



STRATHBOGIE SHIRE COUNCIL

**MINUTES OF THE ORDINARY MEETING OF THE STRATHBOGIE SHIRE COUNCIL
HELD ON TUESDAY 16 APRIL 2019 AT THE NAGAMBIE BOWLS CLUB (6-12
MARIE STREET, NAGAMBIE), COMMENCING AT 6.00 P.M.**

- Chair:** Amanda McClaren (Mayor) (Lake Nagambie Ward)
- Councillors:** Debra Bower (Lake Nagambie Ward)
John Mason (Seven Creeks Ward)
Kate Stothers (Honeysuckle Creek Ward)
Alistair Thomson (Mount Wombat Ward)
Graeme (Mick) Williams (Seven Creeks Ward)
- Officers:** Steve Crawcour - Chief Executive Officer (CEO)
David Roff - Group Manager, Corporate and Community (GMCC)
Jeff Saker - Group Manager, Community Assets (GMCA)

BUSINESS

1. Welcome
2. Acknowledgement of Traditional Land Owners
*'I acknowledge the Traditional Owners of the land on which we are meeting.
I pay my respects to their Elders, past and present'*

3. Apologies

Councillor Malcolm Little (Hughes Creek Ward)
Phil Howard - Director, Innovation and Performance (DIP)

4. Confirmation of Minutes of the Ordinary Meeting of Council held on Tuesday 19 March.2019 and Special Meetings of Council held on Tuesday 26 March 2019 and Tuesday 2 April 2019

88/19 **CRS MASON/WILLIAMS** : *That the Minutes of the Ordinary Meeting of Council held on Tuesday 19 March.2019 and Special Meetings of Council held on Tuesday 26 March 2019 and Tuesday 2 April 2019 be confirmed*

CARRIED

5. Disclosure of Interests

Nil.

A handwritten signature in black ink, appearing to be "C. J. Williams", is located in the bottom right corner of the page.

6. Petitions

Nil.

7. Reports of Mayor and Councillors and Delegates

The Mayor and Councillors provided verbal reports on meetings / events attended over the past month.

8. Public Question Time

Public Question Time will be conducted as per Strathbogie Shire Council's Meeting Procedure Local Law No. 1, Clause 32. A copy of the required form for completion and lodgment, and associated Procedural Guidelines, are attached for information.

As the questions are a permanent public record and to meet the requirements of the Privacy Act, only the initials of the person asking the question will be used together with a Council reference number.

Question/s raised / responded to / Taken on Notice at the meeting:-

Council Ref: TM: 07 / 2019

1. Grant money funding to Reserve Committees in the Shire, who is responsible for the project works carried out.
16 October 2013, Invoice 51 \$4845 -
Date presented 4 June 2015. What is the funding for?

Question Taken on Notice

- . 2. Shire of Strathbogie 25th year not abiding by the agreement of amalgamation Goulburn, Euroa and Violet Town. Rates and charges exceptional high. Shire going backwards. I ask the Mayor to start the proceedings to dissolve the Shire as it does not meet commitments

Response provided at the meeting by the Mayor
The comments are noted.

Council Ref: SS: 08 / 2019

1. Further to the Gazette report approx., 3 weeks ago, ARTC indicated they were interested in working with a community liaison group - does this mean ARTC have accepted the recommendations passed by Council at the Special Meeting in March?
2. What are the next steps in Council's view?

Response provided at the meeting by the Mayor
Council will be discussing the response from ARTC to Council's letter next Tuesday 23 April 2019.

9. Reports of Council Officers
 - 9.1 Climate Change
 - 9.2 Infrastructure
 - 9.3 Private Enterprise
 - 9.4 Public Institutions
 - 9.5 Housing and Recreation
 - 9.6 Tourism
 - 9.7 Organisation
10. Notices of Motion
11. Urgent Business
12. Closure of Meeting to the Public to consider matters listed for consideration in accordance with Section 89(2)(d) of the Local Government Act 1989
13. Confirmation of 'Closed Portion' Decision/s

An audio recording of this meeting is being made for the purpose of verifying the accuracy of the minutes of the meeting, as per Local Law No. 1 - Meeting Procedure (2014) or as updated from time to time through Council Resolution

NEXT MEETING

The next Ordinary Meeting of the Strathbogie Shire Council is scheduled to be held on Tuesday 21 May 2019, at the Euroa Community Conference Centre, commencing at 6.00 p.m.





Council Ref. / 2019

Public Question Time Form Ordinary Council Meeting

Strathbogrie Shire Council has allocated a time for the public to ask questions in the business of an Ordinary Meeting of the Council.

How to ask a question:

Questions submitted to Council must be:

- (a) in writing, state the name, address and telephone number of the person submitting the question and generally be on this form, approved by Council; and
- (b) submitted to Council in person or electronically.

The Chair may refrain from reading a question or having a question read if the person who submitted the question is not present in the gallery at the time when the question is due to be read. Please refer to the back of this form for procedural guidelines.

Question/s: (please print clearly with a maximum of 25 words)

1.....
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2.....
.....
.....
.....
.....

Name:

Address:

Telephone Number:

Signature: (signature not required if submitted by email)

Date of Ordinary Council Meeting:

Privacy Declaration: Personal information is collected on this form to allow Council to undertake follow-up / response and to confirm identity for future reference where necessary. The questioner's name only, together with a question reference number, will be included in Council's Minutes. Council Minutes are a public document which will be published on Council's Website and are available for public scrutiny at any time. Other personal details included on this form will not be included in the Minutes and will be kept for Council reference only, unless disclosure is required for law enforcement purposes or under any other statutory requirement.

A handwritten signature or scribble in the bottom left corner of the page.

Public Question Time - Procedural Guidelines

Question Time

- (1) There must be a public question time at every Ordinary meeting to enable members of the public to submit questions to Council.
- (2) Sub-clause (1) does not apply during any period when a meeting is closed to members of the public in accordance with section 89(2) of the Local Government Act 1989 (the Act).
- (3) Public question time will not exceed in duration any time limit imposed by the Chairperson, in the Chairperson's discretion in order to ensure that Council has sufficient time in which to transact Council business.
- (4) Questions submitted to Council must be:
 - a) in writing, state the name and address of the person submitting the question and generally be in a form approved or permitted by Council; and
 - b) submitted to Council in person or electronically.
- (5) No person may submit more than 2 questions at any 1 meeting.
- (6) If a person has submitted 2 questions to a meeting, the second question:
 - a) may, at the discretion of the Chair, be deferred until all other persons who have asked a question have had their questions asked and answered; or
 - b) may not be asked if the time allotted for public question has expired.
- (7) The Chair, a Councillor or a member of Council staff nominated by the Chair may read to those present at the meeting a question which has been submitted in accordance with this clause.
- (8) Notwithstanding sub-clause (6), the Chair may refrain from reading a question or having a question read if the person who submitted the question is not present in the gallery at the time when the question is due to be read.
- (9) A question may be disallowed by the Chair if the Chair determines that it:
 - a) relates to a matter outside the duties, functions and powers of Council;
 - b) is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
 - c) deals with a subject matter already answered;
 - d) is aimed at embarrassing a Councillor or a member of Council staff;
 - e) relates to personnel matters;
 - f) relates to the personal hardship of any resident or ratepayer;
 - g) relates to industrial matters;
 - h) relates to contractual matters that are commercial in confidence;
 - i) relates to proposed developments;
 - j) relates to legal advice;
 - k) relates to matters affecting the security of Council property; or
 - l) relates to any other matter which Council considers would prejudice Council or any person.
- (10) Any question which has been disallowed by the Chair must be made available to any other Councillor upon request.
- (11) All questions and answers must be as brief as possible, and no discussion may be allowed other than by Councillors for the purposes of clarification.
- (12) Like questions may be grouped together and a single answer provided.
- (13) The Chair may nominate a Councillor or the Chief Executive Officer to respond to a question.
- (14) A Councillor or the Chief Executive Officer may require a question to be put on notice. If a question is put on notice, a written copy of the answer will be sent within 14 days to the person who asked the question.
- (15) A Councillor or the Chief Executive Officer may advise Council that it is his or her opinion that the reply to a question should be given in a meeting closed to members of the public. The Councillor or Chief Executive Officer (as the case may be) must state briefly the reason why the reply should be so given and, unless Council resolves to the contrary, the reply to such question must be so given.

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9. REPORTS

9.6 TOURISM

9.6.1 Nagambie Waterways Advisory Committee - Draft Minutes of the Meeting held on 25 February 2019

Author & Department

Visitor Economy & Events Coordinator / Corporate & Community Directorate

Disclosure of Conflicts of Interest in relation to advice provided in this report

The author of this report and officers/contractors providing advice in relation to this report do not have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

Summary

Attached are the draft meeting minutes of the Nagambie Waterways Advisory Committee held on 25 February 2019, for Council's endorsement.

RECOMMENDATION

That Council endorse the draft Minutes of the Nagambie Waterways Advisory Committee meeting held on 25 February 2019.

89/19 CRS MASON/BOWER : That the Recommendation be adopted.

CARRIED

Background

The Strathbogrie Shire Council has resolved to appoint a Special Committee to advise policy and direction for the Nagambie Waterway, to ensure that the activities on the Nagambie Waterways meet the objectives and the vision of Council.

In 2015 the Council approved a new Terms of Reference for the committee and a new committee was appointed, to provide strategic direction for the waterways to the Council.

Alternative options

The author and other officers providing advice in relation to this report have considered potential alternative courses of action. No feasible alternatives have been identified.

Risk Management

The author of this report considers that there are no significant Risk Management factors relating to the report and recommendation.

Strategic links - policy implications and relevance to Council Plan

The author of this report considers that the report is consistent with Council Policies and key strategic documents.

9.6.1 Nagambie Waterways Advisory Committee
- Draft Minutes of the Meeting held on 25 February 2019 (cont.)

Best Value / National Competition Policy (NCP) / Competition and Consumer Act 2010 (CCA) implications

The author of this report considers that the report is consistent with Best Value, National Competition Policy and competition and consumer Act requirements have been considered and applied in development of the report and recommendation.

Financial/Budgetary implications

The author of this report considers that the recommendation has no capital or recurrent budget considerations.

Economic implications

The author of this report considers that the recommendation has no significant economic implications for Council or the broader community.

Environmental/Amenity implications

The author of this report considers that the recommendation has no significant environmental or amenity implications for Council or the broader community.

Community implications

The author of this report considers that the recommendation has no significant environmental or amenity implications for Council or the broader community.

Victorian Charter of Human Rights and Responsibilities Act 2006

The author considers that the recommendation does not limit any human rights under the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal/Statutory implications

The author of this report considers that the recommendation has no legal or statutory implications which require the consideration of Council

Consultation

The author of this report consulted with all the user groups of the waterways, relevant agencies, and the community at the recent meeting – see attached copy of minutes.

Attachments

- Draft Minutes of the Nagambie Waterways Advisory Committee held on 25 February 2019



NAGAMBIE WATERWAYS ADVISORY COMMITTEE
ANNUAL GENERAL MEETING and GENERAL MEETING MINUTES
held at the Nagambie Lakes Regatta Centre
on Monday 25th February 2019 at 5.05 pm

AGM MINUTES

Cr. Amanda McClaren	Mayor Strathbogie Shire Council (Chair)
Cr. Debra Bower	Councillor Strathbogie Shire Council
Steve Crawcour	CEO Strathbogie Shire Council
David Roff	Group Manager SSC
Libby Webster	Strathbogie Shire Council (Secretary)
Scott Wikman	GMW
Wally Cubbin	Nagambie Angling Club
John Beresford	Commercial Developers
Robert Kean	Riparians
Pat McNamara	Nagambie Rowing Club
Ian Matheson	GVW
Craig Stewart	Commercial Boating Operator
Lee Rowlands	Commercial Boating Operator
Alister Purbrick	GoNagambie

Apologies:

Inspector Peter Koger	Victoria Police – Mitchell Division
Sgt Tony Watson	Nagambie Police

1. Conflicts of Interest - none declared
2. Chair's Report – see attached
3. Election of Committee

Received Nominations for the Committee, as per the Terms of Reference:

Chair	Cr Amanda McClaren Strathbogie Shire Council
Ward Councillor	Cr Debra Bower
Secretary	Libby Webster

Skills Based Representatives, Recreational & Commercial Stakeholders

Nagambie Riparian	Robert Kean/Tony Hammond
Nagambie Angling Club	Wally Cubbin
Nagambie Rowing Club	Patrick McNamara/Henry Moss
GoNagambie	Alister Purbrick/Sissy Hoskin
Commercial Developers	John Beresford – Nagambie Developments Andrew Peters – Hallmarc
Commercial Operators	Craig Stewart – Goulburn Explorer Lee Rowlands – Nagambie Boat Hire

Reference Group

Steve Crawcour	CEO SSC
David Roff	Group Manager Corporate & Community SSC
Scott Wikman	Manager of Dams Operations GMW
Ian Matheson	Operations Project Coordinator GVV
Inspector Peter Koger	Mitchell PSA VicPol
Sgt Tony Watson	Nagambie Police

Nominations to be forwarded to the Council for confirmation.

AGM closed 5.12pm

GENERAL MEETING MINUTES

Commenced: 5.13

1. Welcome/apologies (As above)
2. Conflicts of Interest None Declared
3. Review minutes of previous Meeting 10/12/18

Matters arising/ Action List

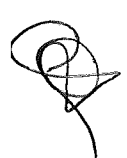
Steve Crawcour reported that the Loddings Lane boat ramp had been signed off with GBCMA today, which is the final agency approval required. The approval includes the requirement for the car park to be set back an extra 5m from the river, so bilge water will flow onto grass. A floating landing, to be installed beside the ramp, has been purchased from Murrindindi Shire (Lake Eildon) which shows good cooperation between the Shires. Work on the ramp to start asap. The Tender for the construction was approved last week by Council. The water in this part of the River is 8m deep and the ramp will be long enough to hold a boat and a trailer, with a lip at the end. There will be 12 designated car parks on the river side and overflow will park in the Regatta Centre ground opposite.

The Minutes of the 10th December 2018 meeting were tabled and unanimously accepted as a true and correct record of the meeting.

4. **Correspondence** – Libby tabled a letter received from John Whitford of Langwarrin re concern about the unlimited speed limit on the water in the Goulburn Weir area, where the water can be shallow and stump laden. Scott Wikman commented that there are a number of GMW water storages that have submerged stumps and GMW regard these as the responsibility of the operator of the vessel.

David Roff has written to Mr Whitford, in reply, noting that the letter would be tabled at the Waterways Advisory Committee for consideration.

This is another example of the issue of speed limits in the various areas of the waterways. It could be a 19/20 budget consideration for the Shire to allocate funds towards appointing a consultant to undertake the process of a review and community consultation, of the zoning and speed limits, on the Nagambie Lakes and Goulburn River waterways.



The Committee recommended that the Strathbogie Shire Council allocate a budget for this review in the 19/20 budget, and appoint an appropriate consultant to undertake the review and community consultation of the speed and water use zoning on Nagambie Lakes and the Goulburn River.

5. **Chinamans Bridge Update** – Steve Crawcour reported that representatives from DWELP, Heritage Victoria and VicRoads have developed an MOU with regard to the maintenance and safety issues of Chinamans Bridge. This is now being considered by these agencies for endorsement. The Acting Director of VicRoads will inspect bridges, prior to the MOU agreement endorsement. The Officer from DWELP has been very supportive. Steve Crawcour has also met with VicRoads regarding extending the Armco to block off access to the boat ramp under the bridge.

Extra buoys were added to the Chinamans Bridge transit lane to give it clearer delineation. This was at the request of Marine Safety Victoria, who made the request at very short notice. Brett Fothergill installed the buoys in quick time, which was appreciated.

Alister Purbrick commented that this was a positive first step. He suggested that a request be made to Heritage Victoria for short term/medium term/long term plans and solutions to fund the restoration or removal of the bridge.

6. **Duck Hunting Map** - Scott Wikman tabled the updated map with extended areas for no duck hunting, as per the committees suggestions. This has been shared with the Game Authority who will relay the message to the Duck hunters this season. Libby to work with Scott on maps for boat ramps etc.

7. **Boat Ramp Fees** – David Roff reported that the recently re-elected Victorian Government made an election promise to abolish boat ramp fees on all Victorian public boat ramps. The Government has indicated that they will offer compensation, but have not indicated if this will be recurrent or a one off. Government requested estimate of foregone revenue, this has been supplied and a response is yet to be received.

8. **Onwater events** – Libby tabled the spreadsheet of on water events in 2019. There are a number of events coming up.

Libby reported that the Japanese Rowing Team visit was a huge success. They usually trained in France (as their head coach is French) but they preferred to come to Australia as the time zone is similar to Japan and we drive on the same side of the road. The really enjoyed the natural rowing environment of Nagambie. Thanks to Sykes who provided the boats and the contacts. Nagambie Rowing Club provided ergos for training.

9. **General Business** –.

Craig Stewart commented that he had noticed Fisheries Officers in an unmarked boat, who collected a lot of fines for speeding in 5kn zone. Steve Crawcour commented that previously the Shire had funded an unmarked patrol boat, which was cost neutral, but as the Shire was no longer receiving the fines, this was no longer viable. The Shire has not changed the stance of a 'no tolerance' policy, but it was more difficult to police in a marked vessel.

Scott Wikman commented that GMW don't have compliance on water at Eildon or Lake Eppalock

Steve and Amanda are looking for every opportunity to lobby the relevant Ministers and agencies for funding opportunities.

Alistar Purbrick put forward a motion re funding of an Economic Development Masterplan. Steve Crawcour commented that the Shire has taken the Nagambie Development Tourism Infrastructure Business Case and broken it down in to individual plans, so there may be much of the required information in these plans. Is there a possibility that GMW could co-fund the completion of the report?

Amanda McClaren thanked John Beresford and Tim Goodacre for being part of a Shire delegation to Canberra to advocate for funding for Nagambie and the Shire.

Scott Wikman noted that GMW will lower the water level of the Lake and river system on the 15th May, similar to 2016, for 2 months so they can work on the Goulburn Weir wall. GMW's Comms Depart will be sending out information for media releases and they have written to all affected customers.

Wally noted that there are over 1,000 registered participants for GoFish with 400 - 500 boats expected on the river. Scott commented that his feedback was that the event had been booked out, which is incorrect. Ian Matheson asked that the organisers contact him re pumping of sewerage. It was suggested that Rod Lockwood be invited to 8th April meeting.

Patrick McNamara commented that he had attended the recent Canoe Polo Championship, which he thoroughly enjoyed.

Meeting closed 6.25pm

CONFIRMED MEETING SCHEDULE FOR 2019:

Monday 8 April

Monday 17 June

Monday 12 August

Monday 14 October

Monday 9 December

Signed as a true and correct record of the meeting.

Amanda McClaren
Chair

**9.6.2 Tourism Arts and Culture Advisory Group
- Draft Minutes of the Meeting held on Friday 15 February, 2019**

Author & Department

Manager Arts, Culture and Economy / Corporate and Community Department

Disclosure of Conflicts of Interest in relation to advice provided in this report

The author of this report and officers/contractors providing advice in relation to this report do not have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

Summary

Attached are the draft minutes of the Tourism, Arts and Culture Advisory Group for the meeting held on Friday 15 February, 2019.

RECOMMENDATION

That Council endorse the draft minutes of the Tourism, Arts and Culture Advisory Group meeting held on Friday 1 February, 2019.

90/19 CRS BOWER/WILLIAMS : That the Recommendation be adopted.

CARRIED

Background

The objectives of the Strathbogie Shire Council Tourism, Arts and Culture Advisory Group are:

- To provide a formal mechanism for Council to consult with key stakeholders, seek specialist advice and enable community participation in the development and implementation of a Tourism, Arts and Culture Strategy Plan.
- Act as advocates and champions for Tourism, Arts and Culture programs and projects with the Shire that are of community benefit.
- Provide a forum for discussion of tourism, arts and culture industry trends and best practice in the Local Government sector.

The role of the Committee is to carry out the following functions:

- To assist with the development and implementation of a Tourism, Arts and Culture Strategy Plan.
- Respond to issues referred by Council to the committee.
- Assist Council to work strategically to encourage, foster, value and promote tourism, arts and culture.
- Provide a consultative mechanism for Council on tourism, arts and culture activities within the Shire.
- Assist in identifying and responding to key issues relating to tourism, arts and culture in the Shire.
- Provide advice on the review and implementation of the future Tourism, Arts and Culture Strategy Plan.

The Tourism, Arts and Culture Advisory Group Charter was adopted by Council on 15 August, 2017.

9.6.2 Tourism Arts and Culture Advisory Group
- Draft Minutes of the Meeting held on Friday 15 February, 2019 (cont.)

Alternative Options

The author and other officers providing advice in relation to this report have considered potential alternative courses of action. No feasible alternatives have been identified.

Risk Management

The author of this report considers that there are no significant Risk Management factors relating to the report and recommendation.

Strategic Links – policy implications and relevance to Council Plan

The author of this report considers that the report is consistent with Council Policies, key strategic documents and the Council Plan.

Best Value / National Competition Policy (NCP) / Competition and Consumer Act 2010 (CCA) implications

The author of this report considers that the report is consistent with Best Value, National Competition Policy and Competition and Consumer Act requirements.

Financial / Budgetary Implications

The author of this report considers that the recommendation has no capital or recurrent budget considerations.

Economic Implications

The author of this report considers that the recommendation has no significant economic implications for Council or the broader community.

Environmental / Amenity Implications

The author of this report considers that the recommendation has no significant environmental or amenity implications for Council or the broader community.

Community Implications

The author of this report considers that the recommendation has no significant community or social implications for Council or the broader community.

Victorian Charter of Human Rights and Responsibilities Act 2006

The author of this report considers that the recommendation does not limit any human rights under the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal / Statutory Implications

The author of this report considers that the recommendation has no legal or statutory implications which require the consideration of Council.

Consultation

The author of this report considers that the matter under consideration did not warrant a community consultation process.

Attachments

- Draft minutes of the Tourism, Arts and Culture Advisory Committee of Friday 15 February, 2019



**TOURISM, ARTS AND CULTURE
ADVISORY GROUP
MEETING MINUTES**



Friday 15th February 2019
Nagambie, Muse Restaurant - Mitchelton
2:00pm – 3:00pm

Anticipated Attendees

Cr Debra Bower	<i>Councillor (CHAIR)</i>	Sissy Hoskins	<i>Go Nagambie</i>
Claire Taylor	<i>Strathbogie Shire</i>	Janelle Toomey	<i>Community Representative</i>
Debra Ellis	<i>Strathbogie Shire</i>	Rosa Purbrick	<i>Community Representative</i>
Kristen MacKenzie	<i>Community Representative</i>		

Apologies

Tess Noonan Egan	<i>Community Representative</i>	Leanne Hulm	<i>Goulburn River Valley Tourism</i>
Cr Amanda McClaren	<i>Councillor</i>	Dan Capobianco	<i>Community Representative</i>
Kathi Clark-Orsanic	<i>Community Representative</i>		

ITEM	ACTION ITEMS
1. WELCOME MEMBERS AND ACKNOWLEDGMENT OF COUNTRY	CHAIR
2. APOLOGIES	
3. MATTERS ARISING FROM PREVIOUS MINUTES Acceptance of minutes from last meeting 4/12/18 Moved: Janelle Toomey Seconded: Rosa Purbrick Update on Urban Planning projects: 3.1.1 Southern Aurora Memorial Two years in the planning for this event - engaged assistance with the Shire early in the events development and to seek funding. Commemoration events took place over a 4 day period. Vigil event was the same day as the black Saturday anniversary. Ghost train very impactful Sunday launch - 300-400 attendees Theme helping hands, attendees could write messages on the hands. Well organised event to commemorate this historic event, culture of the township and its people working together Raised issue of post traumatic stress volunteers are subjected to (50yrs since a young 20yr old volunteer returned to the site) 3.1.2 Nagambie Water Tower Budget allocation of \$20,000 in current 2018/2019 budget for this. Deb Bower has spoken to Jaclyn Symes who advised that there would be a small amount of funding to access. Gerry Ryan has queried what is happening with the tower - keen to see something happen with this. Rosa conveyed that she thought businesses in Nagambie would like to see something happen with this and may support. Needs to have a working group driving the project to determine the theme/design - who	CARRIED

<p>should be involved??</p> <p>Deb B is passionate about the project, and discussion with the group occurred regarding what, if any, engagement should occur with community regarding this project. With the terms of the charter stating that the TACAG group will 'Act as advocates and champions for Tourism, Arts and Culture programs and projects with the Shire that are of community benefit', the question was posed as to who in the group would be willing to be a champion for this project.</p> <p>Janelle Toomey indicated that she would be willing to investigate potential artists and artwork.</p> <p>Action: <i>Janelle will assist to start moving this project again and will contact Minna Leunig and Gus Leunig. Also to approach Rosa Purbrick regarding potential design. Other artists are welcome to contribute. Suggested theme around nature and water. Will bring back this information to the next meeting.</i></p>	<p>Janelle T</p>
<p>4. STRATEGY/PLAN DEVELOPMENT</p> <p>4.1 Update on Framework Attendance by members of Council, officers and CEO of Goulburn Valley Regional Libraries and at a workshop on 22/01/19 by John Smithies from Cultural Development Network (CDN) which provided an overview of a recognised framework for moving forward with the development of the Arts & Culture Strategy.</p> <p>Provided a summary of the PowerPoint presentation given at the workshop for members. Discussion regarding outcomes and activities and understanding this - great conversation</p> <p><i>Action: Claire/Deb will refine existing document to be sent to CDN for review and comment, then this will be presented to the group.</i></p>	<p>Claire / Deb E</p>
<p>5. ARTS & CULTURE</p> <p>5.1 Gannawarra Shire – Case Study 5.2 Showcase Victoria 2019 – 14 to 16 May, 2019 5.3 Creative Victoria – Small Regional Presenters Funding Ganawarra Shire has a similar demographic to Strathbogie Shire, no central township, similar landscape and population, lots of halls. Brought to the group for consideration as a possible project. Funding available, but we would not be able apply this year.</p> <p>Potential to work with the model from Ganawarra Shire and work with Showcase on potential acts to perform as a future possible community project.</p> <p>As a result of networking with these groups, Claire has been asked to be on the panel for the assessments of the 2019 applications for funding. Showcase is a two day event to see all the potential performances that are available to tour.</p> <p><i>Action: TACAG members to act as conduits to potential champions. Claire will contact Adam Palmer at Northern Republic, Fin Murphy at Sevens, Jill Hayes at Butter Factory. Claire to find out about funding and how many people who would be able to attend</i></p>	<p>ALL Claire</p>

6. COMMITTEE MEMBERS	
<p>6.1 Calendar and venue dates for 2019 Discussion regarding meeting times and days. Fridays work well with some members. Make the meetings as a lunch meeting on Fridays at 12 - 2pm Discussion regarding the venue; Tabilk, Fowles, White Hart Hotel, Northern Republic, Community Cafe VT</p> <p><i>Action: Decision for Longwood on Friday 22nd March 12:00 – 1:00pm (lunch) 1:00pm – 2:00pm (meeting) Claire to send out meeting invite for this</i></p>	
7. OTHER BUSINESS	
<p>Rosa – advised she may not be in attendance at the next meeting</p> <p>Deb E – Buckley Park mural maintenance; still following up with Vin Edwards regarding sectioning off the area and height safety requirements</p>	
8. MEETING CLOSED @ 3:05pm	
9. NEXT MEETING: Friday, 22/03/19 – White Heart Hotel, Longwood – 2:00pm to 3:00pm	

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9.7 ORGANISATION

9.7.1 Strathbogie Shire Roads Advisory Committee – Appointment of Councillor Representative and Amendment to the Roads Advisory Committee Charter and Duty Statement

Author & Department

Group Manager Community Assets / Community Assets Directorate

Disclosure of Conflicts of Interest in relation to advice provided in this report

The author of this report and officers/contractors providing advice in relation to this report do not have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

Summary

In accordance with the Council Plan 2017-2021, Strathbogie Shire Council resolved to appoint a Roads Advisory Committee. The role of the Committee is to advise Council on the following:

- Development and review of policy and strategy relating to the road network;
- Policy relating to the management of roadsides; and
- Potential advocacy priorities regarding road safety issues and initiatives of community benefit.

Due to the recent resignation of Councillor Alistair Thomson as a Councillor representative from the Roads Advisory Committee, there is a requirement to appoint a Councillor as a replacement on the Committee.

As a result of Council concern, this report also recommends amending the Roads Advisory Committee Charter and Roads Advisory Committee Duty Statement to include reference to footpaths as an objective of the Committee.

RECOMMENDATION

That in accordance with the Roads Advisory Committee Charter, Council -

1. **Appoint Cr as a Councillor representative on the Roads Advisory Committee.**
2. **Amends the second dot point of the Objectives of the Committee as stated in the Roads Advisory Committee Charter and the Roads Advisory Committee Duty Statement to include reference to footpaths as follows: *To advise Council on policy relating to the management of roadsides including footpaths.***

9.7.1 Strathbogie Shire Roads Advisory Committee
– Appointment of Councillor Representative and Amendment to the Roads
Advisory Committee Charter and Duty Statement (cont.)

RECOMMENDATION (cont.)

CRS MASON/WILLIAMS -

Amendment:

That in accordance with the Roads Advisory Committee Charter, Council -

- 1. Appoint Cr Malcolm Little as a Councillor representative on the Roads Advisory Committee.**
- 2. Amends the second dot point of the Objectives of the Committee as stated in the Roads Advisory Committee Charter and the Roads Advisory Committee Duty Statement to include reference to footpaths as follows: *To advise Council on policy relating to the management of roadsides including footpaths.***

91/19

ON BEING PUT, THE AMENDMENT BECAME THE MOTION

92/19

ON BEING PUT, THE MOTION WAS CARRIED

Background

One of the key strategies for 2017/2018 in the *Council Plan 2017 – 2021*, under Our Goals 3, is “To provide quality infrastructure” for Council to “Develop terms of reference for a Roads Advisory Committee”.

In accordance with the Council Plan action, at the 15 May 2018 ordinary Council meeting, Council adopted the draft *Roads Advisory Committee Charter, May 2018* (and draft Duty Statement) as the Terms of Reference for the Roads Advisory Committee. Committee membership, nomination process and other governance arrangements for the functioning of the Committee are included in the Charter. The Duty Statement outlines the selection criteria required of potential community members.

The Charter also states that committee membership will include two (2) Councillors and representation from VicRoads. Following a public process, Council appointed two Councillor Representatives, three community representatives and appointed two members from VicRoads to the Committee.

Due to the recent resignation of Cr Thomson as a Councillor representative from the Roads Advisory Committee, there is a requirement to appoint a Councillor as a replacement on the Committee. This will ensure compliance with the *Roads Advisory Committee Charter, May 2018*.

9.7.1 Strathbogie Shire Roads Advisory Committee
– Appointment of Councillor Representative and Amendment to the Roads
Advisory Committee Charter and Duty Statement (cont.)

As a result of Council concern, this report also recommends amending the second dot point of the *Objectives Of the Committee* as stated in the *Roads Advisory Committee Charter* and in the *Roads Advisory Committee Duty Statement* to include reference to footpaths as follows:

“To advise Council on policy relating to the management of roadsides including footpaths”

Alternative Options

The author and other officers providing advice in relation to this report have considered potential alternative courses of action.

Risk Management

The author of this report considers that that there are no significant risk management factors relating to this report and recommendation.

Strategic Links – policy implications and relevance to Council Plan

The author of this report considers that the report is consistent with Council Policies, key strategic documents and the Council Plan.

Best Value / National Competition Policy (NCP) / Competition and Consumer Act 2010 (CCA) implications

The author of this report considers that the report is consistent with Best Value, National Competition Policy and Competition and Consumer Act requirements.

Financial / Budgetary Implications

There are minimal financial implications in the operations of this Committee which will be limited to meeting and administrative costs.

Economic Implications

The author of this report considers that the recommendation has no significant economic implications for Council or the broader community.

Environmental / Amenity Implications

The author of this report considers that the recommendation has no significant environmental or amenity implications for Council or the broader community.

Community Implications

The Committee Charter includes sections that define Committee Membership, the skills and experience required of community members, the Term of Appointment of members, Nomination of Membership and the Code of Conduct to be adhered to by members.

Victorian Charter of Human Rights and Responsibilities Act 2006

The author of this report considers that the recommendation does not limit any human rights under the Victorian Charter of Human Rights and Responsibilities Act 2006.

9.7.1 Strathbogie Shire Roads Advisory Committee
– Appointment of Councillor Representative and Amendment to the Roads
Advisory Committee Charter and Duty Statement (cont.)

Legal / Statutory Implications

The author of this report considers that the recommendation has no legal or statutory implications which require the consideration of Council.

Consultation

The adoption of the Strathbogie Shire Roads Advisory Committee Charter, May 2018 (and Duty Statement) and the appointment of Community Representatives to the committee has been subject to public consultation and previous Council reports.

Attachments

- Draft Amended Shire of Strathbogie Roads Advisory Committee Charter, April 2019
- Draft Shire of Strathbogie Roads Advisory Committee Duty Statement, April 2019





Strathbogie
shire

Strathbogie Shire Roads Advisory Committee Charter

| **Reviewed and Endorsed by Council: 16 April ~~5 May 2019~~**

| Strathbogie Shire Roads Advisory Committee Charter
| Endorsed by Council – 16 April ~~5 May 2019~~

A handwritten signature or mark in the bottom right corner of the page, consisting of a circular scribble with a line extending from it.

STRATHBOGIE SHIRE COUNCIL

CHARTER OF THE ROADS ADVISORY COMMITTEE

1. CONSTITUTION

- 1.1 The Strathbogie Shire Council ("Council") has resolved to appoint a Roads Advisory Committee ("Committee").
- 1.2 The Council will review the Roads Advisory Committee within 12 months after the election of Councillors; which is every four (4) years.

2. OBJECTIVES OF THE COMMITTEE

The objectives of the Committee are:

- To advise Council on the development and review of policy and strategy relating to the road network;
- ~~To advise Council on policy relating to the management of roadsides including footpaths~~ ~~To advise Council on policy relating to the management of roadsides;~~ and
- To advise Council on potential advocacy priorities regarding road safety issues and initiatives of community benefit.

3. TERMS OF REFERENCE

The role of the Committee is to carry out the following functions:

- To participate in the development of Council's Road Asset Management Plan and Road Management Plan.
- To participate in the development of levels of service for road infrastructure.
- Respond to issues referred by Council to the Committee associated with issues pertaining to traffic, freight and safety.

4. COMMITTEE MEMBERSHIP

- 4.1 The Council has resolved that the Committee shall consist of the following representatives:
 - Councillors x Two
 - Council Officers x Two (Manager Assets and Manager Infrastructure)
 - Community representatives (Three by expression of interest)
 - VicRoads Representative.
- 4.2 The Council or Committee may second people with technical expertise as required for a temporary period.

- 4.3 A "Duty Statement" that outlines the criteria including skills and experience required of community members to be considered for appointment to this Committee is attached to this Charter.

5. **TERM OF APPOINTMENT**

- 5.1 Public members hold their appointment in their own right whilst members nominated by a particular group will represent that group.
- 5.2 Public members of the Committee appointed for a period of two (2) years shall be eligible for re-appointment to the Committee for a further term of two (2) years each.
- 5.3 A member of the Committee may resign his/her position at any time.
- 5.4 The Committee is empowered to declare a Committee member's position vacant if he/she fails to attend three (3) consecutive meetings without leave by resolution duly passed.
- 5.5 The Council shall appoint another person to fill any vacancy caused by the resignation of any member of the Committee.
- 5.6 Any person appointed to fill a vacancy on the Committee shall hold office for the unexpired portion of the previous member's term of office.

6. **NOMINATION OF MEMBERSHIP**

- 6.1 The Council shall invite nominees by expression of interest not less than one (1) month prior to the date of the termination of the term of office of the representatives.
- 6.2 Council has the right to veto any nomination if the nominee is deemed to be unsuitable for the purpose of the Committee.

7. **CHAIRPERSON**

- 7.1 The Council will appoint a Councillor as Chairperson of the Committee to preside at all meetings at which he/she is present.
- 7.2 In the absence of the Chairperson, the Committee may elect one of the members to preside as Chairperson at the meeting.
- 7.3 The role of the Chairperson shall be:
(a) To chair all meetings of the Committee.
(b) To act as the liaison person between the Committee and Council.

8. **SECRETARY**

The Committee is to be serviced with the administrative and technical support provided by Council.



8.1 The Chief Executive Officer shall appoint a Council Officer to act as Secretary to the Committee.

8.2 The Secretary shall prepare the agenda and minutes for each meeting of the Committee and shall distribute, or arrange to be distributed, copies of the agenda and minutes to members of the Committee and Council.

9. **REPORTING**

9.1 The Committee shall submit its minutes to Council for inclusion in the next available Council Meeting Agenda.

10. **DELEGATIONS**

10.1 This Committee has no delegated powers to act on behalf of Council or commit Council to any expenditure until resolved explicitly by Council.

11. **FINANCES**

11.1 This Committee has no delegated authority to expend monies.

12. **INSURANCES**

12.1 The Council shall arrange and maintain a portfolio of insurances to cover all possible risks, including a Personal Accident Policy of committee members, a Voluntary Worker's Policy and an Indemnity Policy for committee members.

13. **MEETINGS OF THE COMMITTEE**

13.1 All meetings of the Committee shall be conducted in accordance with Council's Local Law No. 1.

13.2 The Committee shall meet at least quarterly at a date and time to be determined at the first meeting. Additional meetings may be convened at the discretion of Council.

14. **QUORUM**

14.1 A quorum is formed when a simple majority of members of the Committee is present at a meeting.

15. **REVIEW**

15.1 The Council shall carry out regular reviews of the Committee's Charter.

15.2 The Council may carry out a special review of the Committee's Charter at the request of the Committee.

15.3 The Council shall consult with the Committee prior to the making of amendments or alterations to the Committee's Charter.

16. **PECUNIARY INTERESTS**

16.1 Members of this Committee are not obliged to submit returns of pecuniary interest as there is no delegated power to the Committee.

17. **CODE OF CONDUCT**

17.1 Councillors on this Committee are to abide by the *Councillor Code of Conduct, 21 February 2017*

17.2 Council Officers on this Committee are to abide by the *Staff Code of Conduct CEO Directive*

17.3 Community Representatives are to abide by the *Staff Code of Conduct CEO Directive and Voluntary Workers Policy, ~~DATE~~*

This Strathbogie Shire Council Roads Advisory Committee Charter is made on behalf of Strathbogie Shire Council by its Chief Executive Officer under the authority of the Instrument of Delegation.

SIGNED by Steve Crawcour
Chief Executive Officer of the Strathbogie Shire Council

.....

Dated:





Strathbogie
shire

**Strathbogie Shire
Roads Advisory Committee**

Duty Statement

| Reviewed and Endorsed by Council: 16~~5~~ April ~~May~~ 2019~~8~~

Strathbogie Shire
Roads Advisory Committee Duty Statement
| Endorsed by Council – 16 April ~~May~~ 2019~~8~~

In accordance with the Strathbogie Shire Roads Advisory Committee Charter, the Objectives of the Committee are:

- To advise Council on the development and review of policy and strategy relating to the road network;
- To advise Council on policy relating to the management of roadsides including footpaths~~To advise Council on policy relating to the management of roadsides;~~ and
- To advise Council on potential advocacy priorities regarding road safety issues and initiatives of community benefit.

The role of the Committee is to carry out the following functions:

- To participate in the development of Council's Road Asset Management Plan and Road Management Plan.
- To participate in the development of levels of service for road infrastructure.
- Respond to issues referred by Council to the Committee associated with issues pertaining to traffic, freight and safety.

The Council has resolved that in addition to two Councillors, Council Officers and a representative from VicRoads, the Committee shall include three Community members.

The following is a list of the criteria that Community representatives are required to meet to be considered for appointment to the Committee:

- Appropriate tertiary qualifications in a Civil engineering or a related discipline; and/or
- Demonstrated experience in either road safety, road traffic or strategic road management; and/or
- Practical experience; and/or
- An understanding of major State and Federal road management programs associated with freight, safety or funding opportunities.

The Strathbogie Shire Roads Advisory Committee Charter is to be read in conjunction with this Duty Statement as it provides detail of additional Terms of Reference for the Committee.

A copy of the *Strathbogie Shire Staff Code of Conduct CEO Directive, 21 June 2017* is attached to this document for reference.

This Strathbogie Shire Council Roads Advisory Committee Duty Statement is made on behalf of Strathbogie Shire Council by its Chief Executive Officer under the authority of the Instrument of Delegation.

SIGNED by Steve Crawcour
Chief Executive Officer of the Strathbogie Shire Council

.....
Dated:

Strathbogie Shire
Roads Advisory Committee Duty Statement
Endorsed by Council – 16 April ~~May~~ 2019

9.7.2 Access and Disability Advisory Committee
– Minutes of the Meeting held on Friday 1 February 2019

Author & Department

Community Development Officer / Corporate and Community Directorate

Disclosure of Conflicts of Interest in relation to advice provided in this report

The author of this report and officers/contractors providing advice in relation to this report do not have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

Summary

Attached are the minutes of the Access and Disability Advisory Committee meeting held on Friday 1 February 2019.

RECOMMENDATION

That Council receive the Minutes of the Access and Disability Advisory Committee meeting held on Friday 1 February 2019.

93/19 CRS WILLIAMS/THOMSON : That the Recommendation be adopted.

CARRIED

Background

The aim of the Strathbogie Shire Council Access and Disability Advisory Committee is to:

- liaise with community members who live with a disability;
- provide advice and recommendations regarding access and equity to Strathbogie Shire Council; and
- support and raise community awareness of the rights of persons with a disability.

The Access and Disability Advisory Committee Terms of Reference were adopted by Council on 21 August 2018.

Alternative Options

The author and other officers providing advice in relation to this report have considered potential alternative courses of action. No feasible alternatives have been identified.

Risk Management

The author of this report considers that there are no significant Risk Management factors relating to the report and recommendation.

Strategic Links – policy implications and relevance to Council Plan

The author of this report considers that the report is consistent with Council Policies, key strategic documents and the Council Plan.

9.7.2 Access and Disability Advisory Committee
– Minutes of the Meeting held on Friday 1 February 2019 (cont.)

Best Value / National Competition Policy (NCP) / Competition and Consumer Act 2010 (CCA) implications

The author of this report considers that the report is consistent with Best Value, National Competition Policy and Competition and Consumer Act requirements.

Financial / Budgetary Implications

The author of this report considers that the recommendation has no capital or recurrent budget considerations.

Economic Implications

The author of this report considers that the recommendation has no significant economic implications for Council or the broader community.

Environmental / Amenity Implications

The author of this report considers that the recommendation has no significant environmental or amenity implications for Council or the broader community.

Community Implications

The Access and Disability Advisory Committee Meetings provide an opportunity for advice and recommendations regarding access and equity to be presented to Strathbogie Shire Council.

Victorian Charter of Human Rights and Responsibilities Act 2006

The author of this report considers that the recommendation does not limit any human rights under the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal / Statutory Implications

The author of this report considers that the recommendation has no legal or statutory implications which require the consideration of Council.

Consultation

- Members of the ADAC will listen to issues raised by community members and report back to the ADAC
- Community concerns will be a standing agenda item at each ADAC meeting and members given the opportunity to discuss any issues that have been raised with them
- Any issues that then need to be taken to the Executive Management Team or Council will follow the “Communicating with Council” guidelines specified in the Terms of Reference.
- ADAC members will advise community members that the ADAC member cannot act individually or provide an immediate response without consulting the group as any decisions rests with Council

Attachments

- Minutes of the Access and Disability Advisory Committee meeting held on Friday 1 February 2019.

ACCESS AND DISABILITY ADVISORY COMMITTEE



MEETING MINUTES

1 February 2019
Mitchelton Winery
10am-12noon

Attendees

James Carter	<i>Community Representative (Chair)</i>	Uwe Paffrath	<i>Strathbogie Shire</i>
Grace Kenworthy	<i>Community Representative</i>	Georgina Bett	<i>Strathbogie Shire</i>
Amanda Watkins	<i>Community Representative</i>	Daniel Maloney	<i>Strathbogie Shire</i>
Vicki Bell	<i>Community Representative</i>	Lauren Dainton	<i>Access & Support Officer</i>
Erica Bostock	<i>Community Representative</i>		

Apologies

Cr Graeme Williams	<i>Councillor</i>	Cameron Fraser	<i>Strathbogie Shire</i>
Cr Malcolm Little	<i>Councillor</i>	Ashley Lythgo	<i>Intereach</i>
Cr Deb Bower	<i>Councillor</i>	Tracey Reid	<i>Strathbogie Shire</i>

1. WELCOME MEMBERS

Georgina welcomed members of the committee and thanked everyone for their attendance.

James Carter agreed to chair this meeting.

It was agreed that the March meeting would be held at the Shire offices. The committee members noted it was important that each venue needed to be easily accessible and provide a quiet and private space.

2. APOLOGIES

Received from Cr Williams, Cr Little, Cr Bower, Cameron Fraser, Tracey Reid and Ashley Lythgo.

3. CONFIRMATION OF PREVIOUS MINUTES

Daniel Maloney moved that the minutes of the previous meeting held on 30 November 2018 be confirmed.

Amanda Watkins seconded the motion.

4. ACTIONS FROM PREVIOUS MEETING

Actions	Person Responsible	Status
2019 meeting dates and venues to be finalised	Georgina	Dates finalised. Venue for March meeting decided. Georgina to propose remaining venues at next meeting.



Send February meeting invitation and book venue	Georgina	Completed
Organise time for Lauren to visit Euroa to meeting everyone in Community Wellbeing and Customer Service Teams	Georgina	Completed
Arrange a briefing with Councillors for Lauren to give overview of her work (in the new year)	Georgina	To be arranged
Provide brochures/cards to Georgina for distribution to ADAC and Community Groups	Lauren	Completed
Look at potential disabled parking to be included in plans for new Nagambie Visitor Centre	Daniel	Discussed – see below
Planning requested to provide update of the overpass upgrade in Anderson Street at the next meeting.	Cameron	Discussed – see below

5. ASSETS UPDATE

a) Euroa Visitor Centre

Plans nearly finalized and will be circulated to ADAC committee after meeting. Ramp will be provided to enable wheelchair access.

b) Euroa RSL

Verandah extension still in concept planning phase.

c) Nagambie Toilet Block

Toilet Block plans in design phase.

d) Street Lighting

For all future public lighting, LED lights will be installed. Further consultation on level of lighting temperature (white light or warm light) and how this affects mobility on streets and in parks. Current thinking is that warmer light is effective for predominate pedestrian activities while white light is more effective for predominate vehicle activities.

Discussion of ownership of light poles and therefore which entity (Power Distribution Company or Local Council) will be responsible to install and maintain. Discussion on need to ensure poles available at time of installation will allow for the use of future technologies.

6. PLANNING UPDATE

- a) Euroa's Strategic Plan should be ready in early March. Community Consultation will take place in late March once draft plan has been reviewed by Council officers.
- b) Violet Town & District Strategic Development Plan is under review.
- c) Anderson Street Overpass upgrade
 - Council is working with ARTC in regards to the engineering drawings submitted for the proposed overpass upgrade.
 - James noted it was important that emergency vehicles have access to Train Platform.
 - Council will provide further update when appropriate.

7. RURAL ACCESS OFFICER UPDATE

This position is unlikely to be filled. Committee was disappointed about this news. James Carter moved the motion and recommended that the ADAC write to Steph and find the reason if she knew of the State Government reason for removing of financial support of this vital program.

8. CORRESPONDENCE AND COMMUNITY CONCERNS

No correspondence tabled.

9. GENERAL BUSINESS

Discussion about the number of businesses that do not display a disability access sign at entrance of premises.

- It was decided that further discussion on how best to address this at next meeting. It was suggested that perhaps consultation with the business committee to develop consistent approach/standard. Dan said he would bring this to Stephen Cooper's attention.
- The position of chair was discussed and agreed that it would rotate amongst the committee members for the 2019 ADAC meetings. The schedule of meetings attached to these minutes records the nominated Chair for each meeting. It may be subject to change based on availability of committee member and Councilor.
- Georgina noted that the Guide Dog flyer and Vic Health Indicators Survey 2015 Supplementary Report was tabled for committee's information.

Next Meeting: Euroa - Conference Room, Friday, 15 March 2019, 10am-12noon

Actions	Person Responsible
Euroa Visitor Centre plans to be circulated to ADAC	Uwe Paffrath/Georgina Bett
Plans for Nagambie Toilet Block and Euroa RSL Verandah extension to be circulated to ADAC once preliminary design plans have been produced	Uwe Paffrath/Daniel Maloney/Georgina Bett
Violet Town Development Strategy is under review.	Daniel Maloney
Community Consultation on draft Euroa Town Development plan (late March)	Daniel Maloney
Disability Access signs at front of businesses	Daniel Maloney to discuss with Stephen Cooper
Further discussion about adopting a standard approach to signage	Committee

Access and Disability Advisory Committee (ADAC)

Meeting Schedule 2019

DATE	TIME	LOCATION	CHAIR	GUEST
Friday, 1 Feb	11am-1pm	Nagambie Mitchelton Winery	James Carter	
Friday, 15 March	10am-12pm	Euroa Shire Offices	Erica Bostock	
Friday, 3 May	10am-12pm	Strathbogie Venue TBC	Councillor	
Friday, 14 June	10am-12pm	Violet Town Venue TBC	Lauren Dainton	
Friday, 26 July	10am-12pm	Avenel Venue TBC	Grace Kenworthy	
Friday, 6 September	10am-12pm	Euroa Venue TBC	Amanda Watkins	
Friday, 18 October	10am-12pm	Ruffy Venue TBC	James Carter	
Friday, 29 November	10am-12pm	Longwood Venue TBC	Vicki Bell	
Tuesday 3 December		International Day of People with Disability		

**9.7.3 Access and Disability Advisory Committee
– Draft Minutes of the Meeting held on Friday 15 March 2019**

Author & Department

Community Development Officer / Corporate and Community Directorate

Disclosure of Conflicts of Interest in relation to advice provided in this report

The author of this report and officers/contractors providing advice in relation to this report do not have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

Summary

Attached are the draft minutes of the Access and Disability Advisory Committee meeting held on Friday 15 March 2019.

RECOMMENDATION

- 1. That Council receive the draft Minutes of the Access and Disability Advisory Committee meeting held on Friday 15 March 2019.**
- 2. That Council note the Recommendations from the Access and Disability Advisory Committee meeting held on Friday 15 March 2019.**

94/19 **CRS MASON/THOMSON** : *That the Recommendation be adopted.*

CARRIED

Background

The aim of the Strathbogie Shire Council Access and Disability Advisory Committee is to:

- liaise with community members who live with a disability;
- provide advice and recommendations regarding access and equity to Strathbogie Shire Council; and
- support and raise community awareness of the rights of persons with a disability.

The Access and Disability Advisory Committee Terms of Reference were adopted by Council on 21 August 2018.

Alternative Options

The author and other officers providing advice in relation to this report have considered potential alternative courses of action. No feasible alternatives have been identified.

Risk Management

The author of this report considers that there are no significant Risk Management factors relating to the report and recommendation.

Strategic Links – policy implications and relevance to Council Plan

The author of this report considers that the report is consistent with Council Policies, key strategic documents and the Council Plan.

9.7.3 Access and Disability Advisory Committee
– Draft Minutes of the Meeting held on Friday 15 March 2019 (cont.)

Best Value / National Competition Policy (NCP) / Competition and Consumer Act 2010 (CCA) implications

The author of this report considers that the report is consistent with Best Value, National Competition Policy and Competition and Consumer Act requirements.

Financial / Budgetary Implications

The author of this report considers that the recommendation has no capital or recurrent budget considerations.

Economic Implications

The author of this report considers that the recommendation has no significant economic implications for Council or the broader community.

Environmental / Amenity Implications

The author of this report considers that the recommendation has no significant environmental or amenity implications for Council or the broader community.

Community Implications

The Access and Disability Advisory Committee Meetings provide an opportunity for advice and recommendations regarding access and equity to be presented to Strathbogie Shire Council.

Victorian Charter of Human Rights and Responsibilities Act 2006

The author of this report considers that the recommendation does not limit any human rights under the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal / Statutory Implications

The author of this report considers that the recommendation has no legal or statutory implications which require the consideration of Council.

Consultation

- Members of the ADAC will listen to issues raised by community members and report back to the ADAC
- Community concerns will be a standing agenda item at each ADAC meeting and members given the opportunity to discuss any issues that have been raised with them
- Any issues that then need to be taken to the Executive Management Team or Council will follow the “Communicating with Council” guidelines specified in the Terms of Reference.
- ADAC members will advise community members that the ADAC member cannot act individually or provide an immediate response without consulting the group as any decisions rests with Council

Attachments

- Draft minutes of the Access and Disability Advisory Committee meeting held on Friday 15 March 2019.

ACCESS AND DISABILITY ADVISORY COMMITTEE



MEETING MINUTES

15 March 2019
Euroa Shire Offices
10am-12noon

Attendees

Erica Bostock	<i>Community Representative (Chair)</i>	Uwe Paffrath	<i>Strathbogrie Shire Council</i>
Grace Kenworthy	<i>Community Representative</i>	Georgina Bett	<i>Strathbogrie Shire Council</i>
Amanda Watkins	<i>Community Representative</i>	Daniel Maloney	<i>Strathbogrie Shire Council</i>
James Carter	<i>Community Representative</i>	Cameron Fraser	<i>Strathbogrie Shire Council</i>
Erica Bostock	<i>Community Representative</i>	Lauren Dainton	<i>Access & Support Officer</i>

Apologies

Cr Graeme Williams	<i>Councillor</i>	Vicki Bell	<i>Community Representative</i>
Cr Deb Bower	<i>Councillor</i>	Ashley Lythgo	<i>Intereach</i>
Daniel Maloney	<i>Strathbogrie Shire Council</i>		

1. WELCOME MEMBERS

Erica welcomed members of the committee and thanked everyone for their attendance.

2. APOLOGIES

Received from Vicki Bell, Cr Williams, Cr Bower, Daniel Maloney and Ashley Lythgo.

3. CONFIRMATION OF PREVIOUS MINUTES

James Carter moved that the minutes of the previous meeting held on 1 February 2019 be confirmed.

Grace Kenworthy seconded the motion.

4. ACTIONS FROM PREVIOUS MEETING

Actions	Person Responsible	Status
Euroa Visitor Centre plans to be circulated to ADAC	Uwe Paffrath	Preliminary design plans have been circulated by Uwe for initial feedback. Once issues that may affect the entrance to the VIC have been resolved, the amended plans will be circulated to ADAC to obtain further feedback.

A handwritten signature in the bottom left corner of the page.

Plans for Nagambie Toilet Block and Euroa RSL Verandah extension to be circulated to ADAC once preliminary design plans have been produced	Uwe Paffrath	Updated plans will be circulated when available.
Violet Town Development Strategy is under review.	Daniel Maloney	To be carried over
Consultation with community regarding Euroa Strategic Plan to take place late March	Daniel Maloney	To be carried over
Disability Access signs displayed on front door/wall of businesses. Further discussion about adopting standard approach to display of signs	Georgina Committee	Georgina to follow up with Council the procedure to be followed and design of access

5. ASSETS UPDATE

e) Euroa Visitor Centre

James commented that handrail should be looped rather than straight out. The issue is one of safety i.e. sharp/straight rail.

Site Plan: James noted that there was no accessible staff parking bays marked on plan. He suggested there should be one. Uwe said this was due to the issue of the floor level. Discussion around floor level and accessible parking ongoing.

ACTION: Preliminary design plans have been circulated by Uwe for initial feedback. Once issues that may affect the entrance to the VIC have been resolved, the amended plans will be circulated to ADAC to obtain further feedback.

f) Nagambie Toilet Block

Nagambie Toilet Block: Review and amendment of plans ongoing; water supply to be used in block under discussion.

ACTION: Updated plans will be circulated when available.

g) Euroa RSL Verandah

Plans being redrafted for verandah extension, to ensure external accessibility to the existing internal toilets by the RSL without interference to the Third Age Club.

h) Violet Town Expansion Plan

Cam Fraser reported that Daniel Maloney met with Violet Town community groups to discuss strategy. Once strategy finalized it will be submitted to Council for review and approval. The plan will need to align with Council and Community Plans.

ACTION: The approved plan will be circulated to the wider community for consultation.

i) Euroa Township Strategic Plan

The plan is currently on hold due to the ARTC program. Once ARTC plan is closer to finalization the strategic plan will go to Council for review and comment. Plan will then be issued to the community for consideration and consultation.

j) Accessibility Signage

Committee discussed importance of having accessibility signs clearly displayed on the front of public and commercial buildings to assist those with a disability. Good access equals good business.

ACTION: Georgina to follow up with Council the procedure to be followed and design of access signs.

k) Euroa Traveller's Rest

ADCA reviewed the supplied plans and found the design to be appropriate for the intended uses

The funding for the proposed works, separated into three stages, shall be considered by Council.

Stage 1: Decking board will be constructed over the top of existing uneven concrete surface (running along creek).

Stage 2: Current decking at the Traveller's Rest to be replaced with more durable material.

Stage 3: Existing split level asphalt access path to be replaced with all accessibilities ramp, including kerb, kerb rail, handrail and landings.

l) General

Footpath renewal program is almost completed within Nagambie and the missing link between footpaths just east of the Primary School in the process of being constructed.

The proposed crossing formalisation over Kirkland Avenue, outside Burtons, is to commence within the next week. The works entail a kerb extension which would result in a shorter distance to cross the road.

Council's Bicycle and Walking Path Strategy is under review. James recommended that, as part of the review, to refer to the Euroa Town Ship Plans drawn up some 10 years, as it contains recommendations from ADAC.

ACTION: Georgina to search for Euroa Township Plans drawn up about 10 years ago.

James commended Council on the repair work done on footpath outside "The Corner Store" (Clifton Street).

Grace asked about proposed pathway work on Anderson Street in Avenel. Uwe said that Council was aware of it as it forms part of Council's Bicycle and Walking Path Strategy.

6. PLANNING UPDATE

Whroo Vale Estate

Discussion about what could be done to enhance the liveability of Whroo Vale Estate. Erica suggested the planting of trees would soften the appearance of the estate.

Work continuing in relation to the installation of exercise equipment along the APEX track in Euroa.

