community, and the promotion of the City for business investment. The team has strong links with the Department of State Development and Business Innovation and other agencies involved in the delivery of local economic outcomes.

The team will co-ordinate the Footscray University Town vision and Council activity across the organization to achieve this goal.

A major delivery area will the development of the Council car park portfolio in Footscray. Confirming feasible business cases scenarios for each site and seeking development partners for each site to effectively deliver Council's vision. A major priority is setting the direction for the Irving Street carpark site.

Regulatory Services

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Regulatory Services		\$	\$	\$	
OP98	Building Control	749,453	-382,000	367,453	Liveability
OP99	Compliance Regulatory Services	1,737,697	-80,000	1,657,697	Organisational Accountability
OP100	Environmental Health	957,366	-513,120	444,246	Organisational Accountability
OP101	Parking & Local Laws	6,644,297	-12,349,800	-5,705,503	Organisational Accountability
OP102	Regulatory Services Total	10,088,813	-13,324,920	-3,236,107	

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 a responsibility for ensuring equitable use of existing parking spaces in the CAA and key areas such as the university, hospital and riverside precincts, Yarraville village, Highpoint shopping centre as well as a strip shopping areas and commercial zones. This also includes managing Council's paid parking system. Safety at school crossings and school precincts in general are high priority activities carried out by the team. Officers conduct in excess of 24,000 parking patrol hours annually (including after-hours week days and weekends) throughout the Municipality.

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. These include barking dogs. They also are responsible for impounding of stray dogs and trapping stray cats (more than 300 dogs and 800 cats annually). Dog attacks are high priority incidents for the team, with 50-60 cases a year each taking up to 30 hours of investigation and prosecution.

The Compliance team responsibilities includes all back office 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 2014/2015 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.

The 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.

The type and level of service is determined by legislation, policy, codes of practice, protocols and funding agreements.

Urban Planning

Council Ref	Services	2014/15 Expenditure	2014/15 Income	2014/15 Net	Linkage to Strategic Objectives
Urban Planning		\$	\$	\$	
OP108	Urban Planning	1,649,129	-738,000	911,129	Urban Growth
OP109	Urban Planning Total	1,649,129	-738,000	911,129	

Urban Planning received over 900 planning application in 2013 and a total of 851 applications were determined. The department places all advertised applications on Council website which receives around 800 hits per month. There is an ongoing role in managing and facilitating major redevelopment projects within the city given the extent of growth occurring in many parts of the municipality. The municipality is mostly undergoing gentrification resulting in changes in resident expectations and an increase in tensions between residents and developers. A total of 43 VCAT decisions were given in 2013.

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 the instigation of enforcement proceedings 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 2014/15 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 Expenditure	Budget Revenue	Budget Net
	\$	\$	\$
Community Wellbeing	25,599,156	12,229,989	13,369,167
Corporate Services	21,708,707	5,168,147	16,540,560
Organisation Development	960,678	0	960,678
Infrastructure Services	25,941,464	2,062,000	23,879,464
Sustainable Development	14,454,127	14,069,920	384,207
Total Activities	88,664,132	33,530,056	55,134,076
Strategic Initiatives	768,000	0	768,000
Strategic Council Priorities	560,000	0	560,000
Capital and Asset Improvement	41,440,000	15,835,378	25,604,622
Strategic Activities Total	42,768,000	15,835,378	26,932,622
Total	131,432,132	49,365,434	82,066,698
Rates and Charges	0	82,066,698	-82,066,698
Grand Total	131,432,132	131,432,132	0
Sale of Assets	0	-200,000	-200,000
Major Projects Reserve	0	-12,019,000	-12,019,000
Other Reserves	0	-2,220,000	-2,220,000
Transfer to Reserves	-3,212,677	0	-3,212,677
Depreciation	12,310,400	0	12,310,400
Capital	-31,135,921	0	-31,135,921
Principal Loan Repayments	-739,524	0	-739,524
Total Operating	108,654,410	116,993,132	-8,338,722

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.

3.1. Snapshot of City of Maribyrnong

Population

In June 2012, the estimated residential population of the City of Maribyrnong was 76,589 people. The Forecast population for 2014 is 82,218. In the 8 years from 2006 to 2014, the population increased by approximately 19,077 which is a 23% increase.

The population is forecast to increase to 111,189 by 2031, which is a 35.23% increase on the 2014 forecast figure. The biggest increase in population will be in the suburb of Footscray which is forecast to increase by 44% to 30,785 by 2031 to 30,857.

(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 17,277. The second largest age group is the 25-34 age group which represents 21% of the population with 15,426.

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

The 35-49 age group is forecast to increase by 25% to 27,013 by 2031. The 25-34 age group with 24,433, which will have a 22% by 2031.

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

Births

At the 2006 Census the birthrate was 972. At the 2011 Census it was 1,158. Between 2014 and 2031 the birthrate is forecast to be 1,443 births per year, which will lead to a total of 25,739 babies born between 2014 and 2031.

(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. 40% 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 2014, there is forecast to be 7,113 households in the City of Maribyrnong. The largest type of households is lone households with 1,996 followed by couples without dependents with 1,657 (ID Forecast data 2014).

By 2031, there will be a 39% increase in the number lone households to 13,651. Couple families with dependents are the next biggest group with a 25% increase by 2031 to 11,287. Couples without dependents will increase by 23% to 10,797. Overall, the number of households will increase by 49% to 13,865 households by 2031 (ID Forecast data 2014).

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 2014, there is forecast to be there were 34,459 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 2014).

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.

3.2. External Influences

- ✚ Consumer Price Index (CPI) increases on goods and services of 2.7% through the year to December quarter 2013 (ABS release 22 January 2014 State-wide CPI is forecast to be 2.5% for the 2014/15 year (Victorian Budget Papers 2013/14).
- ✚ Increases of 10% (or \$5.30 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs of \$0.20 million. The levy has increased from \$9 per tonne in 2008/09 to \$58.50 per tonne in 2014/15 (550% increase in 6 years) to Council's costs.
- ✚ The Abbott Government introduced the Clean Energy Legislation (Carbon Tax Repeal) Bill 2013 and related bills to the House of Representatives on the 13th of November 2013, with the intention to abolish the carbon price from 1 July 2014.
- ✚ 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.

3.3. 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 \$170.
- ✚ 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 2013/14 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- ✚ Construction and material costs to increase in line with the Engineering Construction Index
- ✚ New initiatives or employee proposals to be justified through a business case.
- ✚ Real savings in expenditure and increases in revenue identified in 2013/14 to be preserved
- ✚ Operating revenues and expenses arising from completed 2013/14 capital projects to be included.
- ✚ No new borrowings.

3.4. 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 2014/15 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 programme 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 \$8.338m for the year ending 30th June 2015. This section analyses the operating budget including expected Income and Expenses of the Council for the 2014/2015 year.

4.1. Budgeted Income statement

	Forecast		Variance \$'000
	Actual	Budget	
	2013/14 \$'000	2014/15 \$'000	
Total income	113,117	116,992	3,875
Total expenses	(99,995)	(108,654)	(8,659)
Surplus (deficit) for the year	13,122	8,338	(4,784)
Grants – capital non-recurrent	(2,480)	(861)	1,619
Adjusted underlying surplus (deficit)	10,642	7,477	(3,164)

4.1.1. Adjusted underlying surplus (\$3.164 million decrease)

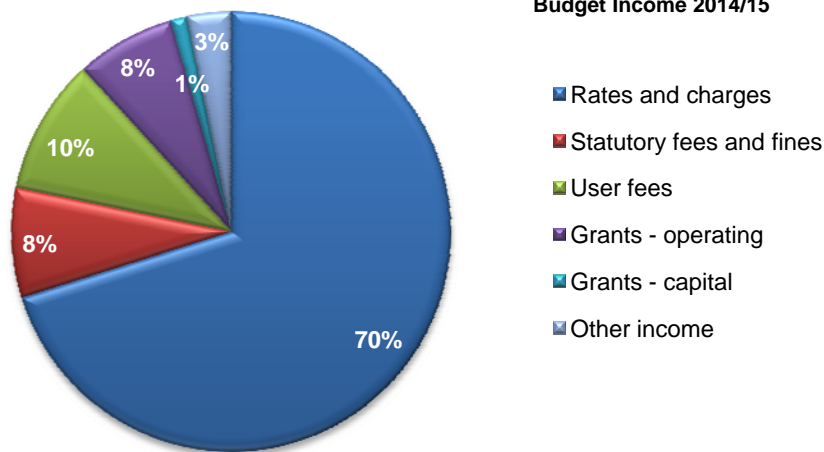
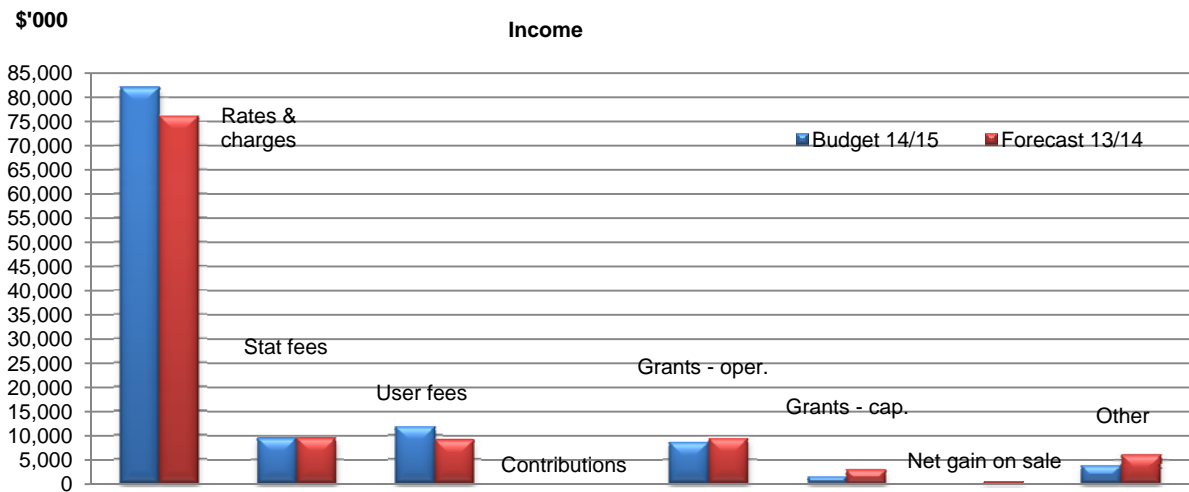
The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2014/15 year is a surplus of \$7.477 million which is a decrease of \$3.164 million from the 2013/14 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.

4.2. Income

Income Types	Forecast		Variance \$'000
	Actual	Budget	
	2013/14 \$'000	2014/15 \$'000	
Rates and charges	76,050	82,067	6,017
Statutory fees and fines	9,426	9,449	23
User fees	9,011	11,707	2,696
Grants - operating	9,288	8,573	(715)
Grants - capital	2,806	1,396	(1,410)
Net gain on sale of assets	519	0	(519)
Other income	6,017	3,800	(2,217)
Total income	113,117	116,992	3,875

Rates are a major source of Operating Revenue accounting for in excess of 70% of all income. Statutory Fees and Fines, User Charges and Government Grants are also significant contributors to total income. Council has increased rates by 4.7%. This plus raising of Supplementary Rates for new and improved dwellings has seen the level of rate income increase by \$6.017m. 2% of the rate increase is to be dedicated to an effort to address Council's shortfall in asset renewal.



4.2.1. Grants – Operating

Operating Grant Funding Type and Source	Forecast	Budget	Variance
	Actual 2013/14 \$'000	2014/15 \$'000	\$'000
<i>Recurrent - Commonwealth Government</i>			
Victorian Grants Commission	2,408	2,485	77
General home care	1,172	1,190	18
Day Program	132	132	0
Family Day Care	375	0	(375)
<i>Commonwealth Respite For Carers</i>			
Assistance With Care & Housing For Aged	69	70	1
Home and Community Care (HACC)	1,449	1,466	17
Caps General	771	771	0
Community Aged Care Packages	315	315	0
Immunisation	19	19	0
Total Recurrent - Commonwealth Government	6,833	6,571	(262)
<i>Recurrent - State Government</i>			
School crossing supervisors	143	145	2
Libraries	506	518	12
Immunisation	55	55	0

Operating Grant Funding Type and Source	Forecast	Budget	Variance
	Actual	2014/15	
	2013/14	2014/15	
	\$'000	\$'000	\$'000
Maternal and child health	626	638	12
Economic Development	15	0	(15)
Safer Community	65	45	(20)
Environmental Health	6	6	0
Parking Guidance	461	0	(461)
Food Services	0	9	9
HAAC Planned Activity Group	43	43	0
HACC Respite	88	90	2
Maribyrnong Occasional Child Care	3	2	(1)
Sen Citz Ctrs / Older Persons Activities	22	22	0
Youth Program - Freeza	24	24	0
<i>Metro Access</i>	110	110	0
Supported Playgroup Parenting Initiative	41	41	0
Best Start / Funded Projects	106	109	3
<i>Enhanced Home Visiting Service</i>	114	117	3
State Emergency Service	15	16	1
Community Centres	12	12	0
Total Recurrent - State Government	2,455	2,002	(453)
Total recurrent grants	9,288	8,573	(715)

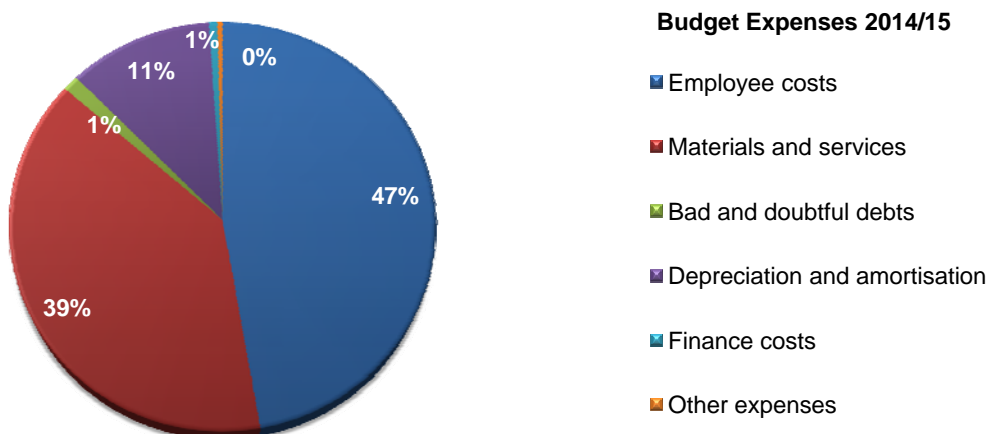
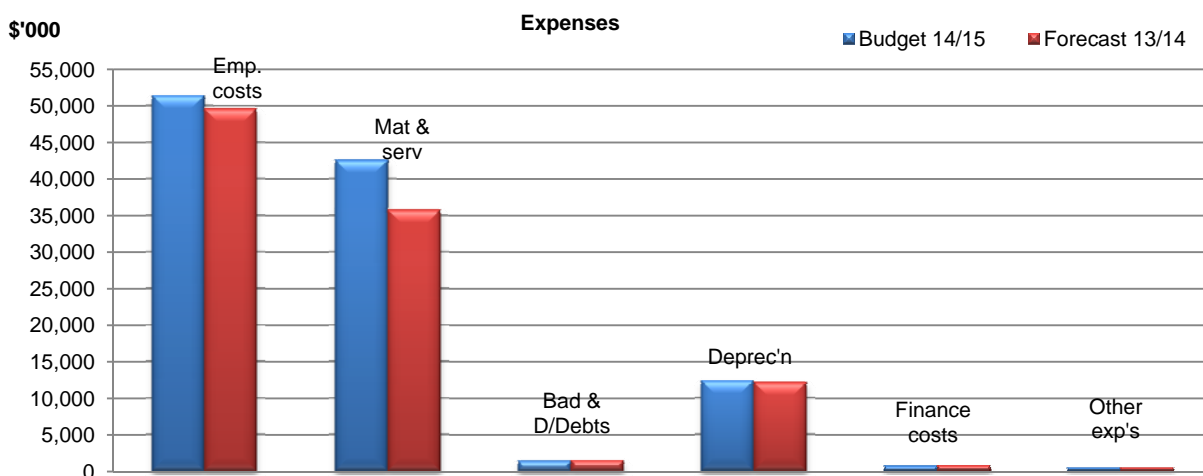
4.2.2. Grants – Capital

Capital Grant Funding Type and Source	Forecast	Budget	Variance
	Actual	2014/15	
	2013/14	2014/15	
	\$'000	\$'000	\$'000
Recurrent - Commonwealth Government			
Victorian Grants Commission	553	535	(18)
<i>Recurrent - State Government</i>	0	0	0
Total recurrent grants	553	535	(18)
Non-recurrent - Commonwealth Government			
Roads	666	706	40
Recreational, Leisure and Community Facilities	135	155	20
Non-recurrent - State Government		0	
Buildings	1,322	0	(1,322)
Recreational, Leisure & Community Facilities	130	0	(130)
Total non-recurrent grants	2,806	1,396	(1,410)

4.3. Expenses

Expense Types	Forecast	Budget	Variance
	Actual	2014/15	
	2013/14	2014/15	
	\$'000	\$'000	\$'000
Employee costs	49,549	51,338	1,789
Materials and services	35,694	42,506	6,812
Bad and doubtful debts	1,466	1,347	(119)
Depreciation and amortisation	12,100	12,310	210
Finance costs	745	710	(35)
Other expenses	441	443	2
Total expenses	99,995	108,654	8,659

Employee benefits, materials and services are the major areas of operating expenditure, accounting for in excess of 86% of all expenditure. Employee benefits include all labour-related costs such as wages and salaries, on costs, employer superannuation (\$1.5m 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.



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




Branch	2014/15		Comprises		
	Budget \$'000	Budget FTE	Permanent Full Time	Permanent Part Time	Casual
Community Wellbeing	20,606	230.7	87	126.2	17.5
Corporate Services	8,078	79.8	66	12.2	1.6
Infrastructure & Engineering	12,111	133.53	129	4.5	0.03
Sustainable Development	9,449	91.4	68	23	0.4
Organisation and Business Transformation	1,094	10	10	0	0
Total	51,338	545.43	360	165.9	19.53

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 2014/15 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 Early Years Hub Burns Street, Braybrook Community Hub, Little Saigon Project as well as the Business Transformation project from cash reserves.