7. RURAL ACCESS OFFICER UPDATE

Georgina advised that funding for Rural Access Officer had been extended to end of 2019. The Greater Shepparton Shire advertised internally and externally for the role, however, they did not receive any applications. As a result they have handed the funding back to DHHS.

There was considerable discussion in relation to the importance of the role until the end of December 2019. Lauren Dainton expressed interest in the role.

8. CORRESPONDENCE AND COMMUNITY CONCERNS

James tabled email in relation to his appointment to the V-Line Disability Reference Group representing the Goulburn Valley & North East Victoria region. The committee congratulated James on his appointment.

9. GENERAL BUSINESS

- **Avenel Railway Crossing**

Grace advised signage and lines at crossing were confusing and need to be moved/removed. Uwe advised that this was a VicRoads project, however, he was looking at funding options to get major funding for improvements. This is a two year plan.

Further discussion about railway crossings within the Shire, ARTC involvement and wish to improve layout of railway crossings for all users, will be discussed at future meetings once further details come to hand.

ACTION: Review the railway crossings within the Shire in September 2019.

- **Nagambie Railway Station**

James lead a general discussion about the Nagambie Station, rail line and shelter all needed updating to improve accessibility. In relation to the shelter, suggested that the Nagambie Action Group and Senior Citizens may be able to provide assistance.

There is no facility to use the myki ticketing system. Ticketing system also requires improvement for all passengers.

However this is outside the scope of the ADAC.

- **Collaboration between Shepparton and Strathbogie Access and Disability Advisory Committees**

James Carter suggested it may be worth meeting with the Shepparton ADAC to have a general discussion about the difficulties they face and their approach to improving access.

ACTION: James to draft letter to Shepparton ADAC re possible collaboration between our two ADAC committees. Letter to be tabled for review and approval by Strathbogie ADAC before it is despatched.



a. Access to Public and Commercial Buildings

James spoke about front door access to public and commercial buildings. He noted that very few buildings provided this access and that back door access made people with a disability feel like second class citizens. James proposed that Council should adopt a policy that in the future renovated or new public and commercial buildings should have front door access. He also suggested a meeting with the Shire's Chamber of Commerce.

ACTION: James to prepare and distribute to the ADAC committee a draft agenda for the meeting with Council's representative to discuss Good Access = Good Business

RECOMMENDATION: James moved that a recommendation be put to Council that Council Policy should state that in future any renovated or new public or commercial buildings should have front door access.

This recommendation was seconded by Grace Kenworthy.

Meeting closed at 11.33am

Next Meeting: Strathbogie – Strathbogie General Store, 3 May at 10-12noon

Actions	Person Responsible
Look at potential disability parking to be included in plans for new Visitors Centre	Daniel – carried over
Distribution of amended plans for Nagambie Toilet block	Uwe Paffrath
Circulate approved plans of Violet Town Expansion	Dan Maloney
Distribute amended strategic plans for Euroa Township	Uwe Paffrath
Prepare and distribute to the ADAC committee a draft agenda for the meeting with Council's representative to discuss Good Access = Good Business	James Carter
Distribute revised Euroa Visitor Centre plans	Uwe Paffrath
Identify any procedures or requirements regarding placement of accessibility signs on public and commercial buildings	Georgina
Find and distribute plans drafted approximately 10 years ago of Euroa Township Strategy	Georgina
Draft a letter to Shepparton ADAC suggestion possible collaboration with Strathbogie ADAC and Strathbogie ADAC for discussion by committee.	James Carter
Review the railway crossings within the Shire in September 2019.	Uwe Paffrath

Recommendation	Proposed	Seconded
Recommendation be put to Council that Council Policy should state that in future any renovated or new public or commercial buildings should have front door access	James Carter	Grace Kenworthy



**Access and Disability Advisory Committee (ADAC)
Meeting Schedule 2019**

DATE	TIME	LOCATION	CHAIR	GUEST
Friday, 1 Feb	11am-1pm	Nagambie Mitchelton Winery	James Carter	
Friday, 15 March	10am-12pm	Euroa Shire Offices	Erica Bostock	
Friday, 3 May	10am-12pm	Strathbogie Strathbogie General Store	Councillor	
Friday, 14 June	10am-12pm	Violet Town Venue TBC	Lauren Dainton	
Friday, 26 July	10am-12pm	Avenel Venue TBC	Grace Kenworthy	
Friday, 6 September	10am-12pm	Euroa Venue TBC	Amanda Watkins	
Friday, 18 October	10am-12pm	Venue TBC	James Carter	
Friday, 29 November	10am-12pm	Longwood Venue TBC	Vicki Bell	
Tuesday 3 December		International Day of People with Disability		

9.7.4 Strathbogie Shire Council Audit Committee
- Draft Minutes of the Meeting held on Friday 15 March 2019

Author / Department

Group Manager, Corporate and Community / Corporate and Community Department

Disclosure of Conflicts of Interest in relation to advice provided in this report

The author of this report and officers/contractors providing advice in relation to this report do not have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

Summary

Attached are draft unconfirmed Minutes of the Audit Committee meeting held on Friday 15 March 2019.

Amongst items considered by the Committee were:

- Internal Audit on Information Technology and Cyber Security
- Internal Audit on Governance
- Audit Strategy Budget and Council Plan timetable
- Banking Tender
- Risk Management update

RECOMMENDATION

1. **That the draft Minutes of the Audit Committee meeting held on Friday 15 March 2019 be received.**
2. **That Recommendations from the Audit Committee be endorsed.**

95/19 **CRS WILLIAMS/MASON** : *That the Recommendation be adopted.*

CARRIED

Background

The Strathbogie Shire Council Audit Committee is a Committee appointed by Council and pursuant to Section 139 of the Local Government Act 1989.

The primary objective of the Audit Committee is to assist Council in the effective conduct of its responsibilities for financial reporting, management of risk, good corporate governance, maintaining a reliable system of internal controls and facilitating the organisation's ethical development.

Alternative Options

The author and other officers providing advice in relation to this report have considered potential alternative courses of action. No feasible alternatives have been identified.

9.7.4 Strathbogie Shire Council Audit Committee
- Draft Minutes of the Meeting held on Friday 15 March 2019 (cont.)

Risk Management

The author of this report considers that there are no significant Risk Management factors relating to the report and recommendation.

Strategic Links – policy implications and relevance to Council Plan

The author of this report considers that the report is consistent with Council Policies, key strategic documents and the Council Plan.

Best Value / National Competition Policy (NCP) / Competition and Consumer Act 2010 (CCA) implications

The author of this report considers that the report is consistent with Best Value, National Competition Policy and Competition and Consumer Act requirements.

Financial / Budgetary Implications

The author of this report considers that the recommendation has no capital or recurrent budget considerations.

Economic Implications

The author of this report considers that the recommendation has no significant economic implications for Council or the broader community.

Environmental / Amenity Implications

The author of this report considers that the recommendation has no significant environmental or amenity implications for Council or the broader community.

Community Implications

The author of this report considers that the recommendation has no significant community or social implications for Council or the broader community.

Victorian Charter of Human Rights and Responsibilities Act 2006

The author of this report considers that the recommendation does not limit any human rights under the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal / Statutory Implications

The author of this report considers that the recommendation has no legal or statutory implications which require the consideration of Council.

Consultation

The author of this report considers that the matter under consideration did not warrant a community consultation process.

Attachments

- Draft Minutes of the Strathbogie Shire Council Audit Committee meeting held on Friday 15 March.

9.7.4 Strathbogie Shire Council Audit Committee
- Draft Minutes of the Meeting held on Friday 15 March 2019 (cont.)



STRATHBOGIE SHIRE COUNCIL

**Minutes of a meeting of the Strathbogie Shire Council Audit Committee held on Friday
15 March 2019 in Meeting Room 2 at the Strathbogie Shire Council Offices,
commencing at 9.30 a.m.**

Committee Members:	Ms Claire Taranto (Chair) -	Community Representative
	Mr Robert Gardner -	Community Representative
	Mr Alister Purbrick -	Community Representative
	Cr Graeme Williams -	Council Representative
Officers:	Mr Steve Crawcour -	Chief Executive Officer
	Mr David Roff -	Group Manager, Corporate and Community
	Mr Chaminda Ranwala -	Manager Finance
Internal Auditors:	Mr Brad Ead -	AFS & Associates
External Auditors:	Jonathan Kyvelidis	Victorian Auditor-General's Office

1. Welcome
2. Acknowledgement of Traditional Land Owners

'I acknowledge the Traditional Owners of the land on which we are meeting. I pay my respects to their Elders, past and present, and the more recent custodians of the land'

3. Apologies

Mr Phil Howard	-	Director, Innovation and Performance / Deputy CEO
Mr Jeff Saker	-	Group Manager Community Assets

4. Disclosure of Interests

Nil.

A handwritten signature in black ink, appearing to be a stylized 'R' or similar character, located in the bottom left corner of the page.

9.7.4 Strathbogie Shire Council Audit Committee
- Draft Minutes of the Meeting held on Friday 15 March 2019 (cont.)

5. Confirmation of Minutes

Confirmation of the Minutes of the Audit Committee meeting held on 14 December 2018

08/19 **ALISTER PURBRICK/GRAEME WILLIAMS** : *That the Minutes of the Audit Committee meeting held on 14 December 2018 be confirmed*

CARRIED

6. Business

7. Items raised by Committee Members

8. Next Meeting



9.7.4 Strathbogie Shire Council Audit Committee
- Draft Minutes of the Meeting held on Friday 15 March 2019 (cont.)

6.	Business		Report Page No.
	6.1	Internal Audit Reports: <ul style="list-style-type: none"> • Information Technology and Cyber security • Governance • Review of Past Issues • Program Status update • Audit Committee quarterly update for Councils • Asset Reporting • Contract Management • VAGO Performance Audit 	1
	6.2	Audit Strategy 2018/19	2
	6.3	2019/20 Budget and Council Plan Update	3
	6.4	Banking Tender	3
	6.5	Rate Arrears	5
	6.6	Key Strategic Indicators <ul style="list-style-type: none"> • Customer Statistics • Human Resources data 	6
	6.7	Risk Management Update	6
	6.8	Shared Services Update	7
	6.9	Investigations / Chief Executive Officer Reports	7
7.	Items Raised by Committee Members		8
8.	Next Meeting - Friday 14 June 2019		8

9.7.4 Strathbogie Shire Council Audit Committee
- Draft Minutes of the Meeting held on Friday 15 March 2019 (cont.)

6. **BUSINESS**

6.1 **Internal Audit Reports**

Completed

For the information of Audit Committee members, copies of the following reports were provided for review:

- Information Technology and Cyber security
- Governance

Review of Past Issues

A detailed review of Past issues has been conducted in conjunction with the Internal Auditor and two documents were provided for the Committee to consider:

- **2019-02 Review of Past Issues** which recommends that 2 items be removed as completed
- A Summary of the balance of issues which has been investigated in detail and notes have been provided by officers and the Internal Auditor to facilitate a concerted attempt to have those items addressed , some of which are ongoing in nature.

Program Status Update and Audit Committee quarterly update for Councils

were provided for the information of the Committee.

Internal Audits in Progress

Asset Data Recording

In addition to the Internal Audit program, a Review of Asset Management reporting processes has been undertaken to look at the linkages and processes between the Financial and Assets systems, matters which have been the subject of previous comment in audit reports. The Draft Report has been received and workshopped by relevant staff, and comments are in the process of being finalised so they can be provided to AFS to enable issuing of the Final Report.

Contract Management and Outsourced Services

Fieldwork has been completed and a Draft report issued for Management comment, which is in the process of being recorded

VAGO Performance Audit

As part of the Auditor General's program of Performance Audits, Strathbogie was one of 4 Councils selected for an assessment of Fraud Management controls .

Field work is complete and a report is scheduled for release in May.

9.7.4 Strathbogie Shire Council Audit Committee
- Draft Minutes of the Meeting held on Friday 15 March 2019 (cont.)

6.1 Internal Audit Reports (cont.)

RECOMMENDATION

That the Internal Audit Reports:

**2018-05 Information Technology and Cyber Security
2018-07 Governance**

be noted.

That:

**Review of Past Issues
Program Status Update and Audit Committee quarterly update for Councils
Internal Audits in Progress
VAGO Performance;**

be noted.

*09/19 GRAEME WILLIAMS/ALISTER PURBRICK : That the Recommendation
be adopted.*

CARRIED

6.2 Audit Strategy 2019/20

The proposed Audit Strategy for 2019/20 is currently being finalised and will be provided to the Committee for discussion and noting when it is received.

RECOMMENDATION

That the Committee note the Audit Strategy for 2019/20.

*10/19 ROBERT GARDNER/ALISTER PURBRICK : That the Recommendation
be adopted.*

CARRIED

9.7.4 Strathbogie Shire Council Audit Committee
- Draft Minutes of the Meeting held on Friday 15 March 2019 (cont.)

6.3 Budget and Council Plan 2019/20 Update

The Budget and Council Plan Review for 2019/20 are currently under preparation to meet the timetable provided to Committee members.

To date activities have included:

Council Plan Review

- Review of progress against existing actions
- Workshop of current document with Councillors
- Input from management team
- The document will be further considered by Council on 19 March

Budget

- Midyear review adopted by Council at its February meeting
- Development of detailed Draft 10 Year Capital Works Program (new)
- Input of that draft into Long Term Financial Plan module (new)
- Review of Operating Budget
- Review of Fees and Charges
- Modelling of Rating scenarios following receipt of annual revaluation data

RECOMMENDATION

That Budget and Council Plan progress be noted.

11/19 GRAEME WILLIAMS/ALISTER PURBRICK : That the Recommendation be adopted.

CARRIED

6.4 Banking Tender

Following expiry of its previous contract for the provision of Banking and Bill Payment Services, Council invited quotations from suitably qualified and experienced providers for banking and bill payment processing services for the period commencing 1st July 2019 for a period of three (3) years.

It was the preference of Council to award the Contract to a single service provider, who would complete all banking requirements associated with day to day Council banking functions, and all functions associated with the receipting of transactions for rate payments, and other payments made to and by Council. The Council Corporate Card Programme was excluded from this offer.

An Evaluation Panel was established comprising:

- Group Manager Corporate and Community
- Manager Finance
- Contracts and Procurement Officer

9.7.4 Strathbogie Shire Council Audit Committee
- Draft Minutes of the Meeting held on Friday 15 March 2019 (cont.)

6.4 Banking Tender (cont.)

External assistance was engaged to assist in both preparation of the specification and evaluation of responses which were to be evaluated on the following attributes:

Attribute	Weighting %
Price Based on calculations across high volume channels.	40%
Product Sophistication Ability to meet Council processing requirements, security levels and data import specifications	20%
Relationship Management Support Support team applied including location, use of help-desks.	10%
Commitment to the Community Information provided on sponsorships, grants, participation and other support including Branch representation.	10%
Ability to Implement Project management approach over an 8-week period. This measure is to include proposed changeover costs should implementation of a new Contractor be required.	5%
Degree of innovation New products and strategies to assist Council and ratepayers with a focus on migration from paper to electronic channels.	15%

The broad timetable to be followed was:

Tender advertised	Tuesday 20 November 2018
Tender closes	2.00 p.m. Monday 31 December 2018
Preparation for submission to Council	By 31 January 2019
Submission to Audit Committee	By mid-March 2019
Council approval and Tenderers advised	By mid-April 2019
New contract signed	By end April 2019
Implementation begins (if required)	1 May 2019
Implementation completed	30 June 2019
Go "live" date	1 July 2019

The above timetables have been adhered to and a detailed Evaluation report prepared.

A verbal update was provided to the Committee.

9.7.4 Strathbogie Shire Council Audit Committee
- Draft Minutes of the Meeting held on Friday 15 March 2019 (cont.)

6.4 Banking Tender (cont.)

RECOMMENDATION

That the update be noted.

12/19 ROBERT GARDNER/ALISTER PURBRICK : That the Recommendation be adopted.

CARRIED

6.5 Rating Arrears

Previous Audit Committee meetings have discussed the issue of rate arrears and how that is managed. Essentially rate notices are issued which is then followed up with a Reminder Notice, and should the ratepayer either not pay or make an arrangement the matter is referred to Council's debt collection agency for recovery, with costs of such action being recoverable from the ratepayer. The situation at 30 June of the previous 3 financial years is as follows:

Year	Levy as per Annual Accounts	Outstanding balance end of financial year	% Outstanding
2015/16	17,234,171	1,114,050	6.5
2016/17	18,066,579	1,141,194	6.3
2017/18	18,525,521	1,173,549	6.3

Of the amount outstanding at 30 June 2018, \$101,318 related to Fire Services Levy which is passed on to State Government.

Since that date, there has been an additional rate levy, payments and one instalment is not due yet. At the current date, rates worth \$366,000 are subject to regular payment arrangements and \$261,000 are subject to legal action.

RECOMMENDATION

That the information be noted.

13/19 ALISTER PURBRICK/GRAEME WILLIAMS : That the Recommendation be adopted.

CARRIED

9.7.4 Strathbogie Shire Council Audit Committee
- Draft Minutes of the Meeting held on Friday 15 March 2019 (cont.)

6.6 Key Strategic Indicators

Provided to Audit Committee members for information were:

- Customer Service Statistics
- Human Resources Reports

RECOMMENDATION

That these items be noted.

14/19 **ROBERT GARDNER/ALISTER PURBRICK** : *That the Recommendation be adopted.*

CARRIED

6.7 Risk Management Update

Risk appetite represents how much risk Council is willing to take on to achieve our strategies and goals. The risk appetite statement (RAS) is a shared understanding of what is acceptable and unacceptable risk taking at Council. This statement helps to avoid personal perceptions and biases that can adversely influence risk based decisions.

Council's draft risk appetite and tolerance statements were scheduled for further development when the Risk Management Framework went to the Audit Committee for approval at its previous meeting and now that now the RAS statement is finalised in regards to what Council's tolerances would be, it now needs to be presented to the Audit Committee for approval.

RECOMMENDATION

That the Committee approve the Risk Appetite Statement.

15/19 **GRAEME WILLIAMS/ALISTER PURBRICK** : *That the Recommendation be adopted.*

CARRIED

9.7.4 Strathbogie Shire Council Audit Committee
- Draft Minutes of the Meeting held on Friday 15 March 2019 (cont.)

6.8 Shared Services Update

An update was provided on the Shared Services project.

RECOMMENDATION

That the verbal report be noted.

16/19 GRAEME WILLIAMS/ALISTER PURBRICK : That the Recommendation be adopted.

CARRIED

11.10 a.m.

Mr Robert Gardner left the meeting due to another commitment.

6.9 Investigations / Chief Executive Officer Reports

A verbal briefing on any investigations currently being undertaken by Council was provided.

RECOMMENDATION

That the verbal report be noted.

17/19 ALISTER PURBRICK/GRAEME WILLIAMS : That the Recommendation be adopted.

CARRIED

7. ITEMS RAISED BY COMMITTEE MEMBERS

8. NEXT MEETING

Friday 14 June 2019

THERE BEING NO FURTHER BUSINESS, THE MEETING CLOSED AT 11.45 A.M.

**9.7.5 Sustainable Development Reference Group
- Draft Minutes of the Meeting held on Thursday 14 March 2019**

Author & Department

Team Leader Climate Change and Environment, Community Assets Directorate

Disclosure of Conflicts of Interest in relation to advice provided in this report

The author of this report and officers/contractors providing advice in relation to this report do not have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

Summary

Included are recommendations and report from the Sustainable Development Reference Group held on 14 March 2019.

RECOMMENDATION

1. That Council accept the Sustainable Development Reference Group draft minutes of the meeting held on Thursday 14 March 2019, as presented.
2. That Council notes Item 7 in the Minutes of the Sustainable Development Reference Group meeting of Thursday 14 March 2019, and investigates these points further.
3. That Council send a letter congratulating the Victorian Civil and Administrative Tribunal and Department of Environment, Land, Water and Planning, on supporting evidence-based decisions on retaining biodiversity in over-cleared landscapes to the Regional Manager, Department of Environment, Land, Water and Planning (c.c. Secretary).

96/19 **CRS STOTHERS/BOWER** : *That the Recommendation be adopted.*

CARRIED

Background

1. The SDRG and its serving Councillors acknowledge the efforts that Strathbogie Shire Council has made in previous years to acknowledge climate change with the Municipal Association of Victoria, in the 2013 and 2017 Council Plans, and in commissioning significant studies such as the *2011 Strengthening Strathbogie in a Changing Climate: Risk Assessment and Adaptation Strategy*.
2. The SDRG felt that although climate change is a term commonly used to access funding, in the media, and in general conversation, that many in Council and the community do not have all the facts in an accessible, easy to read format. Climate Science is not often discussed as a profession, nor are the indicators climate scientists use to inform us that climate change is an imperative, readily available.

9.7.5 Sustainable Development Reference Group
- Draft Minutes of the Meeting held on Thursday 14 March 2019 (cont.)

3. The SDRG feels that the Climate Change Position Statement for Strathbogie Shire Council, which is common in many organisations, is an information tool, and can act as a point of reference for Strathbogie Shire Council when making decisions and communicating about climate change.
4. Specific to rural areas the combined financial, social and environmental burden of climate change presents significant risks to Council and the community as identified back in the 2011 *Risk Assessment and Adaptation Strategy*. It identified a number of extreme risks with 'catastrophic' consequences due to climate change which included:
 - a. Reduced availability of water for emergency services
 - b. Isolation of communities due to bushfires
 - c. Increased anxiety and stress leading to loss of life
 - d. Lack of compliance with bushfire/flooding protection conditions
5. The SDRG recognises rural councils like Strathbogie Shire Council have limited resources, but are already experiencing profound climate changes in their regions like the above risks. Since joining the Climate Council's City Power Partnership and Victorian Government's Take2 pledge programs in 2017 Council is viewed by many of its contemporaries as a leader in this space which is taking action on these issues, and enhancing local knowledge.
6. The SDRG recognise the significant support and opportunities that joint action brings to our programs and community. In December 2016 Darebin City Council passed a resolution "***Council recognises that we are in a state of climate emergency that requires urgent action by all levels of government, including by local councils.***" This follows some 425 Councils across the world covering nearly 50million citizens, declaring a climate emergency. A summary of their latest news can be found here <https://climateemergencydeclaration.org/category/news/>

The Following motion was then passed at the MAV State Council with a 77% majority:

Motion 56. Climate Change

Submitting Council: Darebin City Council

Motion:

That the MAV recognise that:

(a) we are in a state of climate emergency that requires urgent action by all levels of government, including local councils

(b) human induced climate change stands in the first rank of threats to humans, civilisation and other species

(c) it is still possible to restore a safe climate and prevent most of the anticipated long-term climate impacts – but only if societies across the world adopt an emergency mode of action that can enable the restructuring of the physical economy at the necessary scale and speed;

(d) the MAV has a particular role in assisting local governments in this regard.

7. By declaring a Climate Emergency Strathbogie Shire Council sends a strong signal to our community and our contemporaries that we recognise the depth of the climate issue, and are prepared to mitigate and adapt with new partners, knowledge, eco business and approaches.

9.7.5 Sustainable Development Reference Group
- Draft Minutes of the Meeting held on Thursday 14 March 2019 (cont.)

Alternative options

As per the Sustainable Development Reference Group Charter, all options are considered and recommended by the Sustainable Development Reference Group to Council.

Risk Management

The author of this report considers that there are no significant Risk Management factors relating to the report and recommendations.

Strategic links - policy implications and relevance to Council Plan

The author of this report considers that the report is consistent with Council Policies, key strategic documents, including the draft Sustainable Strathbogie 2030 Strategy.

Best Value / National Competition Policy (NCP) / Competition and Consumer Act 2010 (CCA) implications

The author of this report considers that the report is consistent with Best Value, National Competition Policy and competition and consumer Act requirements have been considered and applied in development of the report and recommendations.

Financial/Budgetary implications

The author of this report considers that the recommendations have no capital or recurrent budget considerations.

Economic implications

The Sustainable Development Reference Group considers that the recommendations lead to positive economic outcomes for Council and the broader community.

Environmental/Amenity implications

The Sustainable Development Reference Group considers that the recommendations lead to positive environmental and amenity outcomes for Council and the broader community.

Community implications


The Sustainable Development Reference Group considers that the recommendations lead to more equitable engagement outcomes for Council and the broader community.

Victorian Charter of Human Rights and Responsibilities Act 2006

The author considers that the recommendations do not limit any human rights under the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal/Statutory implications

The author of this report considers that the recommendations have no legal or statutory implications which require the consideration of Council.



9.7.5 Sustainable Development Reference Group
- Draft Minutes of the Meeting held on Thursday 14 March 2019 (cont.)

Consultation

The Sustainable Development Reference Group members are drawn from members of the Strathbogie Shire community for the purposes of more transparent consultation with residents. No broader consultation for these recommendations was required.

Attachments

- Draft Sustainable Development Reference Group Minutes – March 2019.



SUSTAINABLE DEVELOPMENT REFERENCE GROUP MEETING MINUTES



Thursday 14 March 2019
Conference Room, Council Offices
5.30pm – 6.30pm

Committee

Cr Kate Stothers	Councillor	Cr Deb Bower	Councillor
Charlie Brydon	Friends of the Sevens Creek	Peter Robinson	Vic Farmers Federation
David Jamieson	Strathbogie Pine Action Group	Carole Hammond	Strathbogie Shire
Anna Toland	Agricultural Sector	Shirley Saywell	Euroa Environment Group
Carolena Helderman	Euroa Arboretum	Jeff Saker	Manager Assets

1. WELCOME MEMBERS AND ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners of the land on which we are meeting. We pay our respects to their Elders, past and present and emerging.

2. CONFLICT OF INTEREST DECLARATIONS

Conflicts of interest in relation to any of the items on the meeting agenda are to be declared by all attendees. Unaffected committee members are to determine and justify the extent the affected member should or should not participate in the discussion and voting on the agenda item, and minute this for the record.

No conflicts were recorded.

3. APOLOGIES

P Scott, P Robinson, J Saker, A Toland

4. MATTERS ARISING FROM PREVIOUS (February) MINUTES

- ACTION: Carole to also scope survey questions on Survey Monkey. Place article into School Newsletters and create Poster.
- ACTION: Cr Deb Bower to take to Tourism Arts and Culture Group
- ACTION: Presentation of the Sustainable Strathbogie 2030 Strategy, Survey and Art Competition to local schools
- ACTION: Council to send letter congratulating VCAT & DELWP, and supporting evidence based decisions on retaining biodiversity in over cleared landscapes to Regional Manager DELWP (cc Secretary)
- ACTION: Carole to prepare a Report for the Mayor to present on behalf of Strathbogie Shire Council to the MAV State Council outlining the issues and opportunities of the Roadside Weed and Pest Program.
- ACTION: David Jamieson to discuss the auspice of an urban landcare group with the Granite Creeks Landcare Network.
- ACTION: Upcoming Agenda Item – "Roadside Tree Removal and Management".
- ACTION: Kate to invite Carole to the next CFA Captains Meeting.
- ACTION: Carole to finalise Council TFN Report (2nd Gen) with clear recommendations.

Owing to the short meeting time, March Matters Arising was held to the April 2019 Meeting.

A handwritten signature in black ink, appearing to be a stylized name, located in the bottom left corner of the page.

5. ACCEPTANCE OF MINUTES

RECOMMENDATION:

That the February minutes of the Sustainable Development Reference Group be accepted.

MOVED – Shirley S.

SECONDED – David J.

6. SEVEN CREEKS WATERWAY PRESENTATION

Jim Castles of the Goulburn Broken CMA presented on the work of the Strathbogrie Streams program, targets, and achievements for the four year program.

- For Hughes - Macquarie perch and Seven Creeks – Macquarie Perch and Trout Cod
- Signage – Seven Creeks and Hughes about fishing and closed areas
- Installation of alternative watering points 4 yr target 44.4% complete
- Completion of 6.09 fencing Hughes
- Grazing regime changes over 228HA of riparian land
- 6 riparian agreements on Hughes
- Seven Cks outputs down slightly
- 1 alternative watering point
- 4.2ha woody weed control
- 19.3 ha Grazing Regime Change
- 4 Rock Groynes
- Giving money to Landcare and CMNs
- Southern Pygmy perch 2 to 123 over 5 years
- Red fin went crazy in Seven Creeks 294 and 46 Carp
- Evidence of illegal fishing (skeletal remains)
- Fish in poor condition because of lack of food
- Red fin and carp eradication 2017/18 – so not eating the babies of MP and TC
- Fish deaths in Seven Creeks recently – lack of oxygen
- Now having weekly updates from CMA and ARI in Hughes, Seven, King Parrot
- Fish will get taken to Snobs creek if flows get too low as a risk management strategy.

ACTION: David J. to talk to Sue Kosch about funding for woody weeds in riparian areas (Strathbogrie).

ACTION: Carole to speak to Carolena to get location for Jim on Manna Gums near Dykes Road roadside.

7. STRATHBOGRIE SHIRE COUNCIL CLIMATE CHANGE POSITION STATEMENT

For discussion. Carole presented the draft Climate Change Position Statement, confirming that it is built on facts and evidence based climate science.

Cr Stothers talked to another initiative, Darebin City Council's call to declare a Climate Emergency

<https://climateemergencydeclaration.org/> with the list of Councils who have declared

<http://www.caceonline.org/councils-that-have-declared.html>

RECOMMENDATIONS:

1. That SDRG recommend Council build on what it has included in past resolutions and acknowledge previous work in this area.
2. That SDRG propose Council join other local government councils and declare a climate emergency.
3. That SDRG recommend Council endorse the Climate Change Position Statement.

MOVED – Shirley S.

SECONDED – Cr Deb B.

8. SUSTAINABLE STRATHBOGRIE 2030 STRATEGY: CONSULTATION

Discussion on timelines and activities. It was agreed that an art and photography competition was too extensive for the resources that council has, and that a series of workshops across the Shire was more effective and doable. Suggestion for a 'walk and talk' style workshop to engage people in offering feedback. A couple of venues were mentioned as opportunities.

ACTION: Carole to continue working on consultation and email group with info updates.

9. OTHER BUSINESS

10. REVIEW OF ACTIONS

11. AGENDA ITEMS FOR NEXT MEETING

SDRG – Terms of Reference, Priorities and Sub-committees

**9.7.6 2017 – 2021 Strathbogie Shire Council Plan (2019 Review) (incorporating the 2019/20 to 2023/24 Strategic Resource Plan)
- Amended Actions and Strategic Indicators for Year Ending 30 June 2020**

Author / Department

Group Manager, Corporate and Community / Corporate and Community Directorate

Disclosure of Conflicts of Interest in relation to advice provided in this report

The author of this report and officers/contractors providing advice in relation to this report do not have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

Summary

In accordance with the requirements of Section 125 of the Local Government Act 1989, Council has amended the Actions and Strategic Indicators to its 2017 – 2021 Council Plan, which incorporates the 2019/20 to 2023/24 Strategic Resource Plan. Copies of the draft amendments to the Council Plan have been circulated to Councillors and a copy will be tabled for information and identification purposes, and appended to the Minutes of the meeting. The Strategic Resource Plan will also be tabled for information and identification purposes, and appended to the Minutes of the meeting. Council is required, under Section 125 (2) (c), to exhibit the changes for comment to the public for at least 28 days, under Section 223 of the Act, when the Strategic Indicators which monitor achievement of the objectives have changed.

A resolution of Council is now required to give public notice that the amended Council Plan will be available for inspection, in accordance with Section 125 (9) of the Act, from 19 April 2019. Submissions will close at 5.00 pm on Tuesday 21 May 2019. A Special Council meeting will be held on Tuesday 11 June 2019 to receive / hear submissions to the amended Council Plan.

RECOMMENDATION

1. **That the adjustment to the strategic indicators and actions in the draft amended Council Plan be proposed.**
2. **That the Chief Executive Officer be authorised to give public notice of the proposed adjustments in accordance with Sections 125 and 223 of the Local Government Act 1989. Submissions will close at 5.00 p.m. on Tuesday 21 May 2019.**
3. **That Council considers any:**
 - (a) **submission on the proposed adjustments made in accordance with Sections 125(9) and 223 of the Local Government Act 1989, and**

9.7.6 2017 – 2021 Strathbogie Shire Council Plan (2019 Review) (incorporating the 2019/20 to 2023/24 Strategic Resource Plan)
- Amended Actions and Strategic Indicators for Year Ending 30 June 2020 (cont.)

RECOMMENDATION (cont.)

(b) recommendations or Notices of Motion to make the adjustments proposed

at a Special Meeting of Council to be held on Tuesday 11 June 2019, commencing at 5.00 p.m. at the Euroa Community Conference Centre.

- 4. That Council adopt the 2017-2021 Strathbogie Shire Council Plan (2019 Review) at a Special Meeting of Council to be held on Tuesday 25 June 2019, commencing at 5.00 p.m. at the Euroa Community Conference Centre.**

97/19 CRS THOMSON/WILLIAMS : That the Recommendation be adopted.

CARRIED

Background

Council is required at least once in each financial year under the Local Government Act 1989 Section 125 (7) to consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan. As such, Council has reviewed the 2017 – 2021 Council Plan and adjusted the Actions and Strategic Indicators for year ending 30 June 2020.

The Council Plan is a strategic document of Council that sets its Vision / Mission / Goals and Objectives for the (4) four year term of the Council. The Actions that sit under each Goal ensure the organisation delivers what the Council has set as its long term strategic vision for its community.

Alternative Options

The author and other officers providing advice in relation to this report have considered potential alternatives. No feasible alternatives have been identified as it is a requirement of the Local Government Act 1989

Risk Management

The author of this report considers that there are no significant Risk Management factors relating to the report and recommendation.

Strategic Links – policy implications and relevance to Council Plan

The author of this report considers that the report is consistent with Council Policies, key strategic documents and the current Council Plan.

9.7.6 2017 – 2021 Strathbogie Shire Council Plan (2019 Review) (incorporating the 2019/20 to 2023/24 Strategic Resource Plan)
- Amended Actions and Strategic Indicators for Year Ending 30 June 2020 (cont.)

Best Value / National Competition Policy (NCP) / Competition and Consumer Act 2010 (CCA) implications

The author of this report considers that the report is consistent with Best Value, National Competition Policy and Competition and Consumer Act requirements.

Financial / Budgetary Implications

The author has advised that the actions identified in the 2017 – 2021 Council Plan (2019 Review) are funded through the 2019/20 Draft Budget.

Economic Implications

The author of this report considers that the recommendation has no significant economic implications for Council or the broader community.

Environmental / Amenity Implications

The author has identified environmental benefits through the initiatives detailed in the 2017 – 2021 Council Plan (2019 Review).

Community Implications

The author of this report has identified significant community and / or social benefits for the community as detailed in the 2017 – 2021 Council Plan (2019 Review).

Victorian Charter of Human Rights and Responsibilities Act 2006

The author of this report considers that the recommendation does not limit any human rights under the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal / Statutory Implications

The author of this report considers that the recommendation has no legal or statutory implications which require the consideration of Council.

Consultation

The community will have an opportunity under Section 223 of the Local Government Act 1989 to make comments / submissions on the 2017 – 2021 Council Plan (2019 Review).

Attachments

Nil.

Tabled Document/s

- Draft 2019 Review of 2017-2021 Council Plan
- Draft Strategic Resource Plan 2019/20 - 2023/24



**9.7.7 Draft 2019/20 Strathbogie Shire Council Budget
- Preparation of Budget for Exhibition and Comment**

Author & Department

Group Manager, Corporate and Community / Corporate and Community Directorate

Disclosure of Conflicts of Interest in relation to advice provided in this report

Officers providing advice in relation to this report do not have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

Summary

In accordance with the requirements of Section 127 of the Local Government Act 1989 (the Act), Council has prepared a budget for the financial year ending 30 June 2020.

Copies of the draft Budget have been circulated to Councillors for their information. A copy of the draft Budget will be tabled at the meeting for identification purposes, and will be appended to the Minutes of the meeting.

A resolution of Council is now required to give public notice that the budget will be available for inspection, in accordance with Section 129 of the Act.

Submissions on the proposed budget will be invited in accordance with Section 223 of the Act. Submissions will close at 5.00 pm on Tuesday 21 May 2019. A Special Council meeting will be held on Tuesday 11 June 2019 to receive / hear submissions to the draft Budget.

RECOMMENDATION

1. That the draft Budget annexed to this resolution and initialled by the Mayor for identification be the budget prepared by Council for the purposes of Section 127 of the Local Government Act 1989.
2. That the Chief Executive Officer be authorised to give public notice of the preparation of such budget, in accordance with Sections 129 and 223 of the Local Government Act 1989. Submissions will close at 5.00 p.m. on Tuesday 21 May 2019.
3. That Council receive / hear any submission on any proposal (or proposals) contained in such budget, made in accordance with Sections 129 and 223 of the Local Government Act 1989, at a Special Council meeting to be held on Tuesday 11 June 2019, commencing at 5.00 p.m. at the Euroa Community Conference Centre.

9.7.7 Draft 2019/20 Strathbogie Shire Council Budget
- Preparation of Budget for Exhibition and Comment (cont.)

RECOMMENDATION (cont.)

4. That Council authorise the Chief Executive Officer to undertake minor editorial changes, if required.
5. That the 2019/20 Strathbogie Shire Council Budget be adopted at a Special Meeting of Council to be held on Tuesday 25 June 2019, commencing at 5.00 p.m. at the Euroa Community Conference Centre.

98/19 **CRS THOMSON/WILLIAMS** : *That the Recommendation be adopted.*

CARRIED

Background

In accordance with the requirements of Section 127 of the Local Government Act 1989 (the Act), Council has prepared a budget for the financial year ending 30 June 2020.

In preparing the 2019/20 Draft Budget, the Council has considered many factors in an effort to continue to balance community expectations and benefits with financial responsibilities. The Council is pleased to place on public display a draft budget that works hard to maintain existing service levels and deliver strong investment in capital works across the municipality. The Council will continue to provide significant funding for renewal works on our ageing and outdated infrastructure, based on the requirements of the Road Management Plan and taking into account financial constraints.

The Council is proposing a 2.25% per cent increase in the average rate for 2019/20. This increase is below the State Government cap of 2.5% under the 'Fair Go Rates' legislation and is the second year that Council has delivered an increase less than the cap. This level allows for maintenance of existing service levels, fund a number of significant new initiatives and continue to allocate sufficient funds for the continuing strategic renewal of Council's infrastructure.

Waste charges will increase by 4.1 % with Council incurring additional costs due to challenges in relation to disposal of recycling materials.

9.7.7 Draft 2019/20 Strathbogie Shire Council Budget
- Preparation of Budget for Exhibition and Comment (cont.)

The 2019/20 Draft Budget provides for a \$8.295 million capital works program with the following highlights:

ACTIVITY	EXPENDITURE (m)
Roads - including resealing, re sheeting and rehabilitation	3.897
Bridges	.450
Pedestrian Bridges	.250
Aquatic Facilities	.382
Drainage	.516
Footpaths	.247
Plant and Machinery	.580
Buildings	.532
Information Technology	.255
Parks and Open Spaces	1.186
TOTAL	8.295

Funding of \$1 million is also provided to commence rehabilitation of the Violet Town Landfill.

In addition to the four year period covered by this Budget the Long Term Financial Plan has been extended to cover a ten year period which allows for a total expenditure over that period of \$88.1 m including:

Renewal and upgrade of aquatic facilities	9.05 m
Rehabilitation of the Violet Town Land fill	4.00 m*
Roads	46.67 m
Buildings, Recreation, Open Spaces	8.55 m
Road Bridges and Culverts	4.70 m
Pedestrian Bridges	.60 m
Footpaths	2.40 m
Drainage	3.25 m
Plant and equipment renewal	5.46 m
Information Technology	3.43 m

* Treated as a progressive reduction in the landfill provision and cash, similar effect to capital spend, so not shown in Capital Works Statement.

9.7.7 Draft 2019/20 Strathbogie Shire Council Budget
- Preparation of Budget for Exhibition and Comment (cont.)

The 2019/20 Budget provides for expenditure of \$27.79 million on services including:

ACTIVITY	EXPENDITURE (m)
Libraries	.267
Maternal and Child Health	.212
Emergency Management	.141
Waste Management	2.574
Swimming Pools and Beaches	.363
Arts, Culture, Economy, Events	.632
Planning	.883
Parks and Reserves Maintenance	1.769
Roads and Bridges Maintenance	5.170
Saleyards	.216
Youth Services	.300
Sustainability	.338
Animal Management	.260

Alternative Options

Not applicable.

Risk Management

The author of this report considers that there are no significant Risk Management factors relating to the report and recommendation.

Strategic Links – policy implications and relevance to Council Plan

The report is consistent with Council Policies, key strategic documents and the Council Plan.

Best Value / National Competition Policy (NCP) / Competition and Consumer Act 2010 (CCA) implications

The report is consistent with Best Value, National Competition Policy and Competition and Consumer Act 2010 requirements.

Financial / Budgetary Implications

The budget is fiscally responsible and is prepared in accordance with the objectives of the Council Plan, Strategic Resource Plan and Long Term Financial Plan.

Economic Implications

The budget will provide long term economic benefit through increased investment in the renewal of community infrastructure assets.

9.7.7 Draft 2019/20 Strathbogie Shire Council Budget
- Preparation of Budget for Exhibition and Comment (cont.)

Environmental / Amenity Implications

The budget has a number of initiatives which will provide positive environmental outcomes

Community Implications

The 2019/20 draft budget has been prepared using the current Council Plan and associated priorities and the long term strategic financial plan as the basis for Council decision making during the budget setting process.

The Council will, as of Wednesday 24 April 2019, place the statutory public notices in local newspapers advising that documents are now available for inspection and that written submission are being sought in accordance with Section 223 of the Local Government Act 1989.

Submissions will close at 5.00 p.m. on Tuesday 21 May 2019.

Victorian Charter of Human Rights and Responsibilities Act 2006

The recommendations do not limit any human rights under the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal / Statutory Implications

The recommendations have no further legal or statutory implications which require the consideration of Council.

Consultation

The budget will be advertised in the community and opportunity provided for submissions in accordance with Section 223 of the Local Government Act 1989

Attachments

Nil

Tabled Document/s

- Draft Model Budget 2019/20
- Draft Fees and Charges 2019/20

9.7.8 Climate Change by Cities Power Partnership - Call for Federal Action

Author and Department

Group Manager Community Assets / Community Assets Directorate

Disclosure of Conflicts of Interest in relation to advice provided in this report

The author of this report and officers/contractors providing advice in relation to this report do not have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

Summary

Council has received a request from the Climate Council to include the Strathbogie Shire Council signature on a joint statement by our partner in a proactive program that we are signatory to – “The Cities Power Partnership”.

In light of the upcoming Federal election, the Cities Power Partnership would like to harness the voices of its 100 member Councils to jointly call upon the Federal Government to make tackling climate change a top priority.

This joint statement will be issued to national media in the lead up to or directly following the election.

From the youth climate strikes to a [joint statement from climate and energy experts](#) stressing that without further action Australia will not meet its 2030 pollution reduction target, the momentum behind this message is building and our collective voice is very powerful to enforce it.

RECOMMENDATION

That Council endorse the inclusion of Strathbogie Shire Council as a signatory to the Climate Council’s joint statement, as indicated below, in relation to our Cities Power Partnership.

99/19 CRS STOTHERS/THOMSON : That the Recommendation be adopted.

CARRIED

Background

Council has received a request from the Climate Council to include the Strathbogie Shire Council signature on a joint statement by our partner in a proactive program that we are signatory to – “The Cities Power Partnership”.

The joint statement reads as follows:

“As members of the Cities Power Partnership local government climate alliance, we demand national action and call upon the Federal Government to join us in making tackling climate change a top priority.

9.7.8 Climate Change by Cities Power Partnership - Call for Federal Action (cont.)

At the local level we're working with our communities and with each other to develop a strong climate response, and to support Australia's shift to clean energy.

All tiers of government have a role to play in driving down Australia's greenhouse gas pollution, and we need swift action at the Federal level to address our escalating national emissions.

We demand three major actions from our Federal leaders:

- *Strong national climate policy aligned to the science and a national commitment to rapidly transitioning to 100% clean energy*
- *Support the rapid phase out of fossil fuel subsidies which contribute to climate change*
- *Provide long-term finance to support implementation of clean energy and sustainable transport, such as rooftop solar, battery storage, electric vehicle charging stations, public and active transport infrastructure in council and community areas."*

Alternative Options

The author and other officers providing advice in relation to this report have considered potential alternative courses of action. No feasible alternatives have been identified.

Risk Management

The author of this report considers that there are no significant Risk Management factors relating to the report and recommendation.

Strategic Links – policy implications and relevance to Council Plan

The author of this report considers that the report is consistent with Council Policies, key strategic documents and the Council Plan.

Best Value / National Competition Policy (NCP) / Competition and Consumer Act 2010 (CCA) implications

The author of this report considers that the report is consistent with Best Value, National Competition Policy and Competition and Consumer Act requirements.

Financial / Budgetary Implications

The author of this report considers there are no current or future budgetary implications.

Economic Implications

The author of this report considers that the recommendation has no significant economic implications for Council or the broader community.

Environmental / Amenity Implications

The author of this report considers that the recommendation is an advocacy action, and has no detrimental environmental or amenity implications for Council or the broader community, but aims to lead to positive environmental outcomes.

9.7.8 Climate Change by Cities Power Partnership - Call for Federal Action (cont.)

Community Implications

The author of this report considers that the recommendation is an advocacy action, and has no detrimental community or social implications for Council or the broader community but aims to lead to positive community outcomes.

Victorian Charter of Human Rights and Responsibilities Act 2006

The author of this report considers that the recommendation does not limit any human rights under the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal / Statutory Implications

The author of this report considers that the recommendation has no legal or statutory implications which require the consideration of Council, other than those identified.

Consultation

The author of this report considers that the matter under consideration did not warrant a community consultation process.

Attachments

Nil.



**9.7.9 Strathbogie Community Pools Strategy 2019-2029
- For Consideration and Adoption**

Author and Department

Group Manager Community Assets / Community Assets Directorate

Disclosure of Conflicts of Interest in relation to advice provided in this report

The author of this report and officers/contractors providing advice in relation to this report do not have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

Summary

Strathbogie Shire and Consultants, Otium Planning Group have been working since July 2017 to develop a strategy to guide Council's planning for aquatic recreation facilities.

The consultants have been guided by Council's Pools Working Group, acting as a Steering Committee, for Council's consideration.

Following community consultation, the draft Community Pools Strategy has been updated and is presented to Council for consideration.

RECOMMENDATION

That Council:

1. **Note the management model review for the 2018/2019 pool season;**
2. **Adopt the revised format of the *draft Strathbogie Community Pools Strategy 2019-2029* document;**
3. **Endorse the formalisation of the Pools Working Group as an Advisory Group to Council;**
4. **Endorse the recruitment of an Aquatics and Recreation Manager to oversee the future management of Strathbogie's pools and other recreation facilities prior to the commencement of the 2019/2020 pool season;**
5. **Endorse and fund the provision of a Lifeguard training course at no cost to Shire residents and that participants that successfully complete the training are then considered for seasonal employment in Strathbogie's pools;**
6. **Request Officers to investigate and report back on the feasibility of engaging a direct management service delivery model utilising a directly engaged labour source including lifeguards (senior and junior) and a hybrid model that utilises lifeguards (senior and junior) from an external service provider and report back to Council in June 2019 allowing time to commence recruitment and other advertising in August 2019 for the 2019/2020 pool season or to allow time to conduct a tender process for the external management of the pools;**

9.7.9 Strathbogrie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

RECOMMENDATION (cont.)

7. **Advertise an Expression of Interest (EOI) for the management of the kiosks at the Avenel, Euroa, Nagambie and Violet Town pools by local community groups for the 2019/2020 pool season and report back to Council in August 2019 with the results of this EOI process;**
8. **In consultation with the Pools Working Group and the community, develop a Marketing and Events Plan for the Community Pools by 30 June 2019 for implementation prior to the 2019/2020 season;**
9. **Endorse the establishment of a fees and charges model including "Point of Sale" options for implementation prior to the 2019/2020 season and for consideration with the adoption of the 2019/2020 budget and review the model prior to the 2020/2021 season;**
10. **Utilising additional revenue raised from Fees and Charges, develop a "Pool Reserve" for the ongoing management, maintenance and implementation of actions associated with the draft Community Pool Strategy;**
11. **Allocate funding over a 10 year period with Year One (2019/2020) to include an allocation for upgrade works, further detailed design and costings in preparation for future grant applications with the balance of the current allocation to be placed in the Reserve fund for pool upgrades;**
12. **Advocate and apply for external funding for identified and approved projects;**
13. **Retain the ability to extend opening hours on severe heat days and review the current opening hours to consider factors that impact on community use;**
14. **Consider extending the designated pool season (1 December to March long weekend) at either end of the pool season in the event that a consistent pattern of days above 30 degrees are forecast;**
15. **Continues to investigate the feasibility of solar heating the pools and that a report be presented at a future meeting for consideration;**
16. **Support the Friends of Avenel Pool to trial "winter blanketing" of the Avenel Pool over the 2019 winter period;**

9.7.9 Strathbogie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

RECOMMENDATION (cont.)

17. In consultation with the Pools Working Group, Friends of the Pools and the community, develop Management Plans for each individual pool/aquatic facilities and refer these to future budgets for funding consideration. These plans are to include improvements to the access to and around the pools while improving the physical environment of the pools;
18. Continues to advocate for more transport and access options to support all members of the community to access our pools;
19. Endorse commencement of community consultation and a feasibility study process including the costs, risks, management and other opportunities associated with the potential development of a Water Play area at Buckley Park in Nagambie;
20. Following completion of the community consultation and feasibility study processes, a further report be presented to Council for consideration regarding the future provision of aquatic facilities in Nagambie; and
21. Receive a report at the conclusion of the 2019/2020 pool season for further consideration.

CRS THOMSON/BOWER -

Amendment:

That the Recommendation, as written, be moved, with one amendment to Recommendation 8 -

8. In consultation with the Pools Working Group and the community, develop a Marketing and Events Plan for the Community Pools by 30 June 2019 for implementation prior to the 2019/2020 season, and consider in this Plan an expanded Learn to Swim program;

9.7.9 Strathbogie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

RECOMMENDATION (cont.)

CRS STOTHERS/WILLIAMS -

Amendment to Motion in front of us:

To amend Recommendations 9 and 10 -

9. With regards to Pool fees and charges, extend the current voucher process for the 2019/20 season, with an extra addition of providing similar free season passes through a mechanism decided by Council for all people who can show they are living in the Shire;
10. Use Council budgetary processes over the next 12 months to provide for ongoing management, maintenance and implementation of actions associated with the draft Community Pools Strategy with the concept of a Pool Reserve to be reviewed during the 2020/21 budgetary process;

100/19 **ON BEING PUT, THE AMENDMENT BECAME THE MOTION**

101/19 **ON BEING PUT, THE MOTION WAS CARRIED**

AMENDED RECOMMENDATION

That Council:

1. Note the management model review for the 2018/2019 pool season;
2. Adopt the revised format of the *draft Strathbogie Community Pools Strategy 2019-2029* document;
3. Endorse the formalization of the Pools Working Group as an Advisory Group to Council;
4. Endorse the recruitment of an Aquatics and Recreation Manager to oversee the future management of Strathbogie's pools and other recreation facilities prior to the commencement of the 2019/2020 pool season;
5. Endorse and fund the provision of a Lifeguard training course at no cost to Shire residents and that participants that successfully complete the training are then considered for seasonal employment in Strathbogie's pools;

9.7.9 Strathbogie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

RECOMMENDATION (cont.)

6. Request Officers to investigate and report back on the feasibility of engaging a direct management service delivery model utilizing a directly engaged labour source including lifeguards (senior and junior) and a hybrid model that utilizes lifeguards (senior and junior) from an external service provider and report back to Council in June 2019 allowing time to commence recruitment and other advertising in August 2019 for the 2019/2020 pool season or to allow time to conduct a tender process for the external management of the pools;
7. Advertise an Expression of Interest (EOI) for the management of the kiosks at the Avenel, Euroa, Nagambie and Violet Town pools by local community groups for the 2019/2020 pool season and report back to Council in August 2019 with the results of this EOI process;
8. In consultation with the Pools Working Group and the community, develop a Marketing and Events Plan for the Community Pools by 30 June 2019 for implementation prior to the 2019/2020 season;
9. With regards to Pool fees and charges, extend the current voucher process for the 2019/20 season, with an extra addition of providing similar free season passes through a mechanism decided by Council for all people who can show they are living in the Shire;
10. Use Council budgetary processes over the next 12 months to provide for ongoing management, maintenance and implementation of actions associated with the draft Community Pools Strategy with the concept of a Pool Reserve to be reviewed during the 2020/21 budgetary process;
11. Allocate funding over a 10 year period with Year One (2019/2020) to include an allocation for upgrade works, further detailed design and costings in preparation for future grant applications with the balance of the current allocation to be placed in the Reserve fund for pool upgrades;
12. Advocate and apply for external funding for identified and approved projects;
13. Retain the ability to extend opening hours on severe heat days and review the current opening hours to consider factors that impact on community use;
14. Consider extending the designated pool season (1 December to March long weekend) at either end of the pool season in the event that a consistent pattern of days above 30 degrees are forecast;
15. Continues to investigate the feasibility of solar heating the pools and that a report be presented at a future meeting for consideration;

9.7.9 Strathbogrie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

RECOMMENDATION (cont.)

16. **Support the Friends of Avenel Pool to trial “winter blanketing” of the Avenel Pool over the 2019 winter period;**
17. **In consultation with the Pools Working Group, Friends of the Pools and the community, develop Management Plans for each individual pool/aquatic facilities and refer these to future budgets for funding consideration. These plans are to include improvements to the access to and around the pools while improving the physical environment of the pools;**
18. **Continues to advocate for more transport and access options to support all members of the community to access our pools;**
19. **Endorse commencement of community consultation and a feasibility study process including the costs, risks, management and other opportunities associated with the potential development of a Water Play area at Buckley Park in Nagambie;**
20. **Following completion of the community consultation and feasibility study processes, a further report be presented to Council for consideration regarding the future provision of aquatic facilities in Nagambie; and**
21. **Receive a report at the conclusion of the 2019/2020 pool season for further consideration.**

CRS STOTHERS/WILLIAMS -

Amendment (Substantive Motion): (Note: this Motion includes the amendment put forward by Crs Thomson/Bower).

That the Substantive Motion be endorsed.

SUBSTANTIVE MOTION

That Council:

1. **Note the management model review for the 2018/2019 pool season;**
2. **Adopt the revised format of the *draft Strathbogrie Community Pools Strategy 2019-2029* document;**
3. **Endorse the formalization of the Pools Working Group as an Advisory Group to Council;**

9.7.9 Strathbogie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

RECOMMENDATION (cont.)

4. **Endorse the recruitment of an Aquatics and Recreation Manager to oversee the future management of Strathbogie's pools and other recreation facilities prior to the commencement of the 2019/2020 pool season;**
5. **Endorse and fund the provision of a Lifeguard training course at no cost to Shire residents and that participants that successfully complete the training are then considered for seasonal employment in Strathbogie's pools;**
6. **Request Officers to investigate and report back on the feasibility of engaging a direct management service delivery model utilizing a directly engaged labour source including lifeguards (senior and junior) and a hybrid model that utilizes lifeguards (senior and junior) from an external service provider and report back to Council in June 2019 allowing time to commence recruitment and other advertising in August 2019 for the 2019/2020 pool season or to allow time to conduct a tender process for the external management of the pools;**
7. **Advertise an Expression of Interest (EOI) for the management of the kiosks at the Avenel, Euroa, Nagambie and Violet Town pools by local community groups for the 2019/2020 pool season and report back to Council in August 2019 with the results of this EOI process;**
8. **In consultation with the Pools Working Group and the community, develop a Marketing and Events Plan for the Community Pools by 30 June 2019 for implementation prior to the 2019/2020 season, and consider in this Plan an expanded Learn to Swim program;**
9. **With regards to Pool fees and charges, extend the current voucher process for the 2019/20 season, with an extra addition of providing similar free season passes through a mechanism decided by Council for all people who can show they are living in the Shire;**
10. **Use Council budgetary processes over the next 12 months to provide for ongoing management, maintenance and implementation of actions associated with the draft Community Pools Strategy with the concept of a Pool Reserve to be reviewed during the 2020/21 budgetary process;**
11. **Allocate funding over a 10 year period with Year One (2019/2020) to include an allocation for upgrade works, further detailed design and costings in preparation for future grant applications with the balance of the current allocation to be placed in the Reserve fund for pool upgrades;**

9.7.9 Strathbogie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

RECOMMENDATION (cont.)

12. **Advocate and apply for external funding for identified and approved projects;**
13. **Retain the ability to extend opening hours on severe heat days and review the current opening hours to consider factors that impact on community use;**
14. **Consider extending the designated pool season (1 December to March long weekend) at either end of the pool season in the event that a consistent pattern of days above 30 degrees are forecast;**
15. **Continues to investigate the feasibility of solar heating the pools and that a report be presented at a future meeting for consideration;**
16. **Support the Friends of Avenel Pool to trial “winter blanketing” of the Avenel Pool over the 2019 winter period;**
17. **In consultation with the Pools Working Group, Friends of the Pools and the community, develop Management Plans for each individual pool/aquatic facilities and refer these to future budgets for funding consideration. These plans are to include improvements to the access to and around the pools while improving the physical environment of the pools;**
18. **Continues to advocate for more transport and access options to support all members of the community to access our pools;**
19. **Endorse commencement of community consultation and a feasibility study process including the costs, risks, management and other opportunities associated with the potential development of a Water Play area at Buckley Park in Nagambie;**
20. **Following completion of the community consultation and feasibility study processes, a further report be presented to Council for consideration regarding the future provision of aquatic facilities in Nagambie; and**
21. **Receive a report at the conclusion of the 2019/2020 pool season for further consideration.**

102/19 ON BEING PUT, THE SUBSTANTIVE AMENDMENT BECAME THE MOTION

103/19

ON BEING PUT, THE MOTION WAS CARRIED

9.7.9 Strathbogie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

Background

Preparation of the draft Strathbogie Community Pools Strategy has involved the following:

- A review of Council's existing strategic documentation, current operations, community demographics, and other facilities in the region;
- Stakeholder interviews and workshops;
- Community surveys;
- An assessment of Industry trends and new technologies; and
- Development of a draft strategy based on the findings.

The key recommendations of the draft strategy are:

1. Management Model;
2. Programming and activities to build patronage and revenue;
3. Fees and Charges;
4. Pool Operating Hours;
5. Water Temperature;
6. Water / Pool Management;
7. Marketing / Promotion;
8. Access;
9. Transport; and
10. Physical Environment.