5.1. Budgeted Cash Flow Statement

	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Cash flows from operating activities			
<i>Receipts</i>			
Rates and charges	75,783	81,806	6,023
User fees and fines	17,515	20,414	2,899
Grants - operating	9,288	8,573	(715)
Grants - capital	2,806	1,396	(1,410)
Interest	1,955	2,160	205
Other receipts	4,062	1,640	(2,422)
	111,409	115,989	4,580
<i>Payments</i>			
Employee costs	(47,714)	(49,446)	(1,732)
Other payments	(36,538)	(42,208)	(5,670)
	(84,252)	(91,654)	(7,402)
Net cash provided by operating activities	27,157	24,335	(2,822)
Cash flows from investing activities			
Proceeds from sales of property, infrastructure, plant & equip	519	200	(319)
Repayment of loans and advances	0	0	0
Deposits	159	9	(150)
Payments for property, infrastructure, plant and equipment	(21,751)	(31,135)	(9,384)
Net cash used in investing activities	(21,073)	(30,926)	(9,853)
Cash flows from financing activities			
Finance costs	(745)	(710)	35
Proceeds from borrowings	0	0	0
Repayment of borrowings	(695)	(740)	(45)
Net cash used in financing activities	(1,440)	(1,450)	(10)
Net decrease in cash and cash equivalents	4,644	(8,041)	(12,685)
Cash and cash equivalents at the beg of the year	52,292	56,936	4,644
Cash and cash equivalents at end of the year	56,936	48,895	(8,041)

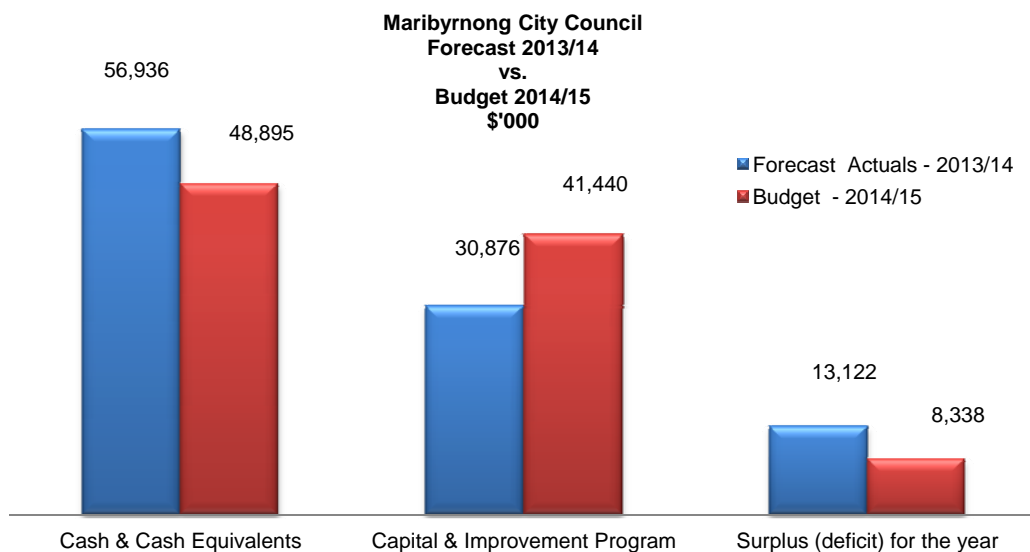
5.2. Restricted and Unrestricted Cash and Investments

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 2014 it will have cash and investments of \$56.936 million, which has been restricted as shown in the following table.

	Forecast Actual 2014 \$'000	Budget 2015 \$'000	Variance \$'000
Total cash and investments	56,936	48,895	(8,041)
Restricted cash and investments			
- Statutory reserves	(7,700)	(5,480)	2,220
- Cash held to carry forward capital works	(7,145)	(9,297)	(2,152)
- Trust Funds and Deposits	(3,097)	(3,106)	(9)
Unrestricted cash and investments	38,994	31,012	(7,983)
- Discretionary reserves	(23,161)	(12,203)	10,958
Unrestricted cash adjusted for discretionary reserves	15,833	18,809	2,975

5.3. Reconciliation Of Cash and Operating Result

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.



Cash and equivalents, reduction in 2014/2015 is predominantly caused by two major projects. being Early Years Hub Burns Street and Braybrook Community Hub being funded from the public realm reserve, these major projects have increased the capital program.

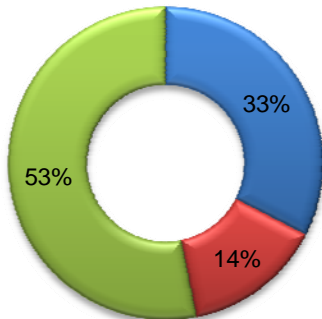
6. ANALYSIS OF CAPITAL BUDGET

This section analyses the planned capital works expenditure budget for the 2014/15 year and the sources of funding for the capital budget.

Capital Works Areas	Forecast		Variance \$'000
	Actual 2013/14 \$'000	Budget 2014/15 \$'000	
New works			
Property			
Land	1,250	750	(500)
Buildings	12,708	12,743	35
Total property	13,958	13,493	(465)
Plant and equipment			
Plant, machinery and equipment	1,600	1,257	(343)
Computers and telecommunications	2,176	4,059	2,233
Library books	640	600	(390)
Total plant and equipment	4,416	5,916	1,500
Infrastructure			
Roads	5,742	7,806	2,064
Bridges	30	30	0
Footpaths and cycleways	900	1,850	950
Drainage	500	700	200
Rec, leisure and community facilities	750	1,310	560
Waste Management	165	145	(20)
Parks, open space and streetscapes	2,544	5,290	2,746
Off street car parks	950	1,250	300
Other infrastructure	921	3,650	2,729
Total infrastructure	12,502	22,031	9,529
Total new works	30,876	41,440	10,564
Total capital works expenditure	30,876	41,440	10,564
Represented by:			
New asset expenditure	8,100	10,514	2,414
Asset renewal expenditure	14,904	19,206	4,302
Asset expansion expenditure	2,700	4,580	1,880
Asset upgrade expenditure	5,172	7,140	1,968
Total capital works expenditure	30,876	41,440	10,564

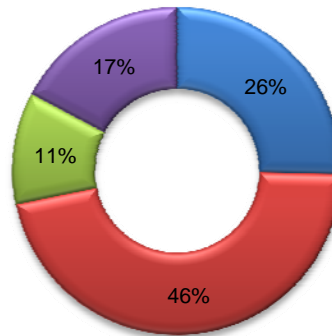
BUDGETED CAPITAL WORKS 2014/15

- Property
- Plant and equipment
- Infrastructure



Budgeted capital works 2014/15

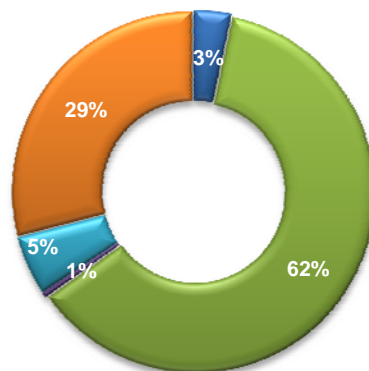
- New asset expenditure
- Asset renewal expenditure
- Asset expansion expenditure
- Asset upgrade expenditure



6.1. Funding Sources

Sources of funding	Forecast	Budget	Variance
	Actual 2013/14 \$'000	2014/15 \$'000	\$'000
New works			
Current year funding			
Grants	2,806	1,396	(1,410)
Borrowings	0	0	0
Council cash			
- operations	23,140	25,605	2,465
- proceeds on sale of assets	250	200	(50)
- reserve cash and investments	1,031	2,220	1,189
- unrestricted cash and investments	3,649	12,019	8,370
Total New Works	30,876	41,440	10,564
Total Funding Sources	30,876	41,440	10,564

Budgeted Total Funding Sources 2014/2015



- Grants
- Operations
- Proceeds on sale of assets
- Reserve cash and investments
- Unrestricted cash and investments

Highlights of the Capital & Improvement Program

Capital Works Area	Project Cost				Summary of Funding Sources		
	2014/15	Grants	Borrowings	Asset Sales	Open Space Reserve	Major Projects & Other Reserves	Council Cash
Property							
- Land	750,000	0	0	0	0	0	750,000
- Buildings	12,743,000	0	0	0	0	5,700,000	7,043,000
Total Property	13,493,000	0	0	0	0	5,700,000	7,793,000
Plant and Equipment							
- Computers and Telecommunications	4,059,000	0	0	0	0	3,319,000	740,000
- Library Books	600,000	0	0	0	0	0	600,000
- Plant, Machinery and Equipment	1,257,000	0	0	200,000	0	0	1,057,000
Total Plant and Equipment	5,916,000	0	0	200,000	0	3,319,000	2,397,000
Infrastructure							
- Bridges	30,000	0	0	0	0	0	30,000
- Drainage	700,000	0	0	0	0	0	700,000
- Footpath and Cycleways	1,850,000	0	0	0	0	0	1,850,000
- Offstreet Carparks	1,250,000	0	0	0	0	0	1,250,000
- Parks, Open Space and Streetscapes	5,290,000	0	0	0	2,220,000	0	3,070,000
- Recreational, Leisure and Community Facilities	1,310,000	155,000	0	0	0	0	1,155,000
- Roads	7,806,000	1,241,378	0	0	0	0	6,564,622
- Waste Management	145,000	0	0	0	0	0	145,000
- Other Infrastructure	3,650,000	0	0	0	0	3,000,000	650,000
Total - Infrastructure	22,031,000	1,396,378	0	0	2,220,000	3,000,000	15,414,622
Total - Capital Works and Improvement 2014/15	41,440,000	1,396,378	0	200,000	2,220,000	12,019,000	25,604,622

The total value of the 2014/2015 Capital Improvement Program is \$41.4m. 45% of the overall program is allocated to the renewal 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 2014/2015 Council have allocated approximately \$3.6m for Building asset renewal and other improvement works. An additional amount of \$8.7m has been allocated for the upgrade of major facilities.

Roads

An allocation of approximately \$7.6m is included in 2014/2015 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 and maintenance program is aimed at renewing, repairing and replacing whole sections of the network. An allocation of approximately \$1.85m has been allocated to footpath and bicycle network improvements in 14/15.

Drainage

A budget of \$0.7m in 2014/2015 has been allocated for drainage improvement works. This funding will be used to renew, upgrade and provide new drainage infrastructure within the municipality.

Transport

There is also allocated funds for various transportation projects throughout the municipality, which is aimed to improve traffic flow and safety.

Open Space and Recreation

Open space and recreation includes parks, playing surfaces, playground equipment and tree planting. For the 2014/2015 year, \$6.15m will be expended on parks and recreation projects, including various programs aimed at improving the amenity and environment of the Municipality.

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.

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. 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.

7. ANALYSIS OF BUDGETED FINANCIAL POSITION

This section analyses the movements in assets, liabilities and equity between 2013/14 and 2014/15. It also considers a number of key performance indicators.

7.1. Budgeted Balance Sheet

	Forecast	Budget	Variance
	Actual	2015	
	2014	2015	
	\$'000	\$'000	\$'000
Current assets			
Cash and cash equivalents	56,936	48,895	(8,041)
Trade and other receivables	9,108	10,307	1,199
Other assets	531	323	(208)
Total current assets	66,575	59,525	(7,050)
Non-current assets			
Trade and other receivables	121	133	12
Property, infrastructure, plant and equipment	861,045	879,669	18,624
Total non-current assets	861,166	879,802	18,636
Total assets	927,741	939,327	11,586
Current liabilities			
Trade and other payables	10,499	12,594	(2,095)
Interest-bearing loans and borrowings	740	787	(47)
Provisions	12,557	14,159	(1,602)
Total current liabilities	23,796	27,540	(3,744)
Non-current liabilities			
Interest-bearing loans and borrowings	3,460	2,673	787
Provisions	1,953	2,244	(291)
Total non-current liabilities	5,413	4,917	496
Total liabilities	29,209	32,457	(3,248)
Net assets	898,532	906,870	8,338
Equity			
Accumulated surplus	285,345	304,709	19,364
Asset revaluation reserve	575,181	575,181	0
Other reserves	38,006	26,980	(11,026)
Total equity	898,532	906,870	8,338

7.1.1. Working Capital (\$10.8 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		Budget 2015 \$'000	Variance \$'000
	Actual 2014 \$'000			
Current assets	66,575		59,525	7,050
Current liabilities	23,796		27,541	(3,745)
Working capital	42,779		31,984	10,795
Restricted cash and investment current assets				
- Statutory reserves	(7,700)		(5,480)	(2,220)
- Cash held to carry forward capital works	(7,145)		(9,297)	2,152
- Trust Funds and Deposits	(3,097)		(3,106)	9
Unrestricted working capital*	24,837		14,101	(10,736)

Unrestricted working capital may also be committed to completion of carry forward capital works. Refer to section 5.2 for Restricted and Unrestricted Cash and Investments.

7.2. 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 2015 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 non current 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 \$739k.
- ✚ A total of 96% of total rates and charges raised will be collected in the 2014/15 year (2013/14: 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 2013/14 levels.
- ✚ Infrastructure levy of 2% to reduce the asset renewal back log.
- ✚ Total capital expenditure to be \$41.44 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

8.1. 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 2014/15 to 2017/18 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 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)

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.

8.2. 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 \$23.1m 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:

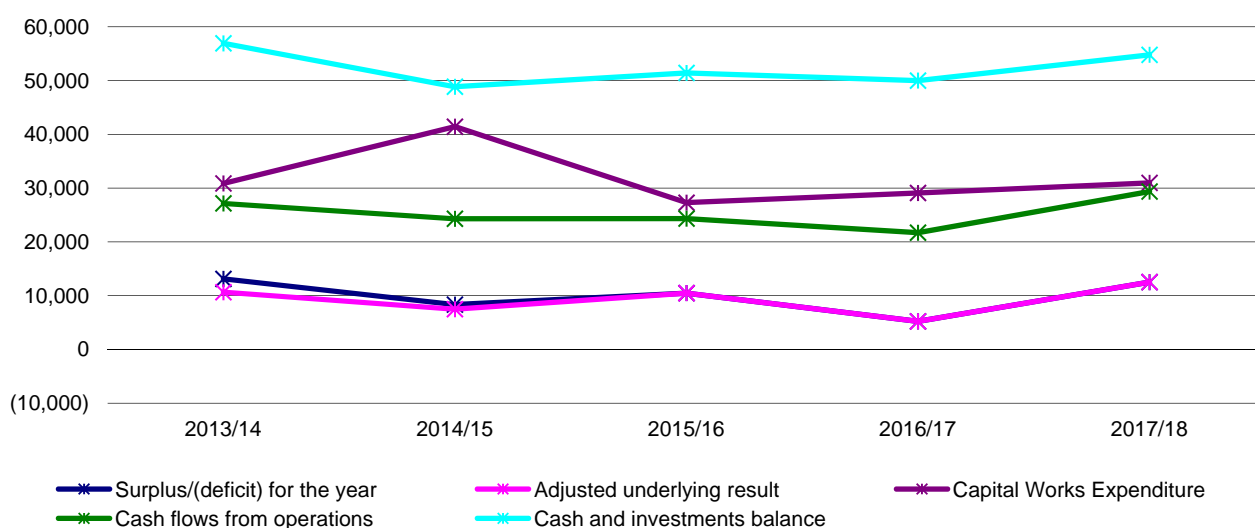
- ✚ Council's financial performance and position.
- ✚ Revenue and rating strategy.
- ✚ Long term borrowing and debt strategy.
- ✚ Infrastructure strategy.
- ✚ Service delivery strategy.

The following table summarises the key financial indicators for the next four years as set out in the SRP for years 2014/2015 to 2017/2018. 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		
	2013/14	2014/15	2015/16	2016/17	2017/18	
	\$'000	\$'000	\$'000	\$'000	\$'000	+/-
Surplus/(deficit) for the year	13,122	8,338	10,469	5,212	12,520	o
Adjusted underlying result	10,642	7,477	10,469	5,212	12,520	o
Cash and investments balance	56,936	48,895	51,420	50,002	54,796	o
Cash flows from operations	27,157	24,335	24,297	21,719	29,359	+
Capital works expenditure	30,876	41,440	27,298	29,096	30,981	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

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 \$48.9 million to \$54.8 million, which indicates a balanced budget on a cash basis in each year.
- Rating levels (section 9) – Modest rate increases are forecast over the four years at an average of 4.7%, 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 2014/15 to 2017/18.
- Borrowing strategy – Borrowings are forecast to reduce from \$4.20 million to \$1.84 million over the four year period.
- Infrastructure strategy (section 10) - Capital expenditure over the four year period will total \$128.82 million at an average of \$32.21 million.

8.3. 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 +/-
			Actual	Budget	Projections	Projections		
			2013/14	2014/15	2015/16	2016/17	2017/18	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	9.4%	6.4%	8.6%	4.1%	9.5%	o
Liquidity								
Working Capital	Current assets / current liabilities	2	279.8%	216.1%	230.4%	212.8%	217.9%	o
Unrestricted cash	Unrestricted cash / current liabilities		163.9%	112.6%	123.6%	111.2%	120.8%	o
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	5.5%	4.2%	3.1%	2.0%	1.0%	+
Loans and borrowings	Interest and principal repayments / rate revenue		1.3%	1.2%	1.1%	1.1%	1.0%	+
Indebtedness	Non-current liabilities / own source revenue		5.4%	4.6%	3.8%	3.2%	2.5%	+
Asset renewal	Asset renewal expenditure / depreciation	4	123.2%	156.0%	132.0%	135.4%	138.5%	+
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	68.9%	70.7%	71.7%	72.4%	73.1%	+
Rates effort	Rate revenue / property values (CIV)		0.37%	0.38%	0.38%	0.39%	0.39%	+
Efficiency								
Expenditure level	Total expenditure / no. of assessments		\$3,235	\$3,441	\$3,089	\$3,283	\$3,178	o
Expenditure level	Specific purpose grants expended / Specific purpose grants received		94.0%	106.0%	100.0%	100.0%	100.0%	o
Revenue level	Residential rate revenue / No. of residential assessments		\$1,725	\$1,811	\$1,899	\$1,988	\$2,082	+
Workforce turnover	No. of resignations & terminations / average no. of staff		11.5%	11.5%	11.5%	11.5%	11.5%	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

- ✚ Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.
- ✚ Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2014/15 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.
- ✚ Debt compared to rates - Trend indicates Council's non reliance on debt against its annual rate revenue through redemption of long term debt.

- ✚ 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.
- ✚ 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.

8.4. 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 2014/15 year is shown below and further detail is included in section 4.3 of this budget.

A statement of Human Resources is included in Appendix A.

Indicator	Forecast Actual 2013/14	Budget 2014/15	Strategic Resource Plan Projections		
			Projections		
			2015/16	2016/17	2017/18
Employee costs (\$'000)					
- Operating	49,549	51,338	54,029	63,311	60,470
- Capital	1,333	1,525	1,238	963	995
Total	50,882	52,863	55,267	64,274	61,465
Employee numbers (EFT)	537.4	545.43	550.4	554.4	558.4
Please note:- 2016/17 Employee cost includes projected payment for unfunded super projections.					

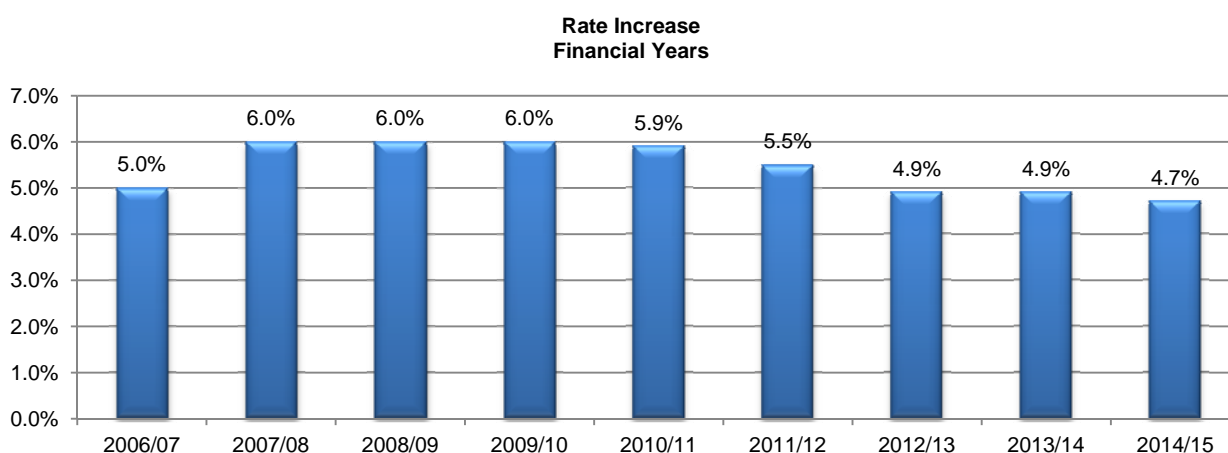
9. RATING INFORMATION

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 over the past 7 years including the proposed increase.