The draft strategy was finalised on 2 May 2018. The draft strategy was then presented to Council for consideration on 15 May 2018. Council resolved to place the draft Community Pools Strategy on Public Exhibition for a 28 day period from 23 May 2018, closing on 22 June 2018 and to hear submissions at a Special Council meeting at 5pm on Tuesday 10 July 2018.

As a result of this public exhibition period, sixteen (16) submissions were received with one submitter requesting to be heard by Council on 10 July 2018.

The content of the submissions is summarised in Attachment A.

2018/2019 Pool Season

Following the tender process for the management of all four pools, Council appointed the previous contractor to manage the Euroa Pool. No tenders were received for the management of the Avenel, Nagambie and Violet Town pools.

As a result of this tender process, Council staff contacted suitably qualified and experienced providers advising them that a tender was being re-advertised for the management of the outdoor pools at Avenel, Nagambie and Violet Town for the 2018/2019 pool season.

During these conversations, Council officers were advised that if the tender was for a longer period and if it included the Euroa pool, there would be greater interest in submitting a tender. None of these providers submitted a tender.

9.7.9 Strathbogrie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

Following an additional tender process seeking interest for the management of the Avenel, Nagambie and Violet Town pools and with the recommendations of the draft Pool Strategy in mind, Council resolved to manage the Avenel, Nagambie and Violet Town pools with direct labour and to provide free Lifeguard training for Strathbogrie residents with the view of employing all successfully trained lifeguards on the roster for the 2018/2019 season.

An accredited Lifeguard training session was held in Euroa on 22/23 November 2018 with seven participants, all of who successfully completed the course and were then employed by Council during the season.

In addition to the community members being trained, Council also trained four (4) outdoor staff members to provide options and "back up" in the event of the availability of lifeguards.

The ability and certainty of lifeguard availability was an issue as the season progressed which was partially due to lifeguards returning to university, accessing other paid work opportunities and to a lesser extent illness and holidays.

Council embarked on a recruitment process for a suitably qualified Pool Coordinator to manage the operations and rostering of lifeguards to work at the pools. Despite advertising, no applications were received in time for the pools to open. Co-ordination of the rostering and operations of the pools was shared by council officers.

Prior to the 2018/2019 season and again despite local advertising seeking expressions of interest from Community Groups to manage the kiosks at Avenel, Nagambie and Violet Town, there was no response from any Community Group. As a result of this advertisement, two local residents were engaged to staff the Violet Town kiosk.

In addition, the contractor who previously managed the Violet Town pool for a number of seasons was engaged to assist with grounds maintenance and water quality at the Violet Town pool. This person also provided advice and acted as a mentor for the lifeguards.

Ground maintenance and water quality was undertaken by Council staff at the Avenel and Nagambie pools.

During the 2018/2019 season a total of 54 days were experienced when one of more pools was not open. The breakdown per pool is as follows:

- Euroa – 9.5 days
- Avenel – 16.5 days
- Nagambie – 16.5 days
- Violet Town – 11.5 days



9.7.9 Strathbogie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

The reasons were predominantly due to cool conditions with fluctuations in temperature being experienced between towns, storm activity, a faecal incident at Violet Town, a power outage at Avenel and Nagambie, and a minor water quality incident at Avenel.

The following table indicates annual attendances recorded at each pool for the past six (6) seasons, noting that "free access for ratepayers" was introduced in 2014/2015:

<i>Pool</i>	<i>2013/2014</i>	<i>2014/2015</i>	<i>2015/2016</i>	<i>2016/2017</i>	<i>2017/2018</i>	<i>2018/2019</i>
<i>Avenel</i>	3,544	3,189	4,890	4,404	4,815	3,679
<i>Euroa</i>	10,834	10,757	16,509	15,306	16,108	17,325
<i>Nagambie</i>	1,677	3,429	2,589	2,891	3,034	3,424
<i>Violet Town</i>	12,708	13,680	19,422	16,163	12,154	6,468
TOTALS	28,763	31,055	43,410	38,764	36,111	30,896

You will note that following the introduction of free attendance for ratepayers prior to the 2014/2015 pool season, attendances increased in 2014/2015 by 2,292 or 8%.

The following table represents the total income received at each pool for the past six (6) seasons, noting that "free access for ratepayers" was introduced in 2014/2015:

<i>Pool</i>	<i>2013/2014</i>	<i>2014/2015</i>	<i>2015/2016</i>	<i>2016/2017</i>	<i>2017/2018</i>	<i>2018/2019</i>
<i>Avenel</i>	\$2,312	\$325.00	\$584.00	\$344(passes only)	\$37.00 (passes only)	\$3,152 (passes & kiosk)
<i>Euroa</i>	\$3,096	\$3,060	\$3,178	\$2,791 (passes only)	\$3,371.00 (passes only)	\$3,566 (passes & kiosk)
<i>Nagambie</i>	\$1,271	\$1,059	\$491.00	\$180.00 (passes only)	\$646.00 (passes only)	\$1,475 (passes & kiosk)
<i>Violet Town</i>	\$1,639	\$998.00	\$3,274	\$1,681 (passes only)	\$2,267.00 (passes only)	\$8,638 (passes & kiosk)
TOTALS	\$8,318	\$5,442	\$7,527	\$4,996	\$6,321	\$16,831

The 2018/2019 season saw a decrease in attendance of 5,215 or 14% when compared to the 2017/2018 season.



9.7.9 Strathbogie Community Pools Strategy 2019-2029
 - For Consideration and Adoption (cont.)

Revenue increased by \$10,888 or 197% when compared to the 2017/2018 season. This is due to Council directly managing the kiosks by providing labour and stock and receiving all takings compared to 2017/2018 when revenue was restricted to the sale of passes only (\$5,528).

During the 2018/2019 season, a total number of 1500 free passes were issued as per the following table:

<i>Pool</i>	<i>Family Pass</i>	<i>Adult Pass</i>	<i>Student Pass</i>	<i>Totals</i>
Avenel	98	4	52	154
Euroa	543	106	384	1033
Nagambie	105	12	20	137
Violet Town	108	43	25	176
TOTALS	854	165	481	1500

The total estimated cost associated with the provision of the pool service for the 2018/2019 season is as follows:

<i>Management of the pools</i>	<i>\$255,521</i>
<i>Kiosk Supplies</i>	<i>\$ 4,735</i>
<i>Total Expenditure:</i>	<i>\$260,256</i>
<i>Less Income:</i>	<i>\$ 16,416</i>
<i>Total Net Cost:</i>	<i>\$243,840</i>

Please note that these figures do not include costs associated with purchase of chemicals or payment of utilities as these have historically been paid for by Council and revenue generated from the Euroa Pool kiosk which was managed by the contractor.

Based on this figure, it can be suggested that the "hybrid model" undertaken during the 2018/2019 season when compared to the 2017/2018 season resulted in savings to Council.

During the 2018/2019 season, the following marketing, promotional activities and events took place:

- Production of a pools promotional video, which has been shared on social media and shown at the Euroa Cinema;
- A pools photo banner has been developed and attached to all Council staff emails and has been shared on Facebook, Instagram and on the Euroa IGA advertising screen;
- Evolve Youth of Strathbogie have hosted a pool party at Euroa and Nagambie;

9.7.9 Strathbogie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

- Promotional videos have been filmed at each pool to assist with the promotion of the 2019/2020 pool season; and
- Pull up “teardrop” banners and additional town entry signage has been ordered for the 2019/2020 season.

In addition, staff worked with the Friends of the Avenel Pool to provide early morning lap swimming two days a week for a period of two (2) weeks. This proved successful and should be investigated further for the 2019/2020 season.

The Draft Strategy

In an attempt to make the draft Strategy more user friendly, a summary document has been developed and titled “*Strathbogie Community Pools Strategy, 2018-2028*”. This document outlines the major focus and recommendations for consideration. Refer to Attachment B.

It is recommended that the document that was exhibited for community consultation be retitled the “*Strathbogie Community Pools Background and Research Document*”.

The draft strategy has a number of Key Directions and recommendations which are listed in the table below. Each of these recommendations has been addressed in the recommendations of this report:

Key Direction	Recommendation
<i>Management Model</i>	<i>That Council consider the implementation of an internal/external hybrid management for its community pools</i>
<i>Programming and activities to build patronage and revenue;</i>	<i>That provision and/or facilitation of programming at the pools be a core pool management function into the future and that pool toys be purchased for use at each of the pools to enhance the fun and waterplay aspects of the local pool experience.</i>
<i>Fees and Charges</i>	<i>That Council develop a fees and charges policy guide the reintroduction of fees for entry into the pool to coincide with the recommended improvements to the programming and management services and physical improvements to the environment.</i>
<i>Pool Operating Hours</i>	<i>That Council take a more flexible approach around the core opening hours for the pools and consider, where there is sufficient local demand, trialling local requests to varying local pool opening hours.</i>

9.7.9 Strathbogrie Community Pools Strategy 2019-2029
 - For Consideration and Adoption (cont.)

Key Direction	Recommendation
<i>Water Temperature</i>	<i>That a cost benefit analysis be undertaken to determine if a solar heating trial at Euroa Pool is feasible and, depending on the outcome of the feasibility of a solar heating trial and possible subsequent trial at Euroa Pool, that solar heating feasibility and trialling at other pools be considered.</i>
<i>Water/Pool management</i>	<i>That Council covers one pool over winter as a trial to gauge the local impact of changing this long-standing practice and with a view to progressively introducing winter pool blanketing at all the pools if successful.</i>
<i>Marketing / Promotion</i>	<i>That Council develop a Community Pools marketing plan to provide ongoing information about the proposed improvements to the pools and encourage people to 'come back' to the pools. It should:</i> <ul style="list-style-type: none"> • <i>Complement/enhance local 'friends of' communications about the pools</i> • <i>Improve overall community awareness of the pools and their activities and</i> • <i>Build loyalty and interest in the pools</i>
<i>Access</i>	<i>That universal access in and around the pools be a priority for improvement in the pool renewal and upgrade works</i>
<i>Transport</i>	<i>That Council explore options to develop transport and access services to attract and support young people and others in the community with transport issues being able to get to and use the pools.</i>
<i>Physical Environment</i>	<i>That Council adopt renewal and upgrade works program for the pools that will improve their physical environment and make them more attractive, comfortable, relevant and sustainable into the future.</i>

Other opportunities and recommendations

During the preparation and consideration of the strategy, the following opportunities have also been investigated:

- Water Play Space for Buckley Park, Nagambie
- Management Plans for Each Pool



9.7.9 Strathbogie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

Alternative Options

The author and other officers providing advice in relation to this report have considered potential alternative courses of action. Feasible alternatives have been identified.

Risk Management

The author of this report considers that there are significant Risk Management factors relating to the report and recommendation.

Despite the preferred management model for the pools, there is a risk. In the event that the operations and management of each or individual pools in contracted out, the risk can be shared with the provider.

In the event that Council adopts a hybrid model or a directly provided service delivery model, the risk increases.

Regarding insurance implications, Council currently has Professional Indemnity and Public Liability policies.

Council's Public Liability policy has a \$600,000,000 coverage.

As the pools are a Council asset, they are on our Asset Register. As such, they are automatically covered by Council's annual insurance policy.

Strategic Links – policy implications and relevance to Council Plan

The author of this report considers that the report is consistent with Council Policies, key strategic documents and the Council Plan.

Best Value / National Competition Policy (NCP) / Competition and Consumer Act 2010 (CCA) implications

The author of this report considers that the report is consistent with Best Value, National Competition Policy and Competition and Consumer Act requirements.

Financial / Budgetary Implications

The author of this report considers that the recommendation has no capital or recurrent budget considerations other than those included in the report.

Economic Implications

The author of this report considers that the recommendation has no significant economic implications for Council or the broader community.

Environmental / Amenity Implications

The author of this report considers that the recommendation has no significant environmental or amenity implications for Council or the broader community.

Community Implications

The author of this report considers that the recommendation has community and social implications for Council or the broader community as described in the report.

9.7.9 Strathbogie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

Victorian Charter of Human Rights and Responsibilities Act 2006

The author of this report considers that the recommendation does not limit any human rights under the Victorian Charter of Human Rights and Responsibilities Act 2006.

Legal / Statutory Implications

The author of this report considers that the recommendation has no legal or statutory implications which require the consideration of Council.

Consultation

Otium conducted extensive consultation with key stakeholders, including the Community Pools Working Group during the preparation of the draft Strategy.

Otium attended a meeting of the Strathbogie Community Pools Working Group on 18 April 2018 to present an overview of the developing Strategy and the key actions identified. Committee members were asked to provide any feedback they might have by 27 April 2018 for presentation to Council alongside the draft strategy.

Feedback was provided by the Avenel Action Group, Euroa Pool representatives, a Nagambie Pool representative and a Violet Town Pool representative.

The draft strategy was finalised on 2 May 2018. The draft strategy was then presented to Council for consideration on 15 May 2018. Council resolved to place the draft Community Pools Strategy on Public Exhibition for a 28 day period from 23 May 2018, closing on 22 June 2018 and to hear submissions at a Special Council meeting at 5pm on Tuesday 10 July 2018.

As a result of this public exhibition period, sixteen (16) submissions were received with one submitter requesting to be heard by Council on 10 July 2018.

Councillors met with representatives from the Pools Working Group and Friends of the Pools on 9 April 2019 to discuss future management and opportunities associated with the pools.

Attachments

- Attachment A – Summary of Public Submissions
- Attachment B – *Draft Strathbogie Community Pools Strategy, 2019 - 2029*

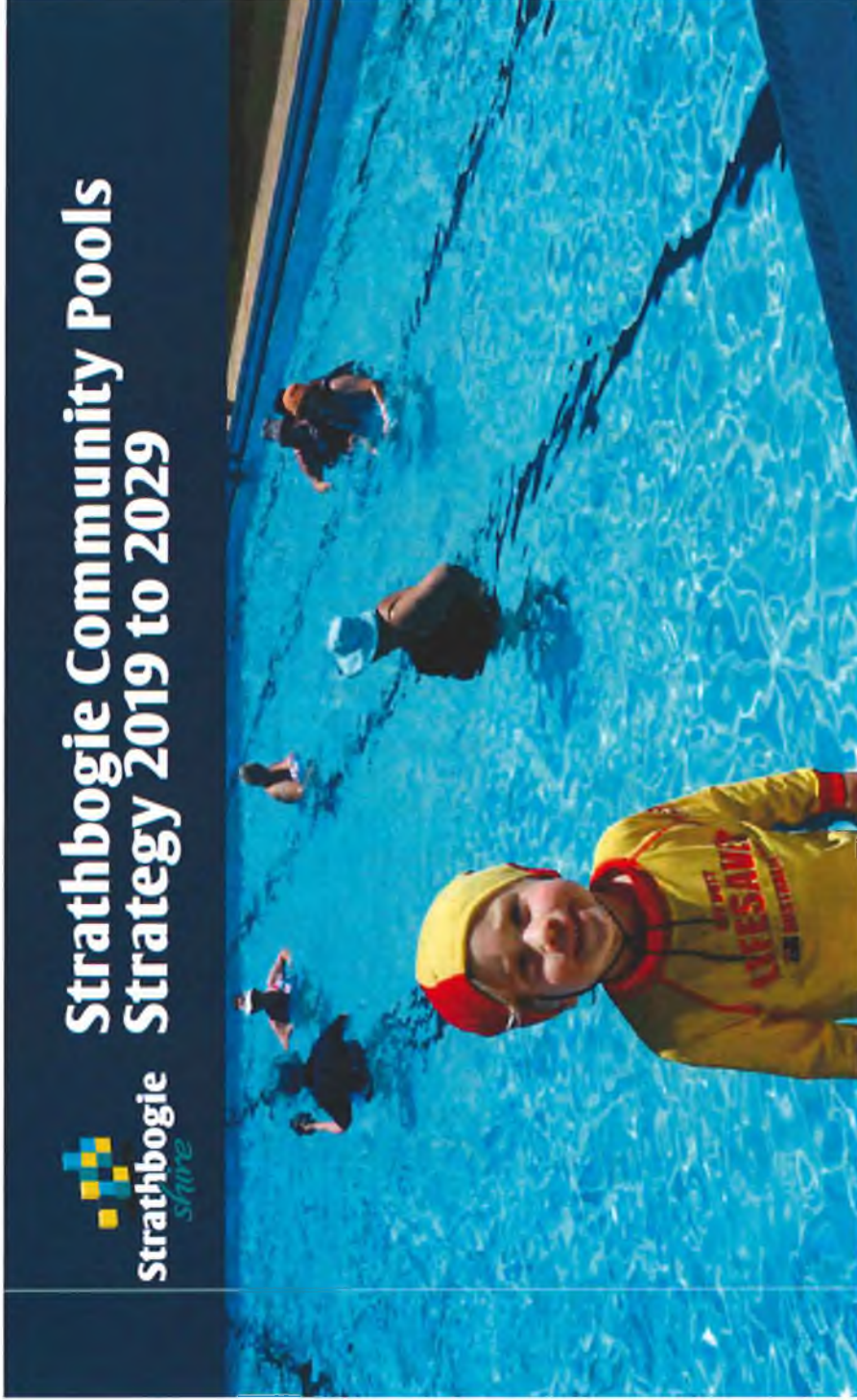
Attachment A

Summary of Public Submissions

Submissions to Draft Community Pools Strategy Report		
1	Strongly supports Euroa Pool development	Information about the Euroa Swim Club not adequately stated. In the report it states that the schools need to engage the pool more - however the pool is highly utilised by all three schools in Euroa. Euroa has limited active spaces for young people. The pool creates a social hub and provides a space for health, fitness and rehabilitation purposes.
2	Strongly supports Euroa Pool development	Query date of completion/opening of Euroa Pool? Euroa pool not marketed effectively - programming could definitely be improved. Extra suggestions - a blanket for the medium sized pool, removal of tree that drops leaves in toddler pool, provision for morning lap swimmers 2-3 mornings per week.
3	Avenel Pool Corrections	* <u>page 7 4.2</u> the Avenel Pool was built by the community over the 1966/67 period NOT 1980 * <u>page 9 4.2.6 Area Change rooms and toilets.</u> It says that ..."refurbish toilet/shower fit out, existing stalls are aged and deteriorating" Cost estimate \$25,500 ..."Completed" in last column. This has not been completed nor started. The roof has been completed only - not the fit out.
4	General Comments	Concern over pool entrance fees and impact on low income families that use the pool. Not charging entrance fees or a more flexible "user pays" arrangement may cost less to administer. Support of various pool maintenance and improvements strategies.
5	Strongly supports Euroa Pool development	Toddlers splash park would potentially increase patronage. Incorporation of shade very important to make facility 'sun-safe'. Change rooms are hardly utilised and need upgrading. Could the temperature of the pool be raised?
6	Euroa Pool	Earlier opening hours would suit pensioner better.
7	General Comments	All children in the Shire should have access to a local pool and not have to travel far to learn to swim and go swimming.
8	Strongly supports Euroa Pool development	Euroa Secondary College use all parts of the 50 metre pool, including the deep water section, and it is vital to their swimming, sport, educational and water safety programs from Years 7 -12. The changerooms require an urgent upgrade, as current facilities do not allow students to be able to adequately wash Chlorine off.
9	Supports Draft Report General Comments	Urges Council to commit to act on the report and support implementation of it. Euroa pool is unique and should be repurposed, not removed. Euroa Pool - Bring forward stage 3 to be stage 1. Engage a professional grant writer to increase chances of success in applying for grants.
10	Supports Draft Report Strongly supports Euroa Pool development	Member of the Pool Working Group - full endorsement of the Otium Report. Member of the Friends of the Euroa Pool for over 10 years. Important for Council to adopt the strategy and implement its recommendations by allocating budget funds and staff to carry out project.

11	Supports Draft Report	Supports Euroa Pool Development Regularly uses Euroa Pool over summer.
12	Supports Draft Report	Would like Council to set up time frame for implementation of the report.
	General Comments	Suggests seeking assistance from local pool groups to prepare State/Federal funding applications. Obtain structural report on Euroa and Violet Town Pools. Blanket pools over winter and use solar heating to extend swimming season. Upgrade amenities and change rooms. Any carpark re-alignment should not impact on existing trees. Admission to Euroa pool should be free or highly subsidised. Conduct Feasibility Study for Hydrotherapy pool.
13	Strongly supports Euroa Pool development	All Euroa Primary Schhol students participate in swimming lessons each year at the Euroa Pool. Euroa pool is used for swimming carnivals and social activities. Euroa Pool is an invaluable community resource.
14	Supports Draft Report	Pools are an exceptional public assets - would Council prioritise urgent pool upgrades by progressing planning and financing of these upgrades. Request that Council commission full structural assessment of Public pools immediately. Please ensure Euroa pool will not lose any of its existing features - 50m pool and dive pool zone. This deep water zone could be used for a future water slide and is currently used for water safety programs. It was not included in the sketch on page 71. The Community Pool Strategy strongly affirms the goals of the Council Plan 2017-2021. There is a need to boost patronage at the Euroa pool. This could occur if the water was warmer, extending the pool season; provision of more shade; provision of a sports and recreation program and other and provision of a community run kiosk. User-pays system should be re-introduced. Revitalisation could occur with participation of community members.
15	Supports Draft Report	All pools need to be reviatlised, especially the Euroa Pool. Funding opportunities have been lost - this needs to change. Council please take action to enure water safety of our youth.
16	Strongly supports Euroa Pool development	St John's Primary School utilises the Euroa Pools for its swimming program and District competitions. Upgrade of the Euroa pool needs to be a priority Important place for students to socialise over the summer. Query report statement that 'getting the school into the pool is a challenge', as all three schools utilise the pool for numerous weeks with programs and carnivals.

Attachment B
Draft Strathbogie Community Pools Strategy, 2019 - 2029



Prepared by Otium Planning Group Pty Ltd
in conjunction with Puddle Thorp Architects
and Turner & Townsend Quantity Surveyors





The Project - Strathbogie Shire Community Pools Strategy

There are four outdoor community swimming pools in Strathbogie Shire located in the townships of Avenell, Euros, Nagambie and Water Town.

Each of the pools has its own character and is highly valued by its local community. There is a strong belief in the important social, health, fitness and wellbeing role that local swimming pools should continue to play into the future.

The four pools are aging. They range from between almost 40 to around 60 years old and as they age, will only cost more to operate as they age. Without work, the combined capital and operational cost of keeping these pools running over the next 10 years is expected to reach \$6.5 million.

In early 2017, Council established a Community Pools Working Group to consider a range of pool planning and management challenges.

In mid 2017, Council commissioned Ocum Planning Group to develop the Community Pools Strategy to guide Council's planning and decision-making for the community pools into the future.

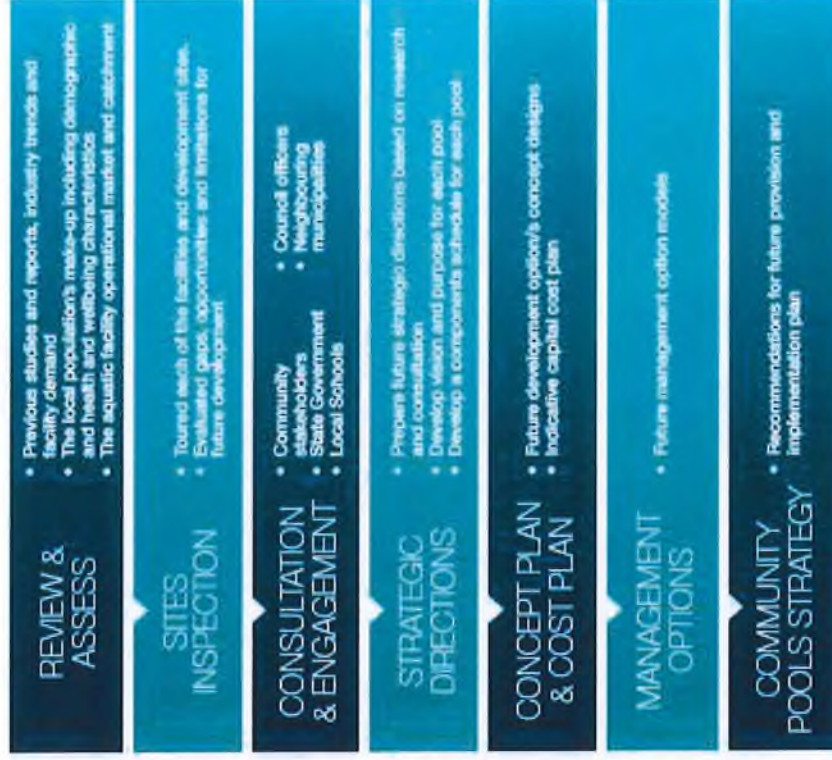
The Community Pools Strategy gives focus to the longer-term sustainability and viability of the pools. It provides:

- A plan for the pool's long-term sustainability and recommendations for each of the community swimming pools into the future
- Recommended development options and costs for specific facilities such as reconfiguring existing pools and creation of splash park facilities
- Options for additional activities that will generate revenue and assist facility sustainability
- A staged implementation strategy
- A preferred management model for the future
- Recurrent Council budget implications for the future operation of the pools



What Have We Done?

Community pools are important to our community. To work out the best way to provide these facilities into the future and the best options for their long-term sustainability we undertook an extensive research and consultation process described by this diagram.



What Our Research Told Us

1. Strathbogrie Shire Council provides four outdoor swimming pools: Avonel, Europa, Nagambie and Violet Town.
2. The pools provide residents of all ages the opportunity to enjoy social contact and participate in recreational activities such as swimming, water play and exercise. They also play a role, though not as effectively as many people consulted for this project would fee, in promoting and educating locals about water safety.
3. With an aging population and a high level of disadvantage, affordable and accessible community facilities that can promote and encourage health, wellbeing and community connectedness such as the community pools are important and will become increasingly so.
4. The pools operate for a summer swimming season which starts on December 1 and finishes on the long weekend in March. The current operational hours are:
 - Weekdays – 1.00 pm to 7.00pm
 - Weekend – 1.00 pm to 7.00 pm
 - School Holidays – 12.00pm to 7.00 pm
 - Closed Christmas Day and any day below 23°C
5. The fee structure for the pools involves:
 - Season and day passes for families, adults and/or children
 - Pool membership tickets are available from the pool complexes.
6. The majority of pool attendees use free (rate-payer) passes.
7. The operational performance of the Strathbogrie Community Pools is summarised in the table on the next page. It shows that the average level of subsidy per resident for the provision of the four outdoor pools is \$33.06 and the attendance levels vary from almost 3,000 at the Nagambie pool to just over 16,000 at Violet Town.
8. All four of the Strathbogrie Pools are aging with amenity shortcomings including:
 - Cold showers
 - Poolless change rooms
 - Cracked and loose tiles
 - Lack of shade
 - Cracked concourses
 - No all abilities access
 - Lack of supporting infrastructure (old tables, chairs etc)
 - Cold and deep (at some pools) water

Strathbogrie Shire Population Snapshot

9,598 > 10,329
Population increased by 731 (7.6%) residents from 9,598 residents in 2011 to 10,329 in 2016.

14.7% people aged 0 to 15, and 28.4% aged 65 years and over, compared with 18.2% and 20.4% respectively for Regional Victoria

8.8% people born overseas and 4.1% born in non-English speaking countries, compared to 11.0% and 6.1% in Regional Victoria

5.7% people earned a high income, and 40.9% earned a low income, compared with 6.9% and 40.2% respectively for regional Victoria

High level of disadvantage within Strathbogrie Shire



Table 1: Strathbogie Community Pool's Operational Performance Summary

Item	Avenel	Euroa	Nagsambie	Violet Town	TOTAL
Income	\$344	\$2,791	\$160	\$1,661	\$4,956
Expenditure	72,361	137,177	64,099	72,991	\$346,646
Net Operating (Loss) Surplus	(\$72,037)	(\$134,386)	(\$63,919)	(\$71,310)	(\$341,650)
Attendance	5,064	15,306	2,737	16,163	39,280
Usual resident (local area) population	1446	4037	2029	1539	
Attendance per head of local population	3.5	3.8	1.3	10.5	
Revenue per user	\$0.07	\$0.18	\$0.07	\$0.10	\$0.13
Expenditure per user	14.24	8.96	23.42	4.52	\$6.82
Subsidy per user	\$14.17	\$6.78	\$23.35	\$4.41	\$6.70
Subsidy per 10,329 estimated residents	-	-	-	-	\$33.08
Revenue as a % of Expenditure	0.46%	2.03%	0.28%	2.30%	1.44%

Aquatic facility market trends

Local pools were once built for more specialist or limited market users such as competitive swimmers or high-level sport participants. Research indicates that these days pools such as the Strathbogie Pools need to align more to the recreation and leisure market. This is the largest market for aquatic facilities as it contains people of all ages, ability, types, interest and gender.

Community expectations about recreation and how leisure time is spent and how people use aquatic facilities is changing. The Strathbogie pools design with formal rectangular pools, limited alternate activity amenity such as basketball rings and barbecues and poor all abilities access don't support recreation and leisure market trends.

The key aquatic facility markets and what drives them are identified in this diagram.



What You Told Us

Consultation for this project involved community and school surveys, discussion workshops, public submissions and interviews with other regional shire council officers.

You told us that:

1. All four of Strathbogie Shire's pools are valued by the community through Euroa and Violet Town with much higher patronage would seem to be valued by more people.
 2. Strathbogie's pools are primarily used as places to cool off in the summer. They offer limited lap swimming and learn to swim (McSwim) programs. Some people travel to Seymour Shepparton and Benalla for warm water & learn to swim.
 3. The current management structure is not conducive to programming/service, pool activation, community connection and development.
 4. The management of the pools is important. People want a strong local community connection and want the management to liaise with, engage and support local community pool committees.
 5. Free entry for rate payers was felt to be inequitable and entry for locals who are not rate payers needed to be better provided for.
 6. Greater flexibility around opening hours would be appreciated to accommodate warm weather earlier than December.
7. Additional programming and/or activities at the pool is important as an attraction to the pools to activate the pools and to build patronage.
 8. A desire for lap swimming access was identified at the pools. People wanted early access lap swimming and/or designated lanes for lap swimming.
 9. Community pools 'friends of' groups would like to hold events and program activities such as large on-water inflatables. They cited event insurance as being problematic and identified that Council assistance with this would be good.
 10. The pools need more amenities including play elements, shade, barbecues, mud-splam changerooms and showers, basketball rings/ half courts etc. Splash park facilities were suggested as features that would improve the amenity and attractiveness of the pools.
 11. All abilities access was identified as an issue at all of the pools and needs to be improved as a priority.
 12. Young people identified that pools often cater for little kids and there needs to be more for older age groups. This could include other features such as basketball rings. Events at pools were also suggested as young people attractors.
 13. Transport and being able to get to the pools is a concern for a lot of kids that live out of the towns.

Who Did We Consult?

- Community Pools Reference Group
- Euroa Workshop
- Avenel Workshop
- Nagambie Workshop
- Violet Town Workshop
- Access & Disability Advisory Committee Meeting
- Evolve Youth Committee Meeting
- Local Schools
- General Community
- Strathbogie pools management contractors
- Aquamoves Shepparton
- Benalla Aquatic Centre
- Seymour Sports and Aquatic Centre
- Indigo Shire
- Murrumbidgee Shire
- Aged care providers: Euroa, Violet Town, Avenel and Nagambie
- Council officers from across the organisation



14. The aspects of the pools that people were most unhappy with included the age and condition of the change rooms, the lack of indoor pools and lack of shaded grass area.
15. The swimming facilities or programs that schools felt are lacking in the Strathbogie local area included:
- Learn to swim programs for schools and local swimming lessons
 - Indoor swimming facilities
 - Maintaining McSwim program
 - Pool resources
 - Swimming teachers to run/assist with school programs
 - Continual maintenance and upgrade of the pool facilities
 - Water/splash park on pool grounds
 - Kids activities
16. The marketing and promotion of the pools was identified as an area where work should be done. It was felt that apart from locals no one else knows about the pools in Strathbogie.
17. A number of 'friends of groups' suggested that leaving the pools uncovered during winter was inefficient, damaging to the pools and environmentally poor practice. They expressed desire to trial blanketing the pools in order to properly determine if it would be beneficial or not.

Regional benchmarking

18. A number of regional Council's blanketed their pools over winter and have found this to be a financial as well as environmental benefit.
19. A regional review of the fees and charges found that Strathbogie was the only Council providing free pool access for ratepayers. This suggests that the opportunity exists, particularly given the expressed misgivings from local pool patrons about the 'free passes for ratepayers', to reintroduce fees for entry into the pool. Ideally, the fees schedule would include concession rates that would encourage those who may struggle to pay fees and/or may not be rate payers, to attend.
20. There are a number of community pool management models in operation within the region. In-house management and hybrid management models are both working successfully.
21. The identified key benefits of the hybrid management model are:
- Access to a 'pool' of lifeguards that get moved across all Council/regional participating facilities
 - Management of payroll and recruitment
 - Provision of the rostering software and Point of Sale software and hardware
 - Reduced operational cost



The Strategy - Key Directions

Strathbogie people told us that they want each of the community pools to have their own distinct 'look and feel' and provide a different experience that will attract people from across the shire to each.



Management service scope

Management that is community focussed, connected and collaborative is identified as essential to the pools being able to attract local visitors and ensuring the pools are fun, inviting places for community, family and friends to gather, meet and cool off over summer.

Specifically the service specification should require the pools management to:

- Provide broader services than just opening the gates and raising allegations, although of course provision of a safe and properly supervised environment remains a critical component of service
- Be engaged and connected with the local community
- Work proactively with and support local community groups such as the Friends of groups, to plan and deliver community events and activity programs at the local pools
- Plan and facilitate delivery of programs at the pools that support Council's health and wellbeing strategies and actions
- Encourage activities that build and promote local community connection, health, fitness and wellbeing
- Work with local organisations, including (but not limited to) schools, aged care facilities and community centres to provide aquatic safety, swimming and fitness and wellbeing programs and activities



Management model

A number of management models were identified and assessed during this project including

- Council in-house management** where Council employs a facility manager and associated staff and is responsible for all aspects of the facility's operation including operating policies, financial performance and asset maintenance. Council employs an in-house facilities manager to coordinate costing and program planning but engages specialist HR company to provide pool staff (lifeguard) engagement and IT solutions for the pool operations. The pool staff are engaged under the Fitness Industry Award delivering staffing cost savings but Council still has full control of operations, pricing, programming, asset management and staffing.
- External Management** where management rights are contracted or leased out to a professional contract management company or an individual to operate all facilities. This has been the Strathboogie pool management model for a number of years. This model is proving difficult to sustain as there are limited management contractors in the market place with the capacity to support the strong community collaboration requirements identified as important by the local community.
- Committee of Management** where an incorporated (usually volunteer) Committee of Management is appointed by Council to operate the swimming pool under a detailed charter that sets out the role and responsibilities for each party. This model is increasingly being phased out within the pool industry as it can be difficult to sustain given its reliance on volunteers.
- Internal/ external hybrid model** where Council directly operates and man-

ages the facilities, and is responsible for all aspects of the facility's operation including operating policies, financial performance and asset maintenance. Council employs an in-house facilities manager to coordinate costing and program planning but engages specialist HR company to provide pool staff (lifeguard) engagement and IT solutions for the pool operations. The pool staff are engaged under the Fitness Industry Award delivering staffing cost savings but Council still has full control of operations, pricing, programming, asset management and staffing.

Given the identified importance of community engaged and connected management that provides and/or supports programming activities and equipment that makes the pools attractive and fun summer time community gathering places that attract all ages, the management model must support delivery of these sorts of outcomes. An increased level of service that requires management to work with, support and be supported by the community and, to provide and/or facilitate programming is essential.

The following initiatives have been identified as central to this approach

1. An individual management plan, reflecting the unique nature of each pool should be developed to capture the community development and lesson, programming, marketing, and other operational priorities. The management plan should provide an operational guideline reference for the pools management, the pool working group for each pool and the local community.
2. The Community Pool 'Friends of Groups' that have been instrumental in providing



local energy into the programming of and support for the individual local pools should be formalised as an ongoing feature of the pools' operation.

3. Council should continue to regularly convene the overarching Community Pools Working Group to provide strategic overview input for the pool service as a core aspect of its ongoing community engagement strategy.
4. Council should coordinate a combined meeting of the all the Community Pool 'Friends of' Groups to share ideas and opportunities.

The internal/external hybrid model has been found to deliver staff cost savings of up to 25% over a direct employment (internal) model. The experience of other council's is that this is an efficient operational model that supports working in collaboration with local communities for the sustainable future of community pools.

Recommendation: That:

1. Individual management plans be developed for each pool to provide an operational guideline reference for the pools management, the pool working group for each pool and the local community
2. The Individual Community Pool Working Groups be formalised by Council to be an integral part of the ongoing operation of each of the pools
3. Council convene meetings of the overarching Community Pools Working Group as necessary
4. Council facilitate a combined meeting of all the Community Pool 'Friends of' Groups to share ideas and opportunities
5. Council implement an internal/external hybrid management model for its community pools.



Programming and activities to build patronage and revenue

Provision, support and encouragement of programming, events and fun activities has been identified as essential to improving attendance at the pools. Programming as a means of activating the pools and attracting and engaging community was raised in every community consultation process.

With the exception of Violet Town Pool, there has been minimal programming at Strathbogie Shire's pools. Violet Town pool was consistently identified as being a very successful model where the management and community has proactively provided programming and activities making the place attractive to attend providing a reason to attend and building a strong community ownership and loyalty for the pool.

The Violet Town pool management and community has also invested in the purchase of pools toys that people attending can use in and around the pool. The toys increase fun and provide opportunities for water play. They also provide a point of difference and a reason to visit.

The idea of a collection of toys (some larger some smaller) that could travel around the pools to attract people and provide regularly changing experiences at each of the pools was suggested regularly during consultation for this project.

Proactive, strategic programming will improve the relevance and attractiveness of the pools and support for this needs to be an expectation of pools management in the future.

A successful program needs to include both formal programs and activities such as team to swim and less regular and/or structured activities and events such as games and swimming toys in the pools and community events such as barbecues.

The activities and programs that are proposed to build pool relevance, attractiveness, patronage and revenue include:

- Pool management to provide, support and encourage programming, events and fun activities at the pool that could include but not be limited to working with local:
 - Swim teachers/schools to grow programs at the local pool
 - Schools to run their swimming lessons and/or swimming carnivals from their local pool and/or the Euros pool as the local swimming carnival destination
 - Friends of the pool groups supported to provide community programs and activities at the pool. This may include council assisting with public liability

insurance and provision of additional life guards.

- Purchase inflatable pool toys (feature and smaller) to be moved around the pools enabling different experiences at each of the pools.
- Purchase swimming equipment such as kick boards and flippers for use around the pool.

Recommendations:
That provision and/or facilitation of programming at the pools be a core pool management function into the future and that pool toys be purchased for use at each of the pools to enhance the fun and waterplay aspects of the local pool experience.

Fees and charges

During consultation, people felt that the current policy to provide free passes to rate payers had increased the patronage of Strathbogie Shire's pools but there was concern that:



- The policy was inequitable with non-rate paying residents still having to pay and that some of the local people in greatest need of access to the pool facilities might be least able to pay.
- Providing free entry may de-value the pools and result in less respect/regard for the facilities and the services.
- The majority of pool users are non-fee paying, so the amount of income generated for the pools is very limited and it is almost more cost to collect fees than not collect at all.
- People are willing to pay if the pool and its activities are worth visiting. The Violet Town Pool with the highest fee collection levels of all the pools, supports this idea.

A review of other regional local government pools showed that many are charging fees for entry without reduction in attendance numbers and they are able to generate some income to contribute to the overall cost of provision of the service. The research and consultation suggests that improving the programming, management and physical environment of the pools will provide the community and visitors with a reason to want attend. It will increase the value of attending the pool and is reasonable justification for reintroduction of fees. A policy shift to enable subsidised resident entry was proposed by a number of Strathbogie Councilors.

Recommendations:

That Council develop a fees and charges policy to guide the reintroduction of fees for entry into the pools to coincide with the recommended improvements to the programming and management services and physical improvements to the environment.

Pool operating hours

The need for operational hours flexibility and being responsive to local demand particularly once school holidays finish was a persistent theme throughout the consultation. Regional benchmarking pointed to the success of trialing requests for changes to operating times at the individual pools and it successful, adopting the change at that pool, then trialing at the next and so on. The 'trial then implement' method had resulted in pool opening hours at pools being varied to respond to local need where changes were justified by local take-up.

Recommendations:

That Council take a more flexible approach around the core opening hours for the pools and consider, where there is sufficient local demand, trialing local requests to vary local pool opening hours.

Water temperature

There is demand for warmer water, particularly at the Euroa and Avenel pools.

Survey results indicated that some people are travelling to Seymour, Shepparton and Benalla for year-round access to indoor, warm water and learn to swim, however there is not sufficient demand to justify development of an indoor, warm water pool in Strathbogie.

There is some evidence that provision of warmer water at the pools would improve the use and functionality of the pools by a number of groups, particularly older adults and the experience at other similar regional outdoor pools is that heating the water has improved the use and functionality of the pools.

Recommendations:

That a cost benefit analysis be undertaken to determine if solar heating trial at Avenel Pool is feasible and, depending on the outcome of the feasibility of a solar heating trial and possible subsequent trial at Euroa Pool, that solar heating feasibility and trialing at other pools be considered.

Water/pool management

Strathbogie Shire does not cover its pools over winter, it annually empties, cleans and refills the pools in preparation for the swimming season. There were strong views expressed through the consultation for this project about this practice with many advocating for covering the pools with a pool blanket over winter as means of conserving water and making pre-season preparation less labour intensive.

The experience of a number of other local governments in the region is that the decision to blanket their pools to improve their environmental performance, had also resulted in significant savings in their water charges and the time it takes to get 'swim ready' at the beginning of each season. This means they are able to open pre-season if required.

Winter blanketing and conservation of the water is an accepted industry approach as it is generally a more cost efficient, water saving, better environmental practice. Not allowing the pool to become so dry means that the cleaning process is not so harsh and, not emptying the pool prolongs the life of the pool shell as emptying places additional strain on the shell.

Recommendations:

That Council covers one pool over winter as a trial to gauge the local impact of changing this long-standing practice with a view to progressively introducing winter pool blanketing at all the pools if successful.

Marketing/ Promotion

Strathbogie Shire's community pools suffer from a lack of profile. Many local people are unaware of the pools and what they have to offer.

Recommendations:

That Council develop a Community Pools marketing plan to provide ongoing information about the proposed improvements to the pools and encourage people to 'come back' to the pools. It should:

- Complement/enhance local 'friends of' communications about the pools
- Improve overall community awareness of the pools and their activities and
- Build loyalty and interest in the pools.



Access

The lack of accessibility is an important issue at all of the pools. None of the pools provide access to the water for people with mobility issues but on a more basic level, the pathways and concourses between carparks and around the pools surrounds are not in good condition and need to be improved.

Recommendations:

That universal access in and around the pools be a priority for improvement in the pool renewal and upgrade works.

Transport

In terms of getting to the pools, young people in particular told us that transport was an issue for a lot of kids that live outside of the towns.

Recommendations:

That Council explore options to develop transport and access services to attract and support young people and others in the community with transport issues being able to get to and use the pools.

Physical environment

All four of Strathbogie's community pools have aging infrastructure with standard amenities including cold showers, roofless change rooms, cracked and loose tiles, lack of stairs, lack of supporting infrastructure such as tables, chairs, basketball rings and barbecues and they have cold (and at some pools deep) water.

All the pools are older style, formal rectangular pools that don't currently support the contemporary aquatic leisure market (fun and play) for which there is community demand.

Recommendations:

That Council adopt renewal and upgrade works program for the pools that will improve their physical environment and make them more attractive, comfortable, relevant and sustainable into the future.



The Strategy - A Development Plan for Each Pool

Into the future we want Strathbogrie Shire's community pools to operate as a network of integrated and complementary aquatic facilities and services.

Within the network, each pool will reflect the unique characteristics of that facility and the community it services.

Reflecting the key directions outlined previously, the overarching aims of the community pools strategic plan are to:

- Encourage and increase child and youth entries by:
 - Adding leisure water, play and fun water features at facilities
 - Improve and update facilities
 - Refurbish the outdoor pools and grounds at all pools
 - Add complementary activity features
- Improve the overall amenity and accessibility of facilities by upgrading and refurbishing the:
 - Change rooms
 - Entrance foyer area
 - Car parking areas
 - Connecting paths from car park to pool entrance

- Upgrade and improve the point of entry to facilities and create a stronger linkage to adjoining open space areas

- Improve the overall amenity of facilities by developing landscape designs for each site to include/review shade, seating, BBQ's, tables, lighting, paving and soft landscaping

- Accept that individual adult swimmers are normally more attracted to indoor heated pools.

- Encourage increased adult visits by:
 - Improving family friendly features
 - Improving services, amenities and relaxation/social areas

A strategic development plan has been developed for each pool that incorporates a range of site specific works to achieve these aims.

Each plan indicates a proposed timing for the works and the cost of each based on cost plans developed by Turner and Townsend Quantity Surveyors. A range of potential external funding opportunities have been identified as options for Council to further consider as part of an overall funding strategy.



Avenel Pool Strategic Development Plan

The Avenel community pool facilities are basic and the services provided are minimal. It needs more people to use it to make it sustainable in the longer term.

With the introduction of management that will work with community to develop programming and activities for the pool and incremental improvement of pool facilities, Avenel should see its community popularity increase.

The strategy is for the focus at Avenel Pool to:

- Encourage/attract family/social market.
- Be a multi-generational community place
- The recommended works to be undertaken include
 - Improve overall amenity and accessibility
 - Formalise car parking areas and develop connecting paths from car park to entrance
 - Install shade sails, seating, BBQ's, tables, lighting, paving and soft landscaping to improve overall amenity
 - Add family friendly features and spaces by adding amenities to encourage relaxation and socialising
 - Install informal leisure features to attract older children & teenagers
 - Replace/retrofit toddler pool with shallow or zero depth free form splash decks with water sprays, bubblers and low-level water play equipment



- Upgrade entry and reception areas to improve the overall look and amenity of the facility
- Purchase pool toys that could be moved around each of the pools
- Allow to install a pool lining to extend the useful life of the pool or replace the pool shell in the future
- Replace grass around pool (must be soft and comfortable – no prickles)
- Investigate options for solar heating

A concept design that provides for these elements has been prepared.

A strategic implementation plan is provided below. It includes high-level cost estimates as well as potential funding opportunities.



Table 2: Avenel Strategic Implementation Plan

Stage	Description	Indicative Capital Cost	Capacity to Attract External Funding	Timing/Priorities
1	<ul style="list-style-type: none"> • Upgrade entry building to improve overall look and amenity • Refine existing pool • Purchase pool toys and equipment 	\$525,050		Short (Year 1-4)
2	<ul style="list-style-type: none"> • Build splash park/water play area to replace old toddler pool • Install new shade sail over water play (remove old sail) • Construct formalised carpark • Install new front entry pavements • Install table tennis table (teenage play elements) • Replace turf (new lawns) and plant trees/landscaping • New BBQ & picnic facilities • Furniture and fittings 	\$740,190	SRV Small Aquatic Projects funding (SRV \$2-\$1 local)	Medium (Year 5-6)
3	<ul style="list-style-type: none"> • Install solar heating • Review pool performance to determine if pool shell replacement can be justified • Demolish and remove existing 25m pool (not included in costing) • Replace 25m pool shell, finishes and plant (not included in costing) 	\$193,000		Long (Year 9-10+)

Note: Stages 1 & 2 include allowance for design/construction contingencies, professional fees charges and some loose furniture and equipment. Stage 3 does not include costs for the demolition, removal and replacement of the pool shell. The would cost and estimated additional \$7,400,000.



Euroa Pool Strategic Development Plan

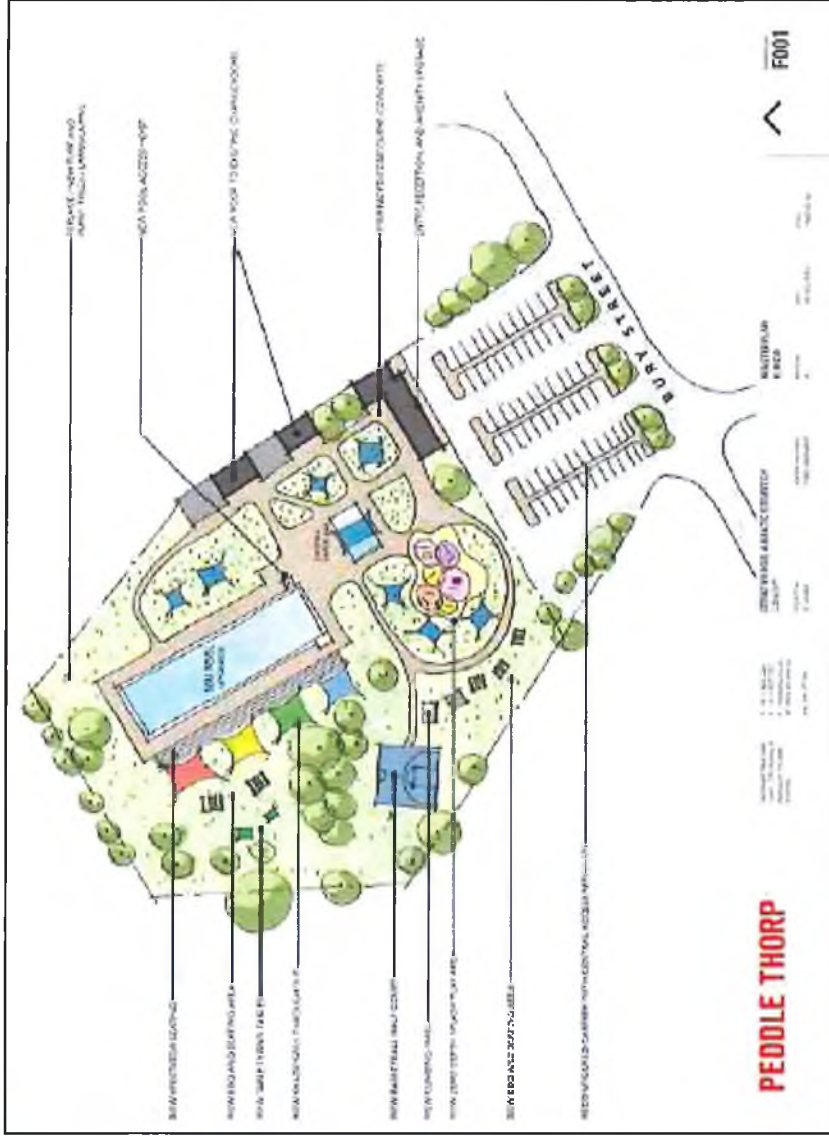
Euroa Pool is Strathbogie's largest and only 50 metre pool. It has the second highest attendance rates of all the pools, however it currently suffers from having very basic and tired amenity in and around the pool with key criticisms being that it's cold and has little to attract or keep young people there.

However, given its size, available grounds and location, Euroa Pool has the potential to be Strathbogie's premier aquatic venue with a particular focus on school carnivals and swimming education.

With the introduction of management that will proactively work with shire schools, develop programmes, community events and activities for the pool and incremental improvement of the pool and its grounds, it can increase use and build its shire wide market.

The strategy is for the focus at Euroa Pool to

- Proactively build its capacity as the school carnival and swimming education destination for Strathbogie Shire
- Encourage and attract a family and youth social market



The recommended works to be undertaken include:

- 2 pools shell options: Allow to install a pool lining to extend the useful life of the pool or replace the pool shell in the future.
- Upgrade male & female change rooms and toilets. Roof them and make more comfortable. (completed in 2018/2019)
- Add informal leisure features to attract older children & teenagers. E.g. half-court basketball areas to encourage "pick up" games or outdoor ping pong tables. Consider a climbing wall feature
- Replace/retrofit toddler pool with shallow or zero depth free form splash decks with water sprays, bubblers and low level water play equipment
- Upgrade entry, reception and change rooms areas to improve the overall look and amenity of the facility
- Improve universal access across the site:
 - Install disabled access hoist to shallow end of pool
 - Improve pathways and pool concourse around pool
 - Improve connecting pathways between carpark and pool entry
- Formalise the car parking
- Improve entrance to the facility so it's more inviting and welcoming
- Install support/social infrastructure such as tables, seating and BBQ areas
- Add shade features (possibly in school house colours) to support school carnival atmosphere
- Replace grass around pool (must be soft and comfortable - no prickles)

A concept design that provides for these elements has been prepared.

A strategic implementation plan is provided below. It includes high-level cost estimates as well as potential funding opportunities.



Table 3: Euroa Pool Strategic Implementation Plan

Stage	Description	Indicative Capital Cost	Capacity to Attract External Funding	Timing/Priorities
1	<ul style="list-style-type: none"> • Replaces roof to existing male and female change rooms including new ceiling and lighting • Make good amenities after roof construction completed • Upgrade entry building to improve overall look and amenity • Refine existing pool • Add disabled access hoist to shallow end • Install Solar Heating • Reuses existing concourse (concrete) 	\$2,189,415	Building Better Regions Fund (Federal Govt)	Short (Year 1-4)
2	<ul style="list-style-type: none"> • Build splash park / water play area to replace old toddler pool • Make good perimeter between splash and pool concourse • New shade sail • Remove existing shade • Reconfigure existing carpark with central access pathways • New House Colour Shades • New tiered spectator seating • Replace / new turf and plant trees / landscaping • New half-court Basketball area paving and backboard • New BBQ & picnic 	\$2,176,425	SRV Small Aquatic Projects Funding (SRV \$2-\$1 local)	Medium (Year 5-8)
3	<ul style="list-style-type: none"> • New climbing wall • New table tennis tables • New shade sails • Demolish and remove existing 50m pool (not included in costing) • Replace 50m pool shell, finishes and plant (not included in costing) 	\$664,404-\$896,800		Long (Year 9-10+)

Note: Each stage includes allowance for Design/construction contingencies, Professional Fee Allowance, Authority Fees & Charges and some Loose Furniture and Equipment. Stage 3 does not include costs for the demolition, removal and replacement of the pool shell. This would cost an estimated \$2,950,000 for demolition, removal and replacement of the pool shell.



Nagambie Pool Strategic Development Plan

Nagambie Pool clearly has a level of ongoing support and enthusiasm however its current level of use is very low. It has the least support infrastructure and its location is considered an impediment to use so its capacity to attract people is perhaps more limited than the other shire pools.

The inclusion of programming and community events and the purchase of some pool toys and equipment, are proposed for the pool to give it the opportunity to grow its patronage and popularity. It is also proposed that its use and cost should continue to be monitored and if low usage levels persist, that once the pool shell reaches the end of its useful life (approx. 2022/23), it not be replaced.

As with all the pools, the introduction of management that will proactively programme the pool and work with local community is key.

The strategy is for the focus at Nagambie Pool to:

- Build local patronage and develop a local community focus
- Monitor and assess the long-term sustainability of the pool once some social features are improved provide





The proposed works to be undertaken if a strategic improvement plan is undertaken include:

- Retrofit toddler pool with low level water play equipment
- Upgrade entry and reception to improve the overall look and amenity of the facility
- Improve universal access
 - Improve pathways and pool concourse around pool
 - Improve connecting pathways between carpark and pool entry
- Improve the car parking and entrance to the facility. Create more inviting and welcoming entrance
- Provide the family/social features such as tables, seating and BBQ areas
- Add shade features
- Replace grass around pool (must be soft and comfortable - no prickles)

A concept design that provides for these elements has been prepared.

A strategic implementation plan is provided. It includes high-level cost estimates as well as potential funding opportunities.

Table 4: Nagambie Pool Strategic Implementation Plan

Stage	Description	Indicative Capital Cost	Capacity to Attract External Funding	Timing/Priorities
1	<ul style="list-style-type: none"> Purchase pool toys 	\$3,600		Short (Year 1-4)
2	<ul style="list-style-type: none"> Undertake a review to determine if usage has grown with introduction of new management and programming. If not, prepare report for Council to commence decommission Refine existing pool Resurface existing concourse (concrete) Build splash park / water play area to replace old toddler pool Make good perimeter between splash and pool concourse Formalise carpark New front entry pavements New shade sails 	\$1,031,110	SPV Small Aquatic Projects funding (SPV \$2-\$1 local)	Medium (Year 5-8)
3	<ul style="list-style-type: none"> Replace / new turf and plant trees / landscaping New BBQ & picnic facilities Demolish and remove existing 25m pool (not included in costing) Replace 25m pool shell, finishes and plant (not included in costing) 	\$171,300		Long (Year 9-10+)

Note: Each stage includes allowance for Design/construction contingencies, Professional Fee Allowance, Authority Fees & Charges and some Loose Furniture and Equipment. Stage 3 does not include coverage for the demolition, removal and replacement of the pool shell. This would cost and estimated additional \$1,400,000.

Nagambie Splash Park Strategic Development Plan

The opportunity to build a water-based playground on the Nagambie Lakes edge as an alternative to a traditional pool in Nagambie, found strong support during the project consultation. This could be a point of difference for Nagambie and the Strathbogie Pool network and would be an additional drawcard feature in this popular location that would support local economic development and tourism planning.

A concept design has been prepared for a Buckley Park site that provides a water play feature incorporated into the boardwalk and picnic area.

A strategic implementation plan is provided on the next page. It includes high-level cost estimates as well as potential funding opportunities.



Table 5: Nagambie Splash Park Strategic Implementation Plan

Stage	Description	Indicative Capital Cost	Capacity to Attract External Funding	Timing / Promissis
1	<ul style="list-style-type: none"> Detailed design and planning process Grant application preparation 			
2	<ul style="list-style-type: none"> Build Splash Park / Water play and Wet deck area New shade sail New jumping pillow New adventure park equipment New table tennis tables New shade sail Replace / new turf and plant trees / landscaping New BBQ & picnic facilities 	\$1,829,000	Building Better Regions Fund \$20,000 to \$10 million*	
3	<ul style="list-style-type: none"> Nil 			

* BEFF grant program to support projects which involve the construction of new infrastructure, or the upgrade or alteration of existing infrastructure that provide economic and social benefits to regional and remote areas. Note: Stage 2 includes allowances for Design/Construction contingencies, Professional Fee Allowance, Authority Fees & Charges and some Loose Furniture and Equipment.



Violet Town Pool Strategic Development Plan

Violet Town Pool is the most popular and successful of all of the local Strathbogie Pools.

The new management model for all the pools will include proactive programming and community development. For Violet Town, this management approach will be the continuation of a model that has worked successfully for a number of years.

The strategy is for the focus at Violet Town Pool to:

- Continue to embrace the Violet Town Community Pool as a community/meeting place
- Continue to encourage/attract a family and social market

The proposed works to be undertaken include:

- Install informal leisure/features to attract older children & teenagers
- Replace/retrofit toddler pool with shallow or zero depth free form splash deck with water sprays, bubblers and low-level water play equipment
- Upgrade kiosk area. Line ceiling, install air conditioning
- Improve universal access around the site:
 - o Improve pathways and pool concourse around pool
 - o Improve connecting pathways between carpark and pool entry





- Formalize the car parking
- Enhance entrance to the facility. Create more inviting and welcoming entrance
- Install social infrastructure such as tables, seating and BBQ areas.
- Add shade features
- Replace grass around pool so it's soft and comfortable

A concept design that provides for these elements has been prepared.

A strategic implementation plan is provided opposite. It includes high-level cost estimates as well as potential funding opportunities.

Table 6: Violet Town Pool Strategic Implementation Plan

Stage	Description	Indicative Capital Cost	Capacity to Attract External Funding	Timing/Priorities
1	<ul style="list-style-type: none"> • Refine existing pool • Re-surface existing concourse (concrete) • Build splash park / water play area to replace old toddler pool • Make good perimeter between splash and pool concourse • Formalise carpark • New front entry pavements • New half-court Basketball area paving and backboard • New shade sails • Replace / new turf and plant trees / landscaping • New BBQ & picnic facilities • Loose Furniture, Toys and Equipment 	\$1,952,863	SRV Small Aquatic Projects funding (SRV \$0-\$1 local)	Short (Year 1-4)
2	<ul style="list-style-type: none"> • New table tennis tables 	\$11,250		Medium (Year 6-8)
3	<ul style="list-style-type: none"> • Demolish and remove existing 25m pool (not included in costing) • Replace 25m pool shell, finishes and plant (not included in costing) 	\$0		Long (Year 9-10+)

Note: Each stage includes allowance for Design/construction contingencies, Professional Fee Allowance, Authority Fees & Charges and some Loose Furniture and Equipment. Stage 3 does not include costs for the demolition, removal and replacement of the pool shell. This would cost and estimated additional \$1,754,000.

Costings

Operational changes such as reintroducing entry fees, changing the management model and covering/blanketing the pools over winter will have an impact on the operational cost of the pools.

Operational Cost

The experience of other municipal areas is that they have achieved significant cost savings from similar operational changes.

An indicative operational budget based on previous attendance numbers and operational costs has been developed. It indicates that implementation of range of operational initiatives can improve the financial performance of the pools.

The indicative budget is based on the following assumptions:

- Income Assumptions**
 - Season Pass holders attend at least 25 times during the season
 - 75% of seasons passes issued are for families
 - Families have an average of 5 people attending at one time
 - 15% of seasons passes issued are for adults, 15% of seasons passes issued are for children/juniors
 - 75% of casual passes issued are for children/junior admissions

- All student passes are for children/juniors
- These income calculations are conservative and comparable to similar pools in other shires

Expenditure Assumptions

- The baseline expenditure is the 2016/17 actual expenditure
- Benchmarked Councils that have achieved between 5% and 20% cost savings through implementation of operational changes similar to those recommended in this report.



Table 7. Strathbogie Pools Indicative Operational Budget

Pools Income and Expenditure	Actual Income	Current Income*	5% improvement	10% improvement	15% improvement	20% improvement
Pools Income						
Avenel	\$344	\$17,214	\$18,074.62	\$18,935.53	\$19,796.23	n/a
Euroa	\$2,791	\$29,419	\$30,650.23	\$32,361.19	\$33,832.15	n/a
Nagambie	\$160	\$9,461	\$9,665.03	\$10,429.08	\$10,903.13	n/a
Violet Town	\$1,661	\$29,434	\$30,905.38	\$32,377.05	\$33,848.73	n/a
Total Income:		\$85,548	\$89,825	\$94,109	\$98,390	n/a
Pools Expenditure		Current Expenditure				
Avenel		\$72,381	\$68,762	\$65,143	\$61,524	\$57,904
Euroa		\$137,177	\$130,318	\$123,459	\$116,600	\$109,741
Nagambie		\$64,099	\$60,894	\$57,689	\$54,484	\$51,279
Violet Town		\$72,991	\$69,341	\$65,691	\$62,042	\$58,392
Total Expenditure:		\$346,646	\$328,314	\$311,982	294,649	\$277,317

*Income is indicative based on previous attendance numbers and assumptions listed above

9.7.10 Business Management System

The April 2019 Business Management System Report includes reports as follows:-

- Building Department – March 2019 Statistics
- Planning Department – Planning Application Approvals – Development Cost (Capital Improved Value) - March 2019
- Customer Enquiry Analysis Report – Report for March 2019
- Waste Management Reporting ~ Year to Date - February and March 2019
- Actioning of Council Reports Resolutions – Status Report
- Outstanding Actions of Council Resolutions to 31 March 2019
- Review of Council Policies and Adoption of new Policies – March / April 2019
- Record of Assemblies of Councillors
- Record of Minutes of Meetings of Special Committees of Council received in the past month

By reporting on a monthly basis, Council can effectively manage any risks that may arise. The Business Management System will also incorporate Council's corporate goals and objectives.

RECOMMENDATION

That the report be noted.

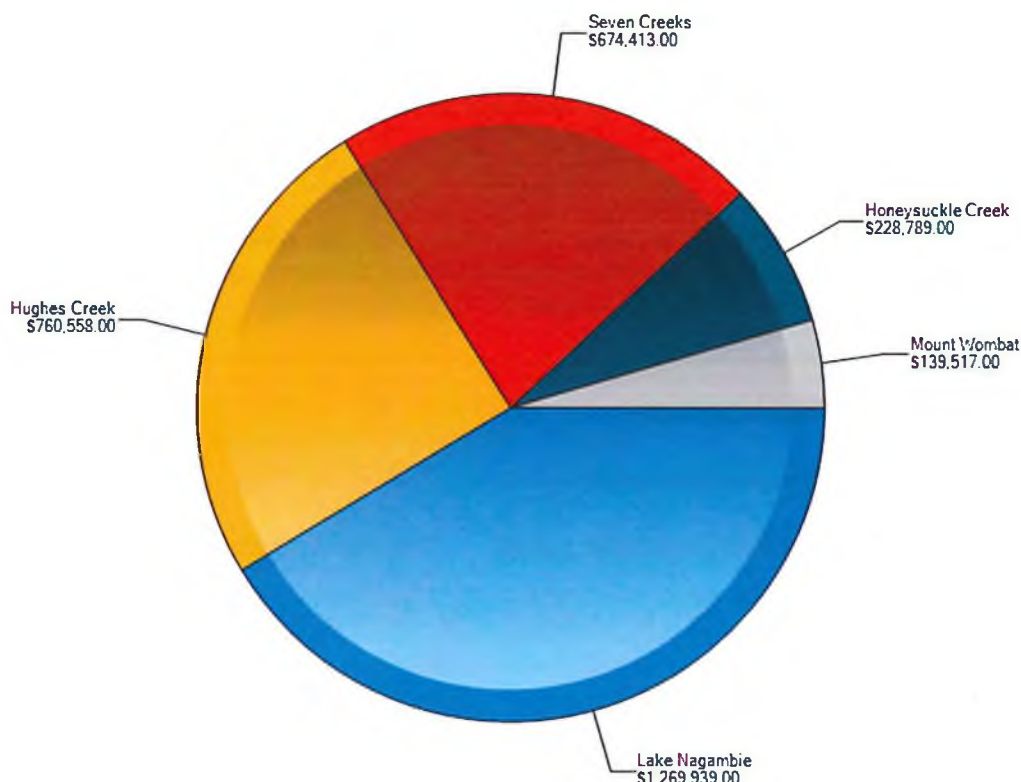
104/19 CRS BOWER/WILLIAMS : That the Recommendation be adopted.

CARRIED

BUILDING ACTIVITY

MARCH 2019

Twenty-three (23) permits, with a works value of \$3,073,216, were lodged with Council in March. The majority of permits were spread fairly evenly over the Seven Creeks, Hughes Creek and Lake Nagambie Wards; however the greatest works value is attributed to the Lake Nagambie Ward due to a multi-dwelling development. The works proposed in the Hughes Creek Ward are mainly rural whereas the works proposed in the Seven Creeks and Lake Nagambie Wards are predominantly urban.



Honeysuckle Creek

Permit Number	Permit Date	Works	Building Use	Town	Cost Of Works
20190165/0	20/03/2019	Construction of	Dwelling & Garage	Violet Town	\$228,789.00

Hughes Creek

Permit Number	Permit Date	Works	Building Use	Town	Cost Of Works
201801019	15/01/2019	Construction of	Horse arena cover	Locksley	\$254,021.00
201900144	22/03/2019	Construction of	Farm Shed	Nagambie	\$53,310.00
20192955/0	20/02/2019	Construction of	Dwelling	Avenel	\$290,000.00
20192966/0	19/02/2019	Construction of	Farm Shed	Tabilk	\$13,500.00
20192997/0	20/02/2019	Construction of	Stables	Longwood	\$138,000.00
20193012/0	22/03/2019	Construction of	Shed	Avenel	\$11,727.00

Lake Nagambie

Permit Number	Permit Date	Works	Building Use	Town	Cost Of Works
20183887/0	14/03/2019	Construction of	Shade sail	Nagambie	\$7,826.00
201900150	5/03/2019	Construction of	Farm Shed	Arcadia South	\$55,043.00
20190031/0	20/03/2019	Installation of	Swimming Pool, Swimming Pool Barrier	Nagambie	\$54,080.00
20190033/0	19/03/2019	Construction of	Dwelling & Garage	Nagambie	\$295,490.00
20190287/0	15/03/2019	Construction of	Verandah	Nagambie	\$7,500.00
20192956/0	18/02/2019	Construction of	4x Dwellings	Nagambie	\$700,000.00
20192965/0	25/02/2019	Construction of	Shed	Nagambie	\$60,000.00
20194040/0	13/03/2019	Alterations & Additions to	Aged Care Building	Nagambie	\$90,000.00

Mount Wombat

Permit Number	Permit Date	Works	Building Use	Town	Cost Of Works
20192975/0	28/02/2019	Alterations & Additions to	Dwelling	Strathbogie	\$139,517.00

Seven Creeks

Permit Number	Permit Date	Works	Building Use	Town	Cost Of Works
20183851/0	18/03/2019	Construction of	Dependant Persons Unit	Euroa	\$90,000.00
20190030/0	11/03/2019	Construction of	Dwelling & Garage	Euroa	\$303,235.00
20192967/0	18/02/2019	Extension to	Shed	Euroa	\$20,000.00
20192976/0	28/02/2019	Alterations & Additions to	Dwelling	Euroa	\$75,778.00
20192987/0	26/02/2019	Restump of	Dwelling	Euroa	\$9,300.00
20192998/0	6/03/2019	Restump of	Dwelling	Euroa	\$9,000.00
20193011/0	21/03/2019	Alteration to, Construction of	Dwelling, Garage	Euroa	\$167,100.00

**PLANNING APPLICATION APPROVALS – DEVELOPMENT COST (CAPITAL
IMPROVED VALUE)**
MARCH 2019

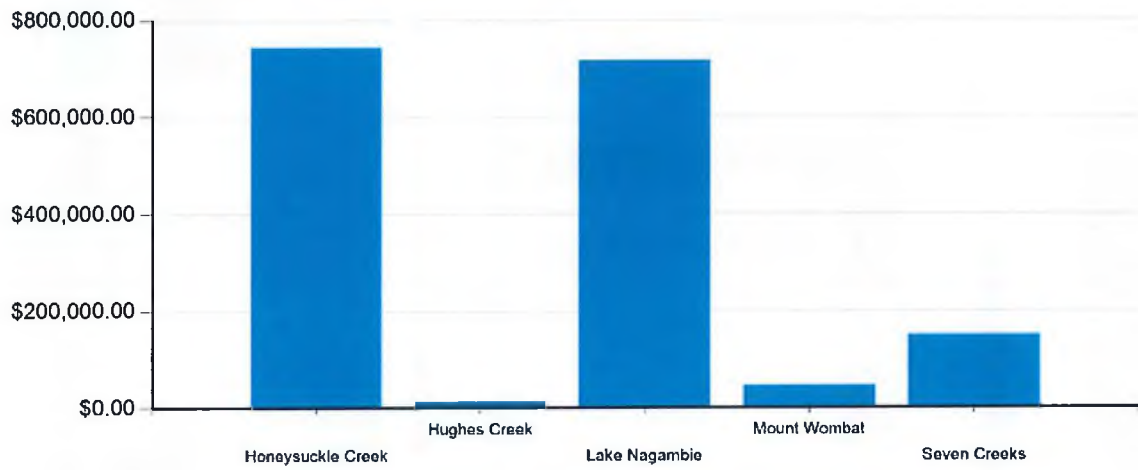
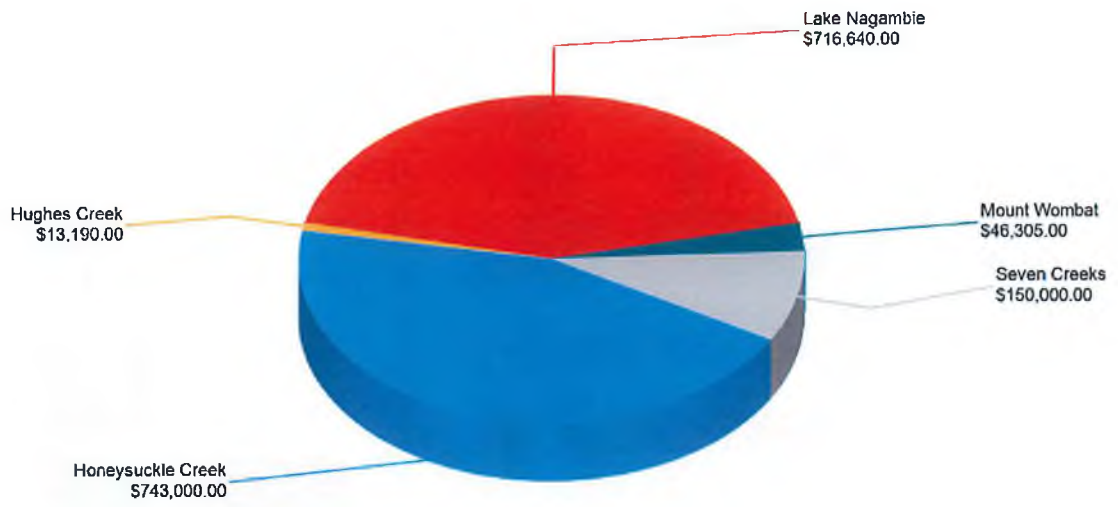


Planning Applications Determined

March 2019

Honeysuckle Creek	\$743,000.00
Sheans Creek	\$340,000.00
Tamleugh	\$325,000.00
Violet Town	\$78,000.00
Hughes Creek	\$13,190.00
Longwood	\$13,190.00
Lake Nagambie	\$716,640.00
Goulburn Weir	\$15,000.00
Mangalore	\$250,000.00
Mangalore	\$56,640.00
Nagambie	\$395,000.00
Mount Wombat	\$46,305.00
Creightons Creek	\$14,500.00
Ruffy	\$31,805.00
Seven Creeks	\$150,000.00
Euroa	\$150,000.00
Total Value	\$1,669,135.00

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**CUSTOMER ENQUIRY ANALYSIS REPORT
- REPORT FOR MARCH 2019**



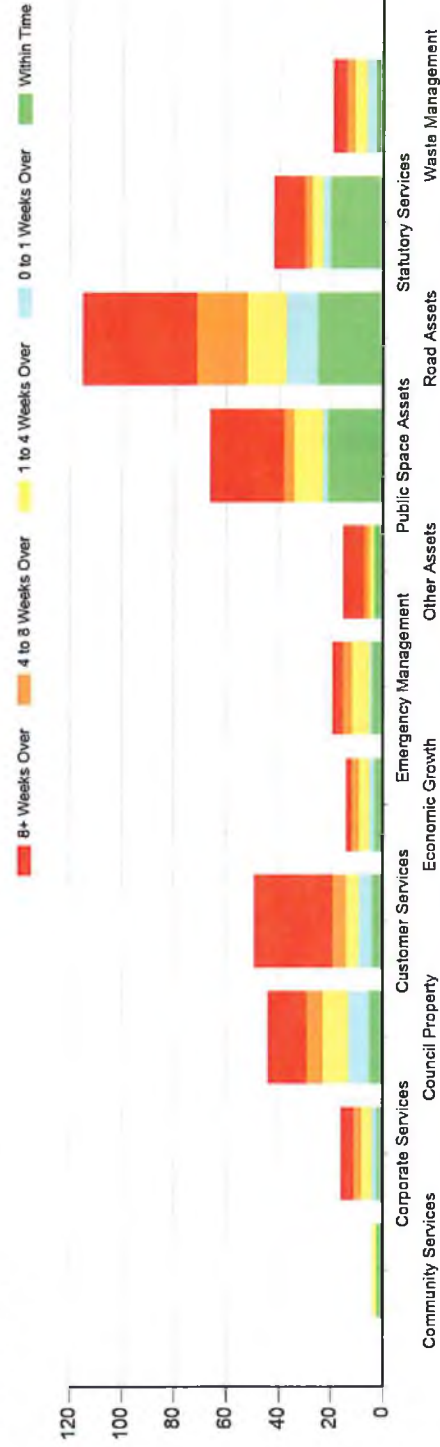
Request Throughput Analysis

01/03/2019 to 31/03/2019

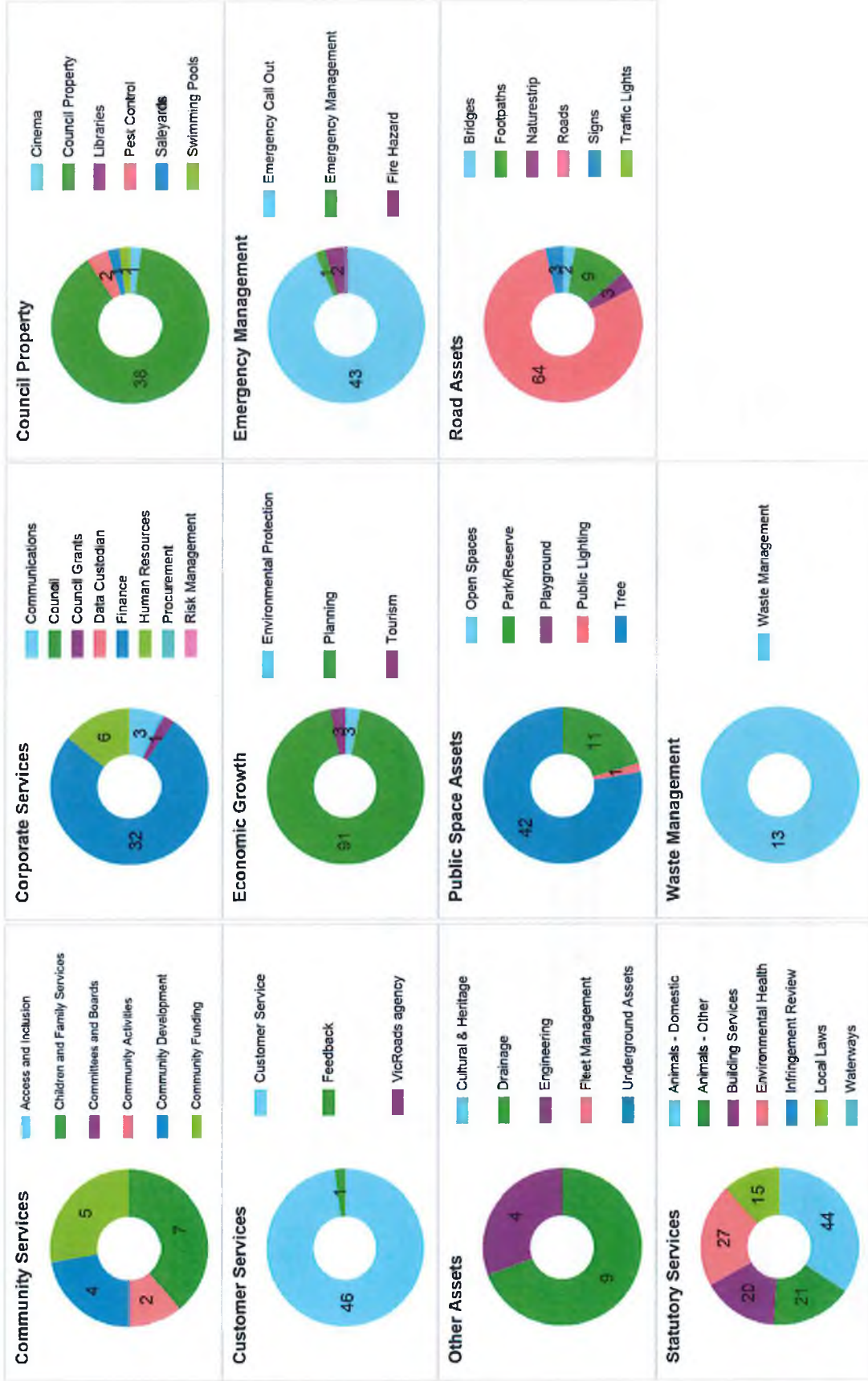
✔ Complete / New > 80%
⚠ 50-80%
✘ < 50%
✔ Overdue / Remaining < 33%
⚠ 34-70%
✘ > 70%

Service Area	Existing Requests	New Requests	Completed Requests	Remaining Requests	C/N	Within Time	Over Time	Pending Resources	Service Area Usage
Community Services	3	18	17	4	✔	2	2	0	✔
Corporate Services	17	42	43	16	✔	2	14	0	✔
Council Property	36	43	35	44	✔	5	39	0	✔
Customer Services	46	47	44	49	✔	4	45	0	✔
Economic Growth	19	97	102	14	✔	3	11	0	✔
Emergency Management	27	46	53	19	✔	4	15	1	✔
Other Assets	18	13	16	15	✔	3	12	0	✔
Public Space Assets	65	54	42	66	⚠	21	45	11	✔
Road Assets	100	81	66	115	✔	25	90	0	✔
Statutory Services	62	127	147	42	✔	20	22	0	✔
Waste Management	12	13	6	19	⚠	3	16	0	✔

Request Ageing

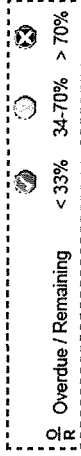


Service Usage

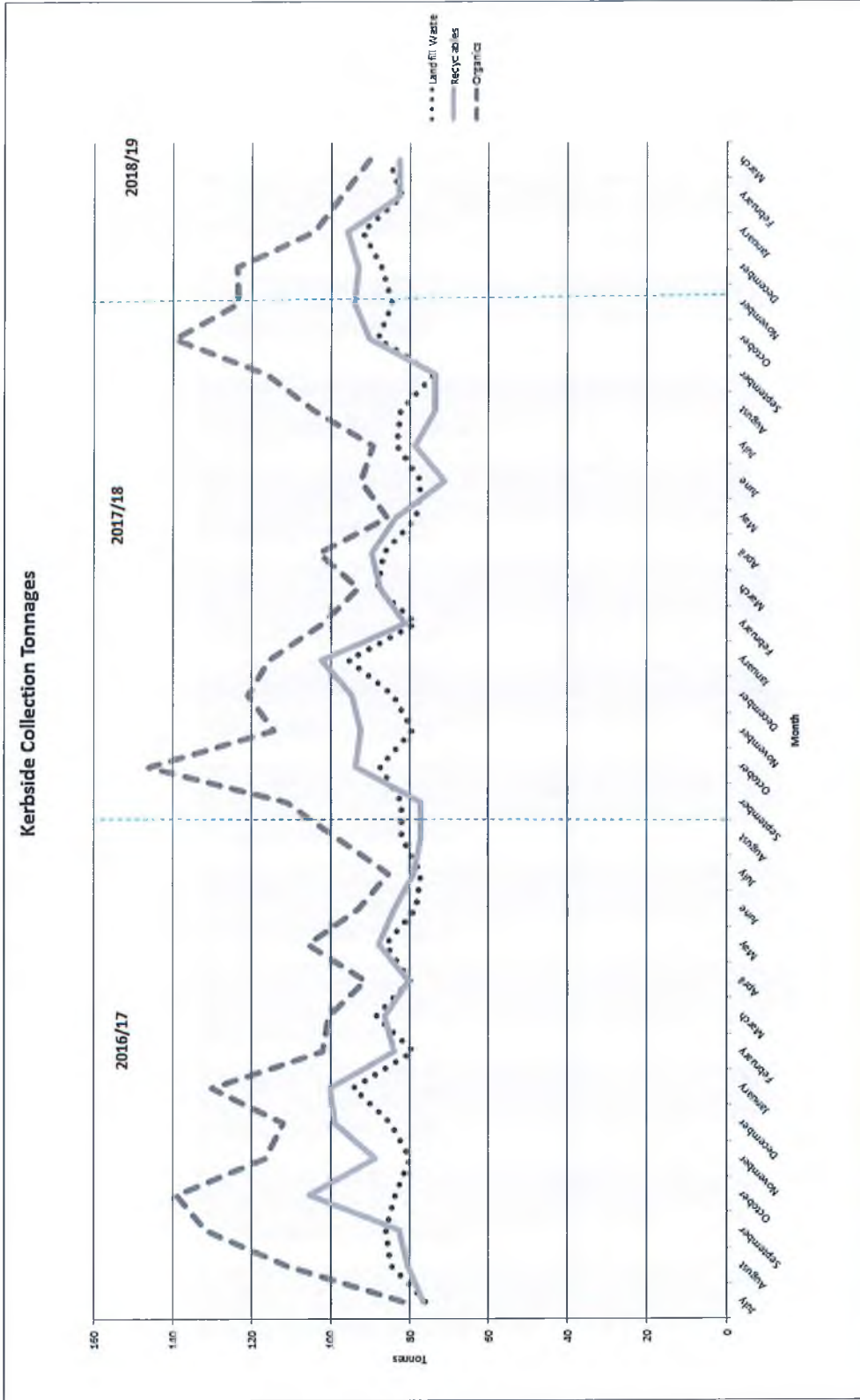


Definitions

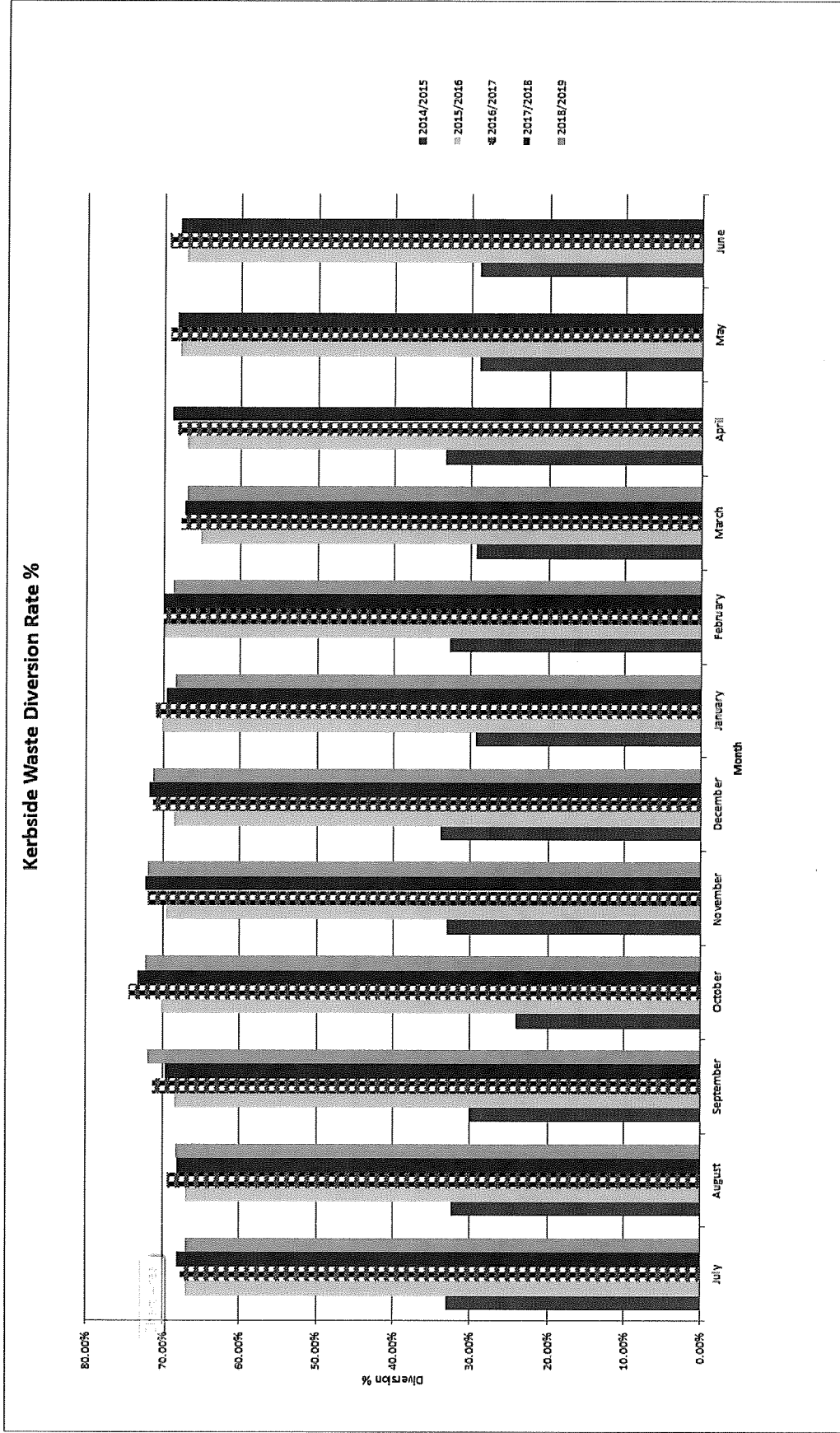
Service Area	Grouping of services by area of responsibility	Service	Activities that provide value to the customer
Existing	Requests open prior to reporting period	Remaining	Requests incomplete at end of reporting period
New	Requests made during reporting period	Completed	Requests completed during reporting period
Within Time	Remaining Requests where defined deadline is after reporting period	Over Time	Remaining Requests where defined deadline is before the end of the reporting period
Pending Resources	Requests where additional resources are required to continue. This includes labour, materials, and financial resources.		
<u>Complete New</u>	An indicator showing the ratio of Completed requests and New requests. Designed to represent how well we are keeping up with the demand for a service.	<u>Overdue Remaining</u>	An indicator showing the ratio of Overdue requests and Remaining requests. Designed to represent how well we are keeping to the defined deadlines.



**WASTE MANAGEMENT REPORTING
 YEAR TO DATE - FEBRUARY AND MARCH 2019**

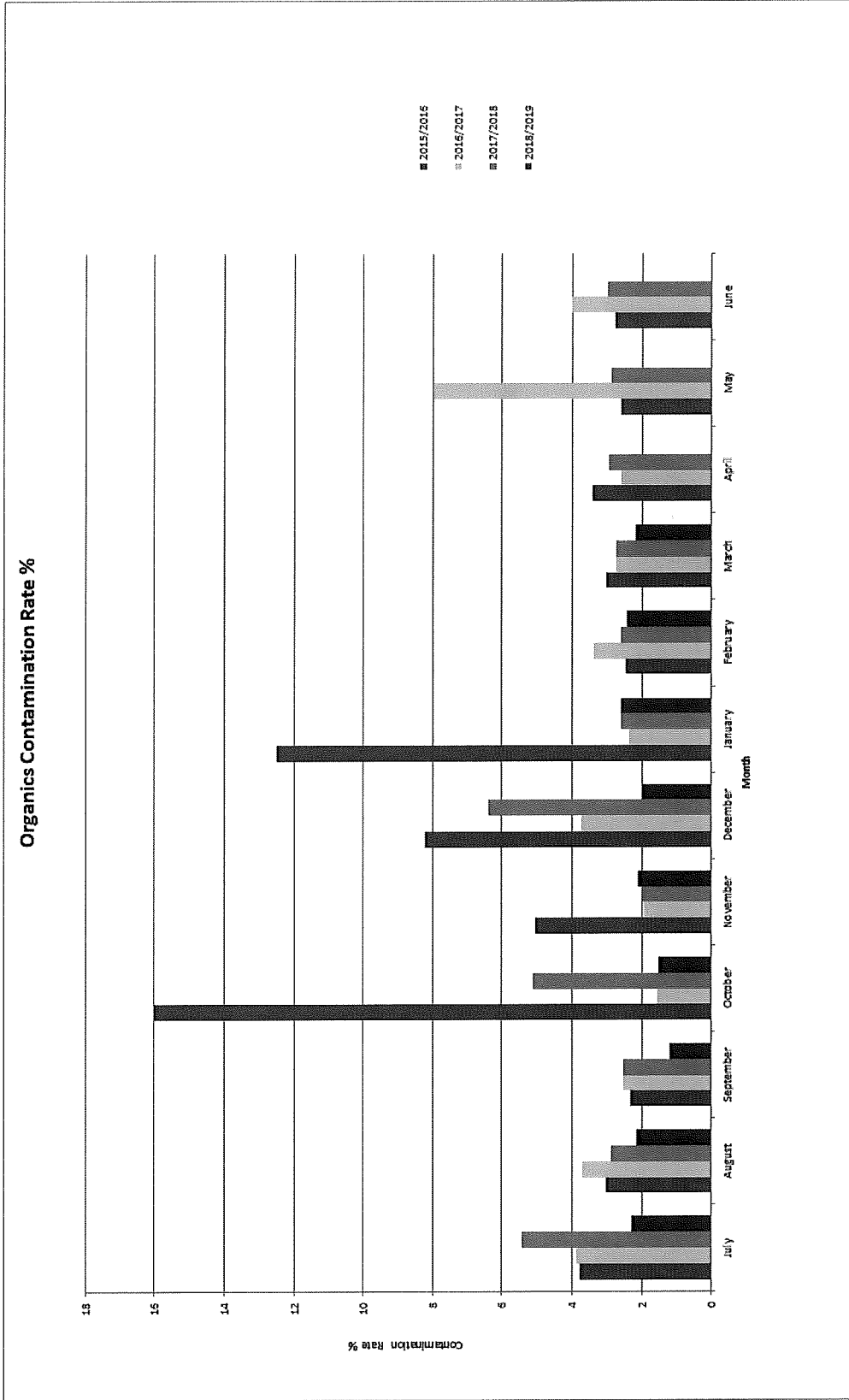


Organics quantities for the months of February and March fell again in a similar pattern to last year. This is most likely a result of the warmer weather / drier conditions contributing to less green waste being collected. Landfill waste and recyclables quantities are fairly consistent with previous February and March figures, although there was a slight drop in recyclables in March.



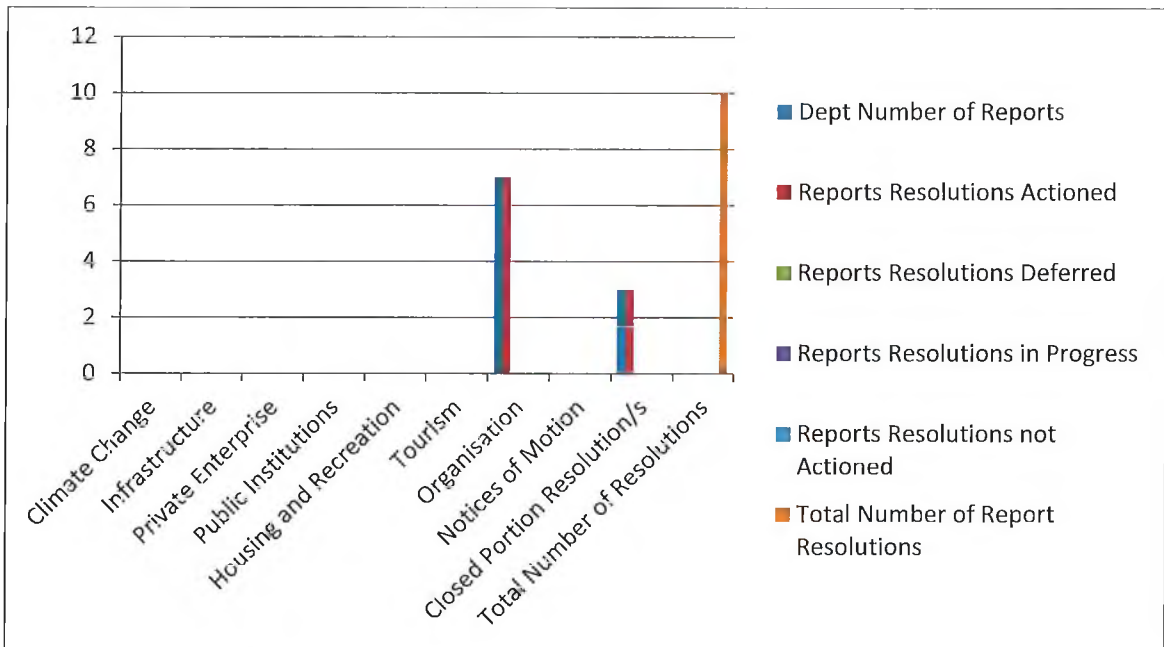
Diversion rates are calculated by dividing the total amount of material diverted from landfill by the total amount of material collected.

The diversion rates for February and March 2019 (66.92%) both fell compared to previous years. Again, this can be attributed to the decrease in organics tonnages collected for the month.



The contamination rates for February and March 2019 (2.43% and 2.17% respectively) fell from the preceding month of January. They were the lowest for these months since the introduction of the service and well below the 3% target rate for the region.

ACTIONING OF COUNCIL REPORTS RESOLUTIONS
COUNCIL MEETING – 19 MARCH 2019




**OUTSTANDING ACTIONS OF COUNCIL RESOLUTIONS TO
31 MARCH 2019**

This Report is to advise the Executive Management Team, Councillors and the community of the status of previous Council resolutions which are in progress but are yet to be finalised.

Council Meeting Date	Item No.	Description
18/12/18	9.7.5	School Crossing Supervisor Review
18/12/18	9.7.11	Proposed Violet Town Recreation Reserve Toilet Block

**REVIEW OF EXISTING COUNCIL POLICIES
AND ADOPTION OF NEW POLICIES**

Review of Policy / New Policy	Policy Name	Period of Review	Outcome
<i>Nil</i>			



RECORDS OF ASSEMBLIES OF COUNCILLORS

For period 6 March to 2 April 2019

Record in accordance with sections 77 and 80A(1) of the *Local Government Act 1989*

Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]

Name of Meeting: Councillors Forum
Date of Meeting: Tuesday 12 March 2019
Time: 9.30 a.m. - 5.00 p.m.

Attendees:

Councillors

Amanda McClaren
Debra Bower
Malcolm Little
John Mason
Kate Stothers
Alistair Thomson
Graeme (Mick) Williams

Officer/s

Steve Crawcour (Chief Executive Officer)
Phil Howard (Director, Innovation and Performance)
David Roff (Group Manager Corporate and Community)
Jeff Saker (Group Manager, Community Assets)

Apologies

Nil

Declarations of Interest

1. Internal Workshop - ARTC Proposal/s
2. Budget Update
3. Violet Town Business Opportunity
4. Sustainable Strathbogie 2030
5. Councillors Discussions
6. GoNagambie Update
7. Review of Draft February Ordinary Council Meeting Agenda
8. Assembly of Councillors
 - 8.1 Mayor and CEO Meetings Attendances
 - 8.2 Councillors Meetings Attendances
 - 8.3 Community Planning Program Guidelines Review
 - 8.4 Seven Creeks Park – Proposed All Abilities Access Ramp and Walkway
 - 8.5 Draft Memorandum of Understanding - Newhaven Rail Group P/L
 - 8.6 Rural Councils Victoria - First Speaker Announcement for April Mayors, Councillors and CEOs Forum
 - 8.7 Ruffy Gymkhana - Sunday 17 March 2019
 - 8.8 Benalla - Euroa - Violet Town Group of Melbourne Legacy - Changeover Dinner

- 8.9 Melbourne to Brisbane Inland Rail Project Symposium
- 8.10 Walking Track - Regatta Centre to Town (Nagambie)
- 8.11 Diesel Tank - Strathbogrie Recreation Reserve
- 9. Councillors / CEO Discussions

Councillor/s - Declaration of Interest/s / Direct or Indirect

Matter No.	Names of Councillor/s who disclosed interest	Did the Councillor/s leave the meeting?
Item 6	Cr McClaren	No
Item 8.11	Cr Mason	Yes

Officer/s - Declaration of Interest/s / Direct or Indirect - NIL

Matter No.	Names of Councillor/s who disclosed interest	Did the Officer/s leave the meeting?
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Record of Assembly of Councillors

Record in accordance with sections 77 and 80A(1) of the *Local Government Act 1989*

Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting

Name of Meeting: Councillors Forum

Date of Meeting: Tuesday 19 March 2019

Time: 9.30 a.m. - 7.00 p.m.

Attendees:

Councillors

Amanda McClaren
Debra Bower
Malcolm Little
John Mason
Kate Stothers
Alistair Thomson
Graeme (Mick) Williams

Officer/s

Steve Crawcour (Chief Executive Officer)
Phil Howard (Director, Innovation and Performance) (*apology for Item 9*)
David Roff (Group Manager Corporate and Community)
Jeff Saker (Group Manager, Community Assets)

Apologies

Nil

Declarations of Interest

1. Briefing / Update by ARTC Representatives ~ Euroa Precinct Proposal/s
2. Councillors Discussions
3. Capital Works Update
4. Budget / Council Plan Review
5. Council Agenda Review
6. Item/s for Discussion
 - 6.1 Mayor and CEO Meetings Attendances
 - 6.2 Councillors Meetings Attendances
 - 6.3 VLGA Membership Renewal
 - 6.4 Goulburn River Valley Tourism - Memorandum of
 - 6.5 ARTC Briefing
7. Councillors / CEO Discussions
8. Informal Meeting with Community Members / Cuppa and Chat
9. Council Meeting

Councillor/s - Declaration of Interest/s / Direct or Indirect

Matter No.	Names of Councillor/s who disclosed interest	Did the Councillor/s leave the meeting?
Item 6.4	Cr McClaren	No

Officer/s - Declaration of Interest/s / Direct or Indirect - NIL

Matter No.	Names of Councillor/s who disclosed interest	Did the Officer/s leave the meeting?
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Record of Assembly of Councillors

Record in accordance with sections 77 and 80A(1) of the *Local Government Act 1989*

Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting

Name of Meeting: Councillors Forum
Date of Meeting: Tuesday 26 March 2019
Time: 10.00 a.m. - 5.30 p.m.

Attendees:

Councillors

Amanda McClaren
Debra Bower
Malcolm Little
John Mason
Kate Stothers
Alistair Thomson
Graeme (Mick) Williams

Officer/s

Steve Crawcour (Chief Executive Officer)
Phil Howard (Director, Innovation and Performance)
David Roff (Group Manager Corporate and Community)
Jeff Saker (Group Manager, Community Assets)

Apologies

Nil

Declarations of Interest

1. Councillors Discussions

Declarations of Interest

2. Euroa Flood Management Program, including easements
3. Matthew Burns - Chief Executive Officer, Taungurung Land and Waters Council
4. Budget Review
5. Special Council Meeting Agenda Review
6. Planning Agenda Review / Planning Matters
7. Goulburn River Valley Tourism - briefing by Chair and Executive Officer
8. Item/s for Discussion
 - 8.1 Mayor and CEO Meetings Attendances
 - 8.2 Councillors Meetings Attendances
 - 8.3 Violet Town RSL Sub-Branch ~ invitation to ANZAC Day 2019 Commemorations
 - 8.4 Australian Local Government Association ~ request for Council's support of 2019 Yellow Ribbon National Road Safety Week.
 - 8.5 Meeting to be held on Tuesday 30 April 2019 (fifth Tuesday of the month)
9. Councillors / CEO Discussions

- 10. Planning Committee Meeting
- 11. Special Council Meeting
 - Australian Rail Track Corporation (ARTC) - Inland Rail

Councillor/s - Declaration of Interest/s / Direct or Indirect

Matter No.	Names of Councillor/s who disclosed interest	Did the Councillor/s leave the meeting?
Item No. 6 & 10 / 6.2	Cr Mason	Yes
Item No. 7	Cr McClaren	No

Officer/s - Declaration of Interest/s / Direct or Indirect - NIL

Matter No.	Names of Councillor/s who disclosed interest	Did the Officer/s leave the meeting?
------------	--	--------------------------------------

RECORD OF MEETINGS OF SPECIAL COMMITTEES OF COUNCIL

**RECORD OF MINUTES OF MEETINGS RECEIVED IN THE MARCH / APRIL 2019
PERIOD**

Name of Special Committee	Date of Meeting
Gooram Soldiers Memorial Hall Committee of Management	13/02/2019
Violet Town Hall Committee	04/03/2019
Creighton's Creek Recreation Reserve	05/03/2019
Euroa Citizen's Band	19/03/2019

10. NOTICES OF MOTION

Nil.

11. URGENT BUSINESS

Nil.

12. CLOSURE OF MEETING TO THE PUBLIC

7.24 p.m.

CRS WILLIAMS/MASON –

That Council, in conformance with Section 89(2) of the Local Government Act 1989, resolve to close the meeting to members of the public for the purpose of considering items relating to:-

- **Ground(s) under section 89(2):**
89(2)(d) *Contractual Matters*

C.P. 1 Contract No. 18/19-17 ~ Evaluation Report
- Provision of Banking and Bill Payment Services

105/19

ON BEING PUT, THE MOTION WAS CARRIED

7.28 p.m.

CRS WILLIAMS/MASON -

That Council open the meeting to members of the public and resume normal business.

107/19

ON BEING PUT, THE MOTION WAS CARRIED

13. CONFIRMATION OF 'CLOSED PORTION' DECISION/S

Closed Portion Decision/s -

**C.P. 1 Contract No. 18/19-17 ~ Evaluation Report
- Provision of Banking and Bill Payment Services**

RECOMMENDATION

That Council having publicly advertised for tender proposals relating to Contract 18/19-17 – Provision of Banking and Bill Payment Services and evaluated the compliant tender proposals received:

- 1. Award the contract to the Commonwealth Bank of Australia of Level 20, 727 Collins Street, Docklands VIC 3008 for a total amount of \$133,780 excluding GST for a period of three years with two twelve month options for extension (five years in total) ;**
- 2. Advise the other tenderers that they have been unsuccessful;**
- 3. Endorses the signing and sealing of the Contract documents once received.**

106/19 CRS MASON/WILLIAMS : That the Recommendation be adopted.

CARRIED

RECOMMENDATION

CRS MASON/BOWER -

That the decision/s of Council's 'Closed Portion' considerations be confirmed.

108/19

ON BEING PUT, THE MOTION WAS CARRIED

THERE BEING NO FURTHER BUSINESS, THE MEETING CLOSED AT 7.29 P.M.

Confirmed as being a true and accurate record of the Meeting

.....
Chair

.....
Date



Council Plan

2017-2021

2019 Review

Adopted by Council:

**'Our plan to build
flourishing communities'**

A small, handwritten signature or mark in the bottom right corner of the page, rendered in a dark blue or black ink.



Strathbogie Shire Council Plan 2017-2021

"Our plan to build flourishing communities."

Our Vision

"Together we are building a flourishing community."

Our Mission

"To support our community to grow through effective partnerships, engagement and equitable and efficient delivery of services."

Our Values

"To be a respectful, innovative, open and transparent, inclusive, fair and ethical Council."

Our Commitment to Engagement and Communication

"We will be a more inclusive Council, by engaging and communicating in an open and honest manner with our local community and key stakeholders."





Our Goals

1. To enhance community health and wellbeing

Our key strategies to achieve this goal...

- 1 Plan for improved community health, wellbeing and liveability
- 2 Engage and participate with the community in Council / Community initiatives
- 3 Enhance community resilience including supporting and increasing the participation of volunteers
- 4 Support and drive community, arts and cultural events

Plan for improved community health wellbeing and liveability

Key Strategies	2019/20	2020/21
Work with the Strathbogie Health and Community Services Consortium to deliver relevant projects	X	X
Work with Euroa Health in the development of a Wellness Centre	X	
Deliver initiatives which will support the prevention of family violence including achievement of accreditation as a workplace under the White Ribbon Australia Workplace Accreditation Program	X	
Complete the expansion of the Avenel Pre-School and Maternal and Child Health project	X	
Continue to review and implement priorities from the Walking Tracks and Trails Strategy and the Footpath Strategy (including but not limited to the Apex Walking Track Euroa)	X	X
Implement the 2017-2021 Liveability Plan 12 month Action Plans	X	X
Improve recreation spaces within the Shire using the Play and Recreation Framework as a reference document	X	X
Work with the community to implement provision of dogs off leash areas	X	
Promote responsible pet ownership through the implementation of Council's Domestic Animal Management Plan 2017-21	X	X
Review Council's Community and Meeting Procedure Local Law – to reflect contemporary issues	X	
In conjunction with Nagambie Health progress Nagambie Healthy Ageing Hub concept and seek funding for delivery	X	X



Engage and participate with the community in Council / Community initiatives

Key Strategies	2019/20	2020/21
Continue to support local community planning processes across the Shire	X	X
Seek to implement priority projects from Community Action Group Plans	X	X
Progress Youth Hub for Nagambie	X	

Enhance Community resilience, including supporting and increasing the participation of volunteers

Key Strategies	2019/20	2020/21
Work with registered indigenous representative groups to support settlement agreements	X	
Work with State Government to seek funding from Transport For Victoria for audit of transport services within the Shire	X	
Recognise and profile the importance of volunteers in our local community	X	X
Investigate provision of emergency power at relief centres within the Shire	X	
Continue consultation with Fire Brigade Captains to explore Fire Management Planning and CFA Best Practice	X	
Implement revised Community Grants program	X	

Support and drive community, arts and cultural events

Key Strategies	2019/20	2020/21
Develop and implement equitable Shire wide youth programs that focus on cultural activities, training and development, pathways to employment and civic participation	X	X
Complete and prioritise actions from Arts and Culture Strategy including art work on Nagambie Water Tower	X	



Our Goals



Strathbogie
shire

2. To sustainably manage our natural and built environment

Our key strategies to achieve this goal...

- 1 Promote and support sustainable environmental initiatives
- 2 Mitigate and adapt to a changing climate
- 3 Protect and enhance our natural environmental assets
- 4 Protect and enhance our built environment
- 5 Provide efficient and effective waste management programs

To promote and support sustainable environmental initiatives

Key Strategies	2019/20	2020/21
Continue to support Landcare groups and Catchment Management Networks to target weed and pest animal management on roadsides	X	X
Pursue "Zero waste" events across the Shire through use of Shire Event Policy and Approvals process	X	
Support sustainable energy initiatives in the Strathbogie Shire in conjunction with the Sustainable Development Reference Group	X	
Support a community clean up targeting Lake Nagambie and surrounds	X	
As part of Municipal Strategic Statement and Planning Scheme review, explore opportunities for native vegetation protection overlays on roadsides	X	
Continue to support the Goulburn Broken Greenhouse Alliance	X	X
Initiate a community-council working group which will frame the overarching objectives and charter for a Sub-Committee for the Transition of the Strathbogie Forest to alternative uses	X	
Implement the recommendations of Council's Domestic Wastewater Management Plan, including working with Goulburn Valley Water to explore small town sewer schemes	X	X

Mitigate and adapt to a changing climate

Key Strategies	2019/20	2020/21
Develop a Council Policy on Climate change	X	
Implement initiatives contained within the Sustainable Strathbogie 2030 Plan	X	X
Hold a flood mitigation / drainage update meeting in Violet Town to form a consensus on future actions after completion of works in 2018/19 Budget	X	
Include urban forestry into urban design frameworks to increase the shaded environment of our townships and implement pilot program	X	X
Develop a program to assist rural landholders in land management – strategies for climate change, planning controls, vegetation management	X	





Protect and enhance our natural environmental assets

Key Strategies	2019/20	2020/21
Implement Tree Management Guidelines	X	X
Investigate controls to preserve landscapes as part of Planning Scheme review	X	X
Continue to assist new land owners in land management through New Residents booklet, website and other means	X	X

Protect and enhance our built environment

Key Strategies	2019/20	2020/21
Implement priority actions from the Stormwater Management Plan	X	X
Identify priority areas for additional street lighting and opportunities to implement additional street lighting	X	X

Provide efficient and effective waste management

Key Strategies	2019/20	2020/21
Implement the Waste Management Strategy	X	X
Work with Goulburn-Murray Water to review and implement improved waste collection techniques on our waterways	X	

13/4

Our Goals

3. To provide quality infrastructure

Our key strategies to achieve this Goal...

- 1 Provide best practice management of all assets including roads, bridges and facilities
- 2 Provide passive and active recreational facilities

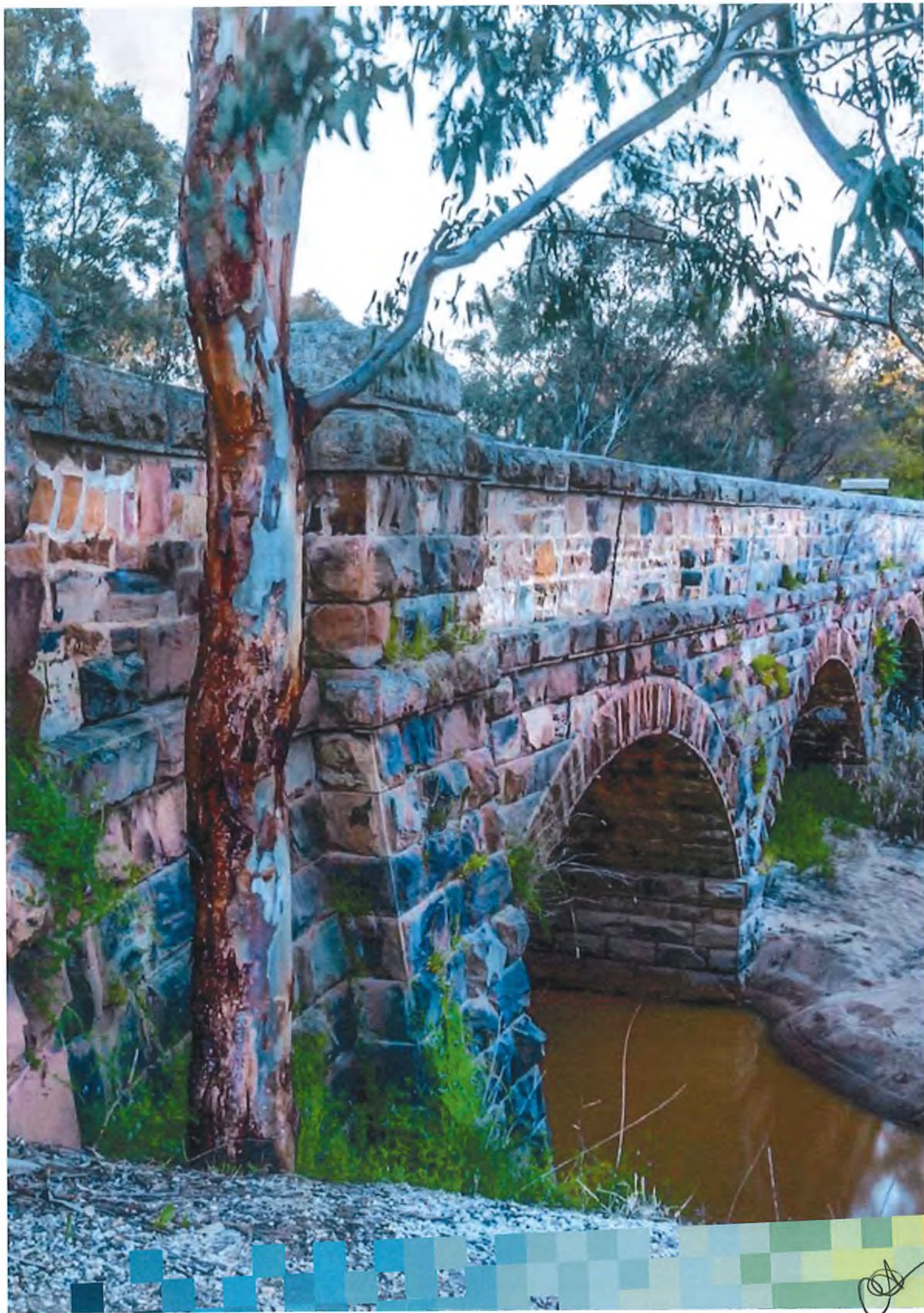
Provide best practice management of all assets including roads, bridges and facilities

Key Strategies	2019/20	2020/21
Investigate and implement asset rationalisation	X	X
Investigate options in consultation with the community for footpaths, kerb and channeling and parking at Queen, Belmont and the east end of Bank Street, Avenel	X	
Target major capital works projects to seek government funding to reduce Council's costs	X	X
Undertake condition assessment of public toilets and develop a strategy for future development	X	

Provide passive and active recreational facilities

Key Strategies	2019/20	2020/21
Investigate and consult in relation to providing link bridge at Rockies over the Seven Creeks and over Hughes Creek between Kent Street and Watson Street in Avenel.	X	
Construct pedestrian bridge linking Memorial Oval Euroa and Friendlies Reserve	X	
Continue to investigate funding opportunities for female change facilities at Euroa Memorial Oval	X	
Prioritise and implement the outcomes of the Community Pools Strategy	X	X
In partnership with the community support the priorities of the Nagambie Recreation Reserve Master Plan	X	X
Review Recreational Facilities for female friendly and All Abilities Access	X	
Work with Friendlies Reserve Committee of Management to identify future funding models for upgrades	X	
Review Violet Town Recreation Reserve Master Plan	X	
Seek Stage 2 funding for Stage 2 boardwalk Seven Creeks Park	X	X





Our Goals

4. To support and drive economic development

Our key strategies to achieve this goal...