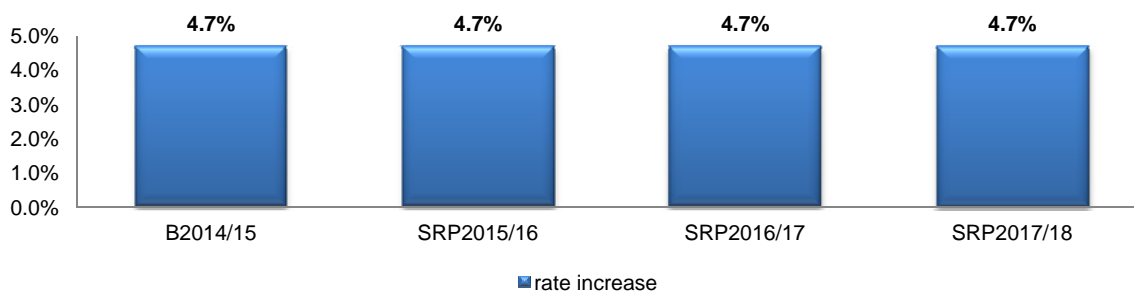


Rate Percentage Increases 2006-07 to 2014-15

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 4.9% to 4.7%.



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. 7.04924 2014/15)

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 2012-13	Revaluation new CIV 2014-15	increase in valuations %	Revaluation NAV 2012-13	Revaluation new NAV 2014-15	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 2013/2014 percentage by rating type.







Rating Type	2013/2014
Residential	73%
Commercial	18%
Industrial	9%
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 more than 30% of properties within the revaluation cycle in line with 2014 valuation best practice guidelines.

Residential Neighborhoods	Revaluation CIV	Revaluation new CIV	increase in valuations	Revaluation NAV	Revaluation new NAV	increase in NAV	Increase in Rates
	2012-13 \$	2014-15 \$	%	2012-13 \$	2014-15 \$	%	%
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	3,554,553,000	3,844,910,000	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 2014-15. 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 2014-15:

-  30 September 2014
-  30 November 2014
-  28 February 2015
-  31 May 2015

Due dates for the payment of rates will be detailed on the annual rate notice. Reminder notices will be sent to ratepayers who opt to pay by installments prior to each installment.

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

- * 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.

11. 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.

11.1. 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 2014/2015 budget and therefore, after making loan repayments of \$0.740 million, will reduce its total existing borrowings to \$3.460 million as at 30 June 2015.

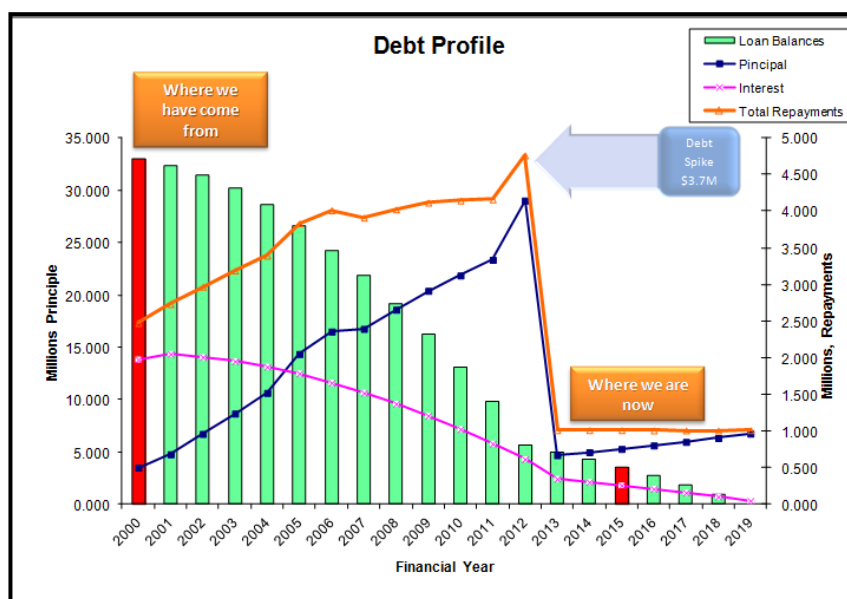
The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2015.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2013/14	0	695	296	4,200
2014/15	0	740	252	3,460
2015/16	0	787	205	2,673
2016/17	0	837	155	1,836
2017/18	0	890	101	946

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

	2013/14 \$	2014/15 \$
Total amount borrowed as at 30 June of the prior year	4,894,778	4,199,529
Total amount to be borrowed	0	0
Total amount projected to be redeemed	(695,249)	(739,524)
Total amount borrowed as at 30 June	4,199,529	3,460,005

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



11.2. 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.

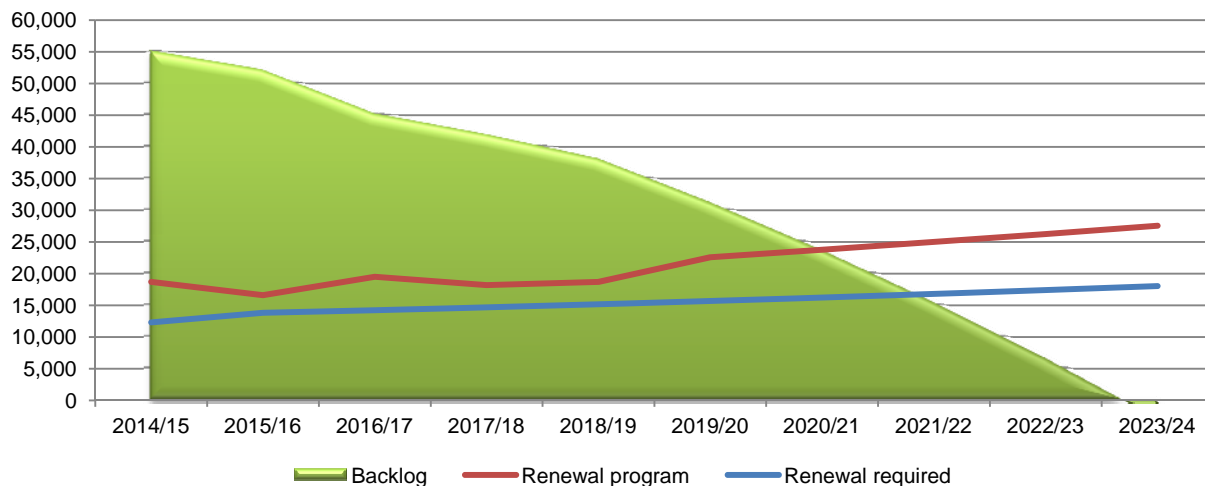
The Capital and Improvement Program (CIP) has now been extended from 3 years to a Draft 10 Year Program. The CIP aims to achieve financial and asset sustainability in the medium to long term, whilst still achieving Council’s broader community vision and corporate objectives as detailed within our Council 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 \$25.6m in 14/15 and is projected to increase by 5% p.a. over the next ten years. It is proposed that of the total rate revenue \$5.35m is to be allocated for funding of Public Realm Major Projects with the remainder to be funded through Reserves, Grants, User Charges, Land Sales and General Revenue.

A substantial proportion of the capital budget will be allocated for asset renewal. Council has a renewal backlog of approximately \$55M 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 by spending an average over the next 10 years of \$19.8M p.a.

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



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	Grants	Borrowings	Asset Sales	Open Space Reserve	Major Projects & Other Reserves	Council Cash
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
2013/14	30,876	1,003	0	200	1,031	3,649	24,994
2014/15	41,440	1,396	0	200	2,220	12,019	25,605
2015/16	27,298	0	0	200	0	0	27,098
2016/17	29,096	0	0	200	0	0	28,896
2017/18	30,981	0	0	200	0	0	30,781

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.

11.3. 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	Adjusted Underlying Surplus (Deficit)	Net Service (Cost)
	\$'000	\$'000	\$'000
2013/14	13,122	10,642	(48,849)
2014/15	8,338	7,477	(53,249)
2015/16	10,469	10,469	(56,640)
2016/17	5,212	5,212	(65,936)
2017/18	12,520	12,520	(62,801)

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 2014/2015 to 2017/2018 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"> ✚ Budgeted Comprehensive Income Statement ✚ Budgeted Balance Sheet ✚ Budgeted Statement of Changes in Equity ✚ Budgeted Statement of Cash Flows ✚ Budgeted Statement of Capital Works ✚ Budgeted Statement of Human Resources
B	Rates & Charges
C	Capital Works & Asset Improvement Program
D	Fees & Charges Schedule
E	Long Term Financial Plan
F	Strategic New Initiatives







APPENDIX A – BUDGETED STATEMENTS

Budgeted Statements

This appendix presents information in regard to the Budgeted Financial Statements and Statement of Human Resources. The budget information for the years 2014/15 to 2017/18 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:

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

Budgeted Comprehensive Income Statement For the four years ending 30 June 2018

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	76,050	82,067	86,935	91,787	96,816
Statutory fees and fines	9,426	9,449	9,638	9,638	9,638
User fees	9,011	11,707	12,246	12,637	12,986
Contributions - cash	0	0	0	0	0
Contributions - non-monetary assets	0	0	0	0	0
Grants - Operating (recurrent)	9,288	8,573	8,233	8,433	8,637
Grants - Operating (non-recurrent)					
Grants - Capital (recurrent)	326	535	535	535	535
Grants - Capital (non-recurrent)	2,480	861	0	0	0
Net gain on disposal of property, infrastructure, plant and equipment	519	0	0	0	0
Other income	6,017	3,800	3,745	3,794	3,845
Total Income	113,117	116,992	121,332	126,824	132,457
Expenses					
Employee costs *	49,549	51,338	54,029	63,311	60,470
Materials and services	35,694	42,506	40,485	41,523	42,235
Bad and doubtful debts	1,466	1,347	1,385	1,423	1,463
Depreciation and amortisation	12,100	12,310	13,825	14,239	14,681
Finance costs	745	710	684	648	607
Other expenses	441	443	455	468	481
Total Expenses	99,995	108,654	110,863	121,612	119,937
Surplus (Deficit) For The Year	13,122	8,338	10,469	5,212	12,520
Other comprehensive income					
Items that will not be reclassified to surplus or deficit:	0	0	0	0	0
Comprehensive Result	13,122	8,338	10,469	5,212	12,520

* 2016/17 Employee cost includes projected payment for unfunded super projections.

Budgeted Balance Sheet

For the four years ending 30 June 2018

	Forecast	Actual	Budget	Strategic Resource Plan	
				Projections	
	2014	2015	2016	2017	2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	56,936	48,895	51,420	50,002	54,796
Trade and other receivables	9,108	10,307	10,753	11,090	11,420
Other assets	531	323	323	323	323
Total current assets	66,575	59,525	62,496	61,415	66,539
Non-current assets					
Trade and other receivables	121	133	146	161	177
Property, infrastructure, plant & equipment	861,045	879,669	886,154	893,576	901,972
Total non-current assets	861,166	879,802	886,300	893,737	902,149
Total assets	927,741	939,327	948,796	955,152	968,688
Liabilities					
Current liabilities					
Trade and other payables	7,402	9,488	7,858	8,167	8,443
Trust funds and deposits	3,097	3,106	3,116	3,125	3,134
Provisions	12,557	14,159	15,318	16,679	18,012
Interest-bearing loans and borrowings	740	787	837	890	946
Total current liabilities	23,796	27,540	27,129	28,861	30,535
Non-current liabilities					
Provisions	1,953	2,244	2,492	2,794	3,082
Interest-bearing loans and borrowings	3,460	2,673	1,836	946	0
Total non-current liabilities	5,413	4,917	4,328	3,740	3,082
Total liabilities	29,209	32,457	31,457	32,601	33,617
Net assets	898,532	906,870	917,339	922,551	935,071
Equity					
Accumulated surplus	285,345	304,709	311,980	320,238	329,524
Reserves	613,187	602,161	605,359	602,313	605,547
Total equity	898,532	906,870	917,339	922,551	935,071

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

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2015				
Balance at beginning of the financial year	898,532	285,345	575,181	38,006
Adjustment on change in accounting policy	0	0	0	0
Comprehensive result	8,338	8,338	0	0
Net asset revaluation increment(decrement)	0	0	0	0
Impairment losses on revalued assets	0	0	0	0
Reversal of impairment losses on revalued assets	0	0	0	0
Transfer to reserves	0	(3,213)	0	3,213
Transfer from reserves	0	14,239	0	(14,239)
Balance at end of the financial year	906,870	304,709	575,181	26,980
2016				
Balance at beginning of the financial year	906,870	304,709	575,181	26,980
Adjustment on change in accounting policy	0	0	0	0
Comprehensive result	10,469	10,469	0	0
Net asset revaluation increment(decrement)	0	0	0	0
Impairment losses on revalued assets	0	0	0	0
Reversal of impairment losses on revalued assets	0	0	0	0
Transfer to reserves	0	(3,198)	0	3,198
Transfer from reserves	0	0	0	0
Balance at end of the financial year	917,339	311,980	575,181	30,178
2017				
Balance at beginning of the financial year	917,339	311,980	575,181	30,178
Adjustment on change in accounting policy	0	0	0	0
Comprehensive result	5,212	5,212	0	0
Net asset revaluation increment(decrement)	0	0	0	0
Impairment losses on revalued assets	0	0	0	0
Reversal of impairment losses on revalued assets	0	0	0	0
Transfer to reserves	0	(2,954)	0	2,954
Transfer from reserves	0	6,000	0	(6,000)
Balance at end of the financial year	922,551	320,238	575,181	27,132
2018				
Balance at beginning of the financial year	922,551	320,238	575,181	27,132
Adjustment on change in accounting policy	0	0	0	0
Comprehensive result	12,520	12,520	0	0
Net asset revaluation increment(decrement)	0	0	0	0
Impairment losses on revalued assets	0	0	0	0
Reversal of impairment losses on revalued assets	0	0	0	0
Transfer to reserves	0	(3,234)	0	3,234
Transfer from reserves	0	0	0	0
Balance at end of the financial year	935,071	329,524	575,181	30,366

Budgeted Statement of Cash Flows

For the four years ending 30 June 2018

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	75,783	81,806	86,721	91,572	96,593
Statutory fees and fines	9,628	9,442	9,582	9,638	9,638
User fees	7,887	10,972	12,056	12,500	12,864
Contributions - cash	0	0	0	0	0
Grants - operating	9,288	8,573	8,233	8,433	8,637
Grants - capital	2,806	1,396	535	535	535
Interest	1,955	2,160	2,171	2,182	2,193
Other receipts	4,062	1,640	1,574	1,613	1,652
Net GST refund / payment	0	0	0	0	0
Employee costs	(47,714)	(49,446)	(52,622)	(61,648)	(58,848)
Materials and consumables	(34,484)	(39,998)	(41,678)	(40,763)	(41,493)
External contracts					
Utilities	(1,613)	(1,767)	(1,820)	(1,875)	(1,931)
Other payments	(441)	(443)	(455)	(468)	(481)
Net cash provided by operating activities	27,157	24,335	24,297	21,719	29,359
Cash flows from investing activities					
Payments for property, plant and equipment	(21,751)	(31,135)	(20,510)	(21,861)	(23,277)
Proceeds from sale of property, plant and equipment	519	200	200	200	200
Trust funds and deposits	159	9	9	9	9
Repayment of loans and advances	0	0	0	0	0
Net cash used in investing activities	(21,073)	(30,926)	(20,301)	(21,652)	(23,068)
Cash flows from financing activities					
Finance costs	(745)	(710)	(684)	(648)	(607)
Proceeds from borrowings	0	0	0	0	0
Repayment of borrowings	(695)	(740)	(787)	(837)	(890)
Net cash provided by (used in) financing activities	(1,440)	(1,450)	(1,471)	(1,485)	(1,497)
Net (decrease) increase in cash & cash equivalents	4,644	(8,041)	2,525	(1,418)	4,794
Cash and cash equivalents at beginning of the financial year	52,292	56,936	48,895	51,420	50,002
Cash and cash equivalents at end of the financial year	56,936	48,895	51,420	50,002	54,796

Budgeted Statement of Capital Works For the four years ending 30 June 2018

	Strategic Resource Plan				
	Forecast Actual	Budget	Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	1,250	750	800	852	907
Total land	1250	750	800	852	907
Buildings	12,708	12,743	7,135	7,606	8,098
Total buildings	12,708	12,743	7,135	7,606	8,098
Total property	13,958	13,493	7,935	8,458	9,005
Plant and equipment					
Plant, machinery and equipment	1,600	1,257	749	798	850
Computers and telecommunications	2,176	4,059	754	804	855
Library books	640	600	604	610	615
Total plant and equipment	4,416	5,916	2,108	2,212	2,320
Infrastructure					
Roads	5,742	7,806	7,255	7,733	8,233
Bridges	30	30	32	34	36
Footpaths and cycleways	900	1,850	1,972	2,102	2,238
Drainage	500	700	744	793	844
Recreational, leisure and community facilities	750	1,310	853	909	968
Waste management	165	145	155	165	175
Parks, open space and streetscapes	2,544	5,290	4,025	4,290	4,568
Off street car parks	950	1,250	1,333	1,420	1,512
Other infrastructure	921	3,650	886	980	1,082
Total infrastructure	12,502	22,031	17,255	18,426	19,656
Total capital works expenditure	30,876	41,440	27,298	29,096	30,981
Represented by:					
New asset expenditure	8,100	10,514	3,398	3,592	3,888
Asset renewal expenditure	14,904	19,206	18,256	19,275	20,331
Asset expansion expenditure	2,700	4,580	2,003	2,216	2,424
Asset upgrade expenditure	5,172	7,140	3,641	4,013	4,338
Total capital works expenditure	30,876	41,440	27,298	29,096	30,981

**Budgeted Statement of Human Resources
For the four years ending 30 June 2018**

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	49,549	51,338	54,029	63,311	60,470
Employee costs - capital	1,333	1,525	1,238	963	995
Total staff expenditure	50,882	52,863	55,267	64,274	61,465
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	537.43	545.43	550.43	554.43	558.43
Total staff numbers	537.43	545.43	550.43	554.43	558.43

**Summary of Planned Human Resources Expenditure
For the Four Years ending 30 June 2018**

Branch	2014/15		Comprises		
	Budget	Budget	Permanent	Permanent	
	\$'000	FTE	Full Time	Part Time	Casual
Community Wellbeing	20,606	230.7	87	126.2	17.5
Corporate Services	8,078	79.8	66	12.2	1.6
Infrastructure & Engineering	12,111	133.53	129	4.5	0.03
Sustainable Development	9,449	91.4	68	23	0.4
Organisation and Business Transformation	1,094	10	10	0	0
Total	51,338	545.43	360	165.9	19.53

Branch	2015/16		Comprises		
	Plan	Plan	Permanent	Permanent	
	\$'000	FTE	Full Time	Part Time	Casual
Community Wellbeing	21,709	232.7	89	126.2	17.5
Corporate Services	8,492	79.8	66	12.2	1.6
Infrastructure & Engineering	12,764	136.53	132	4.5	0.03
Sustainable Development	9,939	91.4	68	23	0.4
Organisation and Business Transformation	1,124	10	10	0	0
Total	54,029	550.43	365	165.9	19.53

Branch	2016/17		Comprises		
	Plan	Plan	Permanent	Permanent	
	\$'000	FTE	Full Time	Part Time	Casual
Community Wellbeing	22,983	233.7	90	126.2	17.5
Corporate Services	9,119	81.8	68	12.2	1.6
Infrastructure & Engineering	13,466	136.53	132	4.5	0.03
Sustainable Development	10,556	92.4	69	23	0.4
Organisation and Business Transformation	1,186	10	10	0	0
Total *	57,311	554.43	369	165.9	19.53

* Excludes payment of \$6m for expected unfunded super call

Branch	2017/18		Comprises		
	Plan \$'000	Plan FTE	Permanent Full Time	Permanent Part Time	Casual
Community Wellbeing	24,208	234.7	91	126.2	17.5
Corporate Services	9,650	82.8	69	12.2	1.6
Infrastructure & Engineering	14,283	138.53	134	4.5	0.03
Sustainable Development	11,084	92.4	69	23	0.4
Organisation and Business Transformation	1,245	10	10	0	0
Total	60,470	558.43	373	165.9	19.53

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.