- 1 Promote and support local business and produce
- 2 Support tourism and business development
- 3 Provide innovative and sustainable land use planning
- 4 Attract new residents
- 5 Grow investment and employment opportunities

Promote and support local business and produce

Key Strategies	2019/20	2020/21
Encourage local produce sales in towns throughout the Shire through development of marketing collateral and actions in Economic Development Master Plan	X	
Promote local businesses through a Business Awards program	X	
Support and engage with local representative business groups	X	X

Support tourism and business development

Key Strategies	2019/20	2020/21
Develop options to facilitate camping at appropriate locations within the Shire	X	
Partner with business groups to develop support programs	X	X
Promote Graytown and other smaller communities through an increased presence on the Strathbogie Shire website and the investigation of interpretive signs and historical information	X	X
Seek funding and support from Federal and State Governments to implement Nagambie Infrastructure Development Business Case	X	X
Develop a Policy on town entry and roadside signage and progress implementation	X	
Implement preferred option for involvement in regional tourism	X	
Investigate installation of a dump point in Nagambie	X	





Provide innovative and sustainable land use planning

Key Strategies	2019/20	2020/21
Review rural land strategy and have these outcomes (including landscape protection) included into the Municipal Strategic Statement	X	
Review, in conjunction with the community, to identify options for improvements to Cowslip Street, Violet Town	X	
Review Nagambie Growth Management Plan	X	
Formalise Euroa parking arrangements following Euroa Township Plan Issues and Opportunities report	X	
Progress planning for future growth in Avenel	X	X

Attract new residents

Key Strategies	2019/20	2020/21
Review effectiveness of rating incentive package in new residents to the Strathbogie Shire	X	
Explore options to highlight the availability of employment opportunities within the Shire	X	

Grow investment and employment opportunities

Key Strategies	2019/20	2020/21
Review, update and resource the Economic Development Master Plan and implement priority actions	X	X

Our Goals

5. To be a high performing Shire

Our key strategies to achieve this Goal...

- 1 To proactively develop and deliver quality services that achieve high customer satisfaction
- 2 Continue to focus on operational efficiencies
- 3 Continue to create a secure investment environment through sound financial management
- 4 To be equitable and fair in all decision making processes
- 5 To communicate and engage effectively with our community and key stakeholders

To proactively develop and deliver quality services that achieve high customer satisfaction

Key Strategies	2019/20	2020/21
Continue to enhance customer experiences through ongoing development of customer relationship management system	X	X

Continue to focus on operational efficiencies

Key Strategies	2019/20	2020/21
Continue the service plan process to assist decision making and identify service enhancements	X	X
Continue to explore opportunities through collaboration with other Councils in service delivery	X	X
Conduct an organisation wide cultural change / innovation program that promotes a "can do philosophy", continuous improvement processes, culture of collaboration and a willingness to embrace positive change	X	X
Prioritise outcomes of ICT strategy to aid business transformation through finalisation of "Roadmap"	X	
Link results of Community Satisfaction Survey to Council Plan actions	X	X
Improve access to 'in the field' software and hardware for key Council functions to improve response times to permit applications and customer queries	X	X

Continue to create a secure investment environment through sound financial management

Key Strategies	2019/20	2020/21
Upgrade Long Term Financial Plan to cover Ten Year period	X	
Review Contract Management Process and Guidelines	X	





To be equitable and fair in all decision making processes

Key Strategies	2019/20	2020/21
Ensure strategies are developed in conjunction with key stakeholders on a regional basis – North East Local Government Network	X	X
Promote open and transparent reporting of Council decision making including Know Your Council Data	X	X

To communicate and engage effectively with our community and key stakeholders

Key Strategies	2019/20	2020/21
Review Communications and Engagement Strategy in line with pending changes to Local Government Act.	X	
Work with local business associations to develop a Shire wide skills bank that values and recognises local knowledge	X	
Actively seek partnerships to achieve our Council Plan	X	X

Our Goals

6. The Strathbogie Shire will advocate on behalf of our community for the following:

Key Areas	What we will do
Diplomacy	In partnership with Federal and State Government Departments host foreign trade missions to deliver potential economic growth opportunities
	Support advocacy programs of State government, MAV and ALGA where it supports Council priorities
Education	Advocate to relevant education providers for an education precinct in Nagambie
	Advocate for continuation of free bus services for students attending Euroa Secondary College
Environment	Advocate for increased funding to support roadside management, including pest plant and animal eradication
Funding	Advocate to both Federal and State Governments to ensure that the current funding formulas provide equitable funds to Local Government
Health	Advocate for services to assist both veterans and emergency services personnel
Public Transport	Advocate to V/Line for a bus stop in Longwood Advocate for fast rail services in the region Explore options for an improved train services between Albury and Seymour and Shepparton and Seymour Advocate for upgraded Nagambie Railway Station
Inland Rail	Advocate for community's preferred outcome with Euroa overpass
Indigenous Affairs	Advocate for Council's resolution on the Uluru statement
Child Care	Advocate for restoration of Government funding for Violet Town Occasional Child Care
Roads	Advocate to VicRoads for more explicit traffic signage at Bank Street rail crossing to improve traffic flow and therefore improve safety Continue to advocate to VicRoads for the construction of an interchange on the Hume Freeway at the Service Centre crossing in Avenel Advocate to VicRoads for a road exchange to address issues at the Bank and Queen Street – and Queen Street – Ewings Road - intersections in Avenel to reduce the impact of heavy vehicles. Continue to focus on safety issues at these intersections
Telecommunications	Advocate for improved telecommunications infrastructure and connectivity in the Strathbogie Shire
Tourism	Continue to advocate for funding to progress the tourism infrastructure projects at Lake Nagambie Lobby for Council's preferred position on the Strathbogie Forest Advocate for inclusion of the Shire in a recognized tourism body
Transport Linkages	Continue to advocate to the Federal and State Governments to support the Mangalore Airport Master Plan



<p>Utilities</p>	<p>Advocate to Goulburn Valley Water and Goulburn Murray-Water for use of recycled water in townships.</p> <p>Advocate to Goulburn Valley Water and Goulburn Murray Water to assist in delivery of actions within the Domestic Wastewater Management Plan for improved sewerage in townships.</p> <p>Advocate to Goulburn Valley Water to provide potable water to Strathbogie township, Kirwans Bridge and Goulburn Weir</p>
<p>Utilities/ Natural Resources</p>	<p>Advocate for natural gas and increases in the quality of other utility services across the Shire growth areas of the Shire.</p>





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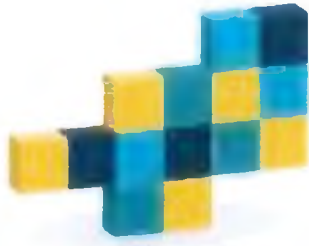


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Strathbogie
shire

STRATEGIC RESOURCE PLAN

2019/20 TO 2023/24



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1. EXECUTIVE SUMMARY

1.1 Introduction

The **Strategic Resource Plan (SRP)** is the key medium term financial plan produced by Council on a rolling basis that summarises the resourcing forecasts for at least four years. The SRP forms part of the Council Plan.

Resource planning is important for ensuring that a Council remains sustainable in the long term and good practice is to extend forecasting for a ten year period, to take account of long lived assets such as road and drainage infrastructure. **Strathbogie Shire Council** has prepared a 10 year long term financial plan to enable a longer term perspective of the ongoing financial sustainability of the Council and the impact of financial decisions into the longer term.

In preparing the SRP Council must take into account all other plans and strategies in regards to services and initiatives which commit financial and non-financial resources over the four year period.

Section 125(1) of the *Local Government Act 1989* (the Act) requires Councils to prepare a SRP and include this in the Council Plan. The SRP outlines the resources required to achieve Council's strategic objectives expressed in the Council Plan. Section 126 of the Act expects that:

- a. The SRP is a plan of the resources to achieve the Council Plan strategic objectives;
- b. The SRP will:
 - i. Include financial statements describing the financial resources in respect of at least the next four financial years;
 - ii. Include statements describing the non-financial resources including the human resources in respect of the next four financial years;
 - iii. Take into account services and initiatives contained in any plan adopted by Council and if the Council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the SRP;
 - iv. Review the SRP during the preparation of the Council Plan; and
 - v. Adopt the SRP no later than 30 June each year and a copy must be available for public inspection at the Council office and on the Council internet website.
- c. In preparing the SRP, Council should comply with the principles of sound financial management as prescribed in the Act, being to:
 - i. Prudently manage financial risks relating to debt, assets and liabilities
 - ii. Provide reasonable stability in the level of rate burden
 - iii. Consider the financial effects of council decisions on future generations
 - iv. Provide full, accurate and timely disclosure of financial information.

Significant changes to this revised SRP 2019/20 are:

- Council will increase the capped average rate by **2.25 percent** in the 2019/20 financial year. This level allows Council to maintain existing service levels, fund a number of new initiatives and continue to allocate additional funds to renew the municipality's infrastructure;

- Capital Expenditure is **\$9.295 million** in 2019/20; and
- New borrowings of \$ nil in 2019/20.

1.2 Purpose of Strategic Resource Plan

The purpose of the Strategic Resource Plan is to:

- Establish a financial framework over the next 4 years to ensure Council's strategic objectives, as expressed in its Council Plan, are achieved;
- Provide an assessment of the resources (financial and non-financial) required to accomplish the objectives and strategies included in the Council Plan;
- Establish a basis to measure Council's adherence to its policies and strategies; and
- Assist Council to comply with sound financial management principles, in accordance with the Act and to plan for the long-term financial sustainability of the municipality.

The diagram below details the key strategic areas covered by the SRP and the integration



required between Council's financial strategies.

Figure 1: Strategic Resource Plan – Key Strategic Areas



1.3 SRP Objectives

The 2019/20 SRP is intended to contribute to the following objectives in the 10-year timeframe:

- Maintain the existing range and level of service provision and improve the understanding of the range and levels of service provided;
- Maintain a viable cash position, ensuring Council remains financially sustainable in the long-term;
- Achieve operating statement surpluses with the exclusion of all non-operational items such as granted assets and capital income within the 10 year timeframe of the long term financial plan;
- Reduce debt to a low to moderate level to allow capacity to fund future infrastructure;
- Continue to pursue recurrent grant funding for strategic capital funds from the State and Federal government; and
- Provide for rate increases that establish a funding level for renewal demand being invested at **100 percent**.

1.4 Strategic Financial Direction

A number of strategic challenges remain ahead including renewing existing assets, continuing to provide an appropriate range and level of services to a growing community, maintaining a sound financial position and addressing the need for capital expansion.

The other related issues are the risks and liabilities that Council and the community face if Council does not invest in asset renewal at an adequate rate.

Council, as part of establishing its SRP, revises its borrowing strategy, asset management, capital investment, discretionary and statutory reserves, capital works program, the range and level of services provided and the revenue-raising strategy.

The SRP establishes the strategic financial direction for Council to meet the funding and investment challenges that lie ahead in the next 10-years.

The SRP is prepared in conjunction with the Council Plan to ensure the affordability of activities included in the Council Plan.

A Glossary of Terms is attached in **Appendix A**.

Appendix B details Council's Financial Statements which are an outcome of this SRP.

1.5 Key Strategic Directions

The following table highlights the key strategies of this SRP.

Each section includes detailed analysis to support the strategies.

The key strategies provide direction for the preparation of the 2019/20 Budget.

Section	Strategic Direction
Section 3 Financial Sustainability	<ol style="list-style-type: none"> 1. That Strathbogie Shire Council continues to benchmark with other Victorian Councils and those within the Small Rural category. 2. That Strathbogie Shire Council applies the outcomes of this SRP to the 2019/20 Budget. <p>That Strathbogie Shire Council achieves an operating surplus over the life of this SRP.</p>
Section 4 Service Provision and Planning	<ol style="list-style-type: none"> 1. That Strathbogie Shire Council continue the Service Planning process in 2019/20 via a strategic service planning framework incorporating annual budget, departmental operational plans, capital works evaluation and long term financial plan leading to a determination of the appropriate range and levels of service for the community. 2. That Strathbogie Shire Council, as part of the development of its Service Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.
Section 5 Capital Works Program	<ol style="list-style-type: none"> 1. That Strathbogie Shire Council maintains its capital works commitment at levels that meet or exceed the targets established in this SRP, and develops a 10-year capital works program. 2. That Strathbogie Shire Council initially focuses capital works on maintaining a critical renewal level based on maintaining a minimum service level at levels indicated in Table 7 (Section 6.5 Condition Assessment), with the next priority on renewal, upgrade and expansion. 3. That any bids for expansion, new and upgrade of assets come from the Service Managers as arising from their Service Plans.



Section	Strategic Direction
Section 6 Asset Management	<ol style="list-style-type: none"> 1. That Strathbogie Shire Council, having established its critical renewal investment levels, maintains detailed <i>Asset Management Plans</i> (focused on renewal demand) for all classes of Council assets incorporating service level assessments. 2. That Strathbogie Shire Council, as part of the development of its <i>Service Plans</i>, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio. 3. That Strathbogie Shire Council adopts as policy the annual allocation of funds to meet 100 per cent of the communities infrastructure renewal needs before it elects to upgrade or construct new assets.
Section 7 Long-term Borrowing Strategies	<ol style="list-style-type: none"> 1. No borrowings are proposed during the term of this SRP although substantial capacity will be available should it be required
Section 8 Restricted Assets	<ol style="list-style-type: none"> 1. That Strathbogie Shire Council builds into its 10 year financial plan the estimated movements in restricted assets and provides for at least \$3 million to \$4 million in working capital to meet day to day needs. 2. That to ensure sufficient funds are available to meet operational needs, Strathbogie Shire Council retains a cash position of at least \$3 million to \$4 million after deducting restricted assets, i.e. cash received but not spent or cash to be spent for specific purposes such as developer contributions (infrastructure), waste facility development, security deposits etc.



Section	Strategic Direction
<p>Section 9 Rating and Other Revenue Strategies</p>	<p>That Strathbogie Shire Council;</p> <ol style="list-style-type: none"> 1. retains capital improved value (CIV) as its valuation base; 2. provides a municipal charge of \$133 for 2019/20 to ensure an equitable contribution towards the unavoidable fixed costs of Strathbogie Shire Council; 3. considers future increases in tree and waste management charges based on EPA, regulatory and safety requirements , to cope with challenges in recycling markets and the need to sustain the Council's long term waste operations strategy; 4. in 2019/20, adopts an percent capped average rate increase of 2.25% for general rates (excluding supplementaries) and a 4.1 percent increase in waste collection charges including funding the cost of disposal of domestic waste, recycling collection and the tree management levy; 5. pursues recurrent grant funding and strategic capital funding aligned with Council Plan objectives, including benchmarking of results with other Councils; and 6. undertakes detailed analysis on the level of existing fees and charges and investigates new revenue sources and report recommendations to Council.
<p>Section 10 Strategic Financial Plan</p>	<p>The SRP continues to provide a financial framework for Council, enabling an assessment of Council resources and assisting Council to plan and fund capital infrastructure and meet future community aspirations.</p>

Table 1: Key Strategies– 2019/20



2. LINK BETWEEN STRATEGIC RESOURCE PLAN AND COUNCIL PLAN

2.1 Planning and Reporting Framework

The *Local Government Performance Reporting Framework* is a key part of the local government planning and accountability reform. The **Planning and Reporting Framework** details the relationship between the Council Plan, the Strategic Resource Plan and Annual Budget.

Effective reporting by Councils, on the spending of public money to deliver services and infrastructure, is essential for ensuring transparency and accountability to the community and other levels of government.

The following diagram shows the relationship between the key planning and reporting documents that make up the planning and accountability framework for local government.

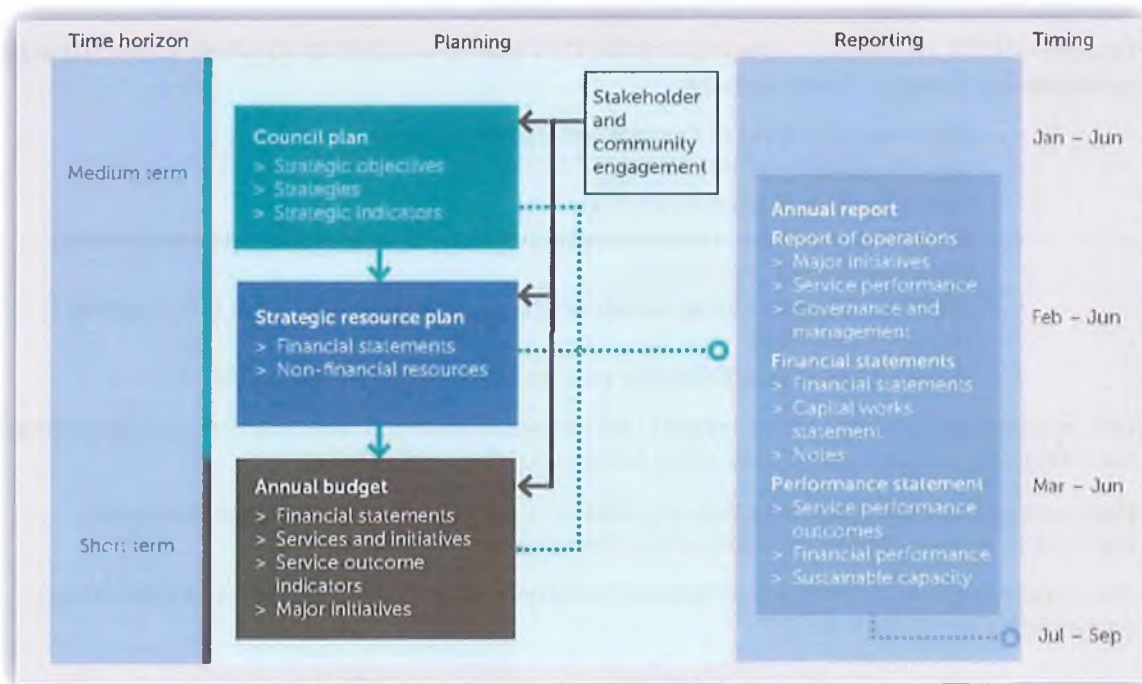


Figure 2: Planning and Reporting Framework

It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.

This is important to ensure accountability to residents and ratepayers.

3. FINANCIAL SUSTAINABILITY

3.1 Background

Financial sustainability as defined by The Australian Local Government Association (ALGA) is worth noting:

“A Council’s long-term financial performance and position is sustainable where planned long term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.”

It is against this definition that the sustainability of **Strathbogie Shire Council** can be assessed.

The precise financial strategy which supports financial sustainability and which balances community expectations with the capacity to pay, challenges Councils.

As part of this process strategies, services and investment in infrastructure must be developed that meets the community’s needs whilst simultaneously remaining affordable.

The question of what is ‘financial sustainability’ and the appropriate strategy to support this position will be answered differently by every Council.

However, there are some common questions that should be asked by Councils in the strategic development process. These include:

- the range and level of Council services that are to be offered;
- the affordability of new assets;
- the utilisation of existing assets;
- the quantum of the renewal investment compared to the renewal demand;
- the suitability of borrowings;
- whether rate and charge increases are sustainable within the rate capping requirements; and
- if the community is willing to pay for services and infrastructure.

One mechanism Councils use to support their financial strategic development is to benchmark their financial performance to like sized Councils or their neighbours.

How Councils compare and why they are different are interesting questions that assist Councils to make ultimate decisions about these complex questions.

This report contains a summary of relevant benchmarking data for Council to enable this comparative analysis to occur.

3.2 Financial Comparisons - Benchmarking

Council Annual Reports generally contain standard and consistent financial data.

These Reports have been reviewed to produce the data used for benchmarking purposes in this SRP.

The number of Councils in each category is shown in the table below.



Category Description	Councils within Category
Inner Metropolitan	22
Interface Metropolitan	9
Regional Cities	10
Large Shires	19
Small Shires	19
TOTAL	79

Table 2: Number of Councils in each Category– 2018/19

These key performance indicators are detailed within the relevant chapters of the SRP, and assist Council to compare its position to other **Small Rural Councils**.

3.3 Analysis of Council's Financial Sustainability

3.3.1 Financial Sustainability

The concepts most people use in their personal and business lives are basically the same as those that should be applied to local government; however, those concepts need some modification.

Councils are perpetual corporations that manage intergenerational community services and assets.

Councils provide the legal framework by which communities own infrastructure and assets collectively.

Underlying Operating Position (Surplus/Deficit)

The underlying operating result as defined by the *Institute of Chartered Accountants (2009)* is a measure of the financial sustainability of a Council.

Continuous underlying operating deficits lead to a loss in equity, reduction in asset base, drop in service standards over time and a deferral of costs to future generations.

The underlying operating result is the operational result (balanced, surplus or deficit) less gifted assets, developer contributions, asset revaluations, and write offs and impacts of asset sales. Capital income is also excluded on the grounds it represents an "unmatched" income (expenditure is not included) and it is a non-recurring income source.

One of **Strathbogie Shire Council's** long-term financial goals is to achieve an operational surplus without the inclusion of any capital income (against which there is no matching expenditure in the operating statement) and abnormal items such as granted assets.

Council's position of (**-\$3.349 million**) on face value compares unfavourably within the **Small Rural** category at (**-\$.671 million**) for underlying operating surplus at June 30 2018 but is affected by an additional landfill provision taken up in 2017/18 of \$3.718 m which equates to \$495 per assessment.

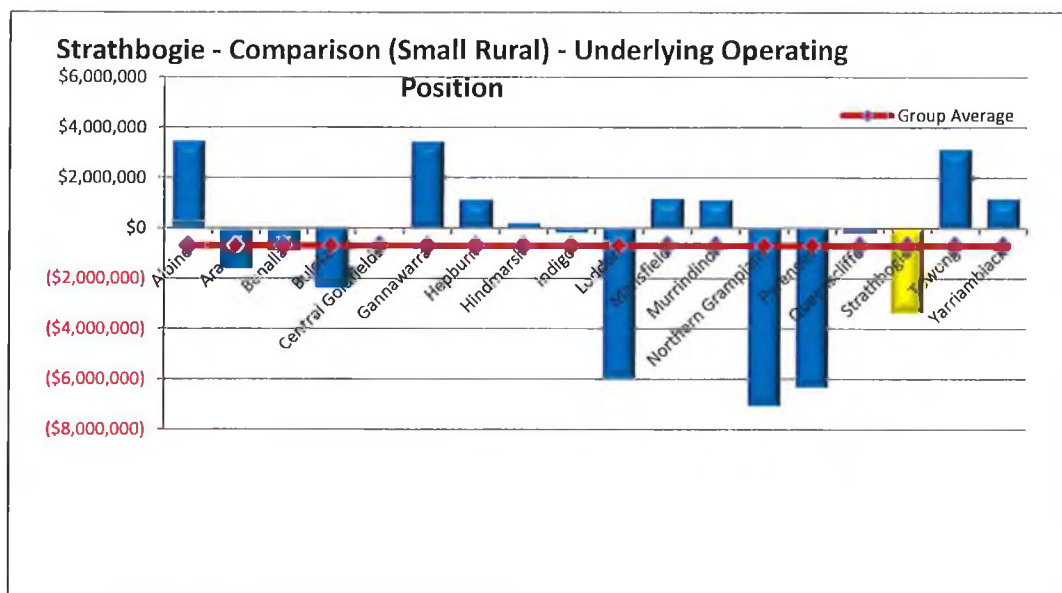


Chart 1: Underlying Operating Position – 2017/18

Liquidity

The MAV assessment asserts a working capital ratio of **100 percent** is generally considered desirable. The analysis considers that Councils with working capital above **150 percent** may have the capacity to reduce long-term debt and preparedness to meet day to day obligations.

Council’s working capital ratio of **281 percent** indicates Council’s liquidity is considered healthy reducing in the medium term but staying with accepted guidelines.

Rate effort

The ability to increase rate revenue is a significant factor in determining whether Council is potentially at risk.

Rate effort is now constrained by the State Government’s introduction of rate capping legislation in the form of its “Fair Go” Rates system. THE FGRS or rate capping introduces an annual rate cap set by the Minister for Local Government which controls general rate increases for all Councils during that financial year.

The Minister for Local Government, has advised an annual rate increase of **2.50 per cent** for the 2019/20 financial year. Councils can seek approval for an increase above this figure through a variation with the *Essential Service Commission* (ESC).

Council’s rating effort has been satisfactory and when benchmarked is close to the average effort of the **Small Rural** group.(Refer Chart 18).



Cost and efficiency

Council is statistically a “mid cost” council.

Adjusted Total Expenses per assessment of **\$3,431** are above the Small Rural average of **\$2,725** but includes additional landfill provision of \$495 per assessment and after adjusting for this Council’s costs are marginally above the group average. Council’s employee cost as a percentage of total expenditure is **28.7 percent**, compared to **Small Rural average of 37.41 percent**.

Rates affordability

Australian Taxation Office (ATO) income data for wage and salary earners (PAYE) can be used to give some indication of rates affordability. The *Australian Bureau of Statistics (ABS)* produces a set of socio-economic indices for areas known as SEIFA. The four indices in the set, which are based on census data, reflect the level of social and economic wellbeing in local government areas. SEIFA includes the following indices:

Relative Index of Socio-economic Advantage and Disadvantage (IRSAD): The proportion of families with high/low incomes, people with/without a tertiary education and employees in skilled/unskilled occupations. Low values indicate areas of disadvantage;

Relative Index of Socio-economic Disadvantage (IRSD): Derived from attributes such as income, educational attainment and skill level;

Index of Economic Resources (IER): Derived from attributes relating income and wealth; and

Index of Education and Occupation (IEO): reflect the educational and occupational levels of communities.

The first three indicators have been used to reflect on the socio-economic status of local areas and therefore ability to bear significant increases in rates. The other issue **Strathbogie Shire** has to contend with, and which does distort these benchmarks, is that the census understates both number of residents and annual household income due to the impact of non-resident ratepayers.

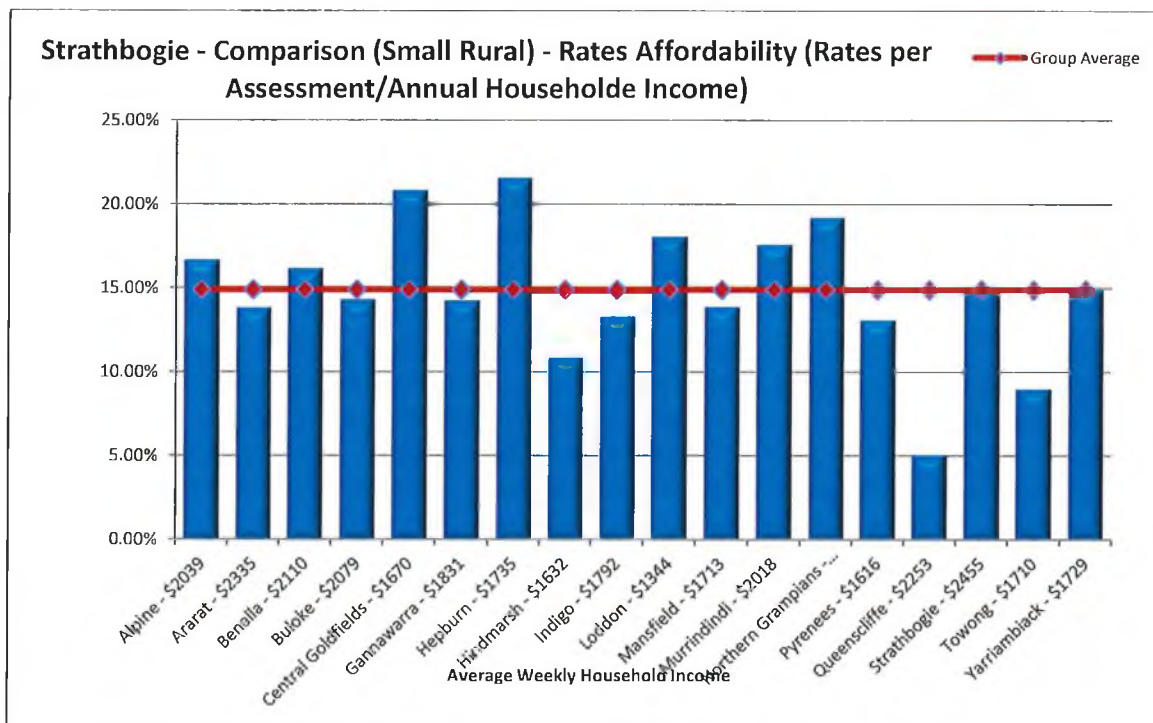


Chart 2: Rates Affordability Small Rural – 2017/18

3.3.2 Victoria Auditor General

The Victoria Auditor General’s Office (VAGO) in late 2007 prepared a report on Local Government which outlines for the first time a detailed analysis on the financial sustainability of Councils and Regional Library Corporations.

The 2017/18 result compared to the five (5) year average for VAGO’s indicators of Council viability are:

Indicator	Calculation	Description	Results 2017/18	Five (5) Year Ave
Net result	Net result/ total revenue	A positive result indicates a surplus, and the larger the percentage, the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the long-term.	2.63	7.62
Adjusted Underlying Operating Result	Adjusted underlying surplus (or deficit) / Adjusted underlying revenue	Indicator of the broad objective that an adjusted underlying surplus should be generated in the ordinary course of business. A surplus or increasing surplus suggests an improvement in the operating position.	(6.33%)*	(.0.17%)
Liquidity	Current Assets/ Current Liabilities	This measures the ability to pay existing liabilities in the next 12 months. A ratio one or more means there is more cash and liquid assets than short-term liabilities	2.81	2.17



Indicator	Calculation	Description	Results 2017/18	Five (5) Year Ave
Indebtedness	Non-current liabilities/ own sourced revenue	Comparison of non-current liabilities (mainly comprised of borrowings) to own-sourced revenue. The higher the percentage, the less able to cover non-current liabilities from the revenues they generate themselves. Own-sourced revenue is used (rather than total revenue) because it does not include capital grants, which are usually tied to specific projects.	30.38*	17.06
Internal financing	Net Operating cash flow/Net capital expenditure	Measures the ability of an entity to finance capital works from generated cash flow. The higher the percentage, the greater the ability for the entity to finance capital works from their own funds.	102%	127%
Capital Replacement	Cash outflows from property, infrastructure, plant and equipment / Depreciation	Comparison of the rate of spending on infrastructure with its depreciation. Ratios higher than 1:1 indicate that spending is faster than the depreciating rate. This is a long-term indicator, as capital expenditure can be deferred in the short-term if there are insufficient funds available from operations, and borrowing is not an option.	1.76	1.48
Renewal gap	Renewal and upgrade expenditure / Depreciation	Comparison of the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1:1 indicate that spending on existing assets is faster than the depreciating rate. Similar to the capital replacement, this is a long-term indicator, as capital expenditure can be deferred in the short term if there are insufficient funds available from operations, and borrowing is not an option.	1.6	1.35

Table 3: Strathbogie Shire Council VAGO Indicators of Council Viability

- *Affected by one off recognition of increased landfill provision of \$3.718 million.

3.4 Benchmarking

In most instances Council compares favourably with its neighbours and other **Small Rural** Councils. When benchmarked to other **Small Rural's** and neighbours **Strathbogie Shire Council** is characterised by:

- Underlying operating surplus;
- Slightly above the average level of overall operational costs in comparison to Councils in the category;
- Higher than the average rating effort;
- Low debt ratios; and
- Strong capital works program with sufficient priorities given to asset renewal.

Strategic Direction

1. That **Strathbogie Shire Council** continues to benchmark with other Victorian Councils and those within the **Small Rural** category.
2. That **Strathbogie Shire Council** applies the outcomes of this SRP to the 2019/20 Budget.
3. That **Strathbogie Shire Council** achieves an operating surplus over the life of this SRP.



4. SERVICE PROVISION AND PLANNING

4.1 Introduction

The range and level of services a Council should, or is capable of, or wants to provide is a complex question to consider.

It is critical that an overall understanding of the **Service Planning Framework** be considered within the context of the key service drivers including:

- Community expectations: Ever changing and balanced against willingness to pay;
- Legislative requirements: e.g. Health and environmental standards and regulations;
- Organisational: Strategic Mission and Objectives; and
- Resources: Availability of resources and funding, particularly within a rate capped environment.

This section includes:

- Local Government Service Planning
- Introducing a Service Planning approach
- Service Planning approach and the six key steps
- Conclusion

4.2 Local Government Service Planning

4.2.1 *Service Delivery challenges*

Strathbogie Shire Council is grappling with these questions as it seeks to achieve a balance between capital investment, renewal and service delivery. What is the correct range of services, what level should they be provided at and are they sustainable within a rate capped environment for the majority of ratepayers?

- What range of services does Council provide and do these align to the Council Plan and service strategies?
- What level of service does Council want to provide within the capacity of the community to pay?
- What assets are required to underpin the required level of service and are these fit for purpose?
- Is the current mix of capital investment ensuring assets underpinning services are safe and serviceable – is Council's renewal investment adequate?
- Are the services (range and level) sustainable over a ten year timeframe against the Council's long term financial plan?

In 2019/20, Council will continue a six phase **Service Planning** project to facilitate answers to these questions. Council's long term financial sustainability is critically linked to answering these fundamental questions.



4.2.2 What is Service Planning

Service Plans define programs and projects which need to be undertaken to deliver the service and include specific information on service levels, the service provider, service cost, service targets, performance Indicators and the reporting framework.

Service Plans identify assets (upgrades or new) required to support those services and reviews the outcomes of Asset Management Plans to ensure existing assets are appropriate for the delivery of services required.

Actions are specific, based on a 10 year horizon. Having detailed **Service Plans** with costed levels of service allows comparative choice decisions to be made in a transparent manner when budget adjustments are required.

The service outputs should be achievable and defined within service plans which are fully funded and resourced within the Council’s 10 year Long Term Financial Plan. Through this sustainable service delivery model Council has the capacity to deliver on its promises. Council must remain financially sustainable to continue to provide services to its community into the future.

Having detailed **Service Plans** with costed levels of service will allow Council to make comparative choice decisions in a transparent manner if and when service and budget adjustments are required.

Service Plans provide a clear point of reference to manage and monitor progress towards achievement of strategic outcomes as well as forming the basis of reporting to the community and State Government.

The Council acknowledges that there will always be many competing interests for scarce Council resources. Adopting a *service planning* approach throughout the organisation will address many of the service delivery priorities and in turn community perceptions of Council performance.

The process will ensure that Council remains committed to providing service levels to the community that are of acceptable standard and delivered in the most efficient and appropriate manner.

The **Strategic Service Framework** fits within the broader context of Council operations as illustrated below:

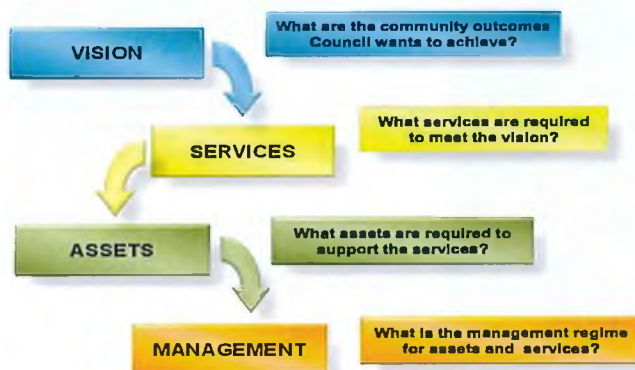


Figure 3: Strategic Service Framework



4.3 Introducing a Service Planning Approach

4.3.1 Understanding Levels of Service

Understanding the *Levels of Service* approach within a Council context is important because it facilitates:

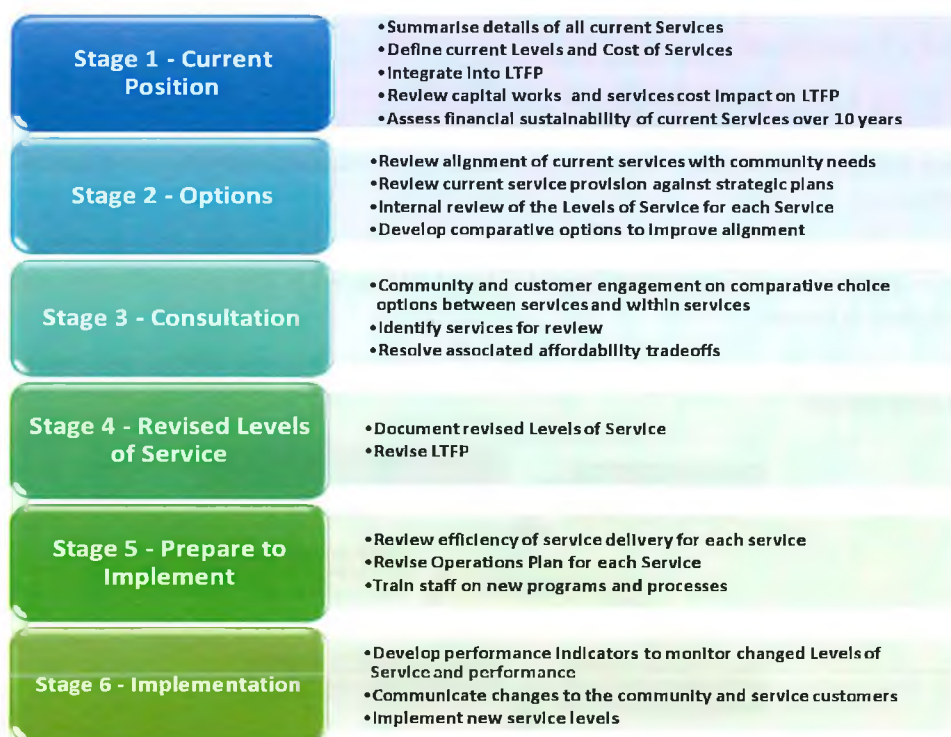
- Support for the sustainability of current services;
- Increasing satisfaction levels: minimising the gap between what is provided and what the community needs;
- Transparent decision making for good governance; and
- A robust relationship between Levels of service and funding.

The objective for the level of service process is to enable Council to engage in community consultation efforts that focus on *Community Levels of Service*.

4.4 Service Plan Process: 6 Key Steps

The **Service Planning** process needs to be comprehensive and cover the entire organisation.

All services need to be included in the process (including internal services) as the Council needs to be in a position to be able to make informed comparative choice decisions.



Council proposes that the service review process be undertaken in six stages.

Figure 4: Service Plan Process - 6 Key Steps



4.4.1 Stage 1 – Current Practices Sustainability Assessment

This first stage takes a holistic approach and prepares a 10 year *Service Profile* and a *Service Cost Evaluation* for all services to assess the long term sustainability of the Council's range of services.

At the end of stage 1 Council will have a detailed understanding of the:

- Range of Services it provides to the community;
- Levels of Service for each Service;
- Projected cost of each service over the forward 10 year period;
- Life cycle cost impacts of capital works associated with the service delivery;
- Long term financial sustainability of Council's current service model; and
- Framework under which Council can make informed choices around resource allocation to specific service areas.

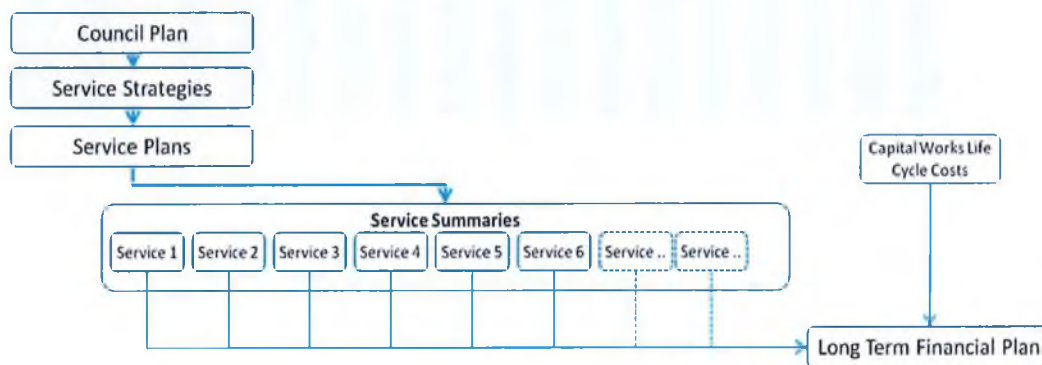


Figure 5: Current Practices Sustainability Assessment

These Plans also provide a direct linkage to *Service Plans* and to implementing program and projects defined in the *Service Plans* with specific actions and budgets generally for years 1 and into year 2.

Stage 1 is largely complete but there is a need to review data following recent restructure and the 2018/19 Budget before proceeding with Stage 2.

4.4.2 Council Budget

Council's operation includes provision of building, planning, economic development services, community services, infrastructure planning, operations and corporate support services including finance, information technology, asset management and organisation development.

Council's operating costs and revenues for 2019/20 are \$27.814 million and \$29.435 million respectively with forecasts for the next 10 years contained in **Appendix B**.

The Capital Works Program is explained in more detail in Section 5.

4.4.3 Human Resource Needs

Council's Human Resources are integral to the delivery of Council's services. Council's overall adjusted operating expenses per assessment (adjusted to remove depreciation) in the graph below show Council's total operating costs benchmarked to like sized Councils.

Council's operating costs per assessment are slightly above the average and Council's employee costs as a % of total expenses are lower than the average. Employee costs are one

element of these costs. Councils use employees or contractors to deliver services. Council's employee costs as a percentage of operating expenses have been benchmarked to similar sized Councils in Victoria are also detailed hereunder:

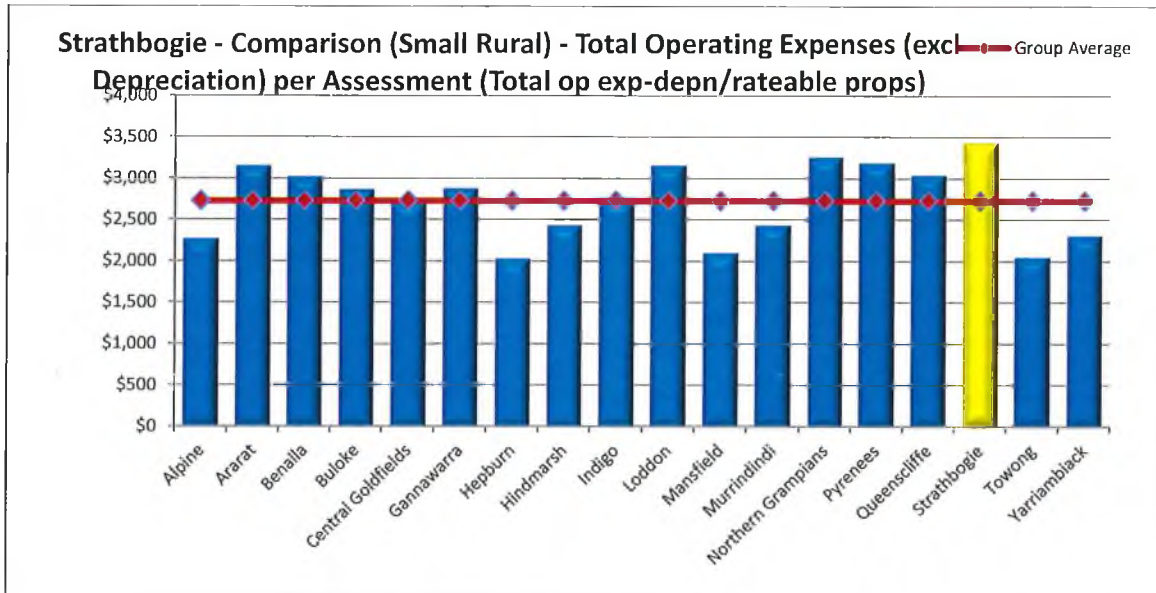


Chart 3 - Operating Expenses per Assessment 2017/18

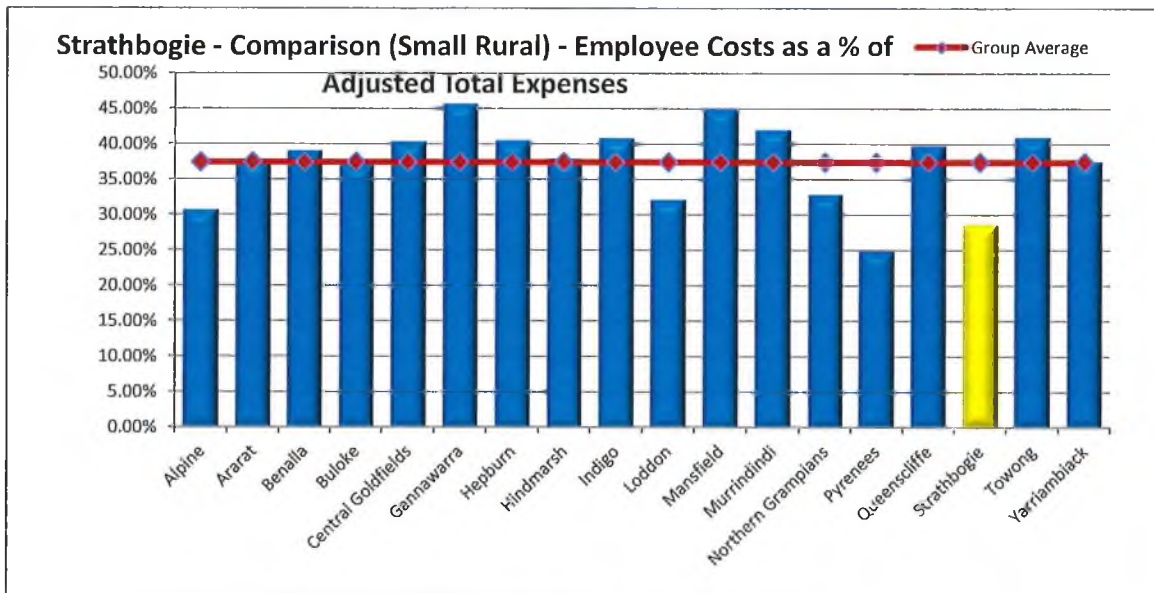


Chart 4 - Employee Costs % Operating Expenses 2017/18



The table below details the *Statement of Human Resources* for the oncoming four years:

	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	
Staff Expenditure				
Employee Costs	10,468	10,766	11,073	11,389
Total staff expenditure	10,468	10,766	11,073	11,389
	EFT	EFT	EFT	EFT
Staff numbers				
Employees	113	113	113	113
Total staff numbers	113	113	113	113

Table 4 - Statement of Human Resources - For the four years ended 30 June 2023

Reconciliation of staff numbers

Balance as per 2018/19 Budget	103.0
Transfer in of employees in Parks and Gardens previously on contract	5.0
Net effect of restructure in Governance and Regulation – cost neutral and improved service – service in house	2.2
Increased resource in Rates	.40
Increased resource in Economic Development	.25
Increased resource in Youth – majority externally funded	.60
Increased resource in Transfer Station	.42
Additional Roads Employee	1.0
Additional Human Resources employee	1.0
Minor Adjustments	(.79)
EFT 2019/20 Budget	113.08

In 2019/20 employee numbers have been affected by the transfer of previously contract outdoor staff to Council employment, whilst a cost neutral restructure of Governance and Regulation including Environmental Health whilst increasing staff numbers has significantly increased service levels.

4.5 Conclusion

Managing financial sustainability and the range and level of services provided will remain an ongoing challenge, particularly in a now rate capped environment.

This work continues in the context of improving financial sustainability, linking infrastructure planning to service planning and resource constraints.

Council will demonstrate clear and transparent decision making in allocating scarce resources whilst delivering the best service outcomes from amongst the many alternatives demanded by the community, a critical outcome of the proposed service planning framework.

Strategic Direction

1. That **Strathbogie Shire Council** continue the Service Planning process in 2019/20 via a strategic service planning framework incorporating annual budget, departmental operational plans, capital works evaluation and long term financial



plan leading to a determination of the appropriate range and levels of service for the community.

2. That **Strathbogie Shire** Council, as part of the development of its Service Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.



5. CAPITAL WORKS PROGRAM

5.1 Introduction

The previous section discusses the long-term issues with respect to *Service Planning*.

It should be noted **per cent** of the capital expenditure is on renewal and upgrade type projects in the draft capital works program for 2019/20. The total capital program of **\$8.295 million** is composed of **\$4.415 million** in new and expanded assets and **\$7.88 million** in renewal and upgrade.

The proposed program for 2019/20 comprises **\$5.931 million** in renewal and **\$1.949 million** in upgrade.

Also allowed for is \$1 million to commence rehabilitation of the Violet Town Landfill , which is funded through a reduction in the provision already made.

This section includes:

- Level and nature of capital works;
- 2019/20 Capital Investment levels
- Capital funding sources; and
- Capital Works Evaluation process

The benchmark for 2017/18 capital expenditure levels by Small Rurals is illustrated below:

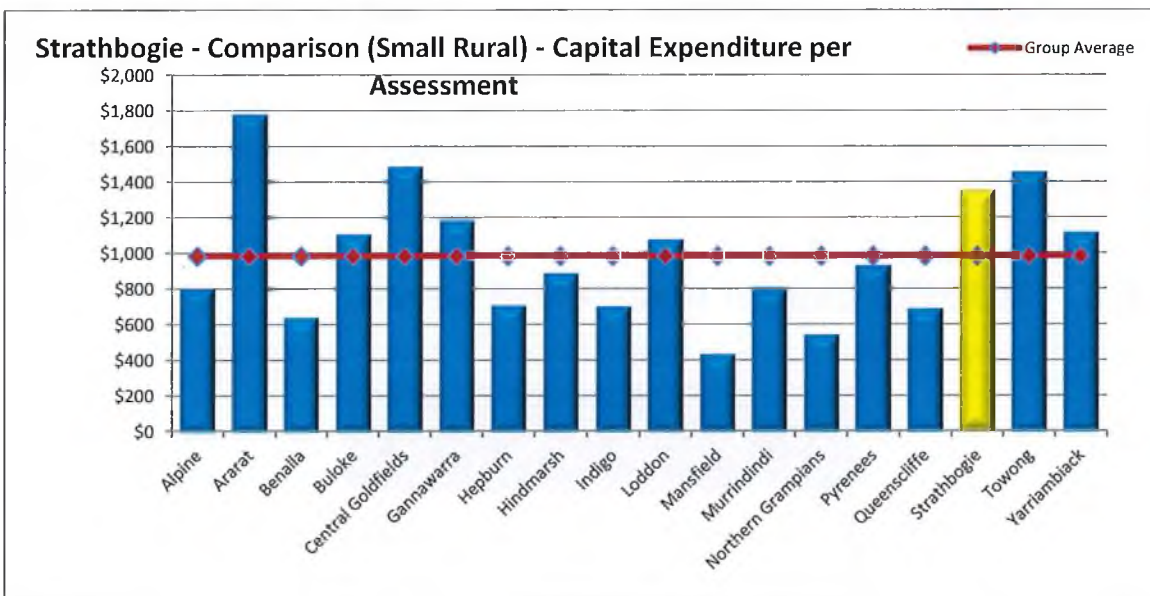


Chart 5: Capital Expenditure – 2017/18

Capital expenditure per assessment is higher than average in 2017/18 at **\$1,350** per assessment as compared to **\$982** for the average Small Rurals.

5.2 Level and Nature of Capital Works

It is important that the *Asset Management* issues raised in the next section inform the decisions taken in determining the capital works program. Four key outcomes from the long-term financial plan will be:

- To maintain the annual critical renewal investment – section 6;
- To maintain agreed service levels as determined in Council's *Service Plans*- section 4;
- Maintain average condition where desired; and
- Invest in new assets subject to principles espoused in section 4.

5.2.1 Capital works 2019/20 - 2027/28 – Parameters 2028/29

The following are the parameters against which the 2019/20 capital works program has been developed:

- Alignment to *Strategic Resource Plan* financial growth assumptions with respect to expenditure and revenue;
- Priority provision for critical renewal investment, then capital renewal, capital upgrade with capital expansion and new, the most discretionary.

In terms of the longer term program to 2028/29 the following parameters/assumptions apply:

- Large one-off projects flagged in subsequent years require accurate costing to be undertaken and their timing and priority finalised;
- Continue priority on renewal, followed by upgrade with expansion and new, the most discretionary;
- .
- Income assumptions to remain conservative given they are less predictable; and
- Roads to Recovery income assumed to continue at known level spread across relevant projects within the Roads Program.

5.3 2019/20 Capital Investment Levels

The 2019/20 capital works program by expenditure type is detailed hereunder:

Capital Expenditure Type	2019/20 \$	2019/20 %
Renewal	5.931	71.5
Upgrade	1.949	23.5
New	.415	5.0
TOTAL	8.295	100

Table 5: Capital Works Summary – 2019/20

5.4 Capital Funding Sources



A 10-year capital works program has been developed and this will enable a precise cash flow budget to be developed.

This program will be refined during the 2019/20 financial year by Council's Community Assets department.

External capital funding sources include capital grants, developer contributions and special charges schemes.

Internal capital funding sources include land sales, asset sales, special charge schemes and general rates. The SRP forecasts capital funding sources conservatively.

5.5 Capital Works Evaluation Process

5.5.1 Evaluation Process

Objective: to provide qualitative and economically measurable information to assess and prioritise capital funding. This will ensure that scarce funds are rationed to projects in order of merit. This is primarily defined through four stages, Strategic Assessment, Needs Analysis, Needs Alignment and Prioritisation.

Our process in preparing the draft budget is: -

Strategic Assessment

1. Council intends to maintain its existing infrastructure and its focus is of 'renewing' its existing assets ahead of other 'upgrade' 'expand' and or 'new' possibilities;
2. Renewal items will be evaluated for their viability and continuing fit with community desires and the Council Plan;

Needs Analysis

3. Respond to additional Council decisions;
4. Development of 'Business Cases' to consider Committees of Management and community aspirations. Business cases are recognised as a useful tool to evaluate proposals for ongoing costs, sustainability, risks and project preferences. Business cases will be fit for purpose;

Needs Alignment

5. Considering the needs of multiple services together and looking for alignments and synergies and the possibility of bringing them together into shared spaces;

Prioritisation

6. Program to meet realistic timelines – considering consultation, approval and external funding requirements;
7. Capital works will be prioritised with reference to the Council Plan, funding sources and the community's wishes, up to the limits of budget capacity, the 'balanced budget'.

The business case process is designed to achieve a number of practical outcomes. These are: -

- Prevent poorly developed output specifications/functional briefs going to market



- Ensure risks are allocated to the party that can best manage them
- Embrace a broader range of delivery models
- Realised improved value for money outcomes in capital works procurement

5.5.2 Whole of Life Costing

It is imperative that all proposals for new and upgrade have the full **whole of life costs** calculated and disclosed as part of the evaluation process and that the operating and maintenance are calculated and placed in the long term financial year for the life of the asset.

5.6 Conclusion

Council's capital works program underpins the needs and priorities as determined by Council's capital evaluation process.

It is the Council's challenge to develop *Service Plans* and *Asset Management Plans* that ensure the community's levels of service are met through the delivery of efficient and effective services.

Strategic Direction

1. That **Strathbogie Shire** Council maintains its capital works commitment at levels that meet or exceed the targets established in this SRP, and develops a 10-year capital works program.
2. That **Strathbogie Shire** Council initially focuses capital works on maintaining a critical renewal level based on maintaining a minimum service level at levels indicated in Table 7 (**Section 6.5 Condition Assessment**), with the next priority on renewal, upgrade and expansion.
3. That any bids for expansion, new and upgrade of assets come from the Service Managers as arising from their **Service Plans**.



6. ASSET MANAGEMENT

6.1 Introduction

Linking asset management to Council's strategic financial direction is fundamental to achieving the goal of long-term financial sustainability.

This section includes:

- Council's asset portfolio at 30 June 2018;
- Key questions to determine service level/investment;
- Asset investment;
- Condition assessments;
- Management Systems; and
- Strategic asset management.

6.2 Council's Asset Portfolio - 30 June 2018

6.2.1 Current Assets

Accounting for an asset requires the recognition of all costs associated with asset ownership including creation/acquisition, operations, maintenance, rehabilitation, renewal, depreciation and disposal.

This "life cycle" approach needs to be recorded at an individual asset level so all the costs of owning and operating assets are known and understood.

For accounting purposes assets are grouped into current and non-current assets. Current assets are cash or those assets that are considered to be readily convertible to cash.

This asset grouping includes cash at bank, investment funds, stock on hand, debtors and land held for resale. The balance of current assets held by **Strathbogie Shire Council** at 30 June 2018 was **\$ 17.49 million**.

Non-current assets consist of Council's debtor accounts not expected to be collected in the coming 12 months and Council's fixed assets not yet sold.

Fixed assets consist of land, buildings, plant, furniture, roads, drains, playgrounds and other similar infrastructure assets.

The total value of fixed assets at 30 June 2018 was **\$286.7 million**. The balance of this section will focus on the fixed assets and the management strategies that Council is pursuing.

6.2.2 Non-Current Fixed Assets

Councils all over Australia are facing the problem of ageing assets in need of renewal.

Many of these assets were not initially funded by councils, but came by State and Federal government grants, developer contributions, or from a shift of responsibilities for State owned assets to Local Government.

Council's fixed assets and land held for resale at 30 June 2018 total **\$287.4 million**.

6.2.3 Depreciation Expense

Depreciation expenses, useful lives and the rate at which the economic benefits or the service potential of the asset are consumed is reassessed following condition assessments and when asset valuations are undertaken.

All changes to depreciation expenses have been reviewed by Council's external auditor and reported to Council's *Audit Committee* prior to being adopted by Council.