1. Rates and Charges

1.1 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	2013/14 CENTS/\$NAV	2014/15 CENTS/\$NAV
General rate for rateable residential properties	6.98906	7.04924
General rate for rateable commercial properties	6.98906	7.04924
General rate for rateable industrial properties	6.98906	7.04924

0.06018 cents Percentage Rate change 4.7%

1.2 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	2013/14 \$	2014/15 \$
Residential	56,901,383	60,268,986
Commercial	13,898,989	14,427,024
Industrial	7,058,688	7,310,725
Total amount to be raised by general rates	77,859,060	82,006,735

1.3 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	2013/14 \$	2014/15 \$
Residential	26,752	26,944
Commercial	6,146	6,644
Industrial	3,254	3,322
Total number of assessments	36,152	36,910

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

1.5 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	2013/14 CIV \$	2014/15 CIV \$
Residential	16,279,377,000	17,096,350,000
Commercial	3,063,300,000	3,206,800,000
Industrial	1,294,420,001	1,351,535,000
Total value of land	20,637,097,001	21,654,685,000

Type or class of land	2013/14 NAV \$	2014/15 NAV \$
Residential	814,149,300	854,971,400
Commercial	198,867,800	204,660,700
Industrial	100,996,251	103,709,420
Total value of land	1,114,013,351	1,163,341,520

1.6 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
	2013/14	2014/15	
	\$	\$	
Municipal	NIL	NIL	0.00%

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

Type of Charge	2013/14	2014/15	Percentage Change
	\$	\$	
Municipal	NIL	NIL	0.00%

1.8 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
	2013/14	2014/15	
	\$	\$	
Service	NIL	NIL	0.00%

1.9 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	2013/14	2014/15	Percentage Change
	\$	\$	
Service	NIL	NIL	0.00%

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

	2013/14	2014/15
	\$	\$
Rates and charges	77,859,060	82,006,735

1.11 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 rateable land becomes non-rateable land and vice versa
-  Changes in use of land such that residential land becomes business land and vice versa.

2. Differential Rates

We have no differential rates.

APPENDIX C - CAPITAL WORKS & ASSET IMPROVEMENT PROGRAM 2014/2015

New Capital Works Summary

Capital Works Area	Project Cost		Asset Type Expenditure			Summary of Funding Sources						
	2014/15	New	Renewal	Upgrade	Expansion	Grants	Contributions	Borrowings	Asset Sales	Open Space Reserve	Major Projects & Other Reserves	Council Cash
PROPERTY												
- LAND	750,000	0	750,000	0	0	0	0	0	0	0	0	750,000
- BUILDINGS	12,743,000	865,000	3,378,000	3,920,000	4,580,000	0	0	0	0	0	5,700,000	7,043,000
TOTAL PROPERTY	13,493,000	865,000	4,128,000	3,920,000	4,580,000	0	0	0	0	0	5,700,000	7,793,000
PLANT AND EQUIPMENT												
- COMPUTERS AND TELECOMMUNICATIONS	4,059,000	3,319,000	740,000	0	0	0	0	0	0	0	3,319,000	740,000
- LIBRARY BOOKS	600,000	0	600,000	0	0	0	0	0	0	0	0	600,000
- PLANT, MACHINERY AND EQUIPMENT	1,257,000	0	1,257,000	0	0	0	0	0	200,000	0	0	1,057,000
TOTAL PLANT AND EQUIPMENT	5,916,000	3,319,000	2,597,000	0	0	0	0	0	200,000	0	3,319,000	2,397,000
INFRASTRUCTURE												
- BRIDGES	30,000	0	30,000	0	0	0	0	0	0	0	0	30,000
- DRAINAGE	700,000	0	700,000	0	0	0	0	0	0	0	0	700,000
- FOOTPATH AND CYCLEWAYS	1,850,000	350,000	800,000	700,000	0	0	0	0	0	0	0	1,850,000
- OFFSTREET CARPARKS	1,250,000	0	1,250,000	0	0	0	0	0	0	0	0	1,250,000
- PARKS, OPEN SPACE AND STREETSCAPES	5,290,000	1,590,000	1,830,000	1,870,000	0	0	0	0	0	2,220,000	0	3,070,000
- RECREATIONAL, LEISURE AND COMMUNITY FACILITIES	1,310,000	1,040,000	270,000	0	0	155,000	0	0	0	0	0	1,155,000
- ROADS	7,806,000	350,000	7,456,000	0	0	1,241,378	0	0	0	0	0	6,564,622
- WASTE MANAGEMENT	145,000	0	145,000	0	0	0	0	0	0	0	0	145,000
- OTHER INFRASTRUCTURE	3,650,000	3,000,000	0	650,000	0	0	0	0	0	0	3,000,000	650,000
TOTAL - INFRASTRUCTURE	22,031,000	6,330,000	12,481,000	3,220,000	0	1,396,378	0	0	0	2,220,000	3,000,000	15,414,622
TOTAL - CAPITAL WORKS AND ASSET IMPROVEMENT 2014/15	41,440,000	10,514,000	19,206,000	7,140,000	4,580,000	1,396,378	0	0	200,000	2,220,000	12,019,000	25,604,622

New Capital Works Detail

Capital Works Area	Project Cost		Asset Type Expenditure				Funding Sources					
	2014/15	New	Renewal	Upgrade	Expansion	Grants	Contributions	Borrowings	Asset Sales	Open Space Reserve	Major Projects & Other Reserves	Council Cash
PROPERTY												
- LAND												
Contamination Remediation	750,000	0	750,000	0	0	0	0	0	0	0	0	750,000
Total LAND	750,000	0	750,000	0	0	0	0	0	0	0	0	750,000
- BUILDINGS												
Asset Expansion Expenditure												
Kingsville Tennis Club Extension Design And Construction	40,000	0	0	0	40,000	0	0	0	0	0	0	40,000
Braybrook Community Hub	4,000,000	0	0	0	4,000,000	0	0	0	0	0	4,000,000	0
Footscray Community Hub (Paisley Street)	300,000	0	0	0	300,000	0	0	0	0	0	0	300,000
Hanmer Umpires change room / Extension	40,000	0	0	0	40,000	0	0	0	0	0	0	40,000
MAC Gym	200,000	0	0	0	200,000	0	0	0	0	0	0	200,000
Building Bi-lock	15,000	15,000	0	0	0	0	0	0	0	0	0	15,000
Buildings Anchor Points Program	70,000	70,000	0	0	0	0	0	0	0	0	0	70,000
DDA Access To Council Buildings	80,000	80,000	0	0	0	0	0	0	0	0	0	80,000
Angliss Reserve Pavilion Design And Construction	700,000	700,000	0	0	0	0	0	0	0	0	0	700,000
Asbestos Audits And Associated Removal Works	70,000	0	70,000	0	0	0	0	0	0	0	0	70,000
Building Internal External Painting Programme	150,000	0	150,000	0	0	0	0	0	0	0	0	150,000
Early Years And MCH Centres - Maintenance And Compliance	250,000	0	250,000	0	0	0	0	0	0	0	0	250,000
Occasional Child Care Maintenance Works For Non-Compliant Infrastructure.	28,000	0	28,000	0	0	0	0	0	0	0	0	28,000
Air Conditioners - Conversion to DDC System	50,000	0	50,000	0	0	0	0	0	0	0	0	50,000
Angliss Senior Citizens Centre	70,000	0	70,000	0	0	0	0	0	0	0	0	70,000
Building Floor Coverings Replacement Program	100,000	0	100,000	0	0	0	0	0	0	0	0	100,000
Buildings Air Conditioning Replacement Program	100,000	0	100,000	0	0	0	0	0	0	0	0	100,000
Cherry Crescent Kindergarten Braybrook	155,000	0	155,000	0	0	0	0	0	0	0	0	155,000

Capital Works Area	Project Cost		Asset Type Expenditure					Funding Sources				
	2014/15	New	Renewal	Upgrade	Expansion	Grants	Contributions	Borrowings	Asset Sales	Open Space Reserve	Major Projects & Other Reserves	Council Cash
Drill Hall (non compliance works)	80,000	0	80,000	0	0	0	0	0	0	0	0	80,000
FCAC\Henderson House Bluestone Building	180,000	0	180,000	0	0	0	0	0	0	0	0	180,000
Footscray Hockey Club Amenities Upgrade	10,000	0	10,000	0	0	0	0	0	0	0	0	10,000
Footscray Park Bowling Club - Ceiling Electrical	60,000	0	60,000	0	0	0	0	0	0	0	0	60,000
Kingsville Tennis Courts	10,000	0	10,000	0	0	0	0	0	0	0	0	10,000
Maidstone Community Centre (previously House of Happiness)	160,000	0	160,000	0	0	0	0	0	0	0	0	160,000
Maidstone Tennis Club Renewal	400,000	0	400,000	0	0	0	0	0	0	0	0	400,000
Maribyrnong Community Centre	250,000	0	250,000	0	0	0	0	0	0	0	0	250,000
Maribyrnong Youth Club Pavilion/Grandstand	40,000	0	40,000	0	0	0	0	0	0	0	0	40,000
Norfolk Street Children's Centre	270,000	0	270,000	0	0	0	0	0	0	0	0	270,000
Raleigh Road Activity Centre (old Maribyrnong RSL Club and Bowling Club)	40,000	0	40,000	0	0	0	0	0	0	0	0	40,000
Security Access System upgrade and Amalgamation	100,000	0	100,000	0	0	0	0	0	0	0	0	100,000
Town Hall	100,000	0	100,000	0	0	0	0	0	0	0	0	100,000
Yarraville Oval Pavilion Kitchen Upgrade	10,000	0	10,000	0	0	0	0	0	0	0	0	10,000
Yarraville Senior Citizens Centre	225,000	0	225,000	0	0	0	0	0	0	0	0	225,000
Yarraville Soccer Pavilion - Stage 2	260,000	0	260,000	0	0	0	0	0	0	0	0	260,000
Yarraville Tennis Club Amenities Upgrade	210,000	0	210,000	0	0	0	0	0	0	0	0	210,000
Pavilion Upgrades (TBA)	220,000	0	0	220,000		0	0	0	0	0	0	220,000
Advanced Design	500,000	0	0	500,000		0	0	0	0	0	0	500,000
Burns St - Early Years Hub	1,700,000	0	0	1,700,000		0	0	0	0	0	1,700,000	0
Consolidation of Early Years Centres (TBA)	1,500,000	0	0	1,500,000		0	0	0	0	0	0	1,500,000
TOTAL BUILDINGS	12,743,000	865,000	3,378,000	3,920,000	4,580,000	0	0	0	0	0	5,700,000	7,043,000
TOTAL - PROPERTY	13,493,000	865,000	4,128,000	3,920,000	4,580,000	0	0	0	0	0	5,700,000	7,793,000
- PLANT AND EQUIPMENT												
COMPUTERS AND TELECOMMUNICATIONS												
Business Transformation	3,319,000	3,319,000	0	0	0	0	0	0	0	0	3,319,000	0
IT renewals	680,000	0	680,000	0	0	0	0	0	0	0	0	680,000

Capital Works Area	Project Cost		Asset Type Expenditure			Funding Sources						
	2014/15	New	Renewal	Upgrade	Expansion	Grants	Contributions	Borrowings	Asset Sales	Open Space Reserve	Major Projects & Other Reserves	Council Cash
Regulatory Services Mobile Devices	60,000	0	60,000	0	0	0	0	0	0	0	0	60,000
TOTAL - COMPUTERS AND TELECOMMUNICATIONS	4,059,000	3,319,000	740,000	0	0	0	0	0	0	0	3,319,000	740,000
LIBRARY BOOKS												
Library items Renewal Program	600,000	0	600,000	0	0	0	0	0	0	0	0	600,000
TOTAL - LIBRARY BOOKS	600,000	0	600,000	0	0	0	0	0	0	0	0	600,000
PLANT, MACHINERY AND EQUIPMENT												
Asset Renewal Expenditure - Plant, Machinery and Equipment												
Ticket Machine Renewal Program	180,000	0	180,000	0	0	0	0	0	0	0	0	180,000
Folding Machine	27,000	0	27,000	0	0	0	0	0	0	0	0	27,000
Fleet Renewal Program	900,000	0	900,000	0	0	0	0	0	200,000	0	0	700,000
Mac Plant & Equipment Renewal Program	150,000	0	150,000	0	0	0	0	0	0	0	0	150,000
TOTAL - PLANT, MACHINERY AND EQUIPMENT	1,257,000	0	1,257,000	0	0	0	0	0	200,000	0	0	1,057,000
TOTAL - PLANT AND EQUIPMENT	5,916,000	3,319,000	2,597,000	0	0	0	0	0	200,000	0	3,319,000	2,397,000
INFRASTRUCTURE												
BRIDGES												
Bridge Renewal Program	30,000	0	30,000	0	0	0	0	0	0	0	0	30,000
TOTAL BRIDGES	30,000	0	30,000	0	0	0	0	0	0	0	0	30,000
DRAINAGE												
Drainage Improvement Program	700,000	0	700,000	0	0	0	0	0	0	0	0	700,000
TOTAL DRAINAGE	700,000	0	700,000	0	0	0	0	0	0	0	0	700,000
FOOTPATH AND CYCLEWAYS												
Bicycle Plan Implementation Project	350,000	350,000	0	0	0	0	0	0	0	0	0	350,000
Footpath Improvement Program												
Lily Street - Darnley to Kenneth	30,580	0	30,580	0	0	0	0	0	0	0	0	30,580
Lily Street - Duke to Darnley	23,520	0	23,520	0	0	0	0	0	0	0	0	23,520
Maribyrnong Street - Napier to Bunbury	59,520	0	59,520	0	0	0	0	0	0	0	0	59,520
Maribyrnong Street - Change of Seal to Parker	1,980	0	1,980	0	0	0	0	0	0	0	0	1,980
Buckley Street - Bridge Abutment to John	12,960	0	12,960	0	0	0	0	0	0	0	0	12,960

Capital Works Area	Project Cost		Asset Type Expenditure					Funding Sources				
	2014/15	New	Renewal	Upgrade	Expansion	Grants	Contributions	Borrowings	Asset Sales	Open Space Reserve	Major Projects & Other Reserves	Council Cash
Buckley Street - Sunshine to Bridge Abutment	21,600	0	21,600	0	0	0	0	0	0	0	0	21,600
Buckley Street - Victoria to Arran	4,680	0	4,680	0	0	0	0	0	0	0	0	4,680
Ford Street - Donald to Dead End	5,040	0	5,040	0	0	0	0	0	0	0	0	5,040
Ford Street - Deand End to Donald	3,600	0	3,600	0	0	0	0	0	0	0	0	3,600
Newell Street - Nicholson to Moore	61,680	0	61,680	0	0	0	0	0	0	0	0	61,680
Forgarty Avenue -Wembley to Municipal Boundary	15,000	0	15,000	0	0	0	0	0	0	0	0	15,000
Globe Street Fraser to Hyde	15,600	0	15,600	0	0	0	0	0	0	0	0	15,600
Gordon Parade Powell to Dead End	7,200	0	7,200	0	0	0	0	0	0	0	0	7,200
Montague Street Bayview to Hamilton	42,240	0	42,240	0	0	0	0	0	0	0	0	42,240
Simpson Street - Buninyong to Fehon	19,200	0	19,200	0	0	0	0	0	0	0	0	19,200
Simpson Street - Dead End to Buninyong	3,840	0	3,840	0	0	0	0	0	0	0	0	3,840
Simpson Street Stephen to Ballarat	80,640	0	80,640	0	0	0	0	0	0	0	0	80,640
Williamstown Road Grace to O'farrell	24,960	0	24,960	0	0	0	0	0	0	0	0	24,960
Williamstown Road - Somerville to Grace	3,600	0	3,600	0	0	0	0	0	0	0	0	3,600
Williamstown Road - Station to Geelong	13,440	0	13,440	0	0	0	0	0	0	0	0	13,440
Williamstown Road - Salisbury to Lorne	3,840	0	3,840	0	0	0	0	0	0	0	0	3,840
Williamstown Road - Lorne to Francis	7,680	0	7,680	0	0	0	0	0	0	0	0	7,680
Williamstown Road Salisbury to Lorne	13,320	0	13,320	0	0	0	0	0	0	0	0	13,320
Williamstown Road - Geelong to Geelong	25,800	0	25,800	0	0	0	0	0	0	0	0	25,800
Williamstown Road - Station to Geelong	9,240	0	9,240	0	0	0	0	0	0	0	0	9,240
Williamstown Road - Oscar to Station	240	0	240	0	0	0	0	0	0	0	0	240
Williamstown Road - O'farrell to Oscar	7,200	0	7,200	0	0	0	0	0	0	0	0	7,200
Williamstown Road - Municipal Boundary to Oscar	14,400	0	14,400	0	0	0	0	0	0	0	0	14,400
Cromwell Parade - Geelong to Somerville	23,280	0	23,280	0	0	0	0	0	0	0	0	23,280
Junction Street - Albert to Dead End	26,640	0	26,640	0	0	0	0	0	0	0	0	26,640
High Street - Williamstown to Severn	9,450	0	9,450	0	0	0	0	0	0	0	0	9,450
Chicago Street - The Esplanade to Chifley	16,975	0	16,975	0	0	0	0	0	0	0	0	16,975
Mullenger - Butler to Burke	38,555	0	38,555	0	0	0	0	0	0	0	0	38,555
Russell - Cross to No. 11	7,000	0	7,000	0	0	0	0	0	0	0	0	7,000

Capital Works Area	Project Cost		Asset Type Expenditure					Funding Sources				
	2014/15	New	Renewal	Upgrade	Expansion	Grants	Contributions	Borrowings	Asset Sales	Open Space Reserve	Major Projects & Other Reserves	Council Cash
Graham Street - Market to Summerhill	50,000	0	50,000	0	0	0	0	0	0	0	0	50,000
Everard Street - Essex to Dead End	22,000	0	22,000	0	0	0	0	0	0	0	0	22,000
Youell Street - Whitehall to Maribyrnong	73,500	0	73,500	0	0	0	0	0	0	0	0	73,500
Bicycle network upgrade river trails	700,000	0	0	700,000	0	0	0	0	0	0	0	700,000
TOTAL - FOOTPATH AND CYCLEWAYS	1,850,000	350,000	800,000	700,000	0	0	0	0	0	0	0	1,850,000
OFFSTREET CARPARKS												
Carpark Improvement Program	0					0	0	0	0	0	0	0
Kinder Smith Reserve Carpark - Treloar Cres, Braybrook	100,000	0	100,000	0	0	0	0	0	0	0	0	100,000
Gaudion Reserve Scout's Carpark - West Footscray	200,000	0	200,000	0	0	0	0	0	0	0	0	200,000
Adaleigh Street Carpark - Yarraville	100,000	0	100,000	0	0	0	0	0	0	0	0	100,000
Maribyrnong Boulevard Construction	850,000	0	850,000	0	0	0	0	0	0	0	0	850,000
TOTAL - OFFSTREET CARPARKS	1,250,000	0	1,250,000	0	0	0	0	0	0	0	0	1,250,000
PARKS, OPEN SPACE AND STREETSCAPES												
Anzac Centenary Project - Geelong Rd	140,000	140,000	0	0	0	0	0	0	0	0	0	140,000
Artworks	200,000	200,000	0	0	0	0	0	0	0	0	0	200,000
Tree Planting Program	400,000	400,000	0	0	0	0	0	0	0	0	0	400,000
Yarraville Popup Park	250,000	250,000	0	0	0	0	0	0	0	0	0	250,000
New Openspace - Cowper Street	100,000	100,000	0	0	0	0	0	0	0	100,000	0	0
Pipemakers Park	500,000	500,000	0	0	0	0	0	0	0	0	0	500,000
Chifley Dve River Edge	400,000	0	400,000	0	0	0	0	0	0	0	0	400,000
floodlighting	80,000	0	80,000	0	0	0	0	0	0	0	0	80,000
Horticulture renewal program	100,000	0	100,000	0	0	0	0	0	0	0	0	100,000
Irrigation upgrade program	160,000	0	160,000	0	0	0	0	0	0	0	0	160,000
Mclvor Reserve Upgrade	250,000	0	250,000	0	0	0	0	0	0	250,000	0	0
Open Space Furniture and Monuments	82,000	0	82,000	0	0	0	0	0	0	0	0	82,000
Parks Fencing Renewals	158,000	0	158,000	0	0	0	0	0	0	0	0	158,000
Playground Renewal Program	600,000	0	600,000	0	0	0	0	0	0	0	0	600,000
Footscray Park	800,000	0	0	800,000	0	0	0	0	0	800,000	0	0
Maribyrnong River Edge	400,000	0	0	400,000	0	0	0	0	0	400,000	0	0

Capital Works Area	Project Cost		Asset Type Expenditure					Funding Sources				
	2014/15	New	Renewal	Upgrade	Expansion	Grants	Contributions	Borrowings	Asset Sales	Open Space Reserve	Major Projects & Other Reserves	Council Cash
Mills Close	500,000	0	0	500,000	0	0	0	0	0	500,000	0	0
Sinking Village (Stage 2)	170,000	0	0	170,000	0	0	0	0	0	170,000	0	0
TOTAL - PARKS, OPEN SPACE AND STREETSCAPES	5,290,000	1,590,000	1,830,000	1,870,000	0	0	0	0	0	2,220,000	0	3,070,000
RECREATIONAL, LEISURE AND COMMUNITY FACILITIES												
Office of Living Victoria - Alternative Water Program	310,000	310,000	0	0	0	155,000	0	0	0	0	0	155,000
Skate Parks	200,000	200,000	0	0	0	0	0	0	0	0	0	200,000
Synthetic Soccer/Multi Purpose	30,000	30,000	0	0	0	0	0	0	0	0	0	30,000
Increased community use of Whitten Oval	500,000	500,000	0	0	0	0	0	0	0	0	0	500,000
Playing Courts	20,000	0	20,000	0	0	0	0	0	0	0	0	20,000
playing fields	120,000	0	120,000	0	0	0	0	0	0	0	0	120,000
Sporting Infrastructure Renewal Program inc Cricket wickets, goalposts	130,000	0	130,000	0	0	0	0	0	0	0	0	130,000
TOTAL - RECREATIONAL, LEISURE AND COMMUNITY FACILITIES	1,310,000	1,040,000	270,000	0	0	155,000	0	0	0	0	0	1,155,000
ROADS												
Traffic Management Works Program	350,000	350,000	0	0	0	0	0	0	0	0	0	350,000
Green Streetlights	1,176,000	0	1,176,000	0	0	706,000	0	0	0	0	0	470,000
Laneway Improvement Program	150,000	0	150,000	0	0	0	0	0	0	0	0	150,000
Roads Improvement Program						535,378	0	0	0	0	0	535,378
Cala Street - Hampton Pde to Beaumont Pde, West Footscray	200,000	0	200,000	0	0	0	0	0	0	0	0	200,000
Cala Street - Indwe St to Waiora Pde, West Footscray	250,000	0	250,000	0	0	0	0	0	0	0	0	250,000
Wales Street - Chatfield St to Shackell St, Kingsville	250,000	0	250,000	0	0	0	0	0	0	0	0	250,000
Schild Street - Willis St to Stephen St, Yarraville (Resheet)	140,000	0	140,000	0	0	0	0	0	0	0	0	140,000
Schild Street - Stephen St to Hyde St, Yarraville	170,000	0	170,000	0	0	0	0	0	0	0	0	170,000
Studley Street - Suffolk St to Norfolk St, Maidstone	450,000	0	450,000	0	0	0	0	0	0	0	0	450,000

Capital Works Area	Project Cost		Asset Type Expenditure					Funding Sources				
	2014/15	New	Renewal	Upgrade	Expansion	Grants	Contributions	Borrowings	Asset Sales	Open Space Reserve	Major Projects & Other Reserves	Council Cash
Wingfield Street - Cowper St to Whitehall St, Footscray	220,000	0	220,000	0	0	0	0	0	0	0	0	220,000
Cherry Crescent - Hargreaves Cres to Hargreaves Cres, Braybrook	200,000	0	200,000	0	0	0	0	0	0	0	0	200,000
Kingsford Street - South Rd to Joy St, Braybrook	260,000	0	260,000	0	0	0	0	0	0	0	0	260,000
Lily Street - Duke St to Darnley St, Braybrook	415,000	0	415,000	0	0	0	0	0	0	0	0	415,000
Alaxander Street - Margaret St to Buckley St, Seddon	400,000	0	400,000	0	0	0	0	0	0	0	0	400,000
Bellairs Avenue - Somerville Rd to Berry St, Seddon (Resheet)	150,000	0	150,000	0	0	0	0	0	0	0	0	150,000
Adaleigh Street - Somerville Rd to End, Yarraville (Resheet)	200,000	0	200,000	0	0	0	0	0	0	0	0	200,000
Alexander Street - John St to Margaret St, Seddon	220,000	0	220,000	0	0	0	0	0	0	0	0	220,000
Kalingra Road - Alick Rd to End, Tottenham	140,000	0	140,000	0	0	0	0	0	0	0	0	140,000
Cowper Street - Ryan St to Byron St, Footscray	170,000	0	170,000	0	0	0	0	0	0	0	0	170,000
Blackwood Street - Ballarat Rd to Stephen St, Yarraville	715,000	0	715,000	0	0	0	0	0	0	0	0	715,000
Bristow Street - Nicholson St to Hyde St, Seddon (Resheet)	100,000	0	100,000	0	0	0	0	0	0	0	0	100,000
Browning Street - Hamilton St to Gamon St, Seddon (Resheet)	100,000	0	100,000	0	0	0	0	0	0	0	0	100,000
French Street - Barkly St to Paisley St, Footscray (Resheet)	70,000	0	70,000	0	0	0	0	0	0	0	0	70,000
French Street - Paisley St to Albert St, Footscray (Resheet)	80,000	0	80,000	0	0	0	0	0	0	0	0	80,000
Cross Street - Hocking St to Warleigh St, Footscray (Resheet)	250,000	0	250,000	0	0	0	0	0	0	0	0	250,000
Cross Street - Warleigh St to Russell St, Footscray	350,000	0	350,000	0	0	0	0	0	0	0	0	350,000
Blackwood Street - Ballarat Rd to Dead End, Yarraville	300,000	0	300,000	0	0	0	0	0	0	0	0	300,000
Sydney Street - Essex St to End, Footscray	200,000	0	200,000	0	0	0	0	0	0	0	0	200,000
Signalised Lights renewal to LED	30,000	0	30,000	0	0	0	0	0	0	0	0	30,000

Capital Works Area	Project Cost		Asset Type Expenditure			Funding Sources						
	2014/15	New	Renewal	Upgrade	Expansion	Grants	Contributions	Borrowings	Asset Sales	Open Space Reserve	Major Projects & Other Reserves	Council Cash
Traffic Signal Renewal Program	100,000	0	100,000	0	0	0	0	0	0	0	0	100,000
TOTAL - ROADS	7,806,000	350,000	7,456,000	0	0	1,241,378	0	0	0	0	0	6,564,622
WASTE MANAGEMENT												
New And Replacement Waste Bins	145,000	0	145,000	0	0	0	0	0	0	0	0	145,000
TOTAL WASTE	145,000	0	145,000	0	0	0	0	0	0	0	0	145,000
OTHER INFRASTRUCTURE												
Little Saigon Activation Project	3,000,000	3,000,000	0	0	0	0	0	0	0	0	3,000,000	0
Stony Creek Directions Plan Implementation	150,000	0	0	150,000	0	0	0	0	0	0	0	150,000
Urban Design Frameworks	500,000	0	0	500,000	0	0	0	0	0	0	0	500,000
TOTAL - OTHER INFRASTRUCTURE	3,650,000	3,000,000	0	650,000	0	0	0	0	0	0	3,000,000	650,000
TOTAL - INFRASTRUCTURE	22,031,000	6,330,000	12,481,000	3,220,000	0	1,396,378	0	0	0	2,220,000	3,000,000	15,414,622
TOTAL - CAPITAL WORKS AND ASSET IMPROVEMENT 2014/15	41,440,000	10,514,000	19,206,000	7,140,000	4,580,000	1,396,378	0	0	200,000	2,220,000	12,019,000	25,604,622

Summary Represented by:

Capital Works Area	Project Cost 2014/15	Asset Expenditure Types				Summary of Funding Sources						
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Borrowings	Asset Sales	Open Space Reserve	Major Projects & Other Reserves	Council Cash
Property	13,493,000	865,000	4,128,000	3,920,000	4,580,000	0	0	0	0	0	5,700,000	7,793,000
Plant & Equipment	5,916,000	3,319,000	2,597,000	0	0	0	0	0	200,000	0	3,319,000	2,397,000
Infrastructure	22,031,000	6,330,000	12,481,000	3,220,000	0	1,396,378	0	0	0	2,220,000	3,000,000	15,414,622
TOTAL - CAPITAL WORKS AND ASSET IMPROVEMENT 2014/15	41,440,000	10,514,000	19,206,000	7,140,000	4,580,000	1,396,378	0	0	200,000	2,220,000	12,019,000	25,604,622

APPENDIX D - FEES & CHARGES SCHEDULE

COMMUNITY SERVICES

Home care Service	Price	GST	2014/15 Total Price
Home care - Base Rate	\$5.85		\$5.85
Home Care - Medium Fee	\$7.90		\$7.90
Home Care - Medium Fee Couple	\$9.75		\$9.75
Home Care - High Fee Medium	\$15.05		\$15.05
Home Care - High Fee Rate	\$32.25		\$32.25
Respite Care - Low Rate	\$3.05		\$3.05
Respite Care - Medium Fee Rate	\$4.55		\$4.55
Respite Care - High Fee Rate	\$32.25		\$32.25
Respite Care - Overnight 10 hr. block - Low rate	\$15.35		\$15.35
Respite Care - Overnight 10 hr. block - Medium rate	\$23.10		\$23.10
Respite Care - Overnight 10 hr. block - High rate	\$162.10		\$162.10
Personal Care - Low Rate *	\$4.45		\$4.45
Personal Care - Medium Fee Rate	\$8.95		\$8.95
Personal Care - High Fee Rate	\$36.70		\$36.70
Property Maintenance - Low Rate	\$11.90		\$11.90
Property Maintenance - Medium Rate	\$17.85		\$17.85
Property Maintenance - High Rate	\$46.40		\$46.40
Day Centre Program - Low Rate	\$7.35		\$7.35
Day Centre Program - High Rate	\$12.20		\$12.20
Planned Activity Groups - Low Rate	\$7.35		\$7.35
Planned Activity Groups - High Rate	\$12.20		\$12.20
Planned Activity Groups - Medium Rate	\$11.75		\$11.75
Planned Activity Groups - High Rate	\$15.85		\$15.85
Meals Low Rate	\$7.55		\$7.55
Meals Medium Rate	\$8.60		\$8.60
Day Centre Program - Brokered per session	\$61.91	\$6.19	\$68.10
Home Gardening	\$22.00		\$22.00
Meals High Rate	\$16.60		\$16.60
Meals (brokered)	\$18.64	\$1.86	\$20.50
Home Care (brokered rate)	\$57.32	\$5.73	\$63.05
Respite Care (brokered)	\$61.91	\$6.19	\$68.10
Property Maintenance (brokered)	\$86.73	\$8.67	\$95.40
Personal Care (brokered)	\$61.91	\$6.19	\$68.10
Out of Hours -time & a half (brokered)	\$74.55	\$7.45	\$82.00
Out of Hours - double time (brokered)	\$86.95	\$8.70	\$95.65
Home Gardening	30 minutes	\$11.90	\$11.90
	45 minutes	\$11.90	\$11.90
	60 minutes	\$11.90	\$11.90
Senior Citizens Centres - Casual fees	\$32.55	\$3.25	\$35.80
Senior Citizens Centres - hire for community groups	\$66.27	\$6.63	\$72.90
Bond	\$312.75		\$312.75
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/night)	\$77.27	\$7.73	\$85.00
Community Bus (5 hours)	\$31.82	\$3.18	\$35.00
Bond Refundable	\$200.00		\$200.00
Aged Community Transport (Per day)	\$2.50		\$2.50

Home care Service	Price	GST	2014/15 Total Price
Social Outings Per outing	\$2.50		\$2.50
Central Register System (CRS)			
Administration Fee per child application - 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	\$18.18	\$1.82	\$20.00

Phoenix Centre Service (Per Hour)	Organisations with Youth focus			Organisations without Youth focus			Not for Profit		
	Price	GST	2014/15 Total Price	Price	GST	2014/15 Total Price	Price	GST	2014/15 Total Price
Once Off Users									
The Bunker	\$15.00	\$1.50	\$16.50	\$39.09	\$3.91	\$43.00	\$16.82	\$1.68	\$18.50
The Auditorium	\$17.73	\$1.77	\$19.50	\$53.18	\$5.32	\$58.50	\$20.45	\$2.05	\$22.50
The Training room	\$15.00	\$1.50	\$16.50	\$39.09	\$3.91	\$43.00	\$16.82	\$1.68	\$18.50
The community kitchen	\$12.27	\$1.23	\$13.50	\$19.55	\$1.95	\$21.50	\$15.00	\$1.50	\$16.50
Computer hub	\$12.27	\$1.23	\$13.50	\$19.55	\$1.95	\$21.50	\$15.00	\$1.50	\$16.50
Meeting room 3	\$12.27	\$1.23	\$13.50	\$19.55	\$1.95	\$21.50	\$15.00	\$1.50	\$16.50
Outside area	\$12.27	\$1.23	\$13.50	\$19.55	\$1.95	\$21.50	\$15.00	\$1.50	\$16.50
Splash gallery * On Application		10 %			10 %			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	\$231.82	\$23.18	\$255.00						
Room hire (excludes equipment) all hire	\$281.82	\$28.18	\$310.00						
Room hire (includes equipment) all hire	\$372.73	\$37.27	\$410.00						
Band Memberships	\$90.91	\$9.09	\$100.00						
Other fees									
Holiday Program (Cost Centre 2660)	\$5.45	\$0.55	\$6.00						
Freeza event tickets (Cost Centre 2670)	\$8.18	\$0.82	\$9.00						

Maribyrnong Community Centre	Commercial Rate*			Community Rate**		
Service (per hour)	Price	GST	2014/15 Total Price	Price	GST	2014/15 Total Price
Once Off Users						
Main Hall	\$88.18	\$8.82	\$97.00	\$36.36	\$3.64	\$40.00
Large Kitchen & Full dining room	\$56.36	\$5.64	\$62.00	\$27.27	\$2.73	\$30.00
Large Kitchen & half dining room	\$38.18	\$3.82	\$42.00	\$18.18	\$1.82	\$20.00
Half dining room	\$29.09	\$2.91	\$32.00	\$13.64	\$1.36	\$15.00
Recreation room	\$51.82	\$5.18	\$57.00	\$22.73	\$2.27	\$25.00
Training Room	\$38.18	\$3.82	\$42.00	\$18.18	\$1.82	\$20.00
Multi purpose room	\$38.18	\$3.82	\$42.00	\$18.18	\$1.82	\$20.00
OCC Main room	\$51.82	\$5.18	\$57.00	\$22.73	\$2.27	\$25.00
Regular Users						
Main Hall	\$47.27	\$4.73	\$52.00	\$22.73	\$2.27	\$25.00
Large Kitchen & Full dining room	\$38.18	\$3.82	\$42.00	\$18.18	\$1.82	\$20.00
Large Kitchen & half dining room	\$29.09	\$2.91	\$32.00	\$13.64	\$1.36	\$15.00
Half dining room	\$24.55	\$2.45	\$27.00	\$9.09	\$0.91	\$10.00

Maribyrnong Community Centre	Commercial Rate*			Community Rate**		
Recreation room	\$42.73	\$4.27	\$47.00	\$18.18	\$1.82	\$20.00
Training Room	\$33.64	\$3.36	\$37.00	\$13.64	\$1.36	\$15.00
Multi purpose room	\$38.18	\$3.82	\$42.00	\$18.18	\$1.82	\$20.00
OCC Main room	\$42.73	\$4.27	\$47.00	\$18.18	\$1.82	\$20.00
Package Prices (per hour)						
Main Hall / Large Kitchen / Full Dining	\$131.82	\$13.18	\$145.00	\$50.00	\$5.00	\$55.00
Main Hall / Large Kitchen / Full Dining / Rec Room	\$168.18	\$16.82	\$185.00	\$63.64	\$6.36	\$70.00
Bonds						
Bonds (Hall hire)	\$420.00		\$420.00	\$420.00		\$420.00
Bonds (Key hire)	\$55.00		\$55.00	\$55.00		\$55.00
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.						
Miscellaneous						
Photocopying A4 per page	\$0.18	\$0.02	\$0.20			
Photocopying A3 per page	\$0.23	\$0.02	\$0.25			
Printing Black & White only	\$0.18	\$0.02	\$0.20			
Fax per connection	\$0.55	\$0.05	\$0.60			
BBQ hire	\$38.18	\$3.82	\$42.00			
AV projector	\$38.18	\$3.82	\$42.00			
Pull down screen	\$38.18	\$3.82	\$42.00			
Electronic whiteboard	\$38.18	\$3.82	\$42.00			
TV DVD	\$38.18	\$3.82	\$42.00			
TV VCR	\$38.18	\$3.82	\$42.00			
Insurance per Event	\$33.64	\$3.36	\$37.00			
Occasional Child Care						
Rate Per hour	\$9.00		\$9.00			
Concession Rate per hour	\$7.50		\$7.50			
Agency per hour	\$12.00		\$12.00			
Administration Fee (One off payment per family)	\$27.27	\$2.73	\$30.00			
Administration Fee - Concession	\$13.64	\$1.36	\$15.00			
Administration Fee - Agency	\$27.27	\$2.73	\$30.00			

Maidstone Community Centre	Commercial Rate*			Community Rate**		
Service (per hour)	Price	GST	2014/15 Total Price	Price	GST	2014/15 Total Price
Once Off Users						
Hall/Alcove (per hour)	\$70.00	\$7.00	\$77.00	\$27.27	\$2.73	\$30.00
Green Room (large)	\$38.18	\$3.82	\$42.00	\$18.18	\$1.82	\$20.00
Computer Room (small)	\$47.27	\$4.73	\$52.00	\$22.73	\$2.27	\$25.00
Hall Meeting room	\$38.18	\$3.82	\$42.00	\$18.18	\$1.82	\$20.00
Yellow A	\$38.18	\$3.82	\$42.00	\$18.18	\$1.82	\$20.00
Yellow B	\$38.18	\$3.82	\$42.00	\$18.18	\$1.82	\$20.00
Cottage	\$38.18	\$3.82	\$42.00	\$18.18	\$1.82	\$20.00
Kitchen	\$29.09	\$2.91	\$32.00	\$13.64	\$1.36	\$15.00
Regular Users						
Hall/Alcove (per hour)	\$42.73	\$4.27	\$47.00	\$13.64	\$1.36	\$15.00
Green Room (large)	\$23.63	\$2.91	\$32.00	\$13.64	\$1.36	\$15.00
Yellow A	\$23.63	\$2.91	\$32.00	\$13.64	\$1.36	\$15.00
Yellow B	\$23.63	\$2.91	\$32.00	\$13.64	\$1.36	\$15.00
Computer Room (small)	\$23.64	\$2.91	\$32.00	\$13.64	\$1.36	\$15.00
Hall Meeting room	\$29.09	\$2.91	\$32.00	\$13.64	\$1.36	\$15.00
Cottage	\$29.09	\$2.91	\$32.00	\$13.64	\$1.36	\$15.00
Kitchen	\$15.45	\$1.55	\$17.00	\$9.09	\$0.91	\$10.00
Package Prices per hour						
Hall & Kitchen	\$88.18	\$8.82	\$97.00	\$32.73	\$3.64	\$40.00
Bonds						