Council's depreciation expenses as a percentage of its total assets are benchmarked and depicted in the following graph:

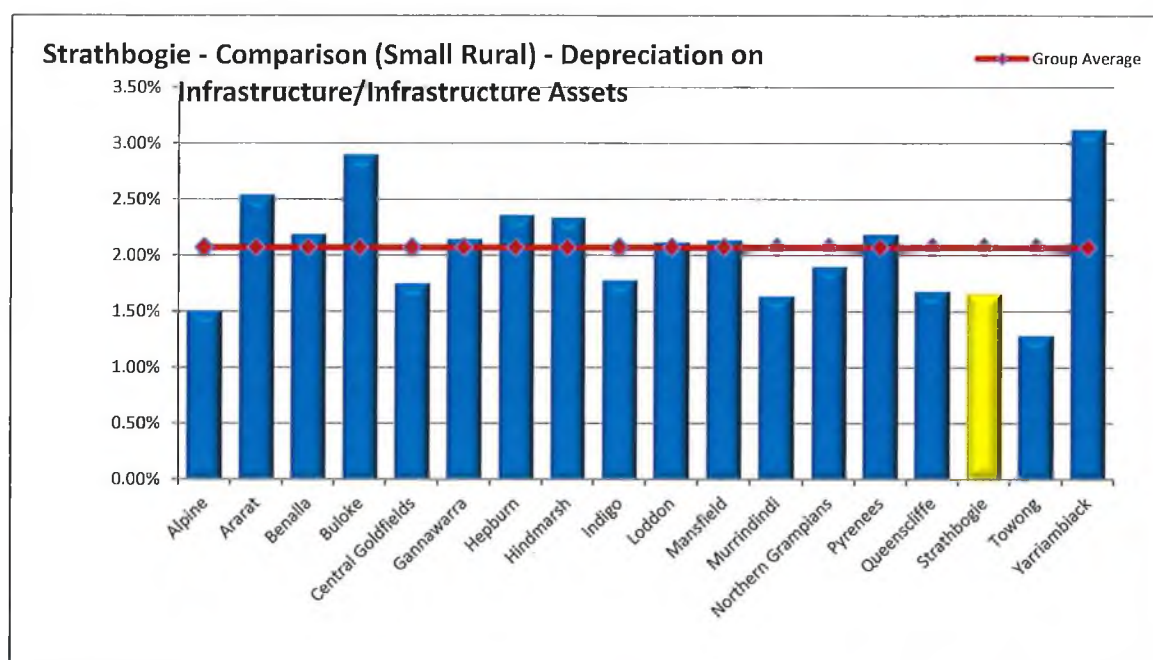


Chart 6: Depreciation on Infrastructure/Infrastructure Assets – 2017/18

6.3 Key Questions to Determine Service Level/Investment

The key questions with respect to infrastructure investment are detailed below:

1. How much does it cost ratepayers to retain the current infrastructure portfolio, that is, what is the long-term average cost of renewal plus maintenance?
2. What assets support services and therefore should be renewed and retained as opposed to assets that are surplus and should be rationalised?
3. How much will need to be spent in the short term (next 10 years) relative to the renewal expenditure invested in the recent past?
4. How much more management effort (financial and operational) will be required of Council as its assets age?
5. What assets are at the "at risk" phase (intervention level) of their life cycle and will ultimately result in their being unserviceable and unsafe?

6. What outcomes would the community and Council like to achieve with respect to asset upgrades? For example, would Council like to see an extension to the sealed road network, or playground network?
7. Are the Council assets providing the level of service expected by the community?
8. What assets should the community “manage for decline” – public halls, buildings, bridges, roads?

6.4 Asset Investment

Asset investment can be made in the following ways:

Type of Expenditure	Definition	Purpose/Example
Maintenance	Expenditure on an asset that maintains the asset in use, but does not increase its service potential or life.	Maintaining asset serviceability by repair eg repairing a single pipe in a drainage network, or a pot hole in a road.
New asset expenditure	Means expenditure that creates a new asset that provides a service that does not currently exist. New asset expenditure does not have any element of renewal, expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for council and will result in an additional burden for future operation, maintenance and capital renewal.	Retains an existing service level, e.g. Re-sheeting a road reseals, resurfacing an oval.
Asset renewal expenditure	Means expenditure on an existing asset or on replacing an existing asset, that returns the service capability of the asset to its original capability. It has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.	Increases the quality of service provided to ratepayers or provides new services, eg. Widening the pavement of a sealed area of an existing road.
Asset expansion expenditure	Means expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.. It is discretionary expenditure which increases future operating and maintenance costs, because it increases council's asset base, but may be associated with additional revenue from the new user group.	Extends services to newly developing areas of the Council where there are new ratepayers, eg. Extending a road or drainage network, new pre-school.
Asset upgrade expenditure	Means expenditure that enhances an existing asset to provide a higher level of service or that will increase the life of the asset beyond its original life. Asset upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base.	Provides new assets for services that do not currently exist

Table 6: Expenditure Definitions – Asset Management – 2019/20

It is important Council records its expenditure correctly as the impacts of capital investment differ between these categories – for example whole of life costs for new assets as opposed to renewal.



6.5 Condition Assessment

Monitoring asset condition and performance relates to the ability of the asset to meet targeted levels of service. Asset condition reflects the physical state of the asset and the functional level of service it is capable of providing.

Monitoring asset condition and performance throughout the asset life cycle is important in order to identify underperforming assets or those which are about to fail. Council has developed its *Asset Management System* to readily monitor asset condition and performance and to:

- Identify those assets which are under performing;
- Predict when asset failure to deliver the required level of service is likely to occur;
- Ascertain the reasons for performance deficiencies; and
- Determine what corrective action is required and when (maintenance, rehabilitation, renewal).

6.6 Management Systems

Council has determined that no asset's condition will be allowed to go below its predetermined intervention levels as the cost of renewal significantly increases and the asset's functionality, safety and ability to provide its intended service level is compromised.

Council has largely collected **condition data** for all of its major asset categories and is now in a position to commence detailed *Service Plans* and update *Asset Management Plans*.

The benefits of knowing the current condition and performance (level of service) an asset provides are:

- Ability to plan for and manage the delivery of the required level of service;
- Avoidance of premature asset failure, leaving open the option of cost-effective renewal;
- Managing risk associated with asset failures;
- Accurate prediction of future expenditure requirements; and
- Refinement of maintenance and rehabilitation strategies.

The **Asset Management System** should not only records asset condition and asset defects/inspection details; it should also provide financial management and year-end accounting and valuation data.

Priority is on funding the annual renewal annuity based on predetermined service levels generally described as intervention levels- the maximum level an asset can deteriorate to prior to renewal investment. This level has been set at 3%.

The intervention level is theoretically where the assets service life has expired and renewal investment is required to restore service potential - eg. Road needs resheeting to be useable.

Council, as asset managers, need to be able to assess the relative merits of rehabilitation / renewal / replacement options and identify the optimum long-term solution through a decision related to levels of service. Council needs to strategically determine an affordable level of service to manage the emerging condition profile.

The benefit of that knowledge now is the management process can commence across the entire asset portfolio.



Asset Group Name	Asset Set Description	Retreat. Intervention Condition
Urban Roads Group	Pavement (High Traffic) Urban	7.50
Urban Roads Group	Pavement (Low Traffic) Urban	8.00
Urban Roads Group	"Asphalt Seal (High Traffic) Urban"	8.00
	(Low Traffic) Urban"	7.50
Urban Roads Group	Spray Seal (High Traffic) Urban	7.50
Urban Roads Group	Spray Seal (Low Traffic) Urban	7.5
Urban Roads Group	All Kerbs	8.00
Rural Roads Group	Pavement (High Traffic) Rural	7.50
Rural Roads Group	Pavement (Low Traffic) Rural	8.00
Rural Roads Group	Spray Seals (High Traffic) Rural	7.00
Rural Roads Group	Spray Seals (Low Traffic) Rural	7.00
Rural Roads Group	Shoulder Pavement (High Traffic or Narrow Seal)	8.50
Rural Roads Group	Shoulder Pavement (Low Traffic)	8.50
Unseal Road Group	Pavement (High Traffic) Unsealed	6.00
Unseal Road Group	Pavement (Low Traffic) Unsealed	7.50
Pathway Group	Concrete Pathways & areas	7.00
Pathway Group	Brick Paved Pathways & areas	7.00
Pathway Group	Sealed Pathways	7.00
Pathway Group	All other Pathways	7.00
Bridges Group	Long Life Bridges	8.00
Bridges Group	Short Life Bridges	8.00
Storm Water Group	Pits	8.00
Storm Water Group	Pipes	8.00
Buildings Group	Structure Long Life	8.00
Buildings Group	Structure Short Life	8.00
Buildings Group	Roof Structure	8.00
Buildings Group	Mechanical Services	8.00
Buildings Group	Building Fit Out	8.00
Recreation Group	Street & Park Furniture	8.00
Recreation Group	Active Reserves (Footy Ovals etc)	8.00
Recreation Group	Manicured Turf (Bowling Greens etc)	8.00
Recreation Group	Play Equipment	8.00
Recreation Group	Synthetic Playing Surfaces	8.00
Recreation Group	All Lighting	8.00

Table 7: Intervention Levels by Service Area – Asset Set – 2019/20

Council needs to improve its knowledge with respect to its open space structures, information technology and recreation assets.

6.7 Strategic Asset Management

Council reviews its *Asset Management Policy* reviewed on a triennial basis.

Other major elements are the *Asset Management Strategy* which details specific actions to be undertaken by Council to improve asset management capability and achieve specific strategic objectives.

Asset Management Plans are subsequent components where long-term plans (10-years and beyond) outline renewal requirements for each asset category.



The table below explains the objectives and typical contents of these documents:

Asset Management Strategy	Asset Management Plans
Specific actions to be undertaken by Council in order to improve or enhance asset management capability and achieve specific strategic objectives.	Long-term plans (usually 20 years or more for infrastructure assets) that outline the asset activities for each service area.
<i>Develops a structured set of actions aimed at enabling improved asset management by Council.</i>	<i>Outlines actions and resources to provide a defined level of service in the most cost effective way.</i>
<ul style="list-style-type: none"> • A description of the current status of asset management practices (processes, asset data and information systems). • Organisation's future vision of asset management. • A description of the required status of asset management practices to achieve the future vision. • Identification of the gap between the current status and the future vision (a "gap analysis"). • Identification of strategies and actions required to close the gaps, including resource requirements and timeframes. 	<ul style="list-style-type: none"> • A summary of Council's strategic goals and key asset management policies. • Definition of levels of service and performance standards. • Demand forecasts and management techniques. • Description of the asset portfolio. • A broad description of the lifecycle management activities for operating, maintaining, renewing, developing and disposing of assets. • A cashflow forecast. • Key asset management improvement actions including resources/timeframes.

Table 8: Asset Management Plan Objectives & Document Content

Council has reached the point where it has identified and funded its critical renewal – no asset's condition goes beyond those shown in **Table 7** (Section 6.6 Management Systems).

Council is now in a position to analyse its condition profile and determine and understand the cost of a predetermined service level.

Alternatively Council may allow some assets to degrade in condition, freeing up funds to improve the level of service for other assets.

6.7.1 Community Consultation

Council aims to ensure its assets are relevant to the community, as retention of unused assets places a financial burden on the community. Council's *Strategic Resource Plan* is presently focused on funding a "service level" that prioritises critical renewal and maintains average condition to meet community expectation.

The challenge ahead is to understand the community's expectations and provide service level and funding options to accommodate these.

The target for Council in 2019/20 will be to engage Council and the community in discussions about **levels of service** to provide the opportunity for differing service levels to be costed and reviewed.

Sound Asset Management is:

- Knowing what assets we own (Asset Register);
- Understanding the condition and expected lives of our assets;
- Knowing what 'levels of service' customers want- service planning;
- Having processes in place to establish priorities and allocate funds;
- Knowing the long-term funding requirements associated with our assets; and
- Having documented *Asset Management Plans* detailing levels of service will be a challenge during 2019/20.



- What services, including their performance levels, are required to meet the community outcomes?
- Finally what infrastructure or assets are required to support the service level?

Too often Council starts focusing on the asset rather than on the outcome/service level it requires. A review of this nature may result in assets no longer being required to support community outcomes.

6.7.2 Asset Management Working Group

The *Asset Management Working Group (AMWG)* is a cross-functional professional team with representatives from all Council departments.

The purpose of the AMWG is to oversee the decision-making process with respect to the direction of asset management and to ensure the Council continues to develop total asset management across the organisation.

The *Asset Management Working Group's* Terms of Reference include:

- Guiding Council's overall Asset Management Program;
- Setting priorities for system development while keeping in mind the legislative obligations of Council (e.g. Strategic Resource Plan and Council Plan etc.);
- Facilitating the implementation of appropriate asset management systems and asset management plan development; and
- Reviewing asset management resource requirements.

There is still a deal of work to be done on recording and developing *Service Plans* and *Asset Management Plans*.

6.7.3 Renewal Demand

The following details the impact of Council's investment in renewal and the consequential impact on the percentage of assets outside intervention.

Council has increased its renewal investment over recent years and the most recent modelling has shown the results of this effort . In respect of roads the consultant said :

"Council's road assets were found to be in very good overall condition , with a quite measurable improvement since the last survey in 2014 . "Council has done a great job in lifting the renewal funding levels on the road network over the past decade, and it now appears it can be eased back a little for some years . But it is predicted to grow strongly in the second decade "

And in respect of bridges :

"The bridge assets were found to be in good overall condition with a quite measurable improvement across all six condition indicators since the time of the last survey. The extent of the asset base at and above condition 7 has been lowered from 9.1% in 2014 down to 1.5% in 2017. This is really an outstanding achievement and reflects the very high priority given by Council to the bridge assets over the past decade."



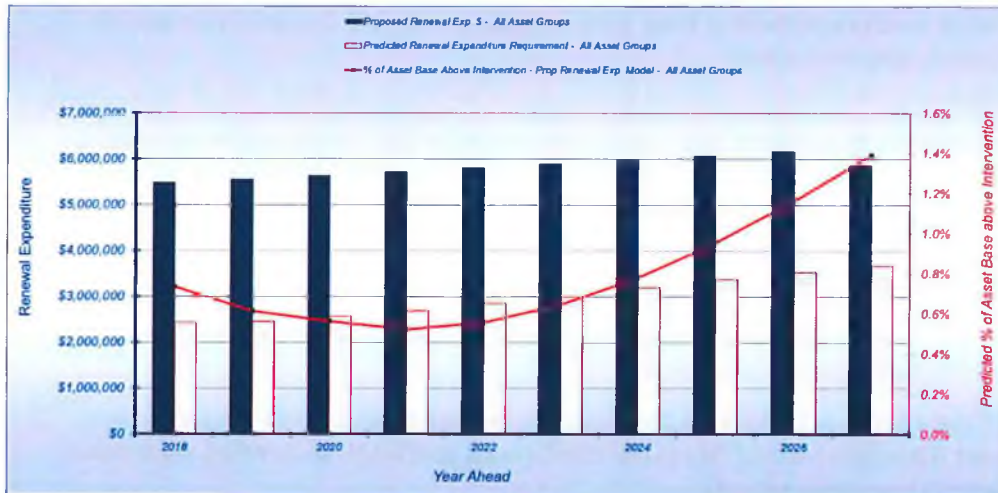


Chart 7: Proposed and Predicted Renewal Expenditure Chart– 2018/19

The following graph depicts the predicted level of renewal expenditure required across all asset categories for Council until 2038.

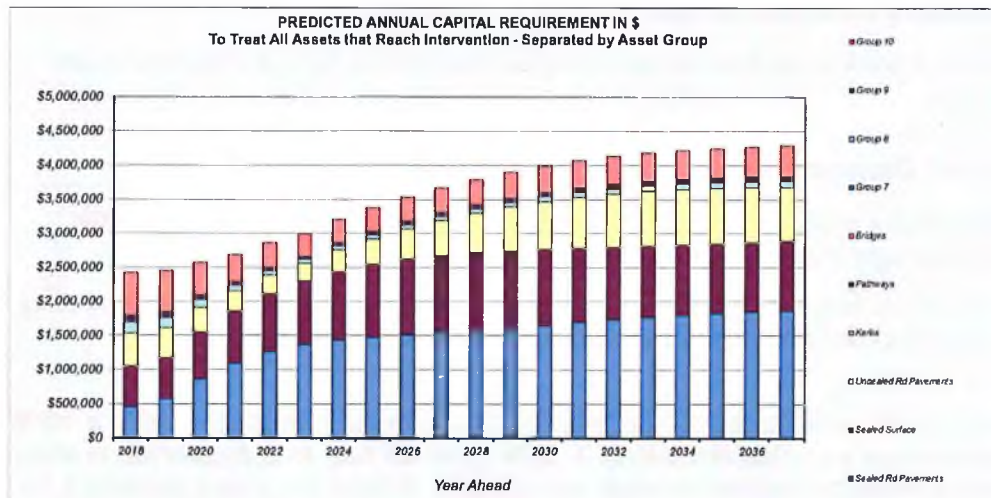


Chart 8: Proposed Renewal Expenditure Profiles Chart – 2018/19

Council will aim to ensure that its assets are relevant to the community, as retention of unused assets places a financial burden on the community.

Council’s *Strategic Resource Plan* is transitioning to focus on funding a “service level” that prioritises critical renewal and maintains average condition to meet community expectation.

To facilitate this process, Council will engage in consultation with key stakeholders including discussions on the key questions with respect to infrastructure investment and service levels, as detailed in Section 5.



6.8 Conclusion

Council's priorities for the 2019/20 financial year as regards Asset Management are:

- **Asset Management Plans:** Develop tactics to manage renewal demand/gap post the completion of Stage 1 of the service planning process.
- **Review Levels of service:** In conjunction with stage 1 of the service planning process.
- **Review of Asset hierarchies:** Determine if current categories and service levels are appropriate.
- **Field test condition data:** Review useful life left versus condition rating based on a field analysis to ensure quality and interpretation of condition is accurate.
- **Revaluation of Assets:** Develop a schedule for the revaluation of assets and ensure condition assessments are done concurrently to facilitate review of useful lives etc.
- **Increased renewal investment:** Continue investment in renewal to ensure the future safety and serviceability of assets.
- **Continue participation in National Asset Management Assessment Framework (NAMAF):** Recommence in the NAMAF program and recalibrate assessment in line with current objectives and practices.
- **Improved data:** Improve component data for recreation assets and buildings.

Strategic Direction

1. That **Strathbogie Shire Council**, having established its critical renewal investment levels, maintains detailed *Asset Management Plans* (focused on renewal demand) for all classes of Council assets incorporating service level assessments.
2. That **Strathbogie Shire Council**, as part of the development of its *Service Plans*, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.
3. That **Strathbogie Shire Council** adopts as policy the annual allocation of funds to meet **100 per cent** of the communities infrastructure renewal needs before it elects to upgrade or construct new assets.

7. BORROWING STRATEGIES

This section includes:

- Measuring what level of debt is appropriate;
- Borrowing Assessment Policy;
- What do financial indicators mean;
- What is a prudent level of debt; and
- Future Loan Program.

7.1 Measuring Which Level of Debt is Appropriate

Each Council is different and the level of debt that is appropriate for Council may not be adequate for another Council.

The following factors are seen as important issues for deliberation by Council:

- level of debt servicing as a proportion of rate revenue;
- ability to raise revenue in addition to rates;
- level of realisable assets to support the indebtedness;
- achieving the right mix of capital works and debt commitments;
- growth rate of municipality; and
- community growth needs.

The table below highlights the relative debt levels of Councils within the **Small Rural** grouping at 30 June 2018. Council's relative debt level is also shown. By comparing a number of different debt ratios within the Council grouping, **Strathbogrie Shire Council** can begin to consider what level of debt is appropriate.

The table below confirms that **Strathbogrie Shire Council** is currently better than average and better than the median across all of the debt indicators within the **Small Rural** grouping.

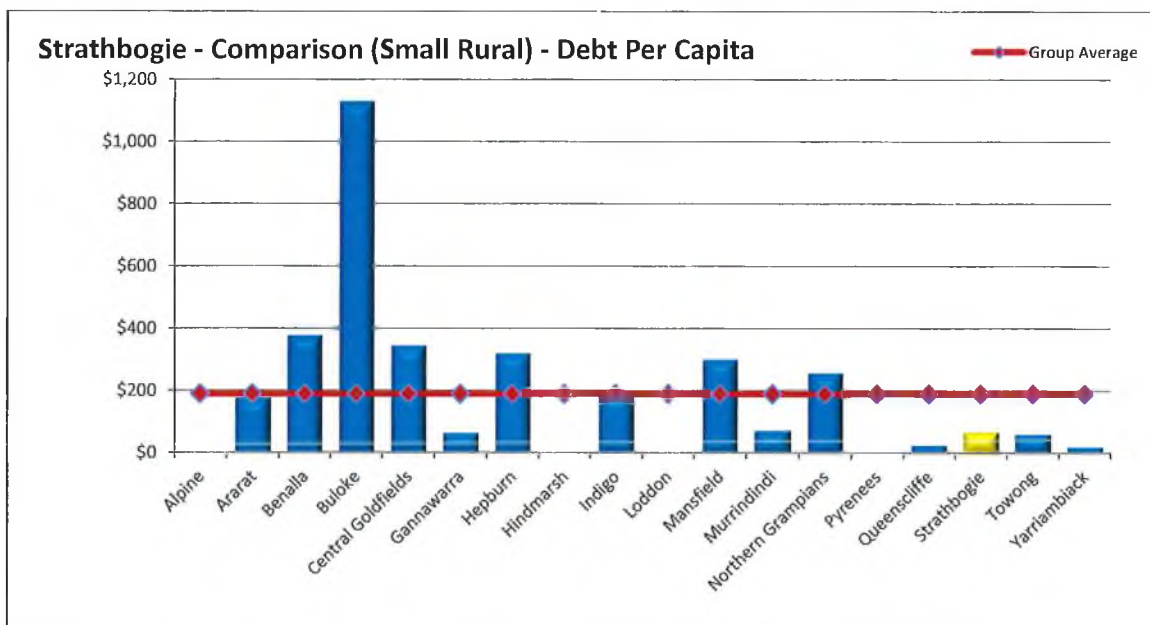


Chart 9: Comparison of Total Debt Levels within Small Rural Group 2017/18



In terms of total debt levels, Council is below the average with the **Small Rural** grouping, refer to Chart 9.

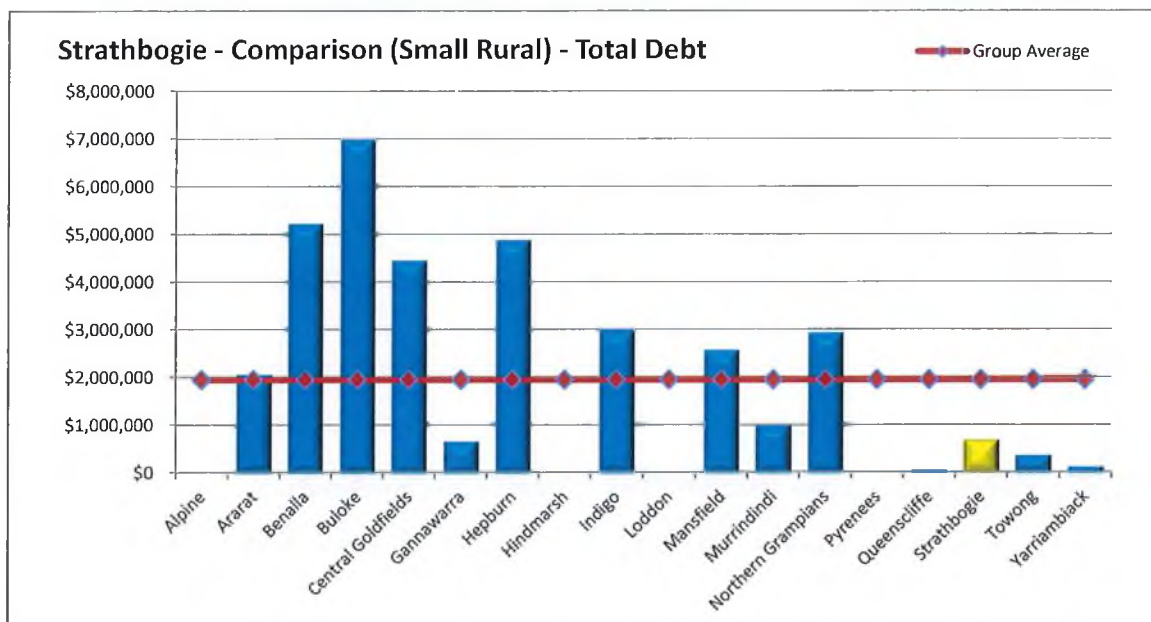


Chart 10: Comparison of Total Debt Levels within Small Rural Group 2017/18

Relative debt ratios for the **Strathbogie Shire Council** will remain well within *State Government Prudential Guidelines* throughout the life of the SRP.

7.2 Borrowing Assessment Policy

Strathbogie Shire Council assessed its capacity to borrow against the (Better Practice) former Victorian State Government’s Prudential Guidelines.

The administration of the Local Government sector’s borrowing involves:

- The collation of the sector’s borrowing requirements through an annual survey;
- The assessment of individual **Strathbogie Shire Council**’s borrowings; and
- Recommendation to the *Department of Treasury and Finance* (DTF) of the aggregate net new borrowing requirement of the sector.

All borrowings by individual Councils are assessed under a borrowings assessment policy adopted by the Local Government Division. The policy identifies key areas of financial management with certain thresholds that are required to be met.

Detailed below is Council’s current and projected performance on a number of the financial indicators which are necessary for borrowing approval by State Government.

Area	Financial Indicator	Threshold (Prudential Guidelines)	Position 2018/19	Budget 2019/20
Liquidity	Current Assets to Current Liabilities	1.5%	1.61	1.41*
Debt Servicing	Debt Servicing Costs as a % of Total Revenue	5%	.1%	.1%
Debt Commitment	Debt Servicing and Redemption Costs as a % of Rate Revenue	10%	.9%	.7%

Table 9: State Government Prudential Guidelines– 2016/17 to 2016/18

Strathbogie Shire Council was well within the State Government Prudential Guidelines as at 30 June 2018.

- *Includes approx. \$3.145 m in leave entitlements , a significant portion of which is not due within 12 months

7.3 What do the Financial Indicators Mean?

The graphs below detail the previously mentioned financial indicators and present the council's position graphically.

The threshold detailed against each indicator is the minimum level council must meet in order to achieve approval to borrow from the State Government.

To encourage longer term planning by councils, the framework also includes an assessment of reasons for the new borrowings.

This rationale is explained in the council's policy, which is to fund long term intergenerational assets from loan funds to ensure intergenerational equity. **Strathbogie Shire Council's** forecast is within the State Government prudential guidelines at June 30, 2018 for most indicators.

7.3.1 Liquidity

How measured Current assets over current liabilities

Threshold 110 percent or higher

Description This indicator reflects the short-term liquidity position. That is, the council's ability to repay current commitments from cash or near cash assets. Councils with a ratio of **110 percent** and below or with a deteriorating trend may be financially at risk of not being able to meet creditors'.



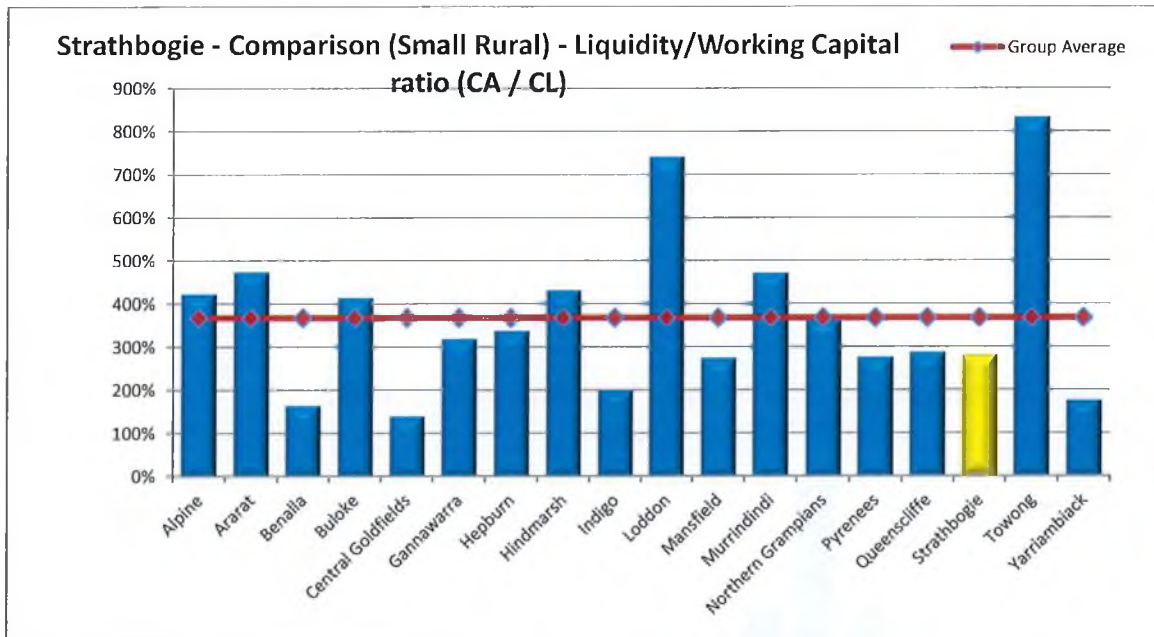


Chart 11: Current Assets / Current Liabilities – 2017/18

Strathbogie Shire Council's working capital ratio as at June 30, 2018 was **281 percent** (that is, current assets over current liabilities), which is in excess of the **110 percent** benchmark, which would be the minimum acceptable level.

7.3.2 Debt Management

How measured Total debt as a percentage of rate revenue

Threshold 80 percent or below

Description The *Local Government Act 1989* requires that all loans are secured against the revenue stream from rates. A council with total debt in excess of the revenue from rates would be unable to meet all debt commitments from rate revenue should they be required to be paid at one time. A threshold of **80 percent** has been set.

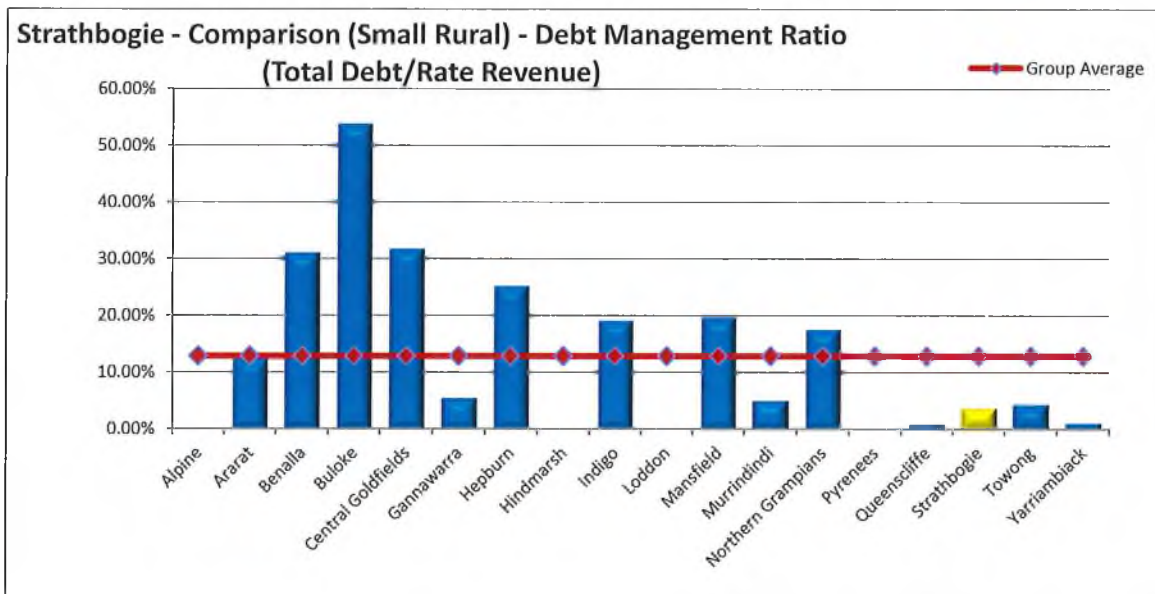


Chart 12: Total Debt as a Percentage of Rate Revenue – 2017/18

Strathbogie Shire Council’s debt as a percentage of rate revenue as at June 30, 2018 was 3.73 percent, which is well below the 80 percent benchmark and well below the Small Rurals average.



7.3.3 Debt Servicing

How measured Debt servicing costs as a percentage of adjusted total revenue

Threshold 5 percent or below

Description This indicator reflects the proportion of total revenue that is used to service debt (interest on outstanding debt and any loan administration charges) and which cannot be used directly for service delivery. A threshold of 5 percent has been set.

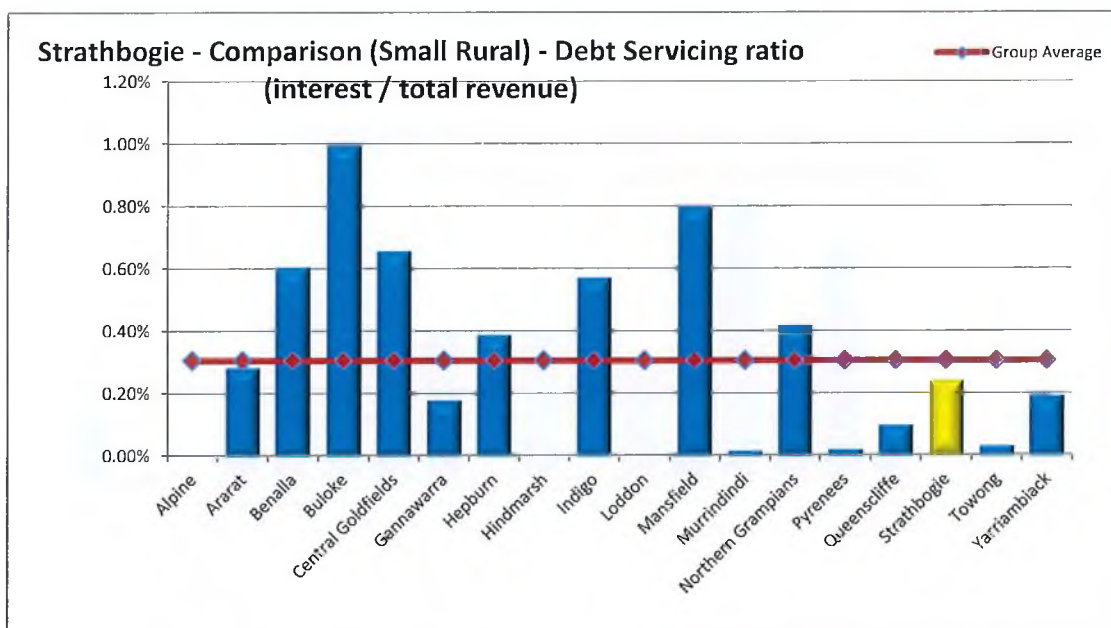


Chart 13: Debt Servicing Ratio (Interest / Total Revenue) – 2017/18

The **Strathbogie Shire Council's** projected ratio is . **24 percent** at 30 June 2018, which is below both the state and **Small Rural's** average and the **5 percent** benchmark.

This illustrates the benefit of taking loans over a longer period of time such that each generation of ratepayers incurs a modest share of the long term cost of providing long life community assets.



7.4 What is a Prudent Level of Debt?

The following graph introduces an additional financial ratio namely debt commitment costs as a percentage of rates. Debt commitment costs include principal and interest repayments in a year.

The ratio details how much of the Council's rate dollar is being spent to repay debt and interest as an overall percentage of the Council's rate revenue.

What should the debt servicing and redemption costs be for **Strathbogie Shire Council**, if any? This ratio is the most important ratio as it provides the best indicator of the affordability of debt for a community and Council.

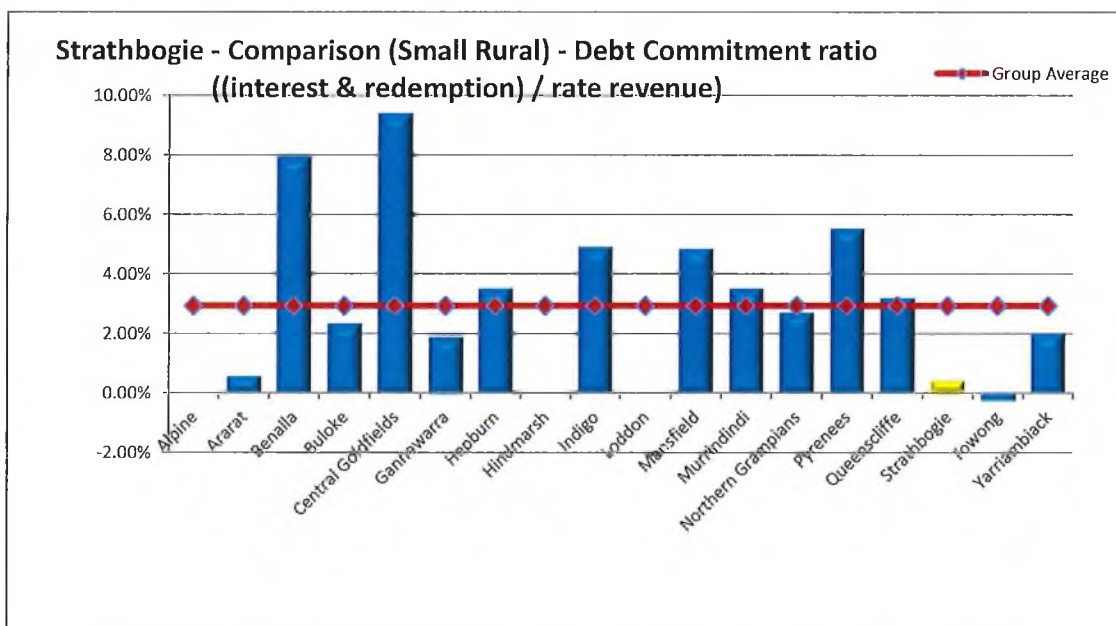


Chart 14: Debt Servicing & Redemption / Rate Revenue – 2017/18

Council needs to determine what a prudent level of debt is given that it is a growing **Small Rural** that services a community greater than its population and rate base.

The examination should determine:

- If the Council was to borrow, what types of projects should these funds be put towards; and
- If the Council was to borrow, on what terms should these borrowings be structured

Debt is generally used to fund capital expansion projects or new projects (i.e. It should not be used for renewal or maintenance) when the asset life is greater than one generation that is, often described as intergenerational equity.

The intergenerational equity theory is based on the premise that successive generations and new residents should contribute to infrastructure or facilities that they will enjoy and benefit from.

Generally these include major facilities (pre-schools, halls, arts centres) where the benefit of the investment will extend beyond the current ratepayers. By borrowing, the Council ensures today's ratepayers are not fully funding these facilities.

There are limits on borrowings due to the costs of interest payments. If the council was to borrow too heavily it would result in an inability to invest in capital works due to funds being consumed in debt repayment.

Therefore a balance is important.



8. RESTRICTED ASSETS

8.1 Introduction

Victorian Councils have traditionally operated with reserve funds that are allocated for specific purposes. These funds do not have bank accounts of their own but are a theoretical split-up of Council's equity. Discretionary reserves are used only as an indicator of funds for specific purposes and represent what those functions have earned.

This section includes:

- Nature and purpose of restricted assets

8.2 Nature and Purpose of Restricted Assets

Strathbogie Shire Council allocates expenditure for known outlays and revenues, directly to the financial year where the expenditure will be incurred, rather than to specific reserve funds.

The 2019/20 *Strategic Resource Plan* is framed around having sufficient cash reserves to cover restricted assets which are primarily developer open space contributions, long service entitlements and grant funding.

Strathbogie Shire Council also generally provides for at least **\$3 million** to **\$4 million** in working capital to meet day to day needs.

8.2.1 Developer Contributions

Development contribution receipts and payments or in-kind works, facilities or services provided by developers towards the supply of infrastructure (generally by the **Strathbogie Shire** Council) required to meet the future needs of a particular community, of which the development forms part.

Levies can be raised through *Development Contribution Plans* ("DCP"s) for a range of State and local government provided infrastructure including roads, public transport, storm water and urban run-off management systems, open space and community facilities.

Under the current legislative framework, any funds that have been received from developers for those infrastructure works, under a DCP or freely negotiated agreements must be held in reserve or "restricted" for that actual infrastructure and cannot be reallocated for other non-related capital projects.

Additionally, even if the **Strathbogie Shire** Council does not achieve its predicted expenditure, the works represent Council commitment to infrastructure, and any unspent funds are routinely reserved for the infrastructure in readiness for when it is actually required to be delivered.

These projects should also be placed in the relevant year of the 10 year capital works program.



8.2.2 Waste Strategy

Council aims to cover the costs of waste management including collection and disposal as well as Transfer station and landfill operations from user fees and waste charges . In addition Council has a provision for landfill rehabilitation.

8.2.3 Unexpended Grants

These are Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date.

8.2.4 Notional Reserves, Amounts held in Trust

It is a requirement of Council to separately identify trust funds or refundable deposits as “restricted assets”. While the council is able to access these funds in its day to day treasury management, the financial statements must recognise that a component of its cash balances relates to deposits that may be refundable in the future.

Restricted Assets	Estimate 30 June 2018 \$000's
Unexpended Capital Works	5.379
Amounts held in Trust	.894
Total	6.273

Table 10: Restricted Assets – 2017/18

Strategic Direction

1. That **Strathbogie Shire** Council builds into its 10 year financial plan the estimated movements in restricted assets and provides for at least **\$3 million to \$4 million** in working capital to meet day to day needs.
2. That to ensure sufficient funds are available to meet operational needs, **Strathbogie Shire** Council retains a cash position of at least **\$3 million to \$4 million** after deducting restricted assets, i.e. cash received but not spent or cash to be spent for specific purposes such as developer contributions (infrastructure), waste facility development, security deposits etc.

9. RATING AND OTHER REVENUE STRATEGIES

9.1 Introduction

This section includes:

- Valuations;
- Components of **Strathbogie Shire** Council's rating base;
- Background to present rating system;
- Rates Affordability;
- Rating Strategy;
- Rate Capping;
- Rating Strategy 2019/20;
- Waste services;
- Grant revenue;
- Victoria Grants Commission; and
- Fees and charges revenue.

9.2 Valuations

Valuations are conducted under the provisions of the *Valuation of Land Act (1960)* with each separate occupancy on rateable land computed at its net annual value (NAV), capital improved value (CIV), and site value (SV).

Valuations are carried out using *Valuation Best Practice Principles* as set down by the State Government Valuer General. In **Strathbogie Shire** Council, general valuations are required annually to ensure a common date is used for all valuations. Data on every property is recorded and used by the appointed valuer, along with sales, rentals and other information to determine the valuations.

A general valuation (revaluation) establishes the value of a property relative to all other properties, that is, its market relativity. Valuations form the basis of **Strathbogie Shire** Council's rating system; therefore, their accuracy is of paramount importance. The 2018 revaluation was undertaken based on property values at 1 January 2019.

The revaluation does not in itself raise the total rate income for **Strathbogie Shire** Council, as the rates are distributed based on the property value of all properties across the municipality. As a result of the revaluation, some property owners may pay more in rates and others less, depending on their new property valuation, relative to others.

9.2.1 Definitions of valuations

Strathbogie Shire Council uses the capital improved method of valuation (CIV), which is the market value of a property including land, buildings and improvements. CIV has the following long-term advantages relative to other valuation bases:

- flexibility to apply an unlimited range of strategic differentials;
- does not prejudice the industrial, commercial and retail sectors in terms of the rate burden; and
- is easier for people to understand.



The other valuation bases the Valuer is required to return are:

- Site value (SV) which is the market value of land excluding improvements; and
- Net annual value (NAV) which represents the reasonable annual rental of a property, minus specified outgoings. In most cases this is five percent of the CIV.

9.2.2 Supplementary valuations

Supplementary valuations are made during the financial year when a significant change to the valuation occurs. The most common causes for supplementary valuations are:

- construction of a new dwelling or building;
- subdivision of a property; or
- consolidation of properties

Strathbogie Shire Council presently undertakes this task on a monthly basis.

As a result of a supplementary valuation, a rate notice is issued to reflect any change in rates.

9.3 Components of Council's Rating Base

Strathbogie Shire Council levies differential rates, annual service charges and a municipal charge, to raise its annual rates and charges revenue.

The legislative basis of how they apply to Strathbogie Shire Council are available upon request:

- Differential Rates – Legislation;
- Municipal Charges;
- Special Rates and Charges;
- Service Rates and Charges; and
- Rebates and Concessions

9.4 Assessment of Current Rating Levels

Comparing the relativity of rating levels between Councils can be a difficult exercise due to debate over the most appropriate methods to use and the inability to take into account the intricacies of rating structures in different councils.

Each local government sets rates based on an assessment of the desires, wants and needs of its community and as each community is different, direct comparisons can be difficult. For example, cash holdings of municipalities vary and councils have significantly different infrastructure needs and geographic sizes.

Each municipality also has significantly different levels of capital works, funding structures for capital works and varying debt levels.



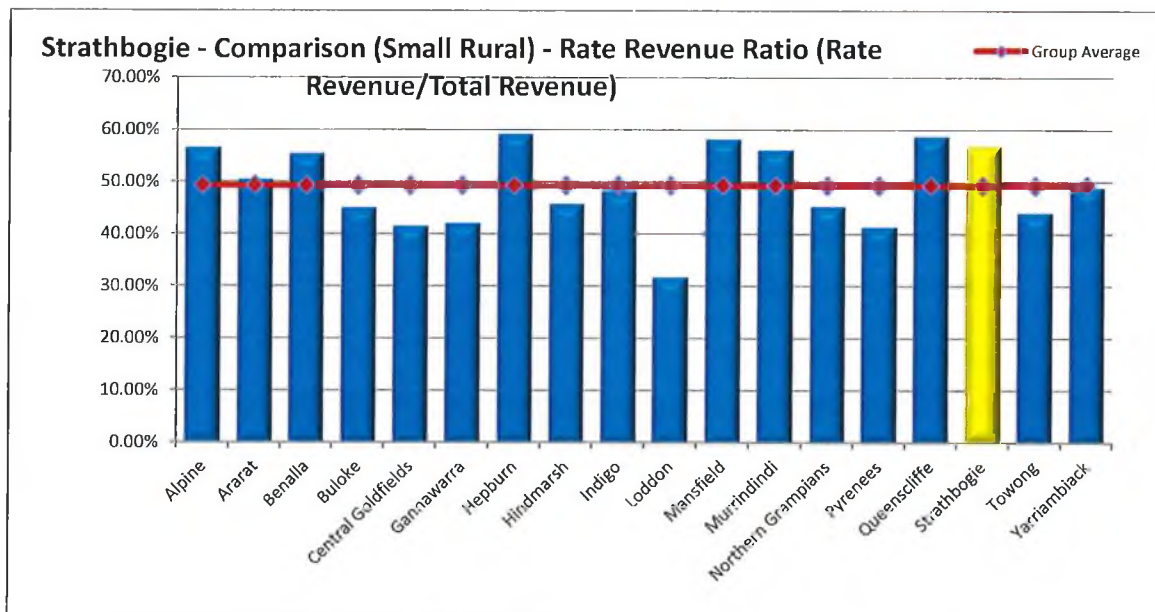


Chart 15: Rates as % of Total Revenue– 2017/18

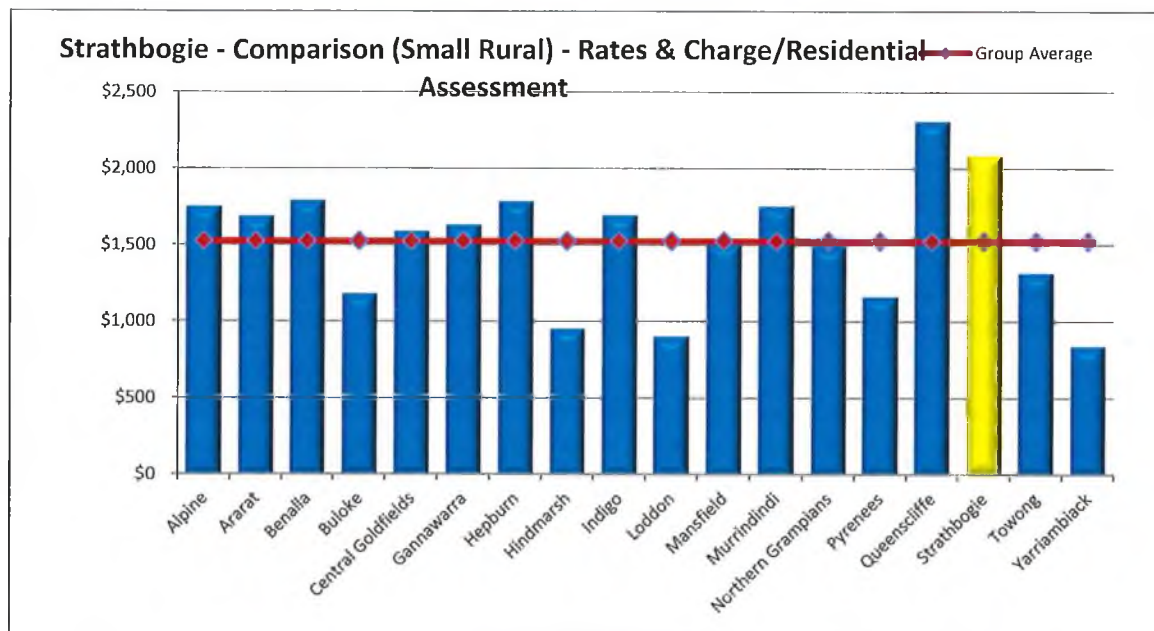


Chart 16: Rates & Charges per Residential Assessment – 2017/18

On a rates per residential assessment **Strathbogie Shires** rating effort is approximately \$455 above the average of the benchmark group.

Higher comparative rating levels do not necessarily represent a position of weakness or inefficiency.



External funding bodies may consider levels of rating effort in their funding decisions, i.e. low rates could be construed as less preparedness at the local level to match the external contribution. Higher rating can also indicate that a council has opted for more control of its destiny, e.g. to achieve a particular project for the community that would otherwise be out of reach.

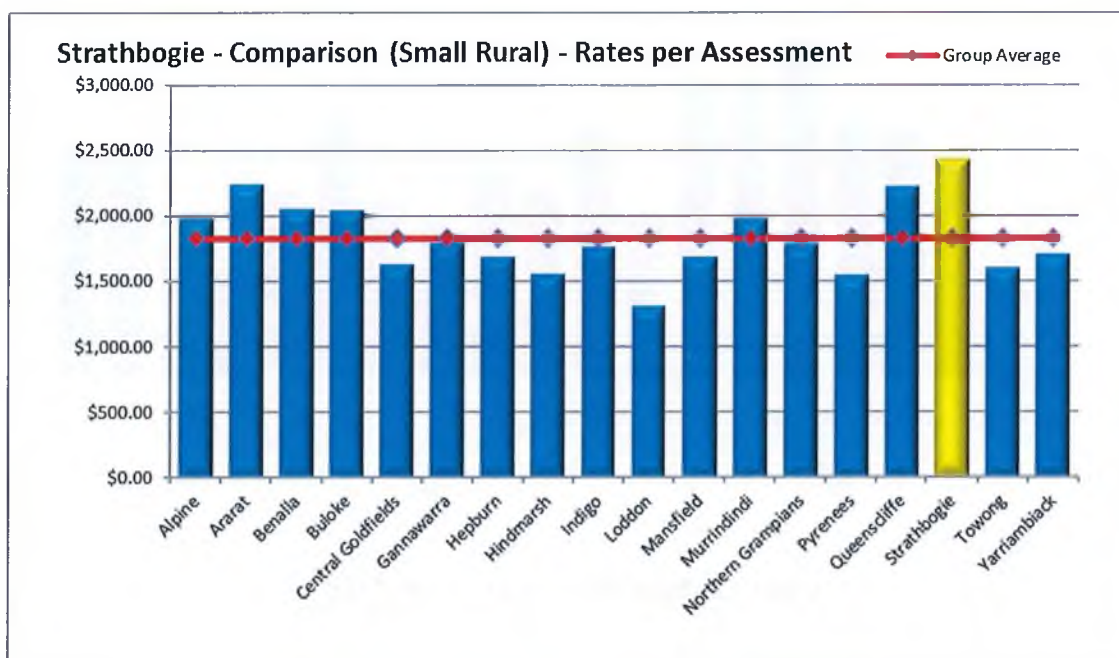


Chart 17: Rates Per Assessment – 2017/18

On rates per assessment basis in the 2017/18 financial year, **Strathbogie Shire Council** was above average for the **Small Rural** group.

What is most critical in setting a rating structure is for **Strathbogie Shire Council** to be accountable and responsible for the policy decisions with respect to the range of services provided, the expenditure and delivery of the services and the way services are funded and paid for by the community.

Council’s rate effort is similar to those in the Small Rural Council category , as shown in Chart 17 below.

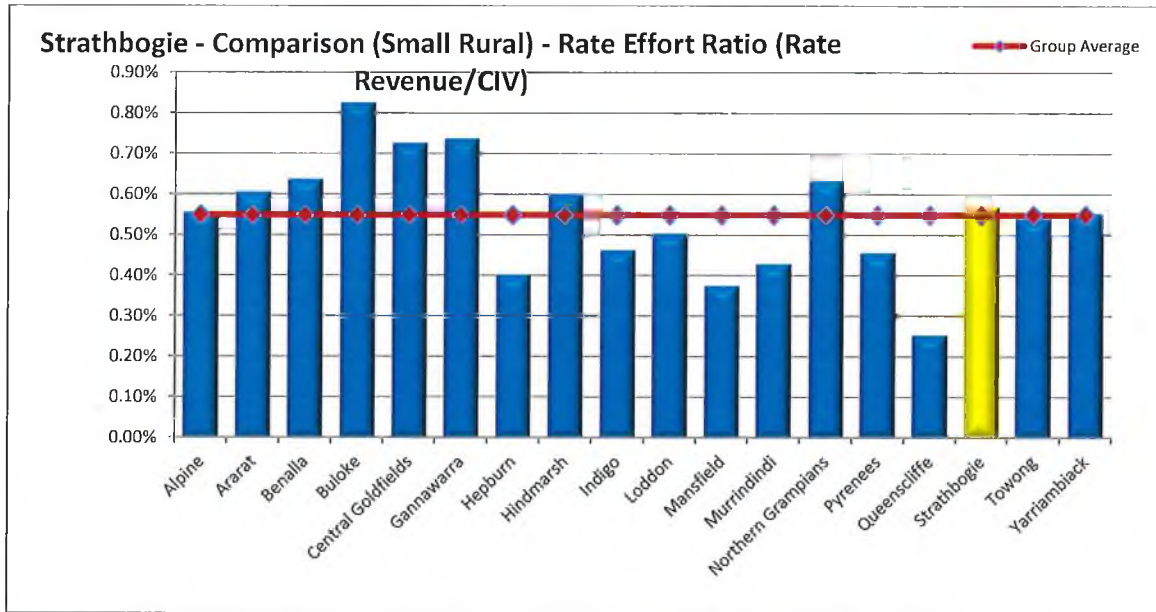


Chart 18: Rate Effort Ratio – 2017/18

9.5 Background to the Present Rating System

Prior to dealing with the rating strategy, it is important to have a broad knowledge of the present rating structure and trends. The following tables summarises the rates in dollar levied in the 2018/2019 year including a comparison with 2017/18:

Differential Rate Type	Cents in/\$ CIV 2017/18	Cents in/\$CIV 2018/19	Change (%)
Rateable Residential Properties	.5340	.4830	-9.55
Rateable Farm Properties	.4539	.3985	-12.2
Rateable Commercial/Industrial Properties	.6408	.5796	-9.55
Rateable Vacant Commercial/Industrial Properties	1.215	1.0143	-16.5
Rateable Vacant Residential Land	.93458	.84525	-9.55

Table 11: Rates and Charges Annualised - 2017/18

The table below outlines the total rates and charges for 2017/18 and 2018/19:



Description	Total Annualised 2017/18 (\$)	Total 2018/19 (\$)	Change (%)
General Rates	14,272,431	14,713,999	3.09
Municipal Charges	1,793,186	1,825,000	1.77
Waste Service Charges	2,380,359	2,512,000	5.50
Special Rates and Charges		42,000	
Total Rates and Charges Revenue	18,445,976	19,092,999	3.27

Table 12: Rates and Charges 2017/18 as compared to 2018/19

Type of Property	2018/19 (\$)
Rateable Residential Properties	6,534,548
Rateable Farm Properties	6,699,937
Rateable Commercial/Industrial Properties	798,306
Rateable Vacant Land	681,208
TOTAL	14,713,999

Table 13: Individual Rates Annualised 2018/19

9.6 Rates Affordability

The ability to increase rate revenue is a significant factor in determining whether a Council is potentially at risk.

Strathbogie Shire Council's rating effort has been satisfactory and when benchmarked was above the average effort of the **Small Rural** group.

Australian Taxation Office (ATO) income data for wage and salary earners (PAYE) can be used to give some indication of rates affordability.



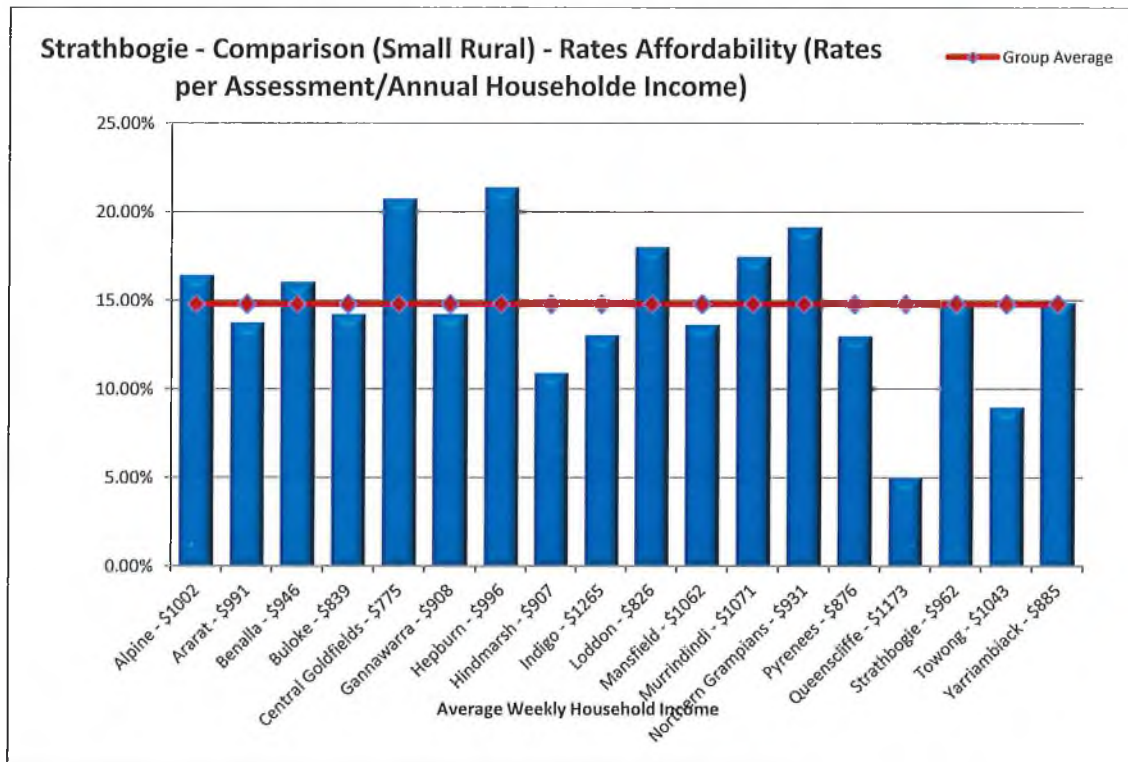


Chart 19 : Rates Affordability Small Rural – 2017/18

The Rates Affordability Chart above details the percentage of income that pays rates and charges to Council.