Maidstone Community Centre	Commercial Rate*			Community Rate**			
	Service (per hour)	Price	GST	2014/15 Total Price	Price	GST	2014/15 Total Price
Bonds (Hall hire)	\$420.00			\$420.00	\$420.00		\$420.00
Bonds (Key hire)	\$55.00			\$55.00	\$55.00		\$55.00
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.							
Miscellaneous							
Photocopying A4 per page	\$0.18	\$0.02		\$0.20			
Photocopying A3 per page	\$0.23	\$0.02		\$0.25			
Printing Black & White only	\$0.18	\$0.02		\$0.20			
Faxing per connection	\$0.55	\$0.05		\$0.60			
BBQ hire	\$38.18	\$3.82		\$42.00			
AV projector	\$38.18	\$3.82		\$42.00			
Pull down screen	\$38.18	\$3.82		\$42.00			
Electronic whiteboard	\$38.18	\$3.82		\$42.00			
TV DVD	\$38.18	\$3.82		\$42.00			
TV VCR	\$38.18	\$3.82		\$42.00			
Insurance per Event	\$33.64	\$3.36		\$37.00			

Braybrook Community Centre	Commercial Rate *			Community Rate**			
	Service (per hour)	Price	GST	2014/15 Total Price	Price	GST	2014/15 Total Price
Once Off Users							
Community Hub							
Main Hall and Kitchen	\$74.55	\$7.45		\$82.00	\$36.36	\$3.64	\$40.00
Main Hall	\$51.82	\$5.18		\$57.00	\$22.73	\$2.27	\$25.00
Kitchen	\$29.09	\$2.91		\$32.00	\$13.64	\$1.36	\$15.00
Meeting Room 2	\$33.64	\$3.36		\$37.00	\$18.18	\$1.82	\$20.00
Meeting Room 3	\$33.64	\$3.36		\$37.00	\$18.18	\$1.82	\$20.00
Meeting Room 4	\$33.64	\$3.36		\$37.00	\$18.18	\$1.82	\$20.00
Community Garden	\$47.27	\$4.73		\$52.00	\$22.73	\$2.27	\$25.00
Temporary Village							
Upper Pavilion/ Kitchen	\$72.73	\$7.27		\$80.00	\$25.00	\$2.50	\$27.00
Upper Pavilion	\$50.00	\$5.00		\$55.00	\$17.00	\$1.70	\$20.00
Lower Pavilion	\$50.00	\$5.00		\$55.00	\$17.00	\$1.70	\$20.00
Kitchen	\$27.27	\$2.73		\$30.00	\$9.00	\$0.90	\$10.00
Community Space	\$31.82	\$3.18		\$35.00	\$10.50	\$1.05	\$12.00
Regular Users							
Community Hub							
Main Hall and Kitchen	\$51.82	\$5.18		\$57.00	\$27.27	\$2.73	\$30.00
Main Hall	\$38.18	\$3.82		\$42.00	\$18.18	\$1.82	\$20.00
Kitchen	\$24.55	\$2.45		\$27.00	\$13.64	\$1.36	\$15.00
Meeting Room 2	\$33.64	\$3.36		\$37.00	\$18.18	\$1.82	\$20.00
Meeting Room 3	\$24.55	\$2.45		\$27.00	\$13.64	\$1.36	\$15.00
Meeting Room 4	\$24.55	\$2.45		\$27.00	\$13.64	\$1.36	\$15.00
Community Garden	\$33.64	\$3.36		\$37.00	\$18.18	\$1.82	\$20.00
Package Prices (per day)							
Main Hall & Kitchen -max 8 hrs	\$500.00	\$50.00		\$550.00	\$227.27	\$22.73	\$250.00
Temporary Village							
Upper Pavilion/ Kitchen	\$50.00	\$5.00		\$55.00	\$17.00	\$1.70	\$18.00
Upper Pavilion	\$34.55	\$3.45		\$38.00	\$12.50	\$1.25	\$15.00
Lower Pavilion	\$34.55	\$3.45		\$38.00	\$12.50	\$1.25	\$15.00
Kitchen	\$22.73	\$2.27		\$25.00	\$8.50	\$0.85	\$10.00
Community Space	\$22.73	\$2.27		\$25.00	\$9.50	\$0.95	\$10.00
Package Prices (per day)							
Upper Pavilion/ lower Pavilion/Kitchen - 8 hours	\$645.45	\$64.55		\$710.00	\$211.50	\$23.50	\$235.00

Braybrook Community Centre Service (per hour)	Commercial Rate *			Community Rate**		
	Price	GST	2014/15 Total Price	Price	GST	2014/15 Total Price
Upper Pavilion/ lower Pavilion/Kitchen - 9am-11pm	\$1,045.45	\$104.55	\$1,150.00	\$342.00	\$38.00	\$380.00
Bonds						
Bonds (Hall hire)	\$420.00		\$420.00	\$420.00		\$420.00
Bonds (Key hire)	\$55.00		\$55.00	\$55.00		\$55.00
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.						
Miscellaneous						
Photocopying A4 per page	\$0.18	\$0.02	\$0.20	\$0.18	\$0.02	\$0.20
Photocopying A3 per page	\$0.23	\$0.02	\$0.25	\$0.23	\$0.02	\$0.25
Printing Black & White only	\$0.18	\$0.02	\$0.20	\$0.18	\$0.02	\$0.20
Faxing per connection	\$0.55	\$0.05	\$0.60	\$0.55	\$0.05	\$0.60
BBQ hire / Wood Fire lighting	\$40.91	\$4.09	\$45.00	\$40.91	\$4.09	\$45.00
AV projector	\$38.18	\$3.82	\$42.00	\$38.18	\$3.82	\$42.00
Pull down screen	\$38.18	\$3.82	\$42.00	\$38.18	\$3.82	\$42.00
Insurance per event	\$33.64	\$3.36	\$37.00	\$33.64	\$3.36	\$37.00

Library Service	Price	GST	2014/15 Total Price
Fines - Adults	\$0.30		\$0.30
Fines - Juniors	\$0.15		\$0.15
Inter library loans	\$15.45	\$1.55	\$17.00
Reservation Fee (children free)	\$0.91	\$0.09	\$1.00
Conference room hire Footscray (per hour)	\$23.64	\$2.36	\$26.00
Conference room hire Footscray (Community Rate per hour)	\$11.82	\$1.18	\$13.00
Meeting room 1 hire Maribyrnong (per hour)	\$22.73	\$2.27	\$25.00
Meeting room 1 hire Maribyrnong (Community Rate per hour)	\$11.36	\$1.14	\$12.50
Meeting Room 2 hire Maribyrnong (per hour)	\$7.27	\$0.73	\$8.00
Discussion room hire West Footscray (Commercial rate per hour)	\$18.18	\$1.82	\$20.00
Discussion room hire West Footscray (Community rate per hour)	\$9.55	\$0.95	\$10.50
Discussion room hire Footscray (per hour)	\$7.27	\$0.73	\$8.00
Public liability insurance for meeting room hire	\$24.55	\$2.45	\$27.00
Lost and damaged books	POA	10%	10%
Book sales	POA	10%	10%
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)	\$2.73	\$0.27	\$3.00
Photocopies Colour A4 (per page)	\$1.45	\$0.15	\$1.60
USB drive (4GB)	\$4.55	\$0.45	\$5.00
USB drive (8GB)	\$9.09	\$0.91	\$10.00
Head Phones - Computers	\$2.73	\$0.27	\$3.00
Computer paper (per page)	\$0.18	\$0.02	\$0.20
Replacement cards	\$2.73	\$0.27	\$3.00
Unique Management Fee	\$13.64	\$1.36	\$15.00
Library bags	\$0.91	\$0.09	\$1.00
Braybrook Hub meeting room 5 hire	\$33.64	\$3.36	\$37.00
Braybrook Hub meeting room 5 hire (regular users)	\$18.18	\$1.82	\$20.00
Braybrook Hub meeting room 6 hire	\$33.64	\$3.36	\$37.00
Braybrook Hub meeting room 6 hire (regular users)	\$18.18	\$1.82	\$20.00
Braybrook Hub meeting room 5 & 6 hire	\$51.82	\$5.18	\$57.00
Braybrook Hub meeting room 5 & 6 hire (regular users)	\$27.27	\$2.73	\$30.00
Braybrook Hub tea/meeting space + kitchen hire	\$33.64	\$3.36	\$37.00
Braybrook Hub tea/meeting space + kitchen hire (regular users)	\$18.18	\$1.82	\$20.00
Braybrook Hub Interview room hire	\$18.18	\$1.82	\$20.00
Braybrook Hub IT room hire	\$51.82	\$5.18	\$57.00

Library Service	Price	GST	2014/15 Total Price
Braybrook Hub IT room hire (regular users)	\$27.27	\$2.73	\$30.00

Maribyrnong Aquatic Centre - Service	Price	GST	2014/15 Total Price
Casual Visits			
Adult Entry	\$5.45	\$0.55	\$6.00
10 visit pass	\$51.82	\$5.18	\$57.00
50 visit pass	\$236.36	\$23.64	\$260.00
Child Entry	\$4.27	\$0.43	\$4.70
10 visit pass	\$39.09	\$3.91	\$43.00
50 visit pass Child	\$172.73	\$17.27	\$190.00
Pensioner/Concession	\$4.55	\$0.45	\$5.00
10 visit pass	\$41.82	\$4.18	\$46.00
50 visit pass Pensioner/Concession	\$186.36	\$18.64	\$205.00
Family Swim	\$17.73	\$1.77	\$19.50
10 visit pass	\$145.45	\$14.55	\$160.00
Swim/Sauna/Spa/Steam	\$9.82	\$0.98	\$10.80
10 visit pass	\$90.91	\$9.09	\$100.00
Pensioner/Concession	\$7.45	\$0.75	\$8.20
10 visit pass	\$70.91	\$7.09	\$78.00
Gymnasium inc S/S/S/S & Locker	\$22.73	\$2.27	\$25.00
Gymnasium inc S/S/S/S/L - Concession	\$19.09	\$1.91	\$21.00
Gymnasium inc S/S/S/S/L 10 visit	\$190.91	\$19.09	\$210.00
Gymnasium inc S/S/S/S/L 10 visit - Concession	\$154.55	\$15.45	\$170.00
Women's Night - Adult	\$6.64	\$0.66	\$7.30
Women's Night - Concession	\$5.64	\$0.56	\$6.20
Women's Night - Child	\$4.64	\$0.46	\$5.10
Women's Night - Family	\$19.55	\$1.95	\$21.50
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		+10%	POA
Swim Lessons - up to 31st Dec.			
Swim Lesson Monthly Direct Debit	\$59.00		\$59.00
Swim Lesson Monthly Direct Debit Concession	\$50.15		\$50.15
Per Lesson (Quarterly Payments)	\$19.00		\$19.00
Per Lesson (Quarterly Payments) Concession	\$17.80		\$17.80
Rehabilitation/Disability program* Direct Debit	\$65.00		\$65.00
Rehabilitation/Disability program*	\$22.80		\$22.80
School Lessons -up to 31st Dec. Within City Of Maribyrnong			
Ratio 1:8	\$4.65		\$4.65
Ratio 1:10	\$4.10		\$4.10
Ratio 1:12	\$3.70		\$3.70
School Lessons - up to 31st Dec. Outside City of Maribyrnong			
Ratio 1:8	\$4.75		\$4.75
Ratio 1:10	\$4.20		\$4.20
Ratio 1:12	\$3.80		\$3.80
Swim Lessons - from 1st Jan.			
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 - from 1st Jan. 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

Maribyrnong Aquatic Centre - Service	Price	GST	2014/15 Total Price
School Lessons - from 1st Jan. 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
Centre Member's Child Care			
1 child (Swim Lesson time only) 1 hour.	\$4.70		\$4.70
10 visit pass (Swim Lesson time only) 1 hour.	\$40.00		\$40.00
1 child per 1 1/2 hour	\$6.00		\$6.00
10 visit pass	\$50.00		\$50.00
1 child per 4.25 hours	\$17.00		\$17.00
10 visit pass	\$160.00		\$160.00
3 or more children 15% off total fee			
Registration Fee	\$15.00		\$15.00
Late Fee per 15 minutes	\$12.00		\$12.00
Non Member's Child Care			
1 child per hour.	\$10.00		\$10.00
10 visit pass per hour.	\$90.00		\$90.00
1 child per 4.25 hours	\$35.00		\$35.00
10 visit pass	\$330.00		\$330.00
3 or more children 15% off total fee			
Registration Fee	\$15.00		\$15.00
Late Fee per 15 minutes	\$12.00		\$12.00
Programs			
Group Exercise Classes	\$13.64	\$1.36	\$15.00
Group Exercise Classes Concession	\$12.27	\$1.23	\$13.50
10 visit pass	\$122.73	\$12.27	\$135.00
10 visit pass - Concession	\$109.09	\$10.91	\$120.00
Senior classes inc. S/S/S/S	\$6.82	\$0.68	\$7.50
10 visit pass	\$59.09	\$5.91	\$65.00
Post & Pre Natal	\$12.73	\$1.27	\$14.00
Post & Pre Natal 10 visits	\$113.64	\$11.36	\$125.00
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	\$417.27	\$41.73	\$459.00
Aquatics Plus 12 month	\$580.91	\$58.09	\$639.00
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	\$135.45	\$13.55	\$149.00
Active Teens - 6 months	\$208.18	\$20.82	\$229.00
Active Teens -12 months	\$380.91	\$38.09	\$419.00
Gym & Swim Rehab - 3 months	\$340.91	\$34.09	\$375.00
Aquatics Plus Rehab - 3 months	\$340.91	\$34.09	\$375.00
Administration Fee - Refund	\$54.55	\$5.45	\$60.00
Council memberships per week	\$9.08	\$0.91	\$9.99
*Renewal discount 10% for 3 years + consecutive M'ship			
**Concession Discount on Memberships - 15%			
Membership Direct Debit			
Joining Fee	\$77.27	\$7.73	\$85.00

Maribyrnong Aquatic Centre - Service	Price	GST	2014/15 Total Price
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	\$51.77	\$5.18	\$56.95
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			
**Concession Discount on Memberships - 15%			
Personal Training			
1/2 Hour Session - Members	\$36.36	\$3.64	\$40.00
11 Session Pack - Members	\$363.64	\$36.36	\$400.00
1 Hour Session - Members	\$59.09	\$5.91	\$65.00
11 Session Pack - Members	\$590.91	\$59.09	\$650.00
Results Membership Inc PT	\$744.55	\$74.45	\$819.00
1/2 Hour Session - Casual	\$50.00	\$5.00	\$55.00
11 Session Pack - Casual	\$500.00	\$50.00	\$550.00
1 Hour Session - Casual	\$68.18	\$6.82	\$75.00
11 Session Pack - Casual	\$681.82	\$68.18	\$750.00
Birthday Parties			
Birthday Party - Per Child	\$22.73	\$2.27	\$25.00
Wages Recovery - Swim Centre etc.		10%	
Product Sales - Retail		10%	

Park/Equipment - Type of hire	Price	GST	2014/15 Total Price
Mobile Stage (Maribyrnong based community groups)	\$327.27	\$32.73	\$360.00
Mobile Stage (other)	\$809.09	\$80.91	\$890.00
Park Booking			
Wedding Ceremony	\$122.73	\$12.27	\$135.00
Private activity - Individual/Family/Corporate Functions	\$70.91	\$7.09	\$78.00
Community activity (50-150 people)	\$54.55	\$5.45	\$60.00
Commercial use (minimum)	\$1,327.27	\$132.73	\$1,460.00
Commercial use (high community benefit)	\$109.09	\$10.91	\$120.00
Access through Reserve *from \$120	\$113.64	\$11.36	\$125.00
Public Liability	\$22.73	\$2.27	\$25.00
Event Permit			
Community/charity event permit	\$113.64	\$11.36	\$125.00
Private activity event permit - Individual/Family/Corporate Functions	\$145.45	\$14.55	\$160.00
Commercial event permit (minimum)	\$1,140.91	\$114.09	\$1,255.00
Commercial event permit (high community benefit)	\$263.64	\$26.36	\$290.00
Bond Fees			
Community use - (per day minimum)	\$200.00		\$200.00
Private Activities - Individual/Family	\$200.00		\$200.00
Private Activities - Business/Corporate Functions (minimum)	\$3,000.00		\$3,000.00
Corporate or commercial use (minimum)	\$3,000.00		\$3,000.00
Personal Trainers 6 month booking			
Category 1: 3-5 participates	\$136.36	\$13.64	\$150.00
Category 2: 6-15 participates	\$381.82	\$38.18	\$420.00
Category 3: 16-40 participates	\$1,136.36	\$113.64	\$1,250.00
Crown Land Licence (Confirm April)	\$90.91	\$9.09	\$100.00
Crown Land Individual Use fee (Per Participant) Confirm April	\$2.18	\$0.22	\$2.40

Sport Grounds and Pavilions

Sport Grounds and Pavilions - Type of use	Price	GST	2014/15 Total Price
Corporate or commercial use (minimum)	\$3,227.27	\$322.73	\$3,550.00
Corporate or commercial use (High Community Benefit)	\$272.73	\$27.27	\$300.00
Seasonal fees in accordance with Council Policy (adopted August 2008)		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

Corporate Service	Price	GST	2014/15 Total Price
Freedom of Information			
Application Fee	\$25.10		\$25.10
Supervision Charges per Qtr hr.	\$5.00		\$5.00
Search Charges per hour	\$20.00		\$20.00
A4 copy charger per copy	\$0.20		\$0.20
Sale of Information			
Information Requests	POA	10%	on request

Governance (Civic Facilities) - Service		Price	GST	2014/15 Total Price
Reception Room Hire				
Hire of Reception Room	Mon-Fri 8.30am to 5pm per hour	\$51.09	\$5.11	\$56.20
Hire of Reception Room - Subsidised	Mon- Fri 8.30am-5pm per hour	\$18.59	\$1.86	\$20.45
Hire of Reception Room	Mon-Fri 5pm to 11pm and 8.30am-11pm weekends per hour	\$79.00	\$7.90	\$86.90
Hire of Reception Room - Subsidised	Mon-Fri 5pm to 11pm and 8.30am-11pm weekends per hour	\$46.45	\$4.65	\$51.10
* Standard bond	Per booking	\$200.00		\$200.00
Insurance - not for profit and community groups	Per booking	\$25.00		\$25.00
Town Hall Meeting Room Hire				
Hire of Town Hall Meeting Rooms	Mon-Fri 8.30am to 5pm per hour	\$27.91	\$2.79	\$30.70
Hire of Town Hall Meeting Rooms - Subsidised	Mon- Fri 8.30am-5pm per hour	\$13.95	\$1.40	\$15.35
Hire of Town Hall Meeting Rooms	Mon-Fri 5pm to 11pm and 8.30am-11pm weekends per hour	\$55.73	\$5.57	\$61.30
Hire of Town Hall Meeting Rooms - Subsidised	Mon-Fri 5pm to 11pm and 8.30am-11pm weekends per hour	\$41.82	\$4.18	\$46.00
Bond	Per booking	\$100.00		\$100.00
Insurance - not for profit and community groups	Per booking			\$25.00
Equipment Hire	Lights and AV per week	\$0.00	\$0.00	

Revenue Services	Price	GST	2014/15 Total Price
Rates Office			
Title Information	\$63.64	\$6.36	\$70.00
Viewing of sales register	\$59.09	\$5.91	\$65.00
Land Information Certificates	\$20.00		\$20.00
"Urgent processing" (customer service requests)	\$109.09	\$10.91	\$120.00

Property Services	Price	GST	2014/15 Total Price
Title search fee	\$26.36	\$2.64	\$29.00
Right of way/encroachments application fee	\$272.73	\$27.27	\$300.00
Air space application fee	\$272.73	\$27.27	\$300.00
Weekly Licence fee on (fences, pipelines, drainage etc.)	\$4.50 pm2	10%	POA
Facilitation fee (right of access)	Valuation	10%	On approval
Air space licence fee	Valuation	10%	POA
Legal Fees Received	POA	plus 10%	POA
Envelope - Advertising	POA	plus 10%	POA