9.7 Rating Strategy

Strathbogie Shire Council's rating strategy establishes a framework by which rates and charges will be shared by the community. In developing a long-term financial plan, rates and charges are an important source of revenue.

The rating system determines how **Strathbogie Shire Council** will raise money from properties within the municipality. It does not influence the total amount of money to be raised, only the share of revenue contributed by each property.

The total money to be raised is taken from **Strathbogie Shire Council's** long-term financial plan.

Strathbogie Shire Council and the community invariably confront trade-offs and the principles are designed to improve the quality of decision making in this environment.

The principles were synthesized from a number of sources including the work published by a number of authors quoted in the Productivity Commission report, *Assessing Local Government Revenue Raising Capacity*.

Strathbogie Shire Council can then exercise its legitimate governance role and determine not only who wants what service and who benefits but what is socially equitable, that is, who pays how much.



Use was also made of long-established principles in the public finance and economics literature, as well as some of the principles outlined in recent Financial Sustainability reports around the nation.

The principles of the **Rating Strategy** include ensuring the capacity for:

- Sustainable financial management
- Evaluating and setting priorities
- Core functions
- Service delivery
- Prudent borrowings
- Rate setting and pricing for services
- Openness and transparency
- Providing services on behalf of other tiers of government.

Appendix C details the rating principles in more detail.

Council has reviewed current rating differentials, and is proposing to continue to levy a municipal charge but to reduce the charge from \$266 to \$133 and a tree management levy. Councils are able to levy a municipal charge on each rateable property within the municipality with the exception of farms where a single municipal charge is payable on multiple assessments operated as part of a single farm enterprise.

The municipal charge is a fixed charge per assessment regardless of the valuation of that property and is used to offset some of the governance costs of the Council. It cannot generate more than **20 per cent** of the revenue raised from rates and the municipal charge. These options have been looked at in the context of shifting the rate burden, rather than increases in rates and charges .

Council has considered its Rating Strategy in preparation of the 2019/20 Budget and proposes to alter the Farmland rate differential from 82.5% of the Residential rate to 80%.

Adjustments to the rating structure above will cause some redistribution of the rate burden , with some 60-70% of properties having increases at or below the general rate increase.

The following table summarises the effect on the rate in the dollar of proposed changes to the rating structure.

	Current Structure	Municipal Charge \$266, Farm Differential 82.5%, Tree Management Charge 2018/19	Municipal Charge \$133, Farm Differential 80%, Tree Management Charge 2019/20
Rateable Residential Properties	Y	0.4830000	.50194
Vacant Land Residential properties	Y	0.8452500	.87839
Rateable Farm Properties	Y	0.3984750	.40155
Rateable Commercial/Industrial Properties	Y	0.5796000	.60232
Vacant Land Commercial/Industrial Properties	Y	1.0143000	1.054
Municipal Charge	Y	266	133
Tree Management Charge	Y	27	28



Table 14: Summary rate in the dollar – proposed changes rating structure – 2019/20

The Council believes the use of this Rating Strategy provides a more equitable distribution of the rate and charge burden across the various property types and categories.

9.8 Rates and Charges Budget – 2019/20

A key decision of **Strathbogie Shire** Council during the life of the SRP is to determine the rating structure and the level of rate increase that will address funding levels for capital works, service provision for the municipality and improve **Strathbogie Shire** Council's long-term financial sustainability.

Council has established a rating structure which is comprised of two key elements. These are:

- Property values, which reflect capacity to pay and form the central basis of rating under the *Local Government Act 1989*
- A "user pays" component to reflect usage of services provided by Council

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which property is used; that is, whether the property is used for residential, commercial, industrial, farming or a social purpose such as public housing or recreation.

The distinction is based on the concept that different property categories should pay a fair and equitable contribution to rates, taking into account the benefits those properties derive from the local community and Council.

Council's current rating structure comprised of five differential rates (Residential , Residential Vacant , Farmland, Commercial/Industrial and Commercial/Industrial Vacant).

The vacant land residential rate is set at 175% of the residential rate and the vacant commercial rate is set at 210% of the residential rate , whilst the commercial/industrial rate is set at 120% of the residential rate. The Farm Rate will be set at 80% of the Residential rate.

These rates are structured in accordance with the requirements of Section 161 "Differential Rates" of the Act and in line with Ministerial Guidelines for differential rating.

First Home Buyers

Council intends to grant a rebate of two years rates to each owner who qualifies for the Victorian Government First Home Owners Grant, on the following basis:

- Proof of approval for State First Home Buyers Grant (\$20,000) to be provided
- Council will excuse the rates and municipal charge for a period of two years from commencement of the first full financial year in which the rates are payable by the new owner.

Home Buyers will qualify :

- > For a newly built home sold for the first time – applied from the date of contract of purchase
- > For a house and land package – applied from date of contract of purchase
- > For a vacant block which new home is to be built – applied from the date of contract to build house
- > Maximum value of property is \$750,000



Pensioners

Rebates and concession are granted to pensioners who qualify under the Victorian State Concessions Act .

Elloura

In addition Council grants a rebate to each owner of rateable land within the Elloura development who qualify under the Owners Corporation Agreement in recognition of services being provided within the development not requiring Council resources. This is subject of an agreement between Council and Elloura.

9.9 Rate Capping

Rate effort is now constrained by the State Government's introduction of rate capping legislation in the form of its "Fair Go" Rates system (FGRS).

The FGRS or rate capping introduces an annual rate cap set by the Minister for Local Government which controls general rate increases for all Councils during that financial year.

The Minister for Local Government has advised that a capped average rate increase of **2.50 per cent** will apply for 2019/20 financial year

Councils can seek approval for an increase above this figure through a variation with the Essential Service Commission (ESC).

9.10 Waste Service Charges – Waste Collection Service and Tree Management Program

Strathbogrie Shire Council is empowered under Section 162(1) (b) of the *Local Government Act (1989)* to levy a service charge for the collection and disposal of refuse. The purpose of this charge is to meet the costs of waste disposal and recycling activities throughout the **Strathbogrie Shire** area, including development and rehabilitation of Landfill sites and the operating costs of Landfills and Transfer Stations as well as providing for important tree management activities including disposal of material. **Strathbogrie Shire Council** has typically used this option through the raising of garbage and recycling charges on the annual rate assessment.

Strathbogrie Shire Council's Waste Services includes:

- Weekly kerbside waste collection service;
- Fortnightly kerbside recycling and green organics collection service;
- Public recycling and waste disposal and transfer station facilities;
- Commercial disposal facility and Landfill;
- Street litter and public place recycling bins; and
- Forward planning and for capital budget requirements.
- Tree Management Program

Strathbogrie Shire Council's garbage proposed charges are as described below (** denotes ex GST). A total income of **\$2.65 million** will be received for waste and recycling services in 2019/20 to support recurrent operating expenditure).



Service Charge	Charge per Service 2018/19 (\$)	Charge per Service 2019/20 (\$)	Change (\$)	Change (%)
Kerbside/Recycling/Organics	530	552	22	4.1
Recycling Collection	171	178	7	4.1
Garbage Charge 240 litre bin	720	750	30	4.1
Garbage Charge 120 litre bin	360	375	15	4.1
Tree Management	27	28	1	3.7

Table 15: Projected Waste Charges – 2019/20

9.11 Grant Revenue

As at 30 June 2018 **Strathbogrie Shire Council** was below average in terms of receiving recurrent government grant revenue, compared to its like Council grouping as outlined in the graph below.

As a benchmark **Strathbogrie Shire Council** receives 17.4 percent of its revenue (as a percentage of total revenue) from recurrent operating grants compared to the average of **Small Rurals** at 22.44 percent.

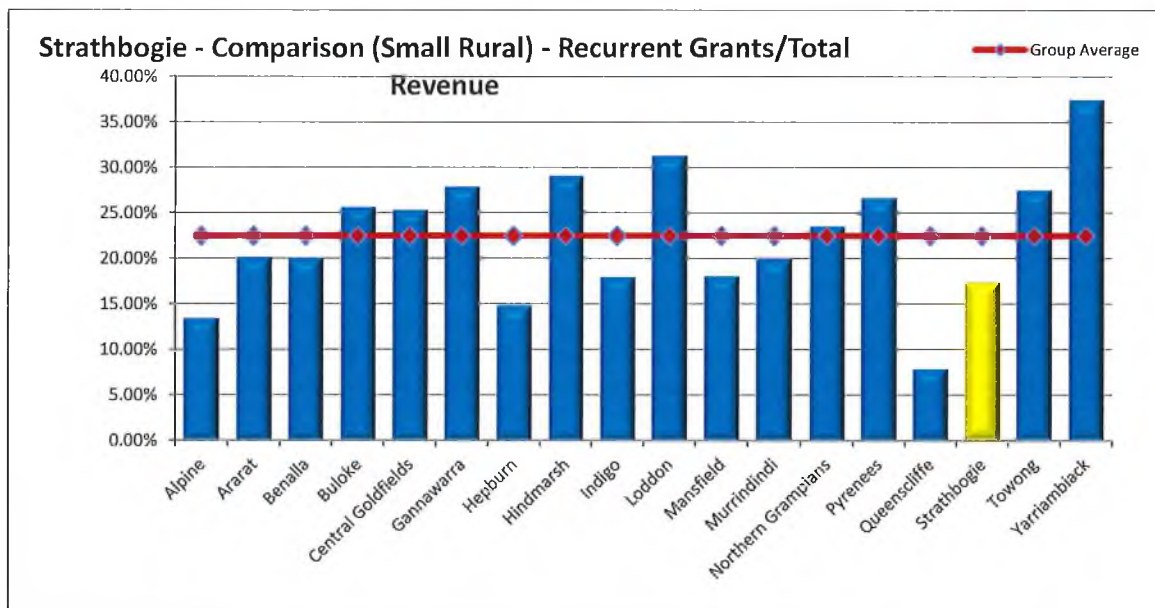


Chart 20 : Recurrent Grants/Total Revenue – 2017/18

Strathbogrie Shire Council must continue its strong focus on securing grant revenue, particularly for capital works. Grants (capital and operating) at 30 June 2018 totalled **\$10.264 million**. With a longer term capital works program in place **Strathbogrie Shire Council** should be able to target and focus on grants that align with its overall strategic direction.

9.12 Victoria Grants Commission

Strathbogie Shire Council receives approximately 17 percent of its revenue from the Victoria Grants Commission.

9.13 Fees and Charges Revenue

Strathbogie Shire Council's fees and charges revenue as a percentage of its total revenue is below average for **Small Rural's** as outlined in the graph below. There is scope for **Strathbogie Shire Council** to review fees and charges to ensure maximum return for service.

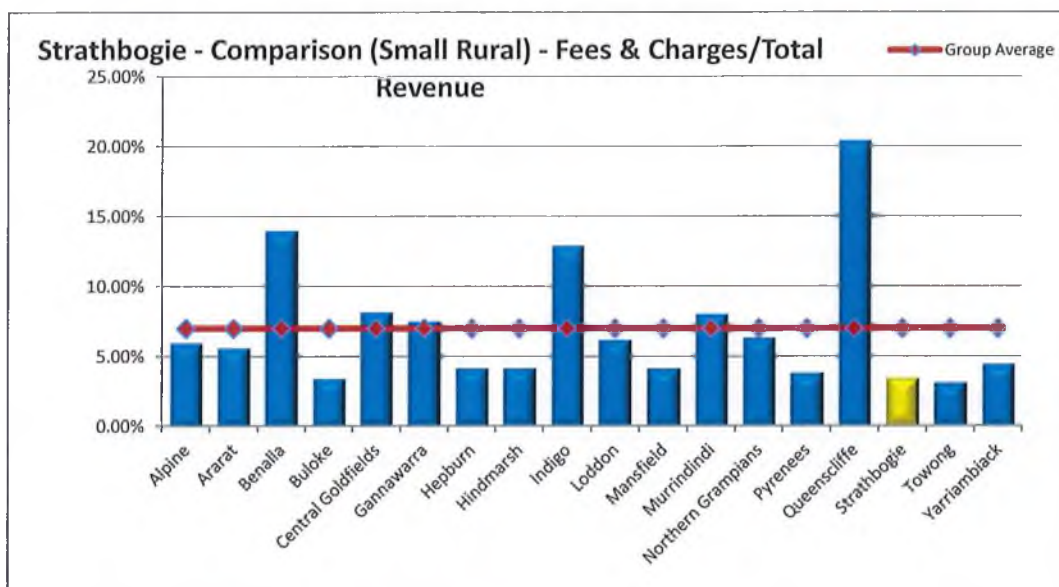


Chart 21 : Fees & Charges/Total Revenue – 2017/18

Strategic Direction

That **Strathbogie Shire Council**;

1. retains capital improved value (CIV) as its valuation base;
2. provides a municipal charge of \$133 for 2019/20 to ensure an equitable contribution towards the unavoidable fixed costs of **Strathbogie Shire Council**;
3. considers future increases in tree and waste management charges based on EPA, regulatory and safety requirements, to cope with challenges in recycling markets and the need to sustain the Council's long term waste operations strategy;
4. in 2019/20, adopts an **percent** capped average rate increase of 2.25% for general rates (excluding supplementaries) and a 4.1 **percent** increase in waste collection charges including funding the cost of disposal of domestic waste, recycling collection and the tree management levy;
5. pursues recurrent grant funding and strategic capital funding aligned with Council Plan objectives, including benchmarking of results with other Councils; and
6. undertakes detailed analysis on the level of existing fees and charges and investigates new revenue sources and report recommendations to Council.



10. STRATEGIC FINANCIAL PLAN

10.1 Introduction

There are a number of dynamic variables that may influence the outcomes expressed in this SRP. They include:

- Rating levels and supplementary rate income;
- Government grant revenue (both recurrent and capital);
- Granted asset amounts;
- Asset revaluations (major impact on fixed asset value and depreciation);
- Asset sales;
- Mix of funding between capital works/special projects (new initiatives); and
- Level of growth factor applied to expenditure items / rate of expenditure/activity level.

This section includes:

- Modelling methodology;
- Financial assumptions;
- Adopted financial strategy; and
- Conclusion

10.2 Modelling Methodology

The SRP establishes a framework for Council to benchmark its performance and an industry developed long term financial software model has been utilised to verify the data. The base point used for financial modelling has been the Council budget for 30 June 2019, and mid year revenue.

The Standard Statements (financial statements) are the result of the modelling and are reproduced from the long term financial software model, refer *Appendix B*.

10.3 Financial Assumptions

The following information explains the major financial assumptions applicable to the financial option considered by Council prior to community input.

10.3.1 Labour and on-costs

Increases in labour and on-costs are composed of two elements. The elements are enterprise agreement increments and movements within bandings as part of the annual performance review process. The table below highlights these assumptions.



Year	2017/18	2018/19	2019/20
	%	%	%
EBA Banding Increase/Other	2.15	2.1	1.5
Award Increments	.75	.75	.75
Total	2.95	2.85	2.50

Table 16: Labour and on-costs – 2019/20

10.3.2 Depreciation

Depreciation estimates are based on the projected capital spending contained within each assumption. Depreciation estimates are influenced by future asset revaluations and depreciation expenses are assessed following condition assessments. The overall depreciation charge is also impacted by the amount of assets granted to the municipality following subdivision.

10.3.3 Materials and contracts

These materials are essentially one-off expenditures that do not constitute the creation of an asset and have been maintained at 2017/18 levels through the life of the SRP.

The broad assumption in materials and contracts is for an increase matching CPI. Outside of the broad parameters are expenses such as election expenses and insurances.

A subsidiary record of one off items and how they are factored into the model is recommended instead of a series of individual adjustments within the model.

10.3.4 Special projects/consultancies

These works are essentially one-off expenditures that do not constitute the creation of an asset and have been maintained at 2019/20 levels through the life of the SRP.

10.3.5 Debt servicing and redemption

Debt redemption is calculated according to the restructured loan schedules. Council borrowings are dealt with in detail in Section 9.

10.3.6 Written-down values of assets sold

All written-down values relate to plant and land sold as part of the 10-year program. These are based on information from Council's Asset Registers.

10.3.7 Rate revenue

The 2019/20 Budget is based on an increase of **2.25 percent** for rates and the continuation of a municipal charge but reducing it from \$266 to \$133 and reducing the farm rate differential from 82.5% to 80 %. Council's Rating Strategy is dealt with in detail in Section 9.7.

The mechanism to estimate supplementary revenue is at present an arbitrary one, based on historical dollar returns with forward probable development revenue estimated.



10.3.8 Service charges

The 2019/20 Budget is based on service charge and waste management charge was based on a **3.0 percent** increase.

Funds raised are ultimately deployed to waste management (operating and capital) activities. This is discussed in Section 9.10 in more detail.

10.3.9 Grant revenue

An allowance of **\$6.015 million** has been made as operating grant revenue for services and projects in 2019/20. In broad terms, a 2-3 **percent** per annum increase has been allowed for operating grants reflecting the nature of this revenue type, which has seldom increased by CPI across the board.

10.3.10 Fees and charges

Fees and charges that Council has discretion over have been increased by **3.0 percent** per annum. Fees and charges of **\$.771 million** have been provided for in 2019/20.

10.3.11 Statutory Fees and Fines

Council has no control over a large amount of statutory fees prescribed by the State Government. Fines include town planning, local laws and the animal pound. Fees and fines are included in the above.

10.3.12 Interest on investments

Interest on investments has been estimated based on cash flow.

10.3.13 Proceeds from sale of assets

Proceeds from sale of assets are those relating to plant changeover and land sales.

10.3.14 Capital grants

Capital grant revenue is **\$2.173 million** in 2019/20, with revenue from future years estimated to fund future capital works.

Capital grants have been forecast conservatively. Funds raised above or below the forecast amount will directly impact on the level of capital expenditure achievable. While conservative amounts have been included, it should be noted that Council does not pursue part-funded capital works that do not fit with its strategic direction.

10.3.15 Granted assets

Granted assets are those handed over to Council following the completion of a subdivision. These include roads, footpaths, kerb, channel, drainage etc.

The level of granted assets is forecast to continue at low-levels based on predicted levels of property development.

However, estimates beyond 2019/20 are not based on any reliable data at this point. While granted assets add to Council's overall asset base, they also add to the future obligations to maintain and replace these assets at the end of their useful lives.



10.3.16 *Capital expenditure*

Capital expenditure amounts for new assets, local roads, buildings and information technology (renewal), and the like and have been directly budgeted for during the next 4-years. The balance of capital expenditure has been left unallocated at this point.

These funds may be available for capital renewal (priority), capital upgrade or expansion.

Conclusion

The SRP continues to provide a financial framework for Council, enabling an assessment of Council resources and assisting Council to plan and fund capital infrastructure and meet future community aspirations.

The *Financial Statements* are detailed in *Appendix B*.



11. APPENDIX A: GLOSSARY OF TERMS

TERM	DEFINITION
Act	The <i>Local Government Act 1989</i> .
Activities	The operations of the council including services undertaken to meet the needs of the community as reflected in the council plan and are generally ongoing in nature.
Adjusted operating surplus/deficit	Operating surplus/deficit less revenue from capital (non-recurrent) grants, developer contributions (i.e. assets contributed), asset revaluations, sale of assets plus expenditure from asset revaluations, WDV of assets sold and unfunded superannuation expense.
Adjusted total operating expenses	Total operating expenses as per the "Statement of financial performance" – net of asset revaluations, unfunded superannuation expense and WDV of asset sold.
Adjusted total revenue	Total revenue from "Statement of financial performance" – net of asset sales, asset contributions in kind. Capital grant funding and revaluation adjustments.
Annual report	A report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Australian Accounting Standards	The accounting standards published by the Australian Accounting Standards Board.
Average Rate Cap	Means an amount expressed as a percentage amount, based on the change to CPI over the financial year to which the cap relates, plus or minus any adjustment.
Borrowings	Loan funding.
Budget	A plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan.
Capital works expenditure	Expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrades.
Council cash	Funding from council's own sources of income. Example include rates, charges, investments and reserves, interest and asset sales.
Council plan	A plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting



TERM	DEFINITION
	vision and aspirations of the community for the next four years.
Current assets	Total current assets from "Statement of financial position".
Current liabilities	Total current liabilities from "Statement of financial position"
Debt redemption	Debt principal's repayments.
Debt servicing costs (interest)	Total borrowing costs or interest expense as per the "Statement of financial performance" or as disclosed in the notes of the council statements.
Details list of planned capital works expenditure	A list of projects in relation to non-current assets by class and expenditure type.
Developer cash contributions	Cash contributions from developers. This does not include in-kind works or developer contributed assets.
Federal grants	Grant funding from the Commonwealth government.
Fees and charges revenue	Total fees and charges revenue as per the "Statement of financial performance" or as disclosed in the notes of the council statements (includes fines).
Financial performance indicators	A set of indicators measuring the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.
Financial resources	Income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget.
Financial statements	The financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report.
Financial year	The period of 12 months ending on 30 June each year.
General Order	Means an order made by the Minister under section 185D of the Act.
Grant income and reimbursements	Total grants revenue as per the "Statement of financial performance" or as disclosed in the notes of the council statements (includes VicRoads sometimes shown as "reimbursements" by some councils).
Granted assets	Total value of assets received from developers (in kind) as per the "Statement of financial performance" or as disclosed in the notes of the council statements.

TERM	DEFINITION
Higher cap	An amount expressed as the average rate cap specified in a general order plus an additional percentage amount in respect of that financial ear.
Human Resources	The staff employed by a council.
Indicator	What will be measured to assess performance.
Initiatives	Actions that are one-off in nature and/or lead to improvements in service.
Interest earnings	Total interest received as per the "Statement of financial performance" or as disclosed in the notes of the councils statements.
Local Government Model Financial Report	The model report published by the department of Environmnet, Land, Water and Planning
Major initiatives	Significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.
Measure	How an indicator will be measured and typically includes a numerator and denominator.
Minister	The Minister for Local Government.
Model Budget	The <i>Victoiran City Council Model Budget</i> prepared annually by the Chartered Accountants in Australia and New Zealand.
No. of rateable properties	Number of rateable properties in municipality.
Non-current liabilities	Total non-current liabilities from "Statement of financial position".
Non-financial resources	The resources other than financial resources required to deliver the services and initiatives in the budget.
Non-recurrent grant	A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's strategic resource plan.
Philanthropic or private contributions	Funding from philanthropic or private sources. An example would be a co-contribution by the private sector towards construction of a community asset.
Performance statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Planning and accountability framework	The key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance



TERM	DEFINITION
	of functions and exercise of powers under the Act.
Proceeds from sale of non-current assets	Total proceeds from asset sales as per the "Statement of financial performance" or as disclosed in the notes of the council statements, (gross received not written-down value).
Rate revenue	Total rate revenue as per the "Statement of financial performance" or as disclosed in the notes of the council statements.
Rates outstanding at end of year	Rate debtor amount as disclosed in "Receivables" note.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	The Local Government (Planning and Reporting) Regulations 2014.
Report of Operations	A report containing a description of the operations of the council during the financial year and included in the annual report.
Services	Assistance, support, advice and other actions undertaken by a council for the benefit of the local community.
Special order	An order made by the ESC under section 185E of the Act.
State grants	Grant funding from the State government.
Strategic objectives	The outcomes a council is seeking to achieve over the next four years and included in the council plan.
Strategic resource plan	A plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. It also referred to as a long term financial plan.
Strategies	High level actions directed at achieving the strategic objectives in the council plan.
Statement of capital works	A statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance to the model statement of capital works in the Local Government Financial Report.
Statement of human resources	A statement which shows all council staff expenditure and numbers of full time equivalent council staff.
Statements of non-financial resources	A statement which describes the non-financial resources including human resources.
Summary of planned capital works expenditure	A summary of capital works expenditure in relation to non-current assets classified according to the model statement of



TERM	DEFINITION
	capital works in the <i>Local Government Model Financial Report</i> , by asset expenditure type and funding source.
Summary of planned human resources expenditure	A summary of permanent council staff expenditure and numbers of full time equivalent council staff categorised according to the organisational structure of the council.
Total assets	Total assets from "Statement of financial position".
Total capital asset outlays	Payments for capital purchases per the "Cash flow statement".
Total cash inflows from operations, finance and Investment Act	Total inflows per the "Cash flow statement".
Total cash outflows from operations, finance and Investment Act	Total outflows per the "Cash flow statement".
Total depreciation	Total depreciation expense as per the "Statement of financial performance" or as disclosed in the notes of the council statements.
Total depreciation on infrastructure assets	Total depreciation on infrastructure assets as disclosed in the "Depreciation expense" note.
Total debt	Total interest bearing liabilities (current and non-current) from "Statement of financial position".
Total indebtedness	Total liabilities (current and non-current) from "Statement of financial position".
Total infrastructure assets	Total infrastructure assets from "Statement of financial position" or as disclosed in the note (Written-down value). Infrastructure includes roads, bridges, drains, road structures, other structures, playground equipment, and other like categories. Heritage assets have been deemed to be building assets. Work in progress, where not separately split, and have been included as infrastructure.
Total net realisable assets	Total assets less total infrastructure assets.
Total operating expenses	Total operating expenses as per the "Statement of financial performance".
Total revenue	Total revenue from "Statement of financial performance"
User contributions	Funding from users. An example would be a co-contribution by a sporting club to the construction of a new facility.
Written-down value of assets sold	Written-down value of assets sold as per the "Statement of financial performance" or as disclosed in the notes of the council statements.

Table 17: Glossary of Terms / Definitions



12. APPENDIX B: FINANCIAL STATEMENTS

This Appendix contains the financial statements that follow:

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

These statements are required under Division 1, Part 6 of the *Local Government (Planning and Reporting) Regulations 2014*.

The Regulations commenced on 18 April 2014.

Regulations 13(2), 16(1) and 17(2) come into operation on July 1 2015.



12.1 Comprehensive Income Statement

Figure 6: Comprehensive Income Statement



Strathbogie Shire Council Budgeted Comprehensive Income Statement

For the four years ending 30 June 2023

	Forecast	Budget									
	Actual	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	2018/19	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	19,093	19,808	20,402	21,014	21,645	22,294	22,963	23,652	24,361	25,092	25,845
Statutory fees and fines	494	530	546	562	579	597	614	633	652	671	692
User fees	818	771	802	834	867	902	938	976	1,015	1,055	1,097
Grants - Operating	3,638	6,016	6,195	6,381	6,573	6,770	6,973	7,182	7,398	7,620	7,848
Grants - Capital	7,385	2,173	2,339	2,045	2,407	2,945	3,091	1,466	1,266	1,266	1,266
Contributions - monetary	320	222	305	314	324	333	343	354	364	375	386
Contributions - non-monetary	-	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Fair value adjustments for investment property	-	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of investment property	-	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Other income	845	416	422	428	434	441	447	454	461	468	476
Total Income	32,093	29,435	30,511	31,079	32,329	33,781	34,870	34,216	35,017	36,048	37,110
Expenses											
Employee costs	(9,735)	(10,468)	(10,766)	(11,073)	(11,389)	(11,713)	(12,047)	(12,391)	(12,744)	(13,107)	(13,480)
Materials and services	(12,451)	(11,429)	(11,846)	(11,995)	(12,355)	(12,725)	(13,107)	(13,500)	(13,905)	(14,323)	(14,752)
Bad and doubtful debts	-	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation	(5,301)	(5,594)	(5,855)	(5,929)	(6,038)	(6,138)	(6,274)	(6,368)	(6,481)	(6,611)	(6,711)
Borrowing costs	(35)	(23)	-	-	-	-	-	-	-	-	-
Other expenses	(295)	(300)	(309)	(318)	(328)	(338)	(348)	(358)	(369)	(380)	(391)
Total Expenses	(27,817)	(27,814)	(28,776)	(29,315)	(30,110)	(30,915)	(31,776)	(32,617)	(33,499)	(34,420)	(35,335)
Surplus/(deficit) for the year	4,276	1,621	1,735	1,763	2,219	2,866	3,094	1,599	1,517	1,628	1,775
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods:											
Net asset revaluation increment/(decrement)	-	-	-	-	-	-	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods:											
Total comprehensive result	4,276	1,621	1,735	1,763	2,219	2,866	3,094	1,599	1,517	1,628	1,775

12.2 Budgeted Balance Sheet

Figure 7: Balance Sheet



Strathbogie Shire Council Budgeted Balance Sheet

For the four years ending 30 June 2023

	Forecast	Actual	Budget									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Assets												
Current assets												
Cash and cash equivalents	7,353	6,122	4,883	5,170	5,032	5,192	6,036	8,397	9,170	8,785	8,485	
Trade and other receivables	2,169	2,168	2,278	2,306	2,402	2,503	2,591	2,527	2,597	2,876	2,761	
Inventories	5	5	5	5	5	5	5	5	5	5	5	
Other assets	113	113	113	113	113	113	113	113	113	113	113	
Total current assets	9,640	8,408	7,279	7,594	7,553	7,813	8,744	11,042	11,885	11,579	11,364	
Non-current assets												
Trade and other receivables	2	2	2	2	2	2	2	2	2	2	2	
Investments in associates and joint ventures	243	243	243	243	243	243	243	243	243	243	243	
Property, infrastructure, plant & equipment	299,786	301,513	303,577	304,151	305,560	307,365	309,499	308,821	309,523	311,484	313,525	
Landfill rehabilitation intangible asset	-	-	-	-	-	-	-	-	-	-	-	
Total non-current assets	300,031	301,758	303,822	304,396	305,805	307,610	309,744	309,066	309,768	311,729	313,770	
Total assets	309,671	310,166	311,101	311,990	313,357	315,423	318,489	320,108	321,653	323,308	325,133	
Liabilities												
Current liabilities												
Trade and other payables	2,523	2,523	2,645	2,698	2,777	2,851	2,942	3,029	3,117	3,200	3,303	
Trust funds and deposits	468	468	468	468	468	468	468	468	468	468	468	
Provisions	3,145	2,895	3,023	3,027	2,971	2,216	2,211	2,206	2,201	2,197	2,145	
Interest-bearing loans and borrowings	86	86	49	49	49	49	(0)	(0)	(0)	(0)	(0)	
Total current liabilities	6,222	5,972	6,185	6,241	6,265	5,583	5,621	5,703	5,786	5,865	5,916	
Non-current liabilities												
Provisions	4,697	3,947	2,945	2,063	1,237	1,166	1,100	1,039	983	931	931	
Interest-bearing loans and borrowings	282	157	146	97	49	-	-	-	-	-	-	
Total non-current liabilities	4,979	4,104	3,091	2,160	1,286	1,166	1,100	1,039	983	931	931	
Total liabilities	11,201	10,076	9,276	8,402	7,550	6,749	6,721	6,742	6,769	6,796	6,847	
Net assets	298,470	300,090	301,825	303,588	305,807	308,674	311,768	313,366	314,884	316,512	318,286	
Equity												
Accumulated surplus	89,166	90,786	92,521	94,284	96,503	99,370	102,464	104,062	105,580	107,208	108,982	
Reserves	209,304	209,304	209,304	209,304	209,304	209,304	209,304	209,304	209,304	209,304	209,304	
Total equity	298,470	300,090	301,825	303,588	305,807	308,674	311,768	313,366	314,884	316,512	318,286	

12.3 Budgeted Statement of Changes in Equity

Figure 8: Changes in Equity



Strathbogie Shire Council
Budgeted Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000					
2019/20					2024/25				
Balance at beginning of the financial year	298,470	89,166	209,304	-	Balance at beginning of the financial year	308,674	99,370	209,304	-
Surplus/(deficit) for the year	1,621	1,621	-	-	Surplus/(deficit) for the year	3,094	3,094	-	-
Net asset revaluation increment/(decrease)	-	-	-	-	Net asset revaluation increment/(decrease)	-	-	-	-
Transfer (to)/from reserves	(1)	(1)	-	-	Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	300,090	90,786	209,304	-	Balance at end of financial year	311,768	102,464	209,304	-
2020/21					2025/26				
Balance at beginning of the financial year	300,090	90,786	209,304	-	Balance at beginning of the financial year	311,768	102,464	209,304	-
Surplus/(deficit) for the year	1,735	1,735	-	-	Surplus/(deficit) for the year	1,599	1,599	-	-
Net asset revaluation increment/(decrease)	-	-	-	-	Net asset revaluation increment/(decrease)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-	Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	301,825	92,521	209,304	-	Balance at end of financial year	313,366	104,062	209,304	-
2021/22					2026/27				
Balance at beginning of the financial year	301,825	92,521	209,304	-	Balance at beginning of the financial year	313,366	104,062	209,304	-
Surplus/(deficit) for the year	1,763	1,763	-	-	Surplus/(deficit) for the year	1,517	1,517	-	-
Net asset revaluation increment/(decrease)	-	-	-	-	Net asset revaluation increment/(decrease)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-	Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	303,588	94,284	209,304	-	Balance at end of financial year	314,884	105,580	209,304	-
2022/23					2027/28				
Balance at beginning of the financial year	303,588	94,284	209,304	-	Balance at beginning of the financial year	314,884	105,580	209,304	-
Surplus/(deficit) for the year	2,219	2,219	-	-	Surplus/(deficit) for the year	1,628	1,628	-	-
Net asset revaluation increment/(decrease)	-	-	-	-	Net asset revaluation increment/(decrease)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-	Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	305,807	96,503	209,304	-	Balance at end of financial year	316,512	107,208	209,304	-
2023/24					2028/29				
Balance at beginning of the financial year	305,807	96,503	209,304	-	Balance at beginning of the financial year	316,512	107,208	209,304	-
Surplus/(deficit) for the year	2,866	2,866	-	-	Surplus/(deficit) for the year	1,775	1,775	-	-
Net asset revaluation increment/(decrease)	-	-	-	-	Net asset revaluation increment/(decrease)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-	Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	308,674	99,370	209,304	-	Balance at end of financial year	318,286	108,982	209,304	-

12.4 Budgeted Statement of Cash Flows

Figure 9: Cash Flows



Strathbogrie Shire Council Budgeted Statement of Cash Flows

For the four years ending 30 June 2023

	Forecast Actual		Budget								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities											
Rates and charges	19,093	19,808	20,556	21,117	21,719	22,367	23,048	23,833	24,480	25,210	25,958
Statutory fees and fines	494	530	550	565	581	598	617	638	655	675	695
User fees	818	771	808	838	870	905	942	983	1,020	1,060	1,102
Grants - operating	3,562	6,015	6,242	6,412	6,595	6,792	6,999	7,237	7,434	7,655	7,882
Grants - capital	7,461	2,173	2,357	2,055	2,415	2,955	3,103	1,477	1,272	1,272	1,272
Contributions - monetary	320	222	305	314	324	333	343	354	364	375	386
Interest received	234	220	220	220	220	220	220	220	220	220	220
Trust funds and deposits taken	-	-	-	-	-	-	-	-	-	-	-
Other receipts	611	(26)	206	210	216	222	229	239	244	251	259
Net GST refund / payment	1,832	829	1,716	1,751	1,854	1,939	2,017	1,805	1,953	2,128	2,192
Employee costs	(9,735)	(10,468)	(11,280)	(11,631)	(11,951)	(12,296)	(12,639)	(13,004)	(13,375)	(13,761)	(14,145)
Materials and services	(12,471)	(11,429)	(12,411)	(12,600)	(12,965)	(13,359)	(13,752)	(14,169)	(14,594)	(15,037)	(15,480)
Trust funds and deposits repaid	-	-	-	-	-	-	-	-	-	-	-
Other payments	(295)	(1,078)	(1,198)	(1,212)	(1,226)	(1,180)	(436)	(442)	(448)	(455)	(463)
Net cash provided by/(used in) operating activities	11,924	7,567	8,070	8,039	8,653	9,497	10,691	9,170	9,224	9,593	9,877
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(20,156)	(9,124)	(9,591)	(8,033)	(9,072)	(9,618)	(10,184)	(7,194)	(8,836)	(10,363)	(10,562)
Proceeds from sale of property, infrastructure, plant and e	1,017	474	330	330	330	330	385	385	385	385	385
Loan and advances made	-	-	-	-	-	-	-	-	-	-	-
Repayments of loans and advances	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) investing activities	(19,139)	(8,650)	(9,261)	(7,703)	(8,742)	(9,288)	(9,799)	(6,809)	(8,451)	(9,978)	(10,177)
Cash flows from financing activities											
Finance costs	(35)	(23)	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(137)	(125)	(49)	(49)	(49)	(49)	(49)	-	-	-	-
Net cash provided by/(used in) financing activities	(172)	(148)	(49)	(49)	(49)	(49)	(49)	-	-	-	-
Net increase/(decrease) in cash & cash equivalents	(7,387)	(1,231)	(1,239)	287	(138)	160	844	2,361	773	(385)	(300)
Cash and cash equivalents at the beginning of the financi	14,740	7,353	6,122	4,883	5,170	5,032	5,192	6,036	8,397	9,170	8,785
Cash and cash equivalents at the end of the financie	7,353	6,122	4,883	5,170	5,032	5,192	6,036	8,397	9,170	8,785	8,485

12.5 Budgeted Statement of Capital Works

Figure 10: Capital Works



Strathbogie Shire Council Budgeted Capital Works Statement

For the four years ending 30 June 2023

	Forecast Actual		Budget								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	2,211	531	1,970	1,833	1,453	1,748	120	37	323	377	2,397
Building improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	2,211	531	1,970	1,833	1,453	1,748	120	37	323	377	2,397
Total property	2,211	531	1,970	1,833	1,453	1,748	120	37	323	377	2,397
Plant and equipment											
Plant, machinery and equipment	990	580	954	370	301	576	816	602	419	419	419
Fixtures, fittings and furniture	545	255	225	350	350	357	364	371	379	387	394
Computers and telecommunications	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	1,535	835	1,179	720	651	933	1,180	973	798	806	813
Infrastructure											
Roads	8,712	3,897	3,542	3,763	4,017	4,531	6,225	3,733	5,238	6,999	4,735
Bridges	2,352	700	1,000	450	450	450	450	450	450	450	450
Footpaths and cycleways	427	247	303	229	322	146	368	208	126	233	255
Drainage	1,790	516	333	62	345	260	246	288	379	310	512
Recreational, leisure and community facilities	-	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	-	1,569	392	246	1,009	676	669	851	719	246	440
Other infrastructure	1,297	-	-	-	-	-	-	-	-	-	-
Total infrastructure	14,578	6,929	5,570	4,750	6,143	6,063	7,958	5,530	6,912	8,238	6,392
Total capital works expenditure	18,324	8,295	8,719	7,303	8,247	8,744	9,258	6,540	8,033	9,421	9,602
Represented by:											
New asset expenditure	2,903	415	436	365	412	437	463	327	402	471	480
Asset renewal expenditure	11,599	5,931	5,929	5,769	6,845	5,334	6,944	5,821	6,748	6,124	6,721
Asset expansion expenditure	725	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	3,097	1,949	2,354	1,168	990	2,973	1,852	392	884	2,826	2,401
Total capital works	18,324	8,295	8,719	7,303	8,247	8,744	9,258	6,540	8,033	9,421	9,602
Funding sources represented by:											
Grants	8,426	-	-	-	-	-	-	-	-	-	-
Contributions	136	-	-	-	-	-	-	-	-	-	-
Council Cash	9,762	8,295	8,719	7,303	8,247	8,744	9,258	6,540	8,033	9,421	9,602
Total capital works expenditure	18,324	8,295	8,719	7,303	8,247	8,744	9,258	6,540	8,033	9,421	9,602

12.6 Budgeted Statement of Human Resources

Figure 11: Statement of Human Resources

Strathbogie Shire Council

Budgeted Statement of Human Resources

For the four years ending 30 June 2023

	Forecast Actual		Budget								
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Staff expenditure											
Employee costs - Operating	9,735	10,468	10,766	11,073	11,389	11,713	12,047	12,391	12,744	13,107	13,480
Total staff expenditure	9,735	10,468	10,766	11,073	11,389	11,713	12,047	12,391	12,744	13,107	13,480
Staff numbers	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Employees	103	113	113	113	113	113	113	113	113	113	113
Total staff numbers	103	113	113	113	113	113	113	113	113	113	113

13. APPENDIX C: RATING PRINCIPLES

(a) Sustainable financial management

The aggregate revenue raised by Council plus that received from grants needs to be sufficient to cover the aggregate long-run cost of delivering the services provided measured on an accrual-accounting basis. Sustainable financial management requires the application of multi-year framework to financial management, asset management, planning, spending and revenue decisions.

(b) Evaluating and setting priorities

Council is aware of and will have regard to the views of its communities with respect to the priority areas for Council services. Council will heighten the communities awareness of the short and long-term financial implications of potential service priorities and key decisions, including trade-offs between service priorities.

(c) Core Functions

Council will continue to provide a full range of municipal goods and services in accordance with its statutory and community service obligations.

Where Council engages in the provision of services, that resemble those of private sector markets, the application of competitive neutrality principles requires

Council to aim to recover the full costs of a significant business activity, including the direct costs of providing goods and services, rate and tax equivalent payments and a commercial rate of return on investment.

(d) Identifying the cost of service delivery

Council will understand the cost of delivering its services as an acknowledgement that this information is useful in determining the range of services, and the level of service provision, and the corresponding structure for rates and charges.

(e) Prudent borrowings for infrastructure

Borrowings when undertaken prudently are an appropriate means for local government to finance long lived infrastructure assets as the cost of servicing of debt through rates or user charges enables the cost of the asset to be matched with the benefits from consumption of the services over the life of the asset, thereby promoting intergenerational equity.

(f) Rate setting and pricing of services

A single rate cap of 2.25% has been introduced for the 2018-2019 financial year by the Victorian Government.

Rate capping delivers on a key election promise for a fairer rating system to help ease cost of living pressures on Victorians. It is part of delivering value for communities and provide fair, responsible and effective policies and processes for Victorian ratepayers.

Only the general rate and municipal charges part of a rates bill will be capped at 2%. All other parts, such as waste charges and other fees and levies, remain uncapped.

Where infrastructure costs are directly attributable to individual property owners, Council will recover those costs through the application of special charge schemes, developer charges or contributions.

Council will also take consideration of the community's ability to pay as well as the benefits derived from the provision of services.

(g) Openness and transparency

Council is accountable and responsible for the policy decisions with respect to the range of services provided, the expenditure and delivery of the services and the way services are funded and paid for by the community. Open and transparent processes for decision making of Council include the making of information openly available to people in the local community and seeking active participation by the community with respect to choices regarding the range and level of services provided and how they are funded.

(h) Providing services on behalf of other tiers of government

Effective interaction between Council and other tiers of government is important to ensure delivery of some essential services to the community. Where Council enters into the delivery of services on behalf of other tiers of government, the supply of these services should be delivered on commercial terms based on the incremental cost to Council. In situations where Council determines to provide subsidies for the delivery of these services Council will make the costs transparent and inform the community about the purpose and amount of the subsidy and how it is to be funded.



Budget 2019/2020 - Council Fees	Fee Unit	GST Applicable	2018/19	2019/20		Comments
			Current Fees (Post GST) Rounded	Proposed Fee (Post GST) Rounded	% Increase 2019/20 (Post GST)	
Euroa Cinema						
Single Ticket	1 ticket	Yes	10.00	10.00	0.00%	
Cinema hire fee - half day or evening	session	Yes	205.00	211.00	2.93%	
Swimming Pools						
Family	Season	Yes	89.00	92.00	3.37%	
Adult	Season	Yes	59.00	61.00	3.39%	
Child	Season	Yes	39.00	40.00	2.56%	
Adult	Day	Yes	5.00	5.00	0.00%	
Child	Day	Yes	4.00	4.00	0.00%	
Fire Prevention						
Admin fee for Fire Infringement notice or arrangement of cleanup of properties		Yes	110.00	113.00	2.73%	
Tip/Transfer Station Fees						
Commercial Garbage (Residents)	m3	Yes	57.00	59.00	3.51%	To be reviewed in exhibition period
Commercial Garbage (Non - Residents)	m3	Yes	104.00	107.00	2.88%	To be reviewed in exhibition period
Domestic Garbage (Residents)	m3	Yes	36.00	37.00	2.78%	To be reviewed in exhibition period
Domestic Garbage (Non - Residents)	m3	Yes	72.00	74.00	2.78%	To be reviewed in exhibition period
Greenwaste (Residents)	m3	Yes	18.00	18.00	0.00%	To be reviewed in exhibition period
Greenwaste (Non-Residents)	m3	Yes	23.00	23.00	0.00%	To be reviewed in exhibition period
Whitegoods (Requiring degassing)	unit	Yes	9.00	10.00	11.11%	To be reviewed in exhibition period
Mattresses/Mattress Bases (all sizes) (Residents)	unit	Yes	22.00	23.00	4.55%	To be reviewed in exhibition period
Mattresses/Mattress Bases (all sizes) (Non-Residents)	unit	Yes	44.00	45.00	2.27%	To be reviewed in exhibition period
Tyres - Car (Residents)	unit	Yes	5.00	5.00	0.00%	To be reviewed in exhibition period
Tyres - Car (Non-Residents)	unit	Yes	10.00	11.00	10.00%	To be reviewed in exhibition period
Tyres - Light Truck/4WD (Residents)	unit	Yes	12.00	13.00	8.33%	To be reviewed in exhibition period
Tyres - Light Truck/4WD (Non-Residents)	unit	Yes	18.00	18.00	0.00%	To be reviewed in exhibition period
Tyres - Heavy Truck (Residents)	unit	Yes	27.00	28.00	3.70%	To be reviewed in exhibition period
Tyres - Heavy Truck (Non-Residents)	unit	Yes	32.00	33.00	3.13%	To be reviewed in exhibition period
Tyres - Tractor (Residents)	unit	Yes	68.00	70.00	2.94%	To be reviewed in exhibition period
Tyres - Tractor (Non-Residents)	unit	Yes	78.00	81.00	3.85%	To be reviewed in exhibition period
Tyres - Earthmoving (Residents)	unit	Yes	160.00	164.00	2.50%	To be reviewed in exhibition period
Tyres - Earthmoving (Non-Residents)	unit	Yes	191.00	196.00	2.62%	To be reviewed in exhibition period
Co-mingled Recyclables - Residential (Residents)	m3		No charge	No charge		To be reviewed in exhibition period
Co-mingled Recyclables - Residential (Non-Residents)	m3	Yes	7.00	8.00	14.29%	To be reviewed in exhibition period
Co-mingled Recyclables - Commercial/Business (Residents)	m3	Yes	5.00	5.00	0.00%	To be reviewed in exhibition period
Co-mingled Recyclables - Commercial/Business (Non-Residents)	m3	Yes	10.00	11.00	10.00%	To be reviewed in exhibition period
Gas Bottles (<9kg) (Residents)	unit	Yes	8.00	8.00	0.00%	To be reviewed in exhibition period
Gas Bottles (<9kg) (Non-Residents)	unit	Yes	12.00	13.00	8.33%	To be reviewed in exhibition period
Gas Bottles (9kg) (Residents)	unit	Yes	10.00	11.00	10.00%	To be reviewed in exhibition period
Gas Bottles (9kg) (Non-Residents)	unit	Yes	18.00	18.00	0.00%	To be reviewed in exhibition period
Gas Bottles (>9kg) (Residents)	unit	Yes	19.00	19.00	0.00%	To be reviewed in exhibition period
Gas Bottles (>9kg) (Non-Residents)	unit	Yes	27.00	28.00	3.70%	To be reviewed in exhibition period
TV's/Computers			No charge	No charge		To be reviewed in exhibition period
Soft Furnishings (couches, sofas, armchairs) (Residents)	unit	Yes	25.00	26.00	4.00%	To be reviewed in exhibition period
Soft Furnishings (couches, sofas, armchairs) (Non-Residents)	unit	Yes	50.00	51.00	2.00%	To be reviewed in exhibition period
Building Fees						
Domestic Building Works:						
New Dwellings up to \$180,000	app'n	No	2,782.00	2,866.00	3.02%	
New Dwellings Over \$180,000	app'n	No	3,073.00	3,165.00	2.99%	
Additions to Dwelling, Garage, Decks, Pergolas, Fencing, Masts etc. \$0 - \$30,000	app'n	No	869.00	895.00	2.99%	
Additions Over \$30,000 to \$180,000	app'n	No	1,275.00	1,313.00	2.98%	
Industrial / Commercial						
Minor Works to \$10,000	app'n	No	2,098.00	2,161.00	3.00%	CPI increase OK. The charge needs to increase by 3% to \$2160
Minor Works \$10,000 to \$30,000 (Cost of works x 0.0145+\$2,000)	app'n					
Building Works \$30,000 to \$500,000 (Cost of works x 0.0145+\$2,000)	app'n					
Building Works Above \$500,000 (POA)	app'n					
Service Fees						
Building Permit Extension Class 1	app'n	No	208.00	214.00	2.88%	
Building Permit Extension Class 10	app'n	No	116.00	119.00	2.59%	
Essential Safety Measures Report per hour (Minimum 2 hour charge)	hour	No	185.00	191.00	3.24%	
Occupancy Inspection per hour (Minimum 2 hour charge)	hour	No	185.00	191.00	3.24%	
Building Permit Amendments per hour (Minimum 2 hour charge)	hour	No	185.00	191.00	3.24%	
Preparation of Reports per hour (Minimum 2 hour charge)	hour	No	185.00	191.00	3.24%	
P.O.P.E. Places Of Public Entertainment Approval	app'n	No	1,688.00	1,739.00	3.02%	
P.O.P.E. Siting MBS approvals (Min 2 hours)	hour	No	185.00	191.00	3.24%	
Road Opening Permit Fees						
Vehicle Crossing	Permit	No	130.00	134.00	3.08%	
Other Road Openings - per Regulations						
Permit for removal of fallen timber	Permit	No	10.00	10.00	0.00%	
Service Connections/Other	Permit	No	84.00	87.00	3.57%	
Domestic Animal Registration Fees						
Entire dog or cat (maximum fee under Domestic Animals Act 1994)	Animal	No	180.00	186.00	3.33%	
Concession fee entire dog or cat (50% discount as per Domestic Animals Act 1994)	Animal	No		93.00		50% discount as per the Act

Budget 2019/2020 - Council Fees	Fee Unit	GST Applicable	2018/19	2019/20		Comments
			Current Fees (Post GST) Rounded	Proposed Fee (Post GST) Rounded	% Increase 2019/20 (Post GST)	
Reduced fee dogs (defined by the Domestic Animals Act 1994) - desexed, dog over 10 years old, dog kept for breeding by the proprietor of a domestic animal business conducted on a registered premises, dog registered with an applicable organisation, dog that has undergone obedience training with a registered organisation, dog kept for working stock, desexed dog continuously registered with Council prior to April 2013	Animal	no	41.00	41.00	0.00%	
Concession fee dogs - desexed, dog over 10 years old, dog kept for breeding by the proprietor of a domestic animal business conducted on a registered premises, dog registered with an applicable organisation, dog that has undergone obedience training with a registered organisation, dog kept for working stock, desexed dog continuously registered with Council prior to April 2013	Animal	no	20.00	20.00	0.00%	50% discount as per the Act
Reduced fee cats (defined by the Domestic Animals Act) - desexed cat, cat over 10 years old, Cat kept for breeding by the proprietor of a domestic animal business conducted on a registered premises, cat registered with an applicable organisation, desexed cat that has been continuously registered with Council prior to April 2013	Animal	no	41.00	41.00	0.00%	
Concession fee cats - desexed cat, cat over 10 years old, cat kept for breeding by the proprietor of a domestic animal business conducted on a registered premises, cat registered with an applicable organisation, desexed cat that has been continuously registered with Council prior to April 2013	Animal	no	20.00	20.00	0.00%	50% discount as per the Act
Entire dog or cat first registered with Council prior to April 2013	Animal	no		93.00		
Concession entire dog or cat first registered with Council prior to 2013	Animal	no		46.00		50% discount as per the Act
Declared dangerous, menacing or restricted breed dogs (no concession available under the Domestic Animals Act 1994)	Animal	No	361.00	372.00	3.05%	
Declared Dogs-property inspection fee for dangerous, menacing or restricted breed	Per hour	No	52.00	53.00	1.92%	This needs to be a per hour fee not a per event fee given that travel time and report writing is also required
Pro rata registration fee for dogs or cats - calculated using the portion of the year for which the animal is registered using the applicable fee outlined above	Animal					This new fee encourages people to register their animals throughout the year and the Domestic Animals Act enables Council to set pro rata fees.
Replacement registration tag	Animal	No				We now issue lifelong tags and so need a replacement fee - other Councils set this fee
Pound Fees						
Sustenance fee - Domestic Animals (Dogs/Cats)	Day	No	21.00	21.00	0.00%	
Domestic Animal - Administration Fee (Accounting/Advertising/Release etc)	Animal	No	129.00	133.00	3.10%	
Domestic Animals - After Hours Collection Fee when impounded	Collection	No	129.00	133.00	3.10%	
Sustenance fee- Sheep	Head/Day	No	7.00	7.00	0.00%	
Sustenance fee - Cattle	Head/Day	No	21.00	21.00	0.00%	
Sustenance fee - horses	Head/Day	No	21.00	21.00	0.00%	
Sustenance fee - Stallions and Bulls	Head/Day	No	72.00	74.00	2.78%	
Sustenance fee - other animals	Head/Day	No	21.00	21.00	0.00%	
Livestock - Administration Fee (Accounting/Advertising/Release etc)	per event	No	129.00	133.00	3.10%	
Impound/Call Out Fees						
After hours staff impound/Call out fee	per collection	No	124.00	127.00	2.42%	This fee is applicable when people wish to recover their impounded stock out of normal business hours
Transport fee	per collection					We do not have our own stock transport vehicle and it is important we recover this cost, which is based on benchmarking of Councils in the North East
Surrender of Animals						
All animals surrendered to be euthanased	Animal	No	92.00	25.00	-72.83%	This fee is commensurate with other councils in the region and encourages people to surrender their animal rather than mistreat it or dump it.
Animals surrendered for rehoming	Animal	No	92.00	25.00	-72.83%	This fee is commensurate with other councils in the region and encourages people to surrender their animal rather than mistreat it or dump it.
Other Fees						
Vet Fees (all animals)	Animal	Yes				Needs to say At Cost
Domestic Animal Business						
Registration or Renewal		No	247.00	254.00	2.83%	OK
Additional Inspections		No	119.00	122.00	2.52%	OK
New Business Establishment Fee		No	247.00	254.00	2.83%	OK

Budget 2019/2020 - Council Fees	Fee Unit	GST Applicable	2018/19	2019/20		Comments
			Current Fees (Post GST) Rounded	Proposed Fee (Post GST) Rounded	% Increase 2019/20 (Post GST)	
Local Laws - Permits						
Roadside Fire collection	Permit	No	15.00	16.00	6.67%	OK
Permit to graze livestock by resident owner	Permit	No	41.00	42.00	2.44%	OK
Other Permits (Administration Fee)	Permit	No	82.00	85.00	3.66%	OK
Annual Permits, including single item street trading	Permit	No	82.00	85.00	3.66%	OK
Annual Permits for multiple use in street trading	Permit	No	133.00	137.00	3.01%	OK
Impounded Vehicles						
Impounded vehicle reclaim	per vehicle	No	206.00	212.00	2.91%	
Local Laws - Impounded Vehicles						
Towing fee recovery	per vehicle					We need this charge in case we need to hire a tow truck to remove a vehicle for impounding
Saleyards						
Agents Yard Fee for sale days (cattle sold per head)		Yes	0.36	0.37	2.78%	
or						
Fee per sale (whichever is greater)		Yes	370.00	382.00	3.24%	
NLIS Tags		Yes	62.00	64.00	3.23%	
Weighings		Yes	4.90	5.00	2.04%	
Scanning		Yes	3.00	3.10	3.33%	
Sheep		Yes	0.30	0.30	0.00%	
Horse		Yes	6.80	7.00	2.94%	
Alpaca		Yes	6.80	7.00	2.94%	
Llama		Yes	6.80	7.00	2.94%	
Truck wash		Yes	1.90	2.00	5.26%	
Fees Associated with Sales						
Sale day		Yes	10.50	10.80	2.86%	
Day after Sale day (before 5.00pm)		Yes	10.50	10.80	2.86%	
Use of yards as a trans-shipment point (max. 12hours)		Yes	268.00	276.00	2.99%	
Single Truck Operators		Yes	134.00	138.00	2.99%	
Health Fees						
Food Premises						
Class 1 Food Premises (includes one routine inspection and audit)	Permit	No	530.00	546.00	3.02%	OK
- Additional fees for late registration (add 50% of scheduled fee)		No	265.00	273.00	3.02%	OK
Class 2a Food Premises (includes one routine inspection and compliance check)	Permit	No	530.00	546.00	3.02%	Should read Class 2a
- Additional fees for late registration (add 50% of scheduled fee)		No	265.00	273.00	3.02%	OK
Class 2b with 3rd party FSP (includes one routine inspection and compliance check)	Permit	No	530.00	546.00	3.02%	Should read Class 2b
- Additional fees for late registration (add 50% of scheduled fee)		No	265.00	273.00	3.02%	OK
Class 3 Food Premises (includes one routine inspection)	Permit	No	232.00	239.00	3.02%	OK
- Additional fees for late registration (add 50% of scheduled fee)		No	116.00	119.00	2.59%	OK
New Business Establishment Fee	Permit	No	50% Sched	50% Sched		OK
Sporting Clubs/Community Groups (not for profit)	Permit	No	52.00	53.00	1.92%	OK
Food vehicle						
Class 2	Permit	No	299.00	308.00	3.01%	OK
Class 3	Permit	No	186.00	191.00	2.69%	OK
Temporary Food Stall						
Single event						
Class 2	Permit	No	128.00	132.00	3.13%	OK
Class 3	Permit	No	72.00	74.00	2.78%	OK
Single event for Sporting Clubs/Community Groups (not for profit) registered in Starthogbe	Permit	No	52.00	53.00	1.92%	OK
Annual Fee						
Class 2	Permit	No	232.00	239.00	3.02%	OK
Class 3	Permit	No	116.00	119.00	2.59%	OK
Class 4 (sausage sizzles etc, for fund raising)	Permit	No				
Food stall for Sporting Clubs/Community Groups (not for profit)	Permit	No	52.00	53.00	1.92%	OK
Submission of plans						
Application fee for submission of plans (50% of applicable registration fee)		No	25% Sched Fee	25% Sched Fee		OK
Inspections						
Additional inspections (all categories)	Each	No	117.00	120.00	2.56%	OK
Transfer of ownership inspection fee	Each	No	117.00	120.00	2.56%	OK
Priority inspection request (within 5 days)	Each	No	175.00	180.00	2.86%	OK
Urgent inspection request (within 48 hrs)	Each	No	304.00	313.00	2.96%	OK
Public Health & Wellbeing Act Premises						
Beauty parlours, skin penetration or similar	Permit	No	165.00	170.00	3.03%	OK
Allied Health and Alternative Therapy Including Massage Therapy and Acupuncture, etc		No	165.00	170.00	3.03%	OK
Prescribed Accommodation (no kitchen)	Permit	No	206.00	212.00	2.91%	OK
New Business Establishment Fee		No	50% Sched	50% Sched		OK
Transfer of ownership fees						
Food Premises Class 1, 2a, 2b or 3 premises - 50% of applicable registration fee	per transfer	No				50% of total registration fee - this has been charged in the past
Public Health & Wellbeing Act premises - 50% of applicable registration fee	per transfer	No				50% of total registration fee - this has been charged in the past

Budget 2019/2020 - Council Fees	Fee Unit	GST Applicable	2018/19	2019/20		Comments
			Current Fees (Post GST) Rounded	Proposed Fee (Post GST) Rounded	% Increase 2019/20 (Post GST)	
Septic Tank Application Fees						
New installation	Permit	No	407.00	419.00	2.95%	OK
Alteration to existing system	Permit	No	206.00	212.00	2.91%	OK
Significant variation to initial application	per application	No		205.00		Based on benchmarking of Councils in the North East
Extension of life of permit to install	per application	No		215.00		Based on benchmarking of Councils in the North East
Land Capability Assessment review (up to 2 lots)	per application	No		195.00		Based on benchmarking of Councils in the North East
Additional fee for Land Capability Assessment review for every lot > 2 lots (in addition to the fee for review of 2 lots)	per additional lot	No		20.00		Based on cost of EHO's time and complexity of task
Caravan Parks and Moveable Dwelling fees						
Up to 25 sites - 17 fee units	Unit	No		246.00		Council is required to set fees for caravan parks/moveable dwelling parks by legislation. Schedule 2 limits the maximum fees Council can charge. The fees here are benchmarked against Mansfield Shire. For 2018/19 the fee unit for Victoria is \$14.45
26 - 50 sites - 34 fee units	Unit	No		491.00		
51 to 100 sites - 68 fee units	Unit	No		983.00		
101 to 150 sites - 100 fee units	Unit	No		1,445.00		
151 - 200 sites - 120 fee units	Unit	No		1,734.00		
Transfer of ownership of caravan park	per transfer	No		71.00		
Boat Ramp Fees						
Boat Ramp	Day	Yes	12.00	12.00	0.00%	OK
Boat Ramp Residents	Annum	Yes	81.00	83.00	2.47%	OK
Boat Ramp Non-Residents	Annum	Yes	132.00	136.00	3.03%	OK
Regatta Centre Building						
Downstairs Function area - no staff - 1/2 day hire (4 hours)	1/2 Day	Yes	75.00	77.00	2.67%	
Downstairs Function area - no staff - full day hire (8 hours)	Full Day	Yes	173.00	178.00	2.89%	
Upstairs Conference area - no staff - 1/2 Day hire (4 hours)	1/2 Day	Yes	75.00	77.00	2.67%	
Upstairs Conference area - no staff - Full Day hire (8 hours)	Full Day	Yes	173.00	178.00	2.89%	
Kitchen - commercial (if selling) - 1/2 Day hire (4 hours)	1/2 Day	Yes	124.00	128.00	3.23%	
Kitchen - commercial (if selling) - Full Day hire (8 hours)	Full Day	Yes	248.00	255.00	2.82%	
Kitchen - private function 1/2 Day Hire (4 hours)	1/2 Day	Yes	63.00	64.00	1.59%	
Kitchen - private function Full Day Hire (8 hours)	Full Day	Yes	124.00	128.00	3.23%	
Boatshed - showers & toilets - 1/2 Day (4 hours)	1/2 Day	Yes	63.00	64.00	1.59%	
Boatshed - showers & toilets - Full Day (8 hours)	Full Day	Yes	124.00	128.00	3.23%	
Entire Regatta Centre Building not including kitchen - no staff - 1/2 Day hire (4 hrs)	1/2 Day	Yes	198.00	204.00	3.03%	
Entire Regatta Centre Building not including kitchen - no staff - Full Day hire (8 hrs)	Full Day	Yes	397.00	409.00	3.02%	
Peninsular - 1/2 Day hire (4 hours)	1/2 Day	Yes	495.00	510.00	3.03%	
Peninsular - Full Day hire (8 hours)	Full Day	Yes	990.00	1,020.00	3.03%	
Training Camps - Groups of 50 or less	Day	Yes	63.00	64.00	1.59%	
Training Camps - Groups of more than 51	Day	Yes	124.00	128.00	3.23%	
Entire Venue - no staff - Full Day hire (8 hours)	Day	Yes	1,700.00	1,750.00	2.94%	
Extra Toilet Facilities	Day	Yes	453.00	467.00	3.09%	
Tourist Attraction Signage						
4' Standard Name Blade	Sign	Yes	204.00	210.00	2.94%	
Other sizes	Sign					
Official Visitor Guide (OVG) Advertising						
1/4 Page	Advertisement	Yes	322.00	332.00	3.11%	
1/2 Page	Advertisement	Yes	541.00	557.00	2.96%	
Full Page	Advertisement	Yes	978.00	1,007.00	2.97%	
Back Cover	Advertisement	Yes	1,415.00	1,458.00	3.04%	
Inside Back Cover	Advertisement	Yes	1,197.00	1,232.00	2.92%	
The following fees and charges are provided for information only. They are determined by regulation not by Council.						
Consent Application						
Building over Easement Report & Consent			262.10	262.10		Delete - If other statutory fees are not listed (eg Planning fees) then these should be deleted to ensure consistency. These fees also change throughout the year.
Variation to Part 4 of the Building Regs Report & Consent			262.10	262.10		Delete - If other statutory fees are not listed (eg Planning fees) then these should be deleted to ensure consistency. These fees also change throughout the year.
Hoarding Report & Consent (Public Protection)			262.10	262.10		Delete - If other statutory fees are not listed (eg Planning fees) then these should be deleted to ensure consistency. These fees also change throughout the year.
Flood Approval Report & Consent			262.10	262.10		Delete - If other statutory fees are not listed (eg Planning fees) then these should be deleted to ensure consistency. These fees also change throughout the year.

Budget 2019/2020 - Council Fees	Fee Unit	GST Applicable	2018/19	2019/20		Comments
			Current Fees (Post GST) Rounded	Proposed Fee (Post GST) Rounded	% Increase 2019/20 (Post GST)	
Building Search Certification Reg 326(1) (Permits/Certificates details, notices & orders)			52.20	52.20		Delete - If other statutory fees are not listed (eg Planning fees) then these should be deleted to ensure consistency. These fees also change throughout the year.
Building Search Certification Reg 326(2) (Flood, Termite, Snowfall & Designated Land)			52.20	52.20		Delete - If other statutory fees are not listed (eg Planning fees) then these should be deleted to ensure consistency. These fees also change throughout the year.
Building Search Certification Reg 326(3) (Approved dates for mandatory notification stages)			52.20	52.20		Delete - If other statutory fees are not listed (eg Planning fees) then these should be deleted to ensure consistency. These fees also change throughout the year.
Building Permit Lodgement Fee						
Miscellaneous Fees						
Stormwater Discharge			65.40	65.40		
Demolition Approval			65.40	65.40		
Land Information Certificate						
Statutory fee per Regulations			25.90	25.90		
Freedom of Information						
Application Fee			28.40	28.40		
Search time			21.30	21.30		
Photocopying			0.20	0.20		
Supervised viewing			5.30	5.30		
Permit file retrieval						
Initial search fee - Electronic file retrieval	per file					Based on the 2017/18 fee plus 6% inflation for 2 years
Initial search fee - hard copy file retrieval	per file					Based on the amount of work required to retrieve files from archives and then scan hard copies to create electronic documents (councils from NE used as benchmark - this is roughly a median charge)
plus scan of 1 - 50 hardcopy pages (A4 or A3) to electronic format	per page					Based on the 2017/18 fee plus 6% inflation for 2 years
plus scan of 51 - 100 hardcopy pages (A4 or A3) to electronic format	per page					Based on the 2017/18 fee plus 6% inflation for 2 years
plus scan of larger than A3 hardcopy pages to electronic format	per page					Based on the 2017/18 fee plus 6% inflation for 2 years

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Thank you

Your donation is complete

Thank you for your generous contribution to the Good Friday Appeal, your support will ensure that The Royal Children's Hospital can continue to provide excellent care to our young patients. A receipt will be sent to you by email or post. If you have any queries about your donation please email contact@goodfridayappeal.com.au

DONATION DETAILS

Name : DIANNE BURLS
Amount : \$100
Reference number : 6A4YYSMZ

Donate now

All children deserve nothing less than the life saving care and ground breaking research taking place at The Royal Children's Hospital.

Give that they may grow

A handwritten signature in black ink, located in the bottom right corner of the page.

Q

9.7.9 Strathbogie Community Pools Strategy 2019-2029
- For Consideration and Adoption (cont.)

RECOMMENDATION (cont.)

100/19 **ON BEING PUT, THE AMENDMENTS WERE ENDORSED**

101/19 **ON BEING PUT, THE AMENDED RECOMMENDATION
BECAME THE MOTION**

102/19 **ON BEING PUT, THE MOTION WAS CARRIED**

Background

Preparation of the draft Strathbogie Community Pools Strategy has involved the following:

- A review of Council's existing strategic documentation, current operations, community demographics, and other facilities in the region;
- Stakeholder interviews and workshops;
- Community surveys;
- An assessment of Industry trends and new technologies; and
- Development of a draft strategy based on the findings.

The key recommendations of the draft strategy are:

1. Management Model;
2. Programming and activities to build patronage and revenue;
3. Fees and Charges;
4. Pool Operating Hours;
5. Water Temperature;
6. Water / Pool Management;
7. Marketing / Promotion;
8. Access;
9. Transport; and
10. Physical Environment.

The draft strategy was finalised on 2 May 2018. The draft strategy was then presented to Council for consideration on 15 May 2018. Council resolved to place the draft Community Pools Strategy on Public Exhibition for a 28 day period from 23 May 2018, closing on 22 June 2018 and to hear submissions at a Special Council meeting at 5pm on Tuesday 10 July 2018.

As a result of this public exhibition period, sixteen (16) submissions were received with one submitter requesting to be heard by Council on 10 July 2018.

The content of the submissions is summarised in Attachment A.

2018/2019 Pool Season

Following the tender process for the management of all four pools, Council appointed the previous contractor to manage the Euroa Pool. No tenders were received for the management of the Avenel, Nagambie and Violet Town pools.

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Strathbogie *shire*

Strathbogie Shire Council Budget Report 2019/20



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Mayors and CEO's Introduction

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Disclaimer

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.



Mayor and CEO's Introduction

G1

MAYOR'S INTRODUCTION

Strathbogie Shire Council is pleased to release the proposed Budget 2019/20 which builds on the hard work of the current and previous councils to ensure that Strathbogie has a sustainable future and growth potential.

In preparing the 2019/20 Draft Budget, Council has considered many factors in an effort to continue to balance community expectations and benefits with financial responsibilities.

The Draft Budget works hard to maintain and improve existing service levels and deliver strong investment in capital works across the municipality. Council will continue to provide significant funding for renewal works on our ageing and outdated infrastructure, based on the requirements of the Road Management Plan and taking into account financial constraints.

Council is proposing a 2.25% per cent increase in the average rate for 2019/20. This increase is below the State Government cap of 2.5% under the 'Fair Go Rates' legislation, which will be the second year Council has delivered an increase less than the cap. This level allows for maintenance of existing service levels, funding of a number of significant new initiatives and the ongoing allocation of sufficient funds for the continuing strategic renewal of Council's infrastructure.

Current rating differentials have been reviewed, and Council is proposing to continue to levy a municipal charge, but to reduce the charge from \$266 to \$133 and alter the Farmland rate differential from 82.5% of the Residential rate to 80%. Consideration will also be given to implement a rebate for properties that are committed to providing biodiversity benefits to the wider community via the Trust for Nature programme.

Adjustments to this rating structure will cause some redistribution of the rate burden, with some 60-70% of properties having increases at or below the general rate increase.

In 2018/19 Council absorbed additional costs relating to the waste recycling program, but with continuing challenges in this space, waste charges will increase by 4.1 % with Council incurring additional costs due to challenges in relation to disposal of recycling materials.

The 2019/20 Draft Budget provides for an \$8.295 million capital works program with the following highlights:

ACTIVITY	EXPENDITURE (m)
Roads - including resealing, re sheeting and rehabilitation	3.897
Bridges	.450
Pedestrian Bridges	.250
Drainage	.516
Footpaths	.247
Plant and Machinery	.580
Buildings	.532
Information Technology	.255
Aquatic Facilities	.382
Parks, and Open Spaces	1.186
TOTAL	8.295

Funding of \$1 million is also provided to commence rehabilitation of the Violet town landfill.

In addition to the four year period covered by this Budget and Strategic Resource Plan Strategic Resource Plan Long Term Financial Plan has been extended to cover a ten year period which allows for a total expenditure over that period of \$88.1 m including:

- Improvements to Council's pools and associated infrastructure (\$9.0 m)
- Rehabilitation of the Violet Town land fill (\$4.0 m)
- Improvements to Play areas and Active Spaces (\$1.4 m)

No borrowings are proposed, which allows for long term sustainability and flexibility with our revenue.

The 2019/20 Budget provides for expenditure of \$ 27.8 million on services including:

ACTIVITY	EXPENDITURE (m)
Libraries	.267
Maternal and Child Health	.212
Emergency Management	.141
Waste Management	2.574
Swimming Pools and Beaches	.363
Arts, Culture, Economy, Events	.632
Planning	.883
Parks and Reserves Maintenance	1.769
Roads and Bridges Maintenance	5.170
Saleyards	.216
Youth Services	.300
Sustainability	.338
Animal Management	.260

The proposed budget details the resources required over the next year to fund the large range of legislated and discretionary services that Council provides to the community. It also includes details of proposed capital expenditure allocations to improve and renew our shire's physical infrastructure, buildings and operational assets, as well as funding proposals for a range of operating projects.

I commend the budget to the community

Amanda McClaren

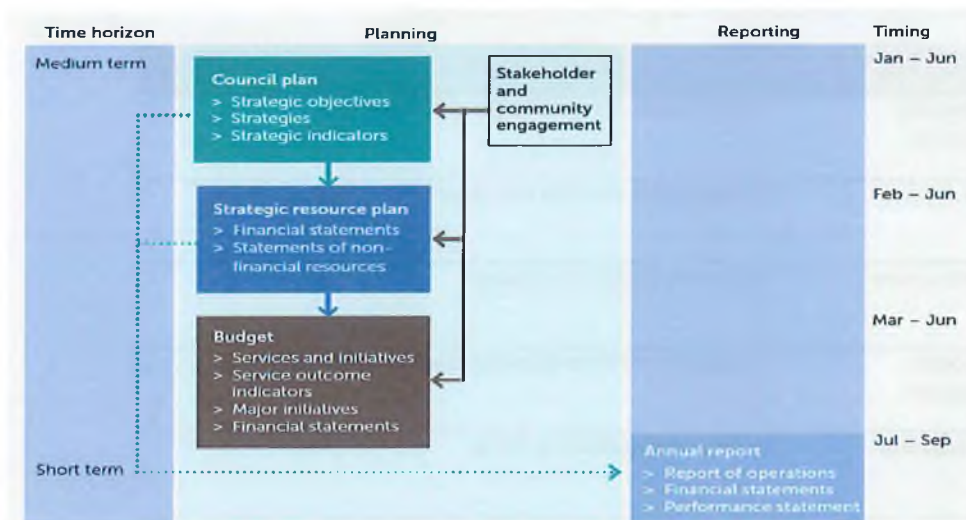
Mayor

G2 1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting 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

G3 1.1 Legislative Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with 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 framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies



Source: Department of Environment, Land, Water and Planning

In addition to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

The timing of each component of the planning framework is critical to the successful
1.1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should



G4 1.2 Our purpose

Our vision

"Together we are building a flourishing community"

Our mission

"To support our community to grow through effective partnerships, engagement and equitable and efficient delivery of services"

Our values

"To be a respectful, innovative, open and transparent, inclusive, fair and ethical Council"

G5 1.3 Strategic objectives

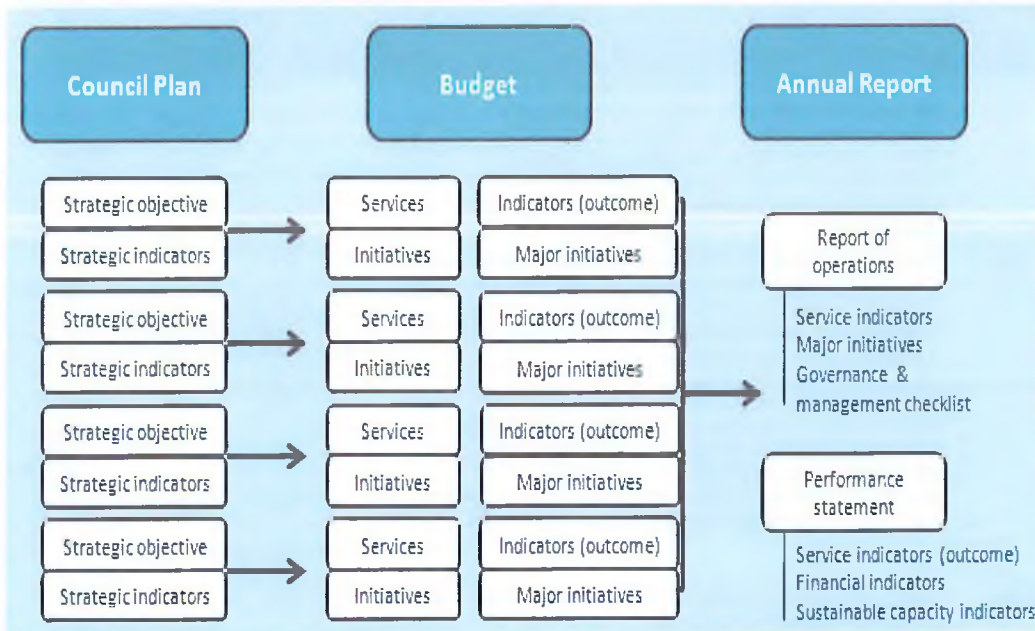
Following Strategic objectives are major pillar of the Council plan

Strategic Objective	Description
1. Community Wellbeing	To enhance community health and wellbeing
2. Environment	To sustainably manage our natural and built environment
3. Infrastructure	To provide quality infrastructure
4. Economic Development	To support and drive economic development
5. Organisation	To be a high performing Shire



G6 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2019/20 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Environment, Land, Water and Planning

2.1 Strategic Objective 1

Community Wellbeing

G6 Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Environmental Health	This service protects the community's health and well-being by coordinating food safety support programs, Tobacco Act activities, immunisation programs and public health promotions. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.	<i>Exp</i>	149	177	21
		<i>Rev</i>	145	159	197
		<i>NET</i>	4	18	(176)
Animal Management and Local Laws	This service provides for the management of domestic animals (mostly dogs and cats) through registration, education and enforcement where necessary. It is also concerned with issues that arise out of the application of Council's Community Local Law.	<i>Exp</i>	210	40	260
		<i>Rev</i>	87	111	136
		<i>NET</i>	123	(71)	124
Libraries and Arts	This service provides public library services at three locations and a community cinema in Euroa. It provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.	<i>Exp</i>	290	282	288
		<i>Rev</i>	-	60	64
		<i>NET</i>	290	222	224
Community Grants and Recreational Planning	This service provides funding for the development of community facilities and activities.	<i>Exp</i>	194	166	292
		<i>Rev</i>	10	11	3
		<i>NET</i>	184	155	289
Maternal and Child Health	This service provides family oriented, visiting and centre based maternal and child health services.	<i>Exp</i>	188	297	224
		<i>Rev</i>	131	210	220
		<i>NET</i>	57	87	4
Youth Services	This service provides youth facilities and a range of recreation and education based youth activities. Programs include Freeza, National Youth Week and L2P driving experience program.	<i>Exp</i>	226	299	301
		<i>Rev</i>	77	90	90
		<i>NET</i>	149	209	211
Street Lighting	This service enhances public safety and community access by providing street lighting in urban areas.	<i>Exp</i>	121	127	140
		<i>Rev</i>	-	-	-
		<i>NET</i>	121	127	140
Parks and Reserves	This service is responsible for the management, maintenance and safety of parks and gardens, sporting grounds and playground facilities.	<i>Exp</i>	1,866	1,375	1,607
		<i>Rev</i>	168	2	-
		<i>NET</i>	1,698	1,373	1,607
Boating Operations and Safety	Council is the boating authority for Nagambie Lakes. This service area provides patrol services, maintenance of boating infrastructure and support for on-water recreational activities.	<i>Exp</i>	78	286	94
		<i>Rev</i>	226	6	12
		<i>NET</i>	(148)	280	82
Community Development	This program oversees activities in the areas of access and inclusion, committee of management support, community planning and other activities designed to strengthen communities.	<i>Exp</i>	74	412	161
		<i>Rev</i>	73	95	18
		<i>NET</i>	1	317	143
Emergency Services	This service includes financial assistance for the SES service, fire prevention activities and flood risk planning and mitigation.	<i>Exp</i>	173	178	141
		<i>Rev</i>	367	148	106
		<i>NET</i>	(194)	30	35
School Crossing Supervision	This program provides supervision of school crossings in Euroa and Nagambie before and after school hours.	<i>Exp</i>	57	-	-
		<i>Rev</i>	26	27	25
		<i>NET</i>	31	(27)	(25)

G6 Major Initiatives

Complete the expansion of the Avenel Pre School and Maternal and Child Health Centre

Promote responsible pet ownership through the implementation of Council's Domestic Animal Management Plan 2017-21

Review Council's Community and Meeting Procedure Locals Laws

Other Initiatives

Progress Youth Hub for Nagambie

Continue consultation with Fire Brigade Captains to explore Fire Management Planning and CFA Best Practice

G7 Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Libraries and Arts	Participation	22	23	24
Maternal and Child Health (MCH)	Participation	78	80	82
Animal Management	Health and safety	0	0	0
Environmental Health	Health and safety	0	0	0

2.2 Strategic Objective 2

Environment

G6 Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Sustainability Management	Council is committed to responsible and sustainable management of the Shire's natural resources. Programs in this service area include Pests and Weeds program, Implementation of Council's environmental strategy and Carbon Footprint Assessment program.	<i>Exp</i>	341	313	338
		<i>Rev</i>	53	101	155
		<i>NET</i>	288	212	183
Waste Management	This service includes kerbside garbage and recycling collections, transfer station operations and waste management of public areas.	<i>Exp</i>	6,310	2,693	2,595
		<i>Rev</i>	2,447	2,642	2,644
		<i>NET</i>	3,863	51	(49)

Major Initiatives

Implement the recommendations of Council's Domestic Wastewater Management plan , including working with Goulburn Murray Water to explore small town sewer schemes
Implement initiatives contained within the Sustainable Strathbogie 2030 Plan

Other Initiatives

Implement the Waste Management Strategy
Implement Tree Management Guidelines

G7 Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Waste Management	Waste diversion	70%	72%	74%

2.3 Strategic Objective 3

Infrastructure

G6 Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Municipal Buildings	This service area is responsible for the maintenance of Council owned and controlled buildings.	<i>Exp</i>	493	465	482
		<i>Rev</i>	150	278	253
		<i>NET</i>	343	187	229
Swimming Pools and Beaches	Council operates outdoor pools in Euroa, Nagambie, Violet Town and Avenel.	<i>Exp</i>	462	350	363
		<i>Rev</i>	9	10	20
		<i>NET</i>	453	340	343
Roads and Bridge Maintenance Operations	This service area is responsible for the maintenance of Council's roads and bridges network.	<i>Exp</i>	7,106	6,870	6,723
		<i>Rev</i>	10,607	8,705	4,335
		<i>NET</i>	(3,501)	(1,835)	2,388

Major Initiatives

Target major capital works projects to seek funding to reduce Council's costs
Prioritise and implement the outcomes of the Community Pools Strategy

Other Initiatives

Underake condition assessment of Council's public toilets and develop a strategy for progressive improvement
In partnership with the community support the priorities of the Nagambie Recreation Reserve Master Plan

G7 Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Pool Facilities	Utilisation	3.44	3.5	3.5
Roads	Satisfaction	48	48	49

2.4 Strategic Objective 4

Economic Development

G6 Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Planning	The services covers planning applications, advocacy on developments proposals and all regulators compliance on the Shire	<i>Exp</i>	783	805	869
		<i>Rev</i>	250	252	220
		<i>NET</i>	533	553	649
Building	provides statutory building services to the community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of Council buildings and investigations of complaints and illegal works.	<i>Exp</i>	-	536	638
		<i>Rev</i>	86	-	-
		<i>NET</i>	(86)	536	638
Economic Development	This service provides strategic planning and support for the pursuit of economic opportunities in the Shire	<i>Exp</i>	291	413	149
		<i>Rev</i>	-	-	-
		<i>NET</i>	291	413	149
Tourism and Events	Strathbogie Shire has a high tourism profile with broad ranging attractions including, natural environment, water based activities, wineries events and festivals. This service area is responsible for promoting the area generally and supporting local tourism bodies and tourism related events.	<i>Exp</i>	170	461	505
		<i>Rev</i>	18	201	28
		<i>NET</i>	152	260	477
Caravan Parks	Council has control of caravan parks at Nagambie Lakes and Euroa.	<i>Exp</i>	20	23	23
		<i>Rev</i>	30	-	-
		<i>NET</i>	(10)	23	23
Saleyards	This service area refers to the Euroa Saleyards. The saleyards operate on an approximately one sale per month basis.	<i>Exp</i>	131	220	216
		<i>Rev</i>	245	260	268
		<i>NET</i>	(114)	(40)	(52)

Major Initiatives

Seek funding and support from Federal and State governments to implement Nagambie Infrastructure Development Business Case
Review update and resource the Economic Development Master plan and implement priority actions

Other Initiatives

Review Rural Land Use Strategy and have these outcomes (including landscape protection) included into the Municipal Strategic Statement

Develop options to facilitate camping at appropriate locations within the Shire

G7 Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Statutory planning	Decision Making	0	0	0
Economic Development	Economic activity	NA	NA	NA



2.5 Strategic Objective 5

Organisation

G6 Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Financial and Administration Services	This service area provides financial advice and support to providers of all Council services, including budget preparation, long term financial planning, periodic reporting, processing of debtors and creditors, and statutory financial requirements, including FBT and GST reporting.	Exp	5,015	1,740	1,762
		Rev	16,759	18,962	21,137
		NET	(11,744)	(17,222)	(19,375)
Information Technology	This service maintains and improves Council's information technology systems, ensures compliance with legislation relating to records management including administering and recording all incoming correspondence. This also includes telephones , intranet , photocopiers , aerial photography and geographic	Exp	1,265	1,274	1,239
		Rev	-	-	-
		NET	1,265	1,274	1,239
Human Resources and Risk Management	Management of recruitment and induction , occupational health and safety , procedures relating to employment matters , administration of insurances , staff training and development , employee assistance program.	Exp	3,318	905	989
		Rev	219	150	-
		NET	3,099	755	989
Community Relations	Customer service contact , media , communications , public notices , community surveys , website , marketing and community engagement.	Exp	1,187	1,027	1,007
		Rev	64	6	3
		NET	1,123	1,021	1,004
Governance and Statutory Services	This service area provides planning and management of a range of statutory services provided by Council, such as building, health, animal management etc	Exp	741	-	-
		Rev	88	2	2
		NET	653	(2)	(2)
Governance	The area of governance includes the Mayor, Councillors, Chief Executive Officer , regulatory reporting , Council elections , compliance with relevant Acts and other Executive Management costs which cannot be easily attributed to the direct service provision areas.	Exp	334	1,301	1,301
		Rev	116	103	-
		NET	218	1,198	1,301

Major Initiatives

Prioritize outcomes of ICT Strategy to aid business transformation through finalization of "roadmap"

Improve access to "in the field" software and hardware for key Council functions to improve response times to permit applications and customer queries

Other Initiatives

Review Communications and Engagement Strategy in line with pending changes to the Local Government Act

Review Contract Management Process and Guidelines

G7 Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Governance	Satisfaction	48	49	50

G8 2.3 Reconciliation with budgeted operating result

Strategic Objectives	Net Cost (Revenue) \$'000	Expenditu re \$'000	Revenue \$'000
Community Wellbeing	2,658	3,529	871
Environment	134	2,933	2,799
Infrastructure	2,960	7,568	4,608
Economic Development	1,884	2,400	516
Organisation	(14,844)	6,298	21,142
Total	(7,208)	22,728	29,936
Expenses added in:			
Depreciation	5,585		
Finance costs	-		
Others	2		
Deficit before funding sources	(1,621)		
Funding sources added in:			
Rates and charges revenue	-		
Waste charge revenue	-		
Total funding sources	-		
Operating (surplus)/deficit for the year	(1,621)		



3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019/20 has been supplemented with projections to 2022/23 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) regulations 2014*.

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

Pending Accounting Standards

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- *AASB 16 Leases*
- *AASB 15 Revenue from Contracts with Customers*, and
- *AASB 1058 Income of Not for Profit Entities*.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- *AASB 16 Leases* – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not for Profit Entities* – Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.



G9 Comprehensive Income Statement
For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	Projections 2021/22 \$'000	2022/23 \$'000
Income						
Rates and charges	4.1.1	19,093	19,808	20,402	21,014	21,645
Statutory fees and fines	4.1.2	494	530	546	562	579
User fees	4.1.3	818	771	802	834	867
Grants - Operating	4.1.4	3,638	6,015	6,195	6,381	6,573
Grants - Capital	4.1.4	7,385	2,173	2,339	2,045	2,407
Contributions - monetary	4.1.5	320	222	305	314	324
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(500)	(500)	(500)	(500)	(500)
Other income	4.1.6	845	416	422	428	434
Total income		32,093	29,435	30,511	31,079	32,328
Expenses						
Employee costs	4.1.7	9,735	10,468	10,766	11,073	11,389
Materials and services	4.1.8	12,451	11,429	11,846	11,995	12,355
Depreciation and amortisation	4.1.9	5,301	5,594	5,855	5,929	6,038
Bad and doubtful debts		-	-	-	-	-
Borrowing costs		35	23	-	-	-
Other expenses	4.1.10	295	300	309	318	328
Total expenses		27,817	27,814	28,776	29,315	30,110
Surplus/(deficit) for the year		4,276	1,621	1,735	1,763	2,219
Total comprehensive result		4,276	1,621	1,735	1,763	2,219



G9 Balance Sheet

For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Assets						
Current assets						
Cash and cash equivalents		7,353	6,122	4,883	5,170	5,032
Trade and other receivables		2,169	2,168	2,278	2,306	2,402
Inventories		5	5	5	5	5
Other assets		113	113	113	113	113
Total current assets	4.2.1	9,640	8,408	7,279	7,594	7,553
Non-current assets						
Trade and other receivables		2	2	2	2	2
Investments in associates, joint arrangement and subsidiaries		243	243	243	243	243
Property, infrastructure, plant & equipment		299,786	301,513	303,577	304,151	305,560
Total non-current assets	4.2.1	300,031	301,758	303,822	304,396	305,805
Total assets		309,671	310,166	311,101	311,990	313,357
Liabilities						
Current liabilities						
Trade and other payables		2,523	2,523	2,645	2,698	2,777
Trust funds and deposits		468	468	468	468	468
Provisions		3,145	2,895	3,023	3,027	2,971
Interest-bearing liabilities	4.2.3	86	86	49	49	49
Total current liabilities	4.2.2	6,222	5,972	6,185	6,241	6,265
Non-current liabilities						
Provisions		4,697	3,947	2,945	2,063	1,237
Interest-bearing liabilities	4.2.3	282	157	146	97	49
Total non-current liabilities	4.2.2	4,979	4,104	3,091	2,160	1,286
Total liabilities		11,201	10,076	9,276	8,402	7,550
Net assets		298,470	300,090	301,825	303,588	305,807
Equity						
Accumulated surplus		89,166	90,786	92,521	94,284	96,503
Reserves		209,304	209,304	209,304	209,304	209,304
Total equity		298,470	300,090	301,825	303,588	305,807

G9 Statement of Changes in Equity
For the four years ending 30 June 2023

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019 Forecast Actual					
Balance at beginning of the financial year		294,194	84,890	209,304	
Surplus/(deficit) for the year		4,276	4,276		
Balance at end of the financial year		298,470	89,166	209,304	-
2020 Budget					
Balance at beginning of the financial year		298,470	89,166	209,304	-
Surplus/(deficit) for the year		1,621	1,621	-	-
Transfers to other reserves	4.3.1	(1)	(1)	-	-
Balance at end of the financial year	4.3.2	300,090	90,786	209,304	-
2021					
Balance at beginning of the financial year		300,090	90,786	209,304	-
Surplus/(deficit) for the year		1,735	1,735	-	-
Balance at end of the financial year		301,825	92,521	209,304	-
2022					
Balance at beginning of the financial year		301,825	92,521	209,304	-
Surplus/(deficit) for the year		1,763	1,763	-	-
Balance at end of the financial year		303,588	94,284	209,304	-
2023					
Balance at beginning of the financial year		303,588	94,284	209,304	-
Surplus/(deficit) for the year		2,219	2,219	-	-
Balance at end of the financial year		305,807	96,503	209,304	-

G9 Statement of Cash Flows
For the four years ending 30 June 2023

	Notes	Forecast	Budget	Strategic Resource Plan Projections		
		Actual		2020/21	2021/22	2022/23
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		19,093	19,808	20,556	21,117	21,719
Statutory fees and fines		494	530	550	565	581
User fees		818	771	808	838	870
Grants - operating		3,562	6,015	6,242	6,412	6,595
Grants - capital		7,461	2,173	2,357	2,055	2,415
Contributions - monetary		320	222	305	314	324
Interest received		234	220	220	220	220
Other receipts		611	(26)	206	210	216
Net GST refund / payment		1,832	829	1,716	1,751	1,854
Employee costs		(9,735)	(10,468)	(11,280)	(11,631)	(11,951)
Materials and services		(12,471)	(11,429)	(12,411)	(12,600)	(12,965)
Other payments		(295)	(1,078)	(1,198)	(1,212)	(1,226)
Net cash provided by/(used in) operating activities	4.4.1	11,924	7,567	8,070	8,039	8,653
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(20,156)	(9,124)	(9,591)	(8,033)	(9,072)
Proceeds from sale of property, infrastructure, plant and equipment		1,017	474	330	330	330
Net cash provided by/ (used in) investing activities	4.4.2	(19,139)	(8,650)	(9,261)	(7,703)	(8,742)
Cash flows from financing activities						
Finance costs		(35)	(23)	-	-	-
Repayment of borrowings		(137)	(125)	(49)	(49)	(49)
Net cash provided by/(used in) financing activities	4.4.3	(172)	(148)	(49)	(49)	(49)
Net increase/(decrease) in cash & cash equivalents		(7,387)	(1,231)	(1,239)	287	(138)
Cash and cash equivalents at the beginning of the financial year		14,740	7,353	6,122	4,883	5,170
Cash and cash equivalents at the end of the financial year		7,353	6,122	4,883	5,170	5,032

G9 Statement of Capital Works
For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan Projections		
		Actual 2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Property						
Buildings		2,211	531	1,970	1,833	1,453
Total buildings		2,211	531	1,970	1,833	1,453
Total property		2,211	531	1,970	1,833	1,453
Plant and equipment						
Plant, machinery and equipment		990	580	954	370	301
Fixtures, fittings and furniture		545	255	225	350	350
Computers and telecommunications		-	-	-	-	-
Total plant and equipment		1,535	835	1,179	720	651
Infrastructure						
Roads		8,712	3,897	3,542	3,763	4,017
Bridges		2,352	700	1,000	450	450
Footpaths and cycleways		427	247	303	229	322
Drainage		1,790	516	333	62	345
Parks, open space and streetscapes		-	1,569	392	246	1,009
Other infrastructure		1,297	-	-	-	-
Total infrastructure		14,578	6,929	5,570	4,750	6,143
Total capital works expenditure	4.5.1	18,324	8,295	8,719	7,303	8,247
Represented by:						
New asset expenditure		2,903	415	436	365	412
Asset renewal expenditure		11,599	5,931	5,929	5,769	6,845
Asset expansion expenditure		725	-	-	-	-
Asset upgrade expenditure		3,097	1,949	2,354	1,168	990
Total capital works expenditure	4.5.1	18,324	8,295	8,719	7,303	8,247
Funding sources represented by:						
Grants		8,426	-	-	-	-
Contributions		136	-	-	-	-
Council cash		9,762	8,295	8,719	7,303	8,247
Borrowings		-	-	-	-	-
Total capital works expenditure	4.5.1	18,324	8,295	8,719	7,303	8,247 -

G10 Statement of Human Resources

For the four years ending 30 June 2023

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	9,735	10,468	10,766	11,073	11,389
Total staff expenditure	9,735	10,468	10,766	11,073	11,389
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	103.0	113.0	113.0	113.0	113.0
Total staff numbers	103.0	113.0	113.0	113.0	113.0

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

Department	Budget	Comprises			
	2019/20	Permanent	Part time	Casual	Temporary
	\$'000	Full Time	\$'000	\$'000	\$'000
Corporate Leadership	348	348	-	-	-
Innovation and Performance	2,246	1,888	313	45	-
Community Assets	5,533	5,337	140	56	-
Corporate and Community	2,341	2,071	214	-	56
Culture and Leisure	-	-	-	-	-
Total permanent staff expenditure	10,468	9,644	667	101	56
Casuals, temporary and other expenditure	-	-	-	-	-
Capitalised labour costs	-	-	-	-	-
Total expenditure	10,468				

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget	Comprises			
	2019/20	Permanent	Part time	Casual	Temporary
		Full Time			
Corporate Leadership	2	2	-	-	-
Innovation and Performance	25	17	7	1	-
Community Assets	64	59	3	2	-
Corporate and Community	22	16	5	0	1
Total permanent staff	113	94	15	3	1
Casuals, temporary and other expenditure	-	-	-	-	-
Capitalised labour costs	-	-	-	-	-
Total staff	113				

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

G11 4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2019/20 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community. This will raise total rates and charges for 2019/20 to \$19,808,000.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2018-19 Forecast Actual \$'000	2019/20 Budget \$'000	Change \$'000	%
General rates*	14,714	16,209	1,495	10.16%
Municipal charge*	1,825	921	- 904	-49.53%
Waste management charge	2,327	2,484	157	6.75%
Service rates and charges	185	194	9	4.86%
Special rates and charges	42	-	42	-100.00%
Total rates and charges	19,093	19,808	715	3.74%

*These items are subject to the rate cap established under the FGRS

4.1.1(b) 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	2018/19 cents/\$CIV*	2019/20 cents/\$CIV*	Change
General rate for rateable residential properties	0.4830000	0.5019361	0.04
General rate for rateable vacant residential properties	0.8452500	0.8783881	0.04
General rate for rateable farm properties	0.3984750	0.4015488	0.01
General rate for rateable commercial properties	0.5796000	0.6023233	0.04
General rate for rateable vacant commercial properties	1.0143000	1.0540700	0.04

4.1.1(c) 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	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Residential	6,977	7,761	784	11.24%
Farm	6,923	7,555	632	9.13%
Commercial	814	893	79	9.71%
Total amount to be raised by general rates	14,714	16,209	1,495	10.16%

Municipal Charge revenue has reduced 49.54% to offset this increase

4.1.1(d) 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	2018/19	2019/20	Change	
	Number	Number	Number	%
Residential	4,609	4,684	75	1.63%
Residential-Vacant	390	371	19	-4.87%
Farm	2,231	2,233	2	0.09%
Commercial	309	309	-	0.00%
Commercial-Vacant	7	9	2	28.57%
Total number of assessments	7,546	7,606	60	0.80%

4.1.1(e) The basis of valuation to be used is Capital Improved Value (CIV)

4.1.1(f) 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	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Residential	1,326,309	1,435,181	108,872	8.21%
Residential-Vacant	64,977	65,298	321	0.49%
Farm	1,727,386	1,867,786	140,400	8.13%
Commercial	136,115	144,004	7,889	5.80%
Commercial-Vacant	1,446	1,756	310	21.44%
Total value of land	3,256,233	3,514,025	257,792	7.92%

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable	Per Rateable	Change	
	Property	Property		
	2018/19	2019/20		
	\$	\$	\$	%
Municipal	266	133	133	-50.00%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2018/19	2019/20	Change	
	\$	\$	\$	%
Municipal	1,824,635	920,739	903,896	-49.54%

4.1.1(i) 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	Change	
	2018/19 \$	2019/20 \$	\$	%
Kerbside Collection- 80Litre	360	375	15	4.17%
Kerbside Collection- 120Litre	360	375	15	4.17%
Kerbside Collection- 240Litre	720	750	30	4.17%
Recycling-120Litre	171	178	7	4.09%
Recycling-240Litre	171	178	7	4.09%
Recycling-360Litre	171	178	7	4.09%
Kerbside/Recycling/Organics	530	552	22	4.15%
Kerbside/Organics	360	375	15	4.17%
Tree Management Service Charge	27	28	1	3.70%

4.1.1(j) 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	2018/19	2019/20	Change	
	\$	\$	\$	%
Kerbside/Recycling/Organics	1,697,939	1,801,271	103,332	6.09%
Kerbside	464,238	506,596	42,358	9.12%
Recycling	165,037	176,447	11,410	6.91%
Tree Management Service Charge	185,409	194,234	8,825	4.76%
Total	2,512,623	2,678,548	165,925	6.60%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
General Rates	14,714	16,209	1,495	10.16%
Municipal Charges	1,825	921	904	-49.53%
Kerbside Collection/Recycling/Organics	2,327	2,484	157	6.75%
Tree Management Service Charge	185	194	9	4.86%
List rate/charge	-	-	-	#DIV/0!
Special Rates	42	-	42	-100.00%
Total Rates and charges	19,093	19,808	715	3.74%

4.1.1(l) Fair Go Rates System Compliance

Strathbogie Shire Council is fully compliant with the State Government's Fair Go Rates System

	2018/19	2019/20
Total Rates	\$ 16,538,067	\$ 17,129,941
Number of rateable properties	7,546	7,606
Base Average Rate	2,192	2,252
Maximum Rate Increase (set by the State Government)	2.25%	2.50%
Capped Average Rate	\$ 2,202	\$ 2,257
Maximum General Rates and Municipal Charges Revenue	\$ 16,626,982	\$ 17,169,027
Budgeted General Rates and Municipal Charges Revenue	\$ 16,387,037	\$ 17,003,571
Budgeted Supplementary Rates	\$ 151,030	\$ 126,370
Budgeted Total Rates and Municipal Charges Revenue	\$ 16,538,067	\$ 17,129,941



4.1.1(m) 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 of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

G12 4.1.2 Statutory fees and fines

	Forecast	Budget	Change	
	Actual	2019/20	\$'000	%
	2018/19	2019/20		
	\$'000	\$'000		
Land Information Certificates	20	20	-	0.00%
Subdivision Fees	7	20	13	185.71%
Planning Application Fees	200	200	-	0.00%
Building Fees	50	90	40	80.00%
Building Enforcement	1	1	-	0.00%
Animal Registration	82	110	28	34.15%
Health Registrations	68	89	21	30.88%
Total statutory fees and fines	428	530	102	23.83%

Higher subdivision and building fee income is expected due to the level of activity

G12 4.1.3 User fees

	Forecast	Budget	Change	
	Actual	2019/20	\$'000	%
	2018/19	2019/20		
	\$'000	\$'000		
Yard Fees Saleyards Income	170	255	85	50.00%
Debt Collection Expenses Recoverd	93	136	43	46.24%
Tip Fees	148	120	-28	-18.92%
Lease income	67	57	-10	-14.93%
Euroa Cinema	60	64	4	6.67%
Cattle Scanning Fees	55	13	-42	-76.36%
Fire service Property Levy Financial Support	41	26	-15	-36.59%
Fire Prevention Notice Infringements	26	26	-	0.00%
Septic Tank Fees	20	17	-3	-15.00%
Truckwash (included in Saleyards income)	20	-	-20	-100.00%
Visitor Guide	16	-	-16	-100.00%
Regatta Centre Events	15	25	10	66.67%
Agent Fees- Saleyards	12	13	1	8.33%
Others	75	19	-56	-74.67%
Total user fees	818	771	-47	-5.75%

G13 4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	3,705	6,015	2,310	62%
State funded grants	2,323	2,173	150	-6%
Total grants received	6,028	8,188	2,160	36%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Victorian Grant Commission	2,715	5,545	2,830	104%
Senior Citizens	20	-	20	-100%
Commonwealth Roads of Access	40	-	40	-100%
Recurrent - State Government				
Maternal and Child Health	130	165	35	27%
Youth	145	145	-	0%
School crossing supervisors	27	25	2	-7%
Community Safety	5	3	2	-40%
Municipal Emergency Resources Program	62	60	2	-3%
Pest and Plants Program	55	55	-	0%
Median Strip Subsidy	7	-	7	-100%
Total recurrent grants	3,206	5,998	2,792	87%
Non-recurrent - Commonwealth Government				
Recycling	13	-	13	-100%
Building Energy Audit	25	17	8	-32%
Recreation	10	-	10	-100%
Total non-recurrent grants	48	17	31	-65%
Total operating grants	3,254	6,015	2,761	85%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	930	1,152	222	24%
Total recurrent grants	930	1,152	222	24%
Non-recurrent - State Government				
Roads	50	-	50	-100%
Bridges	140	-	140	-100%
Drains	557	100	457	-82%
Buildings	646	921	275	43%
Recreation	400	-	400	-100%
Local Govt Energy Saver Project	50	-	50	-100%
Total non-recurrent grants	1,843	1,021	822	-45%
Total capital grants	2,773	2,173	600	-22%
Total Grants	6,028	8,188	2,160	0



G12 4.1.5 Contributions

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000		Change \$'000	%
Monetary	270	221	-	49	-18.15%
Non-monetary	-	-	-	-	
Total contributions	270	221	-	49	-18.15%

The reduction in revenue from contributions reflects the lower level of contributions to capital works projects 2019/20

4.1.6 Other income

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000		Change \$'000	%
Fire Prevention Notice Infringements	60	20	-	40	-66.67%
Interest on Investments	234	220	-	14	-5.98%
Tas Crosbie Trust Income	2	-	-	2	-100.00%
Interest On Rates	67	70		3	4.48%
Recycling accepting and Sorting	79	40	-	39	-49.37%
Regional Shared Services	103	-	-	103	-100.00%
Diesel Fuel Tax Credit Rebate	60	60		-	0.00%
Insurance Recovery - Income Protection	100	-	-	100	-100.00%
Workcover Salaries Recovered	50	-	-	50	-100.00%
Community Education	82	-	-	82	-100.00%
William Pearson Reserve Grants	3	-	-	3	-100.00%
Miscellaneous Income	6	6		-	0.00%
Total other income	846	416	-	430	-50.83%

G12 4.1.7 Employee costs

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000		Change \$'000	%
Wages and salaries	8,412	9,236		824.00	9.80%
WorkCover	202	206		4.00	1.98%
Superannuation	713	734		21.00	2.95%
Other	128	292		164.00	128.13%
Total employee costs	9,455.00	10,468		1,013.00	10.71%

G12 4.1.8 Materials and services

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000		Change \$'000	%
Legal Fees	56	58		2	3.57%
Building & Infrastructure maintenance	3,631	2,853	-	778	-21.43%
Consultancies/Contractors	1,520	2,263		743	48.88%
Community Expenses	815	380	-	435	-53.37%
Councillors Expenses	49	60		11	22.45%
Materials and Other Contract Payments	856	778	-	78	-9.11%
Plant Operating	880	1,045		165	18.75%
Insurance	370	360	-	10	-2.70%
Contractors Labour	20	20		-	0.00%
Utilities	349	381		32	9.17%
Postage	41	30	-	11	-26.83%
Printing & Stationery	130	110	-	20	-15.38%
Advertising and Marketing	161	95	-	66	-40.99%
Information Systems & Communications	698	635	-	63	-9.03%
Staff Training	196	186	-	10	-5.10%
Waste Management	2,386	2,175	-	211	-8.84%
Total materials and services	12,158	11,429	-	729	-6.00%

G12 4.1.9 Depreciation and amortisation

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000		Change \$'000	%
Property	800	870		70	8.75%
Plant & equipment	760	404	-	356	-46.84%
Infrastructure	3,499	4,100		601	17.18%
Furniture and Equipments	250	220	-	30	-12.00%
Total depreciation and amortisation	5,309	5,594		285	5.37%

G12 4.1.10 Other expenses

Add additional tables for each material component of the Comprehensive Income Statement

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000		Change \$'000	%
Councillors' Workcover	4	4		-	0.00%
Audit Fees- External	41	42		1	2.44%
Audit Fees- Internal	34	35		1	2.94%
Bad Debts and Doubtful Debts	1	-	-	1	-100.00%
Councillor/Mayor Allowances	184	186		2	1.09%
Councillor/Mayor Superannuation	18	18		-	0.00%
Councillor Travelling	13	15		2	15.38%
Total other expenses	215	300		85	39.53%

4.2 Balance Sheet

4.2.1 Assets

Current assets are projected to decrease by \$1.232m . These resources are used to fund capital works and reflects Council's continuing strong commitment to infrastructure asset renewal

4.2.2 Liabilities

Notwithstanding the continuing reduction in Council borrowings , liabilities are budgeted to be maintained at current levels

G14 4.2.3 Borrowings

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

	2018/19	2019/20
	\$	\$
Amount borrowed as at 30 June of the prior year	505	368
Amount proposed to be borrowed	-	-
Amount projected to be redeemed	137	125
Amount of borrowings as at 30 June	368	243

4.3 Statement of changes in Equity

4.3.1 Reserves

No material change

4.3.2 Equity

The movement in equity reflects the budgeted operating surplus for 2019/20

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

Net cash provided by operating activities is budgeted to be \$7.567m

4.4.2 Net cash flows provided by/used in investing activities

Net cash used in investing activities is budgeted to be \$9.124 m .The capital works program of \$8.295 m and landfill rehabilitation of \$1 m is partially funded from asset sales of \$.474m

4.4.3 Net cash flows provided by/used in financing activities

Net cash used by financing activities is budgeted to be \$.148m , comprising \$.125m in loan redemption and \$.023m in loan interest

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 year, classified by expenditure type and

G15 4.5.1 Summary

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Property	2,227	431	- 1,796	-80.65%
Plant and equipment	1,611	835	- 776	-48.17%
Infrastructure	11,601	7,029	- 4,572	-39.41%
Total	15,439	8,295	- 7,144	-46.27%

2018/19 included significant amounts for Flood damage repairs to infrastructure

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	431	70	50	100	211	-	-	431	-
Plant and equipment	835	-	-	835	-	-	-	835	-
Infrastructure	7,029	900	3,331	2,086	712	2,173	25	4,831	-
Total	8,295	970	3,381	3,021	923	2,173	25	6,097	-

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Buildings									
Avenel, Violet Town & Nagambie Pools - replace chlorinators	10	-	10	-	-	-	-	10	-
Euroa Tennis Club - Remove existing cyprus tree & replace	40	-	40	-	-	-	-	40	-
Civic Centre Toilet Upgrade	50	-	-	50	-	-	-	50	-
Toilets Violet Town Lions Park Scoping/Delivery	30	-	-	30	-	-	-	30	-
Toilets Graytown Scoping/Delivery	20	-	-	20	-	-	-	20	-
Euroa RSL Clubroom Expansion - Construction Yr2	150	-	-	-	150	-	-	150	-
St. Johns - Kiss and Go facility on Bury St	36	-	-	-	36	-	-	36	-
Friendlies Reserve area Master Plan	25	-	-	-	25	-	-	25	-
Building Improvements									
Euroa Saleyards - PA System	50	50	-	-	-	-	-	50	-
Euroa Saleyards - Security System (cameras)	20	20	-	-	-	-	-	20	-
TOTAL PROPERTY	431	70	50	100	211	-	-	431	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant and Equipment	580	-	580	-	-	-	-	580	-
Fixtures, Fittings and Furniture									
Computers & Telecommunications									
ICT	255	-	255	-	-	-	-	255	-
TOTAL PLANT AND EQUIPMENT	835	-	835	-	-	-	-	835	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
Roads									
Reseal Program	700	-	700	-	-	640	-	61	-
Shoulders Pavement Program	400	-	400	-	-	-	-	400	-
Rehabilitation Program	800	-	800	-	-	800	-	-	-
Gravel Road Resheeting Program	600	-	600	-	-	-	-	600	-
Kerb & Channel	50	-	50	-	-	-	-	50	-
Zero Class Roads Upgrade Program	400	-	-	400	-	-	-	400	-
Shelton Watson Street Corner - Design and Construct	190	-	-	190	-	-	-	190	-
Euroa Council Kirkland Ave Carpark - final seal & line marking	40	-	-	40	-	-	-	40	-
Euroa Tennis Club - Car Park Scoping	5	-	-	5	-	-	-	5	-
Project Management	250	-	-	-	250	-	-	250	-
Euroa Stacksites Clearing - Future Stockpiles of Filling Material	12	-	-	-	12	-	-	12	-
Inter Euroa Strath Creek Junction	450	-	-	-	450	300	-	150	-
Bridges									
Bridges & Major Culverts	450	-	450	-	-	-	-	450	-
Avenel - Hughes Creek low level crossing	250	250	-	-	-	-	-	250	-
Footpaths and Cycleways									
Footpaths	46	-	46	-	-	-	-	46	-
Walking Tracks	10	-	10	-	-	-	-	10	-
Watsons St/ Livingston St to Kindergarten north side -Avenel	22	22	-	-	-	-	-	22	-
Rowe Street - Garrett to Frost St subway entrance -Euroa	52	52	-	-	-	-	-	52	-
McGregor Ave - High St (GVHwy) to Tarquin St/Helena Court. (1.5m concrete)	71	71	-	-	-	-	-	71	-
Cowslip St from Hospital to IGA south side widen -V/Town	46	46	-	-	-	-	-	46	-
Drainage									
Pit & Pipe Replacement Program	60	-	60	-	-	-	-	60	-
Upgrade three existing retarding basins at McGregor Avenue with a pump system (solar).	50	-	-	50	-	-	-	50	-
Review 1 in 5 STAGE storm event of the existing stormwater pipe network.	40	-	-	40	-	-	-	40	-
Boundary Rd South Future Open Drain - Stage 2	100	-	-	100	-	-	-	100	-
Flood Protection Works	80	-	-	80	-	58	-	22	-
Ballantyne Rd Retention Basin design-Nagambie	76	76	-	-	-	-	-	76	-
Town centre outlet to Lake Nagambie.	60	60	-	-	-	-	-	60	-
Bank St Survey & Design -Avenel	50	50	-	-	-	-	-	50	-
Recreational, Leisure & Community Facilities									
Swimming Pool- Euroa	195	61	-	134	-	-	-	195	-
Swimming Pool-V/Town	187	137	-	50	-	-	-	187	-
Parks, Open Space and Streetscapes									
Sporting Fields & Courts	10	-	10	-	-	-	-	10	-
Play Space	15	-	15	-	-	-	-	15	-
Open Space Amenities	10	-	10	-	-	-	-	10	-
Streetscapes	10	-	10	-	-	-	-	10	-
Bike Racks	20	-	20	-	-	-	-	20	-
Nagambie Recreation Reserve netball court	150	-	150	-	-	100	25	25	-
Nagambie Recreation Reserve Road seal/carpark	100	-	-	100	-	-	-	100	-
Town Entry Sign Upgrades	30	-	-	30	-	-	-	30	-
E Structure - Weir Gates - Flood Damage Prevention Measures	15	-	-	15	-	-	-	15	-
E Structure - Weir Gates - OHS Repairs and Maintenance Measures	20	-	-	20	-	-	-	20	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
GT Building - Graytown Community Hub - Upgrade access ramp to meet appropriate standard/ Replace flashing and guttering	9	-	-	9	-	-	-	9	-
N Building - Nagambie Regatta Centre Conference Room Upgrades	43	-	-	43	-	-	-	43	-
Openspace /Play Recreation frame work - Nagambie	450	-	-	450	-	225	-	225	-
Play & Recreation- Violet Town	80	-	-	80	-	-	-	80	-
Memorial Oval Exercise stations	50	50	-	-	-	-	-	50	-
Graytown Solar panels	23	23	-	-	-	-	-	23	-
Nagmbie Oval Upgrade additional funds	150	-	-	150	-	50	-	100	-
Pavilion additional funds (income -20 spend -80)	100	-	-	100	-	-	-	100	-
Strathbogie Rec Reserve Pizza Oven cover	3	3	-	-	-	-	-	3	-
TOTAL INFRASTRUCTURE	7,029	900	3,331	2,086	712	2,173	25	4,833	-
TOTAL NEW CAPITAL WORKS	8,295	970	4,216	2,186	923	2,173	25	6,099	-

G16 5. 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 interpreted in the context of the organisation's objectives.

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-6.30%	-9.90%	4.80%	4.70%	4.70%	5.90%	+
Liquidity									
Working Capital	Current assets / current liabilities	2	278.10%	154.90%	140.80%	117.70%	121.70%	120.60%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	0%	110.70%	94.70%	71.40%	75.30%	72.90%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	3.70%	1.90%	1.20%	1.00%	0.70%	0.40%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.10%	0.90%	0.70%	0.20%	0.20%	0.20%	+
Indebtedness	Non-current liabilities / own source revenue		30.10%	24.00%	19.50%	14.30%	9.70%	5.60%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	147.90%	218.80%	106.00%	101.30%	97.30%	113.40%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	62.20%	75.40%	67.80%	67.50%	68.30%	67.60%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.60%	0.70%	0.70%	0.70%	0.70%	0.70%	o

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	+/-
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$3,814	\$3,650	\$3,637	\$3,704	\$3,721	\$3,721	+
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,672	\$1,712	\$1,739	\$1,767	\$1,796	\$1,796	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		%	%	%	%	%	%	+

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