INFRASTRUCTURE SERVICES

Service '*** Fees can not be changed until ratified by the Cemetery Trust ***	Price	GST	2014/15 Total Price
Private Graves			
Land (Lawn Sections)	\$1,862.85	\$0.00	\$1,862.85
Land (Other Sections)	1,559.95	\$0.00	\$1,559.95
Sink/Reopen Stand. Size Grave 2.12m (7')	\$1,205.45	\$120.55	\$1,326.00
Sink/Reopen Over Size Grave (extra)	\$224.55	\$22.45	\$247.00
Sink/Each additional 0.3m (1') (extra)	\$224.55	\$22.45	\$247.00
Sink/Reopen Grave (no cover)	\$1,205.45	\$120.55	\$1,326.00
Sink/Reopen Grave (with cover)	\$1,536.36	\$153.64	\$1,690.00
Cover/Ledger removal	\$330.00	\$33.00	\$363.00
Internment into Vault or Mausoleum Crypt	\$1,550.00	\$155.00	\$1,705.00
Internment of Cremated Remains	\$234.55	\$23.45	\$258.00
Extra Charges			
Search on records/written info	\$32.50	\$0.00	\$32.50
Copy of right of Internment document	\$34.00	\$0.00	\$34.00
Transfer of right of Internment	Refer to Department of Health "Weighted scale: Surrender of a Right of Interment"	\$0.00	
Authorised Exhumation	\$2,513.19	\$251.31	\$2,764.50
Lift and Reposition	\$2,532.70	\$253.25	\$2,785.95
Concrete cap to enable 500mm-750mm seal to ground level	\$341.91	\$34.19	\$376.10
Internment on Saturday morning, public holidays, outside normal booking hours (by arrangement)	\$415.30	\$41.55	\$456.85
Internment without notice (two working days)	\$376.28	\$37.62	\$413.90
Monumental Fee			
Memorial Permit Fees – Installation – New headstone, base & foundation Single	\$230.00		\$230.00
Memorial Permit Fees – Installation – New headstone & base (existing foundation) Single	\$330.00		\$330.00
Memorial Permit Fees – Installation – New Full Monument – Headstone, Kerb, Ledger & foundation Single	\$730.00		\$730.00
Memorial Permit Fees – Installation – New Full Monument – Headstone, Kerb & Ledger (existing foundation) Single	\$645.00		\$645.00
Restoration/Additional works to Existing Memorial			
Memorial Permit Fees – Renovation – Minor Single	\$110.00		\$110.00
Memorial Permit Fees – Renovation – Major Single	\$340.00		\$340.00
Plaques			
<i>All plaques charged at supplier's total cost + cemetery fee listed below</i>			
Administration and installation	\$109.63	\$10.96	\$120.60
Supply & install base slab	\$205.33	\$20.52	\$225.85

Asset protection	Price	GST	2014/15 Total Price
Asset protection			
Street protection fee	\$237.35		\$237.35
Street protection bond (min)	\$1,533.00		\$1,533.00
Drainage			
Legal point of drainage discharge	\$56.00	\$5.60	\$61.60
Legal point of drainage Discharge MUD	\$145.00	\$14.50	\$159.50
Stormwater inspection	\$157.00	\$15.70	\$172.70
Permits			
Road opening permit	\$147.65		\$147.65
Vehicular crossing permit	\$162.00		\$162.00
Re-inspection fee	\$55.00	\$5.50	\$60.50

Hard Surface Reinstatement Rates	Area	Price	2014/15 Total Price
Ordinary Road min 1sq m.	Up to 25 sqm	\$131.53	\$146.15
	Over 25 sqm	\$111.29	\$123.65
Heavy Duty Road	Up to 25 sqm	\$22.28	\$24.75

Hard Surface Reinstatement Rates	Area	Price	2014/15 Total Price
Concrete Footpath	Over 25 sqm	\$202.37	\$224.85
	Up to 5 sqm	\$146.70	\$163.00
	5-25 sqm	\$131.53	\$146.15
Concrete Footpath (colour)	Over 25 sqm	\$116.37	\$129.30
	Up to 5 sqm	\$166.95	\$185.50
	5-25 sqm	\$151.79	\$168.65
Asphalt Footpath	Over 25 sqm	\$136.58	\$151.75
	Up to 5 sqm	\$141.66	\$157.40
	5-25 sqm	\$111.29	\$123.65
Domestic Crossover	Over 25 sqm	\$91.08	\$101.20
Domestic Crossover (colour)	Up to 25 sqm	\$222.57	\$247.30
Industrial Crossover	Up to 25 sqm	\$257.99	\$286.65
Concrete Kerb/Channel	Up to 5 linm	\$252.95	\$281.05
	5-20 linm	\$151.79	\$168.65
Concrete Kerb/Channel (colour)	Up to 5 linm	\$136.58	\$151.75
	5-20 linm	\$171.99	\$191.10
Stone Kerb/Channel	Up to 5 linm	\$156.83	\$174.25
	5-20 linm	\$202.37	\$224.85
Bluestone Laneway	Up to 25 sqm	\$182.12	\$202.35
	Over 25 sqm	\$151.79	\$168.65
Natures Strip	Up to 25 sqm	\$61.20	\$68.00
Reinstatement	Over 25 sqm	\$50.08	\$55.65
Supervision fee - main renewals	pm.	\$137.70	\$153.00
Top soil & seeding		\$35.00	\$38.50
Repair stormwater Ker3 adaptor CL9		\$98.64	\$109.60
Footpath pavers		\$122.67	\$136.30
Pit lid		\$200.34	\$222.60
Pit and frame		\$333.90	\$371.00

Hard Surface Reinstatement Rates

A minimum of one linear or one square metre is applicable to all rates except for footpaths where a minimum of 2.25 square metres applies (equivalent to One bay). A 20% loading will be applied to the prices quoted where work is carried out on arterial or collector roads as defined in the Mel ways.

These rates cover costs associated with the reinstatement by Council's road maintenance contractor, of road openings made by various authorities or public utility companies (ie. City West Water, Westar, Telstra, AGL) and by private contractors.

Civil Design & Transport - Service	Price	GST	2014/15 Total Price
Traffic and Transport			
Traffic count information search fee	\$39.09	\$3.91	\$43.00
Traffic count information per page	\$5.45	\$0.55	\$6.00
Provision of traffic count report (per hour - one hour minimum)	\$150.00	\$15.00	\$165.00
Carry out traffic counts (per count)	\$290.91	\$29.09	\$320.00
B-Double & over dimensional route permits	\$290.91	\$29.09	\$320.00
Development Fee			
Plan Checking Subdivisions	0.75%		0.75%
Subdivision supervision	2.50%		2.50%
Plan checking work in Road Reserve	0.75%	plus 10%	0.825%
Supervision work in Road Reserve	2.50%	plus 10%	2.65%
Civil works plan checking/engineering assessment(per hour - 1 hour minimum)	\$86.36	\$8.64	\$95.00
After hours supervision (per hour - 1 hour minimum) Inspector of Contracts	\$86.36	\$8.64	\$95.00
Incomplete Works Bond - Administration Fee	\$86.36	\$8.64	\$95.00

Waste Services Fees/Charges Description of Service	Price	GST	2014/15 Total Price
Garbage Service			
Additional 120L garbage bin	\$159.45		\$159.45
Additional 240L garbage bin (bin supply & collection service)	\$188.05		\$188.05
Additional garbage bin 120 L subsequent annual collection service fee	\$123.15		\$123.15
Additional 240L garbage bin (bin supply & collection service)	\$ 127.75		\$127.75
Additional 660L Skip (bin supply & collection service)	\$562.10		\$562.10
Additional 1100L Skip (bin supply & collection service)	\$1,124.20		\$1,124.20
Additional garbage skip 660L subsequent annual collection service fee	\$287.10		\$287.10
Additional garbage skip 1100L subsequent annual collection service fee	\$919.80		\$919.80
Recycling Service			
(Additional 120 bin supply & collection service)	\$86.85		\$86.85
(Additional 240 bin supply & collection service)	\$97.10		\$97.10
(Additional 360 bin supply & collection service)	\$143.00		\$143.00
Additional recycling 660 skip Supply and collection	\$511.00		\$511.00
Additional recycling 1100 skip Supply and collection	\$1,022.00		\$1,022.00
Additional recycling bin annual collection service fee	\$55.00		\$55.00
Additional recycling 660 skip annual collection service fee	\$236.00		\$236.00
Additional recycling 1100 skip annual collection service fee	\$817.60		\$817.60
Green Waste Service			
Annual green waste collection service fee 120Litre	\$86.85		\$86.85
Annual green waste collection service fee 240Litre	\$97.10		\$97.10
At Call Hard & Green Waste Service			
Annual Hard/Green waste collection service fee (Owner / Occupier)	\$61.30		\$61.30
Additional green waste collection service fee (Owner / Occupier)	\$76.65		\$76.65

Tree Removal Amenity Value (basic rate) Trunk size Service	Price	GST	2014/15 Total Price
6cm	\$295.41	\$29.54	\$324.95
10cm	\$821.41	\$82.14	\$903.55
15cm	\$1,847.95	\$184.80	\$2,032.75
20cm	\$3,284.68	\$328.47	\$3,613.15
25cm	\$4,940.91	\$494.09	\$5,435.00
30cm	\$7,115.27	\$711.53	\$7,826.80
35cm	\$9,683.50	\$968.35	\$10,651.85
40cm	\$12,648.41	\$1,264.84	\$13,913.25
45cm	\$16,008.14	\$1,600.81	\$17,608.95
50cm	\$19,762.73	\$1,976.27	\$21,739.00
55cm	\$23,914.00	\$2,391.40	\$26,305.40
60cm	\$28,458.23	\$2,845.82	\$31,304.05
65cm	\$33,400.09	\$3,340.01	\$36,740.10
70cm	\$38,735.82	\$3,873.58	\$42,609.40
75cm	\$44,467.32	\$4,446.73	\$48,914.05
80cm	\$50,593.64	\$5,059.36	\$55,653.00
85cm	\$57,115.73	\$5,711.57	\$62,827.30
90cm	\$64,032.64	\$6,403.26	\$70,435.90
95cm	\$71,345.32	\$7,134.53	\$78,479.85
100cm	\$79,052.82	\$7,905.28	\$86,958.10
105cm	\$87,155.09	\$8,715.51	\$95,870.60
10cm	\$95,654.09	\$9,565.41	\$105,219.50
115cm	\$104,547.00	\$10,454.70	\$115,001.70
120cm	\$113,835.64	\$11,383.56	\$125,219.20
Removal and Replant Fee			
Tree Removal (height)			
0-3mt	\$147.82	\$14.78	\$162.60
3-8mt	\$616.00	\$61.60	\$677.60
8-20mt+	\$1,848.00	\$184.80	\$2,032.80
Stump Grind			
0-30cm	\$135.50	\$13.55	\$149.05

Tree Removal Amenity Value (basic rate) Trunk size Service	Price	GST	2014/15 Total Price
30cm-1mt	\$308.00	\$30.80	\$338.80
1mt+	\$431.18	\$43.12	\$474.30
Reinterments small	\$24.64	\$2.46	\$27.10
Reinstatements Large	\$61.59	\$6.16	\$67.75
New tree Planting	\$308.00	\$30.80	\$338.80

SUSTAINABLE DEVELOPMENT

Parking and Local Laws	Price	GST	2014/15 Total Price
Local Laws			
Inspection fee for Circus, Carnivals & Festivals	\$68.14	\$6.81	\$75
Filming Permits first day inclusive of application fee	\$519.97	\$52.00	\$572
Each second and subsequent days	\$259.50	\$25.95	\$285
Filming parking bay fee (per bay)	\$45.45	\$4.55	\$50
Traffic management plans review (per hour)	\$63.64	\$6.36	\$70
Inspection fee for Heavy Vehicular Permit	\$68.14	\$6.81	\$75
Inspection fee for Camping Permit	\$68.14	\$6.81	\$75
Inspection fee for Open Air Burning	\$68.14	\$6.81	\$75
Inspection fee for Camping on Roads	\$259.50	\$25.95	\$285
Inspection fee for Building Site Fee	\$118.14	\$11.81	\$130
Impound Fee for Abandoned Vehicles	\$379.09	\$37.91	\$417
Daily storage fee abv's and other items	\$36.36	\$3.64	\$40
Release fee for shopping trolleys	\$45.45	\$4.55	\$50
Impound Fee for Seized items	\$381.82	\$38.18	\$420
Local Laws Permits			
Goods on Footway (small item)	\$140.91	\$14.09	\$155
Goods on Footway	\$273.15	\$27.32	\$300
A Boards (standard)	\$95.45	\$9.55	\$105
A Boards (large)	\$140.91	\$14.09	\$155
A Boards (extra large)	\$273.15	\$27.32	\$300
Tables & chairs	\$140.91	\$14.09	\$155
Permit for more than 3 Animals (Other than Restricted breed dogs)	\$36.34	\$3.63	\$40
Permit for other animals (once off fee)	\$36.39	\$3.64	\$40
Permit for more than 3 Restricted Breed Dogs	\$160.91	\$16.09	\$177
Rubbish Skip (Total fee per 3 days)	\$42.73	\$4.27	\$47
Rubbish Skips (Commercial shopping centres per day)	\$42.44	\$4.24	\$47
Rubbish Skips (additional days to max of 7 days)	\$14.15	\$1.41	\$16
Shipping containers on council land (3 days)	\$103.99	\$10.40	\$114
Storage of building materials on Council land (per day)	\$18.18	\$1.82	\$20
Itinerant trader (per day)	\$13.64	\$1.36	\$15
Mobile food Vendor Permit (Daily)	\$159.09	\$15.91	\$175
Mobile food Vendor Permit	\$1,859.09	\$185.91	\$2,045
Sale of Abandon Vehicles		10%	
Resident Parking Permit			
first two permits are free:			
3rd "visitor / resident" permit (valid for 1 year)	\$40.91	\$4.09	\$45.00
4th "visitor / resident" permit (valid for 1 year)	\$54.55	\$5.45	\$60.00
Replacement of "lost" visitor permit	\$59.09	\$5.91	\$65.00
Replacement of "lost" disability parking permit	\$59.09	\$5.91	\$65.00
Special purpose parking permit (per bay/per day)	\$50.00	\$5.00	\$55.00
New permit scheme fees (Not yet introduced)			
1st resident permit (valid for 1 year)	\$18.18	\$1.82	\$20.00
2nd "visitor / resident" permit (valid for 1 year)	\$36.36	\$3.64	\$40.00
3rd "visitor / resident" permit (valid for 1 year)	\$45.45	\$4.55	\$50.00
Replacement of "lost" visitor permit	\$72.73	\$7.27	\$80.00
Replacement of "lost" disability parking permit	\$72.73	\$7.27	\$80.00
Special purpose parking permit (per bay/per day)	\$50.00	\$5.00	\$55.00
Pay & Display Ticket Machines			

Parking and Local Laws	Price	GST	2014/15 Total Price
Hourly rate VUT & Hospital precincts	\$2.00	\$0.20	\$2.20
All day VUT & Hospital Precincts	\$8.09	\$0.81	\$8.90
CBD Area as per Council resolution	\$1.55	\$0.15	\$1.70
Hourly rate saltwater precinct	\$1.55	\$0.15	\$1.70
HSCP Hospital South Car park (Hourly Rate)	\$2.00	\$0.20	\$2.20
New car park and fees			
HSCP Hospital South Car park (Daily rate)	\$8.09	\$0.81	\$8.90
All day saltwater precinct	\$5.91	\$0.59	\$6.50
Infringements (set by State Govt.)			
Animal registration			
Unsterilized dogs	\$136.36	\$13.64	\$150.00
Reduced fee dogs (Mandatory 1/3 of full fee or less)	\$45.45	\$4.55	\$50.00
Eligible recipients unsterilized dog	\$68.18	\$6.82	\$75.00
Eligible recipients (reduced fee) dogs	\$22.73	\$2.27	\$25.00
Dangerous Dog Registration	\$163.64	\$16.36	\$180.00
Unsterilized cats	\$136.36	\$13.64	\$150.00
Reduced fee cats (Mandatory 1/3 of full fee or less)	\$31.82	\$3.18	\$35.00
Eligible recipients unsterilized cats	\$68.18	\$6.82	\$75.00
Eligible recipients reduced fee cats	\$15.91	\$1.59	\$17.50
Fee to view registration register	\$31.82	\$3.18	\$35.00
Copy fee to obtain certificate of registration (per record)	\$59.09	\$5.91	\$65.00
Registration / Renewal of Domestic Animal Business	\$118.18	\$11.82	\$130.00

Building Services	Application Fee	Inspection fee (each required inspection)	GST	2014/15 Total Price
RESIDENTIAL				
(Building Permit fees:-subject to commercial market trends that may vary from time to time	\$285.00	265 (2)	\$55.00	\$605.00
Any carport, garage fence, minor internal dwelling alterations etc. Max total up to \$10,000.00	\$370.00	265 (2)	\$63.50	\$698.50
Demolitions	\$370 Min Plus \$1.80/m2	\$135.00		variable
New dwelling & dwelling additions	\$400 Min Plus \$1.80/m2	\$135.00		variable
Multi Unit Developments	\$0.00	\$135.45	\$13.55	\$149.00
Residential inspections	\$265.45		\$26.55	\$292.00
Variation to building permit - residential	\$265.45		\$26.55	\$292.00
Lapsed Permit Inspection - residential	\$265.45		\$26.55	\$292.00
Issue Occupancy Permit - Residential				
Commercial and Industrial Work	\$582.55	\$195.00		variable
\$0 - \$5,000	\$585+ \$13.00 per \$1000 over \$5,000	\$195.00		variable
\$5,001 - \$50,000	\$1157+ \$3.00 per \$1000 over \$50,000	\$195.00		variable
\$50,001 - \$500,000	\$2399+\$3.00 per \$1000 over \$500,000	\$195.00		variable
\$500,001+	Fix stat.fee	\$36.36	\$3.64	\$40.00
Building permit lodgement fees only for over \$5,000.00 cost of works. PBS to Council : Class 1 & 10 class 2 to 9.	Compulsory State Govt Levy 0.128%			
Building Commission Levy applying to all building permits based on value of works over \$10,000 in addition to building application fees.	\$0.00	\$195.45	\$19.55	\$215.00
Commercial and industrial inspections	\$0.00	\$370.00	\$37.00	\$407.00
Lapsed Permit Inspection - comm & ind	\$440.00		\$44.00	\$484.00
Variation - commercial and industrial	\$370.00		\$37.00	\$407.00
Issue Occupancy Permit - Commercial	\$5.00m2/week min \$360			\$5.00m2/week min \$360
Hoarding Permit (On street public protection)	\$0.00	\$185.00	\$18.50	\$203.50
Admin. Fee for extension of time				
COUNCIL CONSENT	\$238.05		\$23.80	\$261.85

Building Services	Application Fee	Inspection fee (each required inspection)	GST	2014/15 Total Price
Land Liable to Flooding	\$240.00		\$24.00	\$264.00
Building over an Easement	\$238.05		\$23.80	\$261.85
Sitting Dispensations	\$238.05		\$23.80	\$261.85
Sitting where 173 agreement applies	\$0.00			
OTHER	\$74.55		\$7.45	\$82.00
Search of records for: In-house / archives				
Drawings of Residential and industrial buildings	\$2.82		\$0.28	\$3.10
Residential copies of plans: A4 copy	\$8.18		\$0.82	\$9.00
A3 copy	\$13.64		\$1.36	\$15.00
A2 copy	\$28.18		\$2.82	\$31.00
A1 copy	\$250.00		\$25.00	\$275.00
Cancellation of Building Notice or Building Order/Building Order Minor Works, Building Order to Stop Building Work	\$250.00	\$135.00	GST	\$385.00
Assessment of documents related to Building Notice, Building Order, Building Order to Stop Work, Building Order Minor Works (includes removal of Building Orders)		Only inspection fees and statutory fees are refundable if permit has not been issued otherwise no refund. Application fees are not refundable		
Cancellation of Building Permit application	\$218.18		\$21.82	\$240.00
Application for Sitting for Prescribed Temporary Structures (POPE)	\$674.52	\$140/hr (minimum \$140) and surcharge of 50% for weekend or after hours inspections	GST	Vaiable
Application for Occupancy Permit for Prescribed Temporary Structure (POPE)	\$143.00			\$143.00
Copies of Reports/Specifications -per 1	\$55.00			\$55.00
Property information requests (reg 327)	\$193.00			\$193.00
Fast track Property information request				
Fines - prosecutions				

Planning Services Fees	Price	GST	2014/15 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
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

Planning Services Fees	Price	GST	2014/15 Total Price
Retrospective additional application fee	\$272.73	\$27.27	\$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			
Extension of time for dwelling extensions, 1-4 dwellings	\$186.36	\$18.64	\$205.00
Extension of time for developments of 5-9 dwellings	\$318.18	\$31.82	\$350.00
Extension of time for 10 or more dwellings	\$454.55	\$45.45	\$500.00
Extension of time for any use/commercial development less than \$1 million	\$186.36	\$18.64	\$205.00
Extension of time for any commercial development greater than \$1 million	\$318.18	\$31.82	\$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			
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	\$136.36	\$13.64	\$150.00
Secondary Consent Application resulting from enforcement	\$272.73	\$27.27	\$300.00
Secondary Consent Applications 1-4 dwellings	\$181.82	\$18.18	\$200.00
Secondary Consent Applications 5-9 dwellings	\$272.73	\$27.27	\$300.00
Secondary Consent Applications for 10 or more dwellings	\$454.55	\$45.45	\$500.00
Secondary Consent Applications for any use or commercial development less than \$1 million	\$181.82	\$18.18	\$200.00
Secondary Consent Applications for any commercial development greater than \$1 million	\$272.73	\$27.27	\$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	\$145.45	\$14.55	\$160.00
Advertising - each additional letter	\$6.36	\$0.64	\$7.00
Advertising - each additional public notice	\$27.27	\$2.73	\$30.00
Heritage Demolition Advice	\$59.62		\$59.62
Building regulation consent and report	\$232.93		\$232.93
Compliance with permit advice	\$145.45	\$14.55	\$160.00
Compliance with permit advice for off site file	\$181.82	\$18.18	\$200.00
Property Information	\$145.45	\$14.55	\$160.00
Property Information for off site file	\$181.82	\$18.18	\$200.00
Copy of Endorsed Plan/Photocopies	\$145.45	\$14.55	\$160.00
Check on building envelope compliance	\$145.45	\$14.55	\$160.00
Planning Register per month	\$20.00	\$0.00	\$20.00
Planning Register per year	\$180.00	\$0.00	\$180.00
Variation to Urban Design Guidelines	\$318.18	\$31.82	\$350.00
Photocopies (A4) per sheet	\$0.91	\$0.09	\$1.00
Photocopies (A3) per sheet	\$2.27	\$0.23	\$2.50
Photocopies (A1) per sheet.	\$9.09	\$0.91	\$10.00
Photocopies (A0) per sheet	\$13.64	\$1.36	\$15.00
Condition 1 Plans approval - a fee may apply to the second submission of	\$90.91	\$9.09	\$100.00

Planning Services Fees	Price	GST	2014/15 Total Price
Condition 1 plans for approval			
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	Price	GST	2014/15 Total Price
Food Premises up to & including 10 employees - Childcare	\$527.00		\$527.00
Food Premises up to & including 10 employees - Aged Care	\$527.00		\$527.00
Food Premises, Temporary Food Premises, Mobile Food Premises with 20 employees (pro rata)	\$790.00		\$790.00
Food Premises, Temporary Food Premises, Mobile Food Premises up to 10 employees	\$527.00		\$527.00
Food Premises - Social/Sporting Club	\$264.00		\$264.00
Food Premises, Temporary Food Premises, Mobile Food Premises up to 10 employees - Supermarket, Milk Bars, Convenience Store, Bars, Nuts, Groceries,	\$407.00		\$407.00
Food Premises, Temporary Food Premises, Mobile Food Premises - Extra employees	\$28.00		\$28.00
Food Premises, Temporary Food Premises, Mobile Food Premises up to & including 10 employees - Non Profit	\$265.00		\$265.00
Food Premises, Temporary Food Premises, Mobile Food Premises - Non Profit	\$205.00		\$205.00
Food Premises Pre-packaged Food Only - Warehouses, Greengrocers, Cold stores	\$315.00		\$315.00
Vending Machines Class 2	\$162.00		\$162.00
Vending Machines Class 3	\$128.00		\$128.00
Transfer Food Act Premises - Food Premises, Temporary Food Premises, Mobile Food Premises	50%renewal		50%renewal
Food Premises Late Fee	\$105.00		\$105.00
Food Premises Maximum Fee	\$2,330.00		\$2,330.00
Food Premises Application fee	\$815.00		\$815.00
Food Premises Application fee	\$695.00		\$695.00
PUBLIC HEALTH & WELLBEING ACT			
Hairdressers	\$167.00		\$167.00
Tattooists, Colonic irrigation	\$300.00		\$300.00
Beauty Therapy, Hairdressers (including skin penetration, waxing)	\$235.00		\$235.00
Prescribed Acc. Up to & including 5 Apartments	\$230.00		\$230.00
Prescribed Acc. With more than 5 Apartments - extra for each	\$37.00		\$37.00
Prescribed Acc. Maximum	\$835.00		\$835.00
Transfer Public Health Wellbeing (PHW) Act Premises	50%renewal		50%renewal
PHW Act Premises' - Late Fee	\$0.00		
CARAVAN PARKS			
Caravan Parks (Long term/Short term Site) per caravan site	\$10.50		\$10.50
Transfer Caravan Parks	\$155.00		\$155.00
ADDITIONAL SERVICES			
Solicitors/Premises Enquiry Report / 5 business days	\$409.09	\$40.91	\$450.00
Solicitors/Premises Enquiry Report / 10 business days	\$272.73	\$27.27	\$300.00
Other professional services as requested (per hr)	\$98.18	\$9.82	\$108.00
On-Site premises Suitability Inspection (per hr)	\$98.18	\$9.82	\$108.00
PLANS PROCESSING			
Plans processing (per square metre) Up to 50m2	\$260.91	\$26.09	\$287.00
51-100m2	\$325.45	\$32.55	\$358.00
101-150m2	\$372.73	\$37.27	\$410.00
Over 151m2	\$418.18	\$41.82	\$460.00
PRODUCT SALES			
Head Lice Lotion	\$17.27	\$1.73	\$19.00
Head Lice Comb	\$13.64	\$1.36	\$15.00
Thermometer & Swabs	\$56.36	\$5.64	\$62.00
Swabs	\$6.82	\$0.68	\$8.00
Sharps Container (fee includes container and disposal)	\$18.64	\$1.86	\$22.00
Food Act			
Additional Temporary Food registration (Registered Premises)	\$175.00		\$175.00
Temporary Food on site inspection and assessment (Commercial)	\$175.00		\$175.00

Environmental Health - Food Act	Price	GST	2014/15 Total Price
Temporary Food Assessment fee	\$55.00		\$55.00
Change of Classification Assessment (per hr)	\$108.00		\$108.00
Duplicate Registration Certificate	\$55.00		\$55.00
Same day service (Duplicate Registration Certificate)	\$0.00		\$0.00
Septic Tanks/Greywater			
New Installations Private Property	\$0.00		
Septic Tanks New Installations Community Groups	\$0.00		
Additional Services			
Solicitors/Premises enquiry follow up compliance inspection - 5 business days	\$240.91	\$24.09	\$265.00
- 10 business days	\$168.18	\$16.82	\$185.00
Solicitors/Premises enquiry duplicate report	\$50.00	\$5.00	\$55.00
Plans Processing			
Minor alterations fee	\$142.73	\$14.27	\$157.00

APPENDIX E - LONG TERM FINANCIAL PLAN

5 Year Long Term Financial Plan

LTFF - INCOME STATEMENT	Budget			Forecast		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Income						
Rates & Charges	82,067	86,935	91,787	96,816	102,047	107,524
Statutory Fees & Fines	9,449	9,638	9,638	9,638	9,638	9,831
User Fees & Other Fines	11,707	12,246	12,637	12,986	13,338	13,695
Contributions - Cash	0	0	0	0	0	0
Contributed non monetary Assets	0	0	0	0	0	0
Grants - Recurrent	9,108	8,768	8,968	9,172	9,381	9,595
Grants - Non-Recurrent	861	0	0	0	0	0
Net Gain(Loss) On Disposal Of Property, Infrastructure, Plant & Equipment	0	0	0	0	0	0
Reimbursements	1,337	1,374	1,412	1,452	1,493	1,535
Other Revenue	303	200	200	200	200	200
Interest	2,160	2,171	2,182	2,193	2,204	2,215
Total Income	116,992	121,332	126,824	132,457	138,301	144,595
Expenses From Ordinary Activities						
Employee Benefits*	51,338	54,029	63,311	60,470	63,947	67,624
Materials & Services	32,201	33,696	34,288	34,531	34,876	35,358
Bad & Doubtful Debts	1,347	1,385	1,423	1,463	1,504	1,546
Depreciation & Amortisation	12,310	13,825	14,239	14,681	15,151	15,703
Improvement Works	10,305	6,788	7,235	7,704	10,683	8,717
Finance Costs	710	684	648	607	566	535
Other Expenses	443	455	468	481	495	509
Total Expenses	108,654	110,863	121,612	119,937	127,222	129,992
Surplus (deficit) for the year	8,338	10,469	5,212	12,520	11,079	14,603
Other comprehensive income	0	0	0	0	0	0
Comprehensive Result	8,338	10,469	5,212	12,520	11,079	14,603

* 2016/17 Employee cost includes projected payment for unfunded super projections.

5 Year Long Term Financial Plan

LTFP - BALANCE SHEET	Budget			Forecast		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Assets						
Current Assets						
Cash & Cash Equivalents	48,895	51,420	50,002	54,796	50,958	55,565
Trade & Other Receivables	10,307	10,753	11,090	11,420	11,759	12,168
Other Assets	323	323	323	323	323	323
Total Current Assets	59,525	62,496	61,415	66,539	63,040	68,056
Non-Current Assets						
Trade & Other Receivables	133	146	161	177	195	215
Property, Infrastructure, Plant & Equipment	879,669	886,154	893,576	901,972	918,898	929,332
Total Non-Current Assets	879,802	886,300	893,737	902,149	919,093	929,547
Total Assets	939,327	948,796	955,152	968,688	982,133	997,603
Liabilities						
Current Liabilities						
Trade & Other Payables	9,488	7,858	8,167	8,443	10,029	9,073
Trust Funds & Deposits	3,106	3,116	3,125	3,134	3,144	3,153
Provisions	14,159	15,318	16,679	18,012	19,422	20,913
Interest Bearing Liabilities	787	837	890	946	0	0
Total Current Liabilities	27,540	27,129	28,861	30,535	32,595	33,139
Non-Current Liabilities						
Provisions	2,244	2,492	2,794	3,082	3,387	3,710
Interest Bearing Liabilities	2,673	1,836	946	0	0	0
Total Non-Current Liabilities	4,917	4,328	3,740	3,082	3,387	3,710
Total Liabilities	32,457	31,457	32,601	33,617	35,982	36,849
Net Assets	906,870	917,339	922,551	935,071	946,151	960,754
Equity						
Accumulated Surplus	304,709	311,980	320,238	329,524	347,398	357,832
Asset Revaluation Reserve	575,181	575,181	575,181	575,181	575,181	575,181
Other Reserves	26,980	30,178	27,132	30,366	23,572	27,741
Total Equity	906,870	917,339	922,551	935,071	946,151	960,754

5 Year Long Term Financial Plan

LTFP - CASH FLOW STATEMENT	Budget			Forecast		
	2014/15 \$000's	2015/16 \$000's	2016/17 \$000's	2017/18 \$000's	2018/19 \$000's	2019/20 \$000's
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash Flows From Operating Activities						
Receipts						
Rates & Charges	81,806	86,721	91,572	96,593	101,814	107,279
Statutory Fees & Fines	9,442	9,582	9,638	9,638	9,638	9,773
User Charges & Other Fines	10,972	12,056	12,500	12,864	13,214	13,570
Grants - Operating	8,573	8,768	8,968	9,172	9,381	9,595
Grants - Capital	1,396	0	0	0	0	0
Contributions - Cash	0	0	0	0	0	0
Reimbursements	1,337	1,374	1,413	1,452	1,493	1,535
Interest	2,160	2,171	2,182	2,193	2,204	2,215
Other Receipts	303	200	200	200	200	200
Total Receipts	115,989	120,872	126,473	132,112	137,944	144,167
Payments						
Employee Benefits	(49,446)	(52,622)	(61,648)	(58,848)	(62,232)	(65,810)
Materials & Services	(41,765)	(43,498)	(42,638)	(43,424)	(45,475)	(46,579)
Other Payments	(443)	(455)	(468)	(481)	(495)	(509)
Total Payments	(91,654)	(96,575)	(104,754)	(102,753)	(108,202)	(112,898)
Net Cash Provided By (Used In) Operating Activities	24,335	24,297	21,719	29,359	29,742	31,269
Cash Flows From Investing Activities						
Payments For Property, Infrastructure, Plant & Equipment	(31,135)	(20,510)	(21,861)	(23,277)	(32,277)	(26,336)
Proceeds From Sale Of Property, Infrastructure, Plant & Equipment	200	200	200	200	200	200
Net Cash (Used In) Investing Activities	(30,935)	(20,310)	(21,661)	(23,077)	(32,077)	(26,136)
Cash Flows From Financing Activities						
Finance Costs	(710)	(684)	(648)	(607)	(566)	(535)
Trust Funds & Deposits	9	9	9	9	9	9
Repayments Of Interest Bearing Liabilities	(740)	(787)	(837)	(890)	(946)	0
Net Cash Provided By (Used In) Financing Activities	(1,441)	(1,462)	(1,476)	(1,488)	(1,503)	(526)
Net Increase (Decrease) In Cash & Cash Equivalents	(8,041)	2,525	(1,418)	4,794	(3,838)	4,607
Cash & Cash Equivalents At Beginning Of Year	56,936	48,895	51,420	50,002	54,796	50,958
Cash & Cash Equivalents At End Of Year	48,895	51,420	50,002	54,796	50,958	55,565

APPENDIX F -STRATEGIC INITIATIVES PROGRAM 2014/2015

Council Ref	Project Title	Linkage to Strategic Objectives	2014/15 Expenditure	2014/15 Income	2014/15 Net
IN-1	Human Rights and Social Justice Conversation Series	Liveability	\$5,000	0	\$5,000
IN-2	Building Social Capital and Community Leadership in Braybrook	Economic Prosperity	\$40,000	0	\$40,000
IN-3	Gender Equity - Preventing Violence Against Women	Liveability	\$65,000	0	\$65,000
IN-4	Sports Development Strategy	Liveability	\$40,000	0	\$40,000
IN-5	Sport Participation Small Grants Program	Liveability	\$20,000	0	\$20,000
IN-6	Active Maribyrnong	Liveability	\$40,000	0	\$40,000
IN-7	Graffiti Prevention Art	Liveability	\$40,000	0	\$40,000
IN-8	Increased Frequency of Maribyrnong News (Trial)	Organisational Accountability	\$40,000	0	\$40,000
IN-9	Braybrook Walking and Cycling Audit	Transport	\$10,000	0	\$10,000
IN-10	Good Clean Game - Recycling at Sporting and Recreation Centres	Environmental Sustainability	\$20,000	0	\$20,000
IN-11	My Smart Garden	Environmental Sustainability	\$20,000	0	\$20,000
IN-12	Irrigation Condition Audit	Environmental Sustainability	\$60,000	0	\$60,000
IN-13	Footscray University Town	Economic Prosperity	\$100,000	0	\$100,000
IN-14	Open Space Amendments	Liveability	\$50,000	0	\$50,000
IN-15	Footscray CAA Heritage Assessments	Urban Growth	\$25,000	0	\$25,000
IN-16	Highpoint Structure Plan (HPSP) Planning Scheme Amendment	Urban Growth	\$100,000	0	\$100,000
IN-17	Ashley St/Ballarat Road Triangle Maidstone	Urban Growth	\$20,000	0	\$20,000
IN-18	Business Forums	Economic Prosperity	\$15,000	0	\$15,000
IN-19	Footscray Business Space Air B&B	Economic Prosperity	\$8,000	0	\$8,000
IN-20	Local Laws Review	Organisational Accountability	\$50,000	0	\$50,000
Grand Total			\$768,000	\$0	\$768,000

Council Priorities 2014/15

Council Ref	Councillor Priorities 2014-15	Link to Strategic Objectives	2014/15 Expenditure	
CP1	Yarraville Gardens Pavilion deck	Liveability	20,000	
CP2	Footscray heritage plaques	Liveability	5,000	
CP3	Footscray positive films	Economic Prosperity	25,000	
CP4	Parker Street sub station redevelopment	Liveability	25,000	
CP5	Stony Creek Festival	Liveability	30,000	
CP6	Mclvor Reserve Hockey Centre Redevelopment Office Space	Liveability	15,000	
CP7	Mclvor Reserve Soccer Ground Facilities Improvement	Liveability	12,000	
CP8	Angliss Reserve Ground Facilities Improvement	Liveability	5,000	
CP9	Bike Rack Installation, Corner Tuppen & Somerville Road	Transport	1,000	
CP10	Bike Rack Installation, Roberts street; Yarraville	Transport	1,000	
CP11	Glass Barrier Installation, 196 Somerville Road, Yarraville	Economic Prosperity	5,000	
CP12	McNish Reserve Playground Development	Liveability	21,000	
CP13	Goods Yard Playground	Liveability	20,000	
CP14	Zebra Crossing - Anderson & Ballarat Streets	Transport	15,000	
CP15	Sandford Grove Reserve – Seats and tree planting	Liveability	12,000	
CP16	Graffiti Art Prevention Project	Liveability	20,000	
CP17	Junior Soccer Goal Beaton Reserve + Ground Reserves	Liveability	8,000	
CP18	Complete roll-out of fitness stations along Maribyrnong River	Liveability	80,000	
CP19	Chifley Drive Reserve (Playground -table, benches, rugby goal)	Liveability	43,000	
CP20	Recco Brabham site interpretation panel	Liveability	5,000	
CP21	Reichbeth Reserve, Corner Clyde & Anglers Way (tree planting)	Environment Sustainability	6,000	
CP22	Central Park Waterford Green drinking fountain	Liveability	11,000	
CP23	Tiernan St Footscray (Trees and cut outs)	Environment Sustainability	10,000	
CP24	Corner Ballarat Rd & Droop St (Trees/treatments including traffic island and fence line along Farnsworth Ave)	Environment Sustainability	5,000	
CP25	Pritchard Avenue, Braybrook (BBQ shelter and update existing play equipment)	Liveability	35,000	
CP26	Anders Park, West Footscray (Shelter installation)	Liveability	8,000	
CP27	Cricket Net run area, Pennel Reserve	Liveability	12,000	
CP28	Coaches Boxes at Hansen Reserve	Liveability	25,000	
CP29	Gaudion Reserve Upgrade	Construct double cross over	Liveability	8,000
		Additional play equipment	Liveability	8,000
		Shade trees (approximately 10)	Environment Sustainability	4,000
		Relocate power pole	Liveability	10,000
CP30	Skinner Reserve (maintain and repaint playground)	Liveability	15,000	
CP31	Shorten Reserve	New post and rail fence around oval	Liveability	25,000
		Tree planting	Environment Sustainability	10,000
			560,000	