



**STRATHBOGIE SHIRE COUNCIL**

**MINUTES OF THE ORDINARY MEETING OF THE STRATHBOGIE SHIRE  
COUNCIL HELD ON TUESDAY 18 JUNE 2013, COMMENCING AT 6.00 P.M.  
AT THE EUROA COMMUNITY CONFERENCE CENTRE**

**Councillors:** Colleen Furlanetto (Acting Chair)  
Malcolm Little  
Alister Purbrick  
Patrick Storer  
Robin Weatherald  
Graeme (Mick) Williams

**Officers:** Steve Crawcour - Chief Executive Officer  
Roy Hetherington - Director, Asset Services  
David Woodhams - Director, Corporate and Community  
Emma Kubeil - Manager, Economic Growth

**BUSINESS:**

***DUE TO THE CHAIR, COUNCILLOR SWAN, BEING AN APOLOGY, COUNCILLOR FURLANETTO ASSUMED THE ROLE OF ACTING CHAIR FOR THE MEETING***

1. Welcome
2. Acknowledgement of Traditional Land Owners  
*'In keeping with the spirit of Reconciliation, we acknowledge the traditional custodians of the land on which we are meeting today. We recognise indigenous people, their elders past and present'.*
3. Apologies  

Councillor Debra Swan  
Phil Howard – Director, Sustainable Development
4. Confirmation of Minutes of the Ordinary Meeting of Council held on Tuesday 16 May 2013 and Special Council Meeting held on Tuesday 28 May 2013  

81/13 **CRS WILLIAMS/STORER** : *That the Minutes of the Ordinary Meeting of Council held on Tuesday 16 May 2013 and Special Council Meeting held on Tuesday 28 May 2013 be confirmed*

**CARRIED**

5. Disclosure of Interests

Nil

6. Petitions
7. Reports of Mayor and Councillors and Delegates

Verbal reports were given by Councillors

8. Public Question Time

#### **EXCERPT FROM MEETING PROCEDURE LOCAL LAW NO. 1**

##### ***CONDUCT OF PUBLIC***

##### **52. VISITORS**

- (1) Visitors must not interject or take part in debate.
- (2) Silence shall be preserved in the gallery at all times.
- (3) If any visitor is called to order by the Chairperson and again acts in breach of this Local Law, the Chairperson may order that person to be removed from the gallery.

##### **53. CALL TO ORDER**

Any person who has been called to order, including any Councillor who fails to comply with the Chairperson's direction, will be guilty of an offence.

Penalty: \$500

##### **54. REMOVAL FOR DISRUPTION**

The Chairperson has discretion to cause the removal of any person, including a Councillor, who disrupts any meeting or fails to comply with a direction under the provisions of this Local Law.

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. Closure of Meeting to the Public to consider matters listed for consideration in accordance with Section 89(2) of the Local Government Act 1989

12. Urgent Business

#### **NEXT MEETING**

The next Ordinary Meeting of the Strathbogrie Shire Council is scheduled to be held on Tuesday 16 July 2013, commencing at 6.00 p.m. at the Euroa Community Conference Centre.

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## **9. REPORTS**

### **9.2 INFRASTRUCTURE**

#### **9.2.1 Proposed Road Namings**

##### **Author & Department**

Road Naming Officer / Asset Services Directorate

##### **File Reference**

T40/0140/03

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

The author of this report does not have a direct or indirect interest in any of the matters referred to in this report.

##### **Summary**

As part of its ongoing programme to clarify road names for the Rural Addressing System, Council is required to consider proposed road name changes. The most recent proposals are listed below.

##### **Case #264 Unnamed Road, Wahring**

South-east off Wahring-Euroa Road near Odeas Road. Unsigned and no known local name. Should be named to provide an address for an existing house. Proposed name – **COULTER LANE** after a well-known local historic family.

##### **Case #265 Barringtons Road (western part), Wahring**

East off Browns Road. Barringtons Road is in two parts, separated by a broken-down bridge which it is understood will not be replaced. The western part should be renamed to avoid duplication with the eastern part. Proposed name - **PRESTON LANE** after the historic owner of nearby land.

##### **Case #266 Youngs Road (centre section), Wahring**

Wahring-Euroa Road is in two parts and separated in the middle by the centre section of Youngs Road. It is proposed to change the name of this section of Youngs Road so that Wahring-Euroa Road becomes continuous. The section of Youngs Road south of the renamed portion would then require a new name to avoid duplication with the section north of the renamed portion. Proposed name – **WAHRING-EUROA ROAD**.

##### **Case #267 Youngs Road (southern section), Wahring**

South from the southern intersection of Youngs Road and Wahring-Euroa Road. Would require renaming if the proposal outlined in Case #266 were to proceed. Proposed name – **WICKING ROAD** after the historic owner of nearby land.

##### **Case #268 Unnamed Road, Avenel**

South off Upton Road. Unsigned and no known local name. Should be named to provide addresses for existing houses. Proposed name – **BAKER LANE** after the historic owner of nearby land.

9.2.1 Proposed Road Namings (cont.)

**Case #269 Unnamed Road, Locksley**

North off Nagambie-Locksley Road. Unsigned and no known local name. Should be named to provide an address for an existing house.

Proposed name – **GARLICK LANE** after the historic owner of nearby land.

**Case #270 Unnamed Road, Locksley**

South off Avenel-Longwood Road. Unsigned and no known local name. Should be named to provide an address for existing business premises.

Proposed name – **WILLMOTT LANE** after the historic owner of nearby land.

**Case #271 Unnamed Road, Miepoll**

East off Arcadia Two Chain Road. Unsigned and known locally as part of Teazes Road, to which it is not connected. However, this name can't be used because of duplication.

Proposed name – **DANIHER LANE** after the historic owner of nearby land.

**Case #272 Unnamed Road, Euroa**

North-east off McGuinness Street. Unsigned and no known local name. Should be named to identify road access to the public meeting room at the rear of the Euroa library in Binney Street.

Proposed name – **LIBRARY LANE**.

**RECOMMENDATION**

**That Council resolve to:**

- 1. Advertise the proposed names for the local roads described above, in accordance with Section 223 of the Local Government Act 1989, and invite submissions with regard to the proposed road names; and**
- 2. Write to abutting property owners of the relevant roads to advise of the proposed names and Section 223 process.**

*82/13 CRSWILLIAMS/LITTLE : That the Recommendation be adopted.*

**CARRIED**

**Background**

Council is still involved in clarifying road names necessary for the Rural Addressing System. This process requires Council to name “unnamed” roads and resolve issues with some named roads.

In accordance with the provisions of the Local Government Act 1989 Council is the responsible authority for the naming of municipal roads. On 20 July 2004 it adopted a Road Naming Policy, subsequently replaced by a new policy on 20<sup>th</sup> December 2011. This policy incorporates the principles contained in “Guidelines for Geographic Names Victoria” (updated in July 2010) derived from the Geographic Place Names Act 1998. All of the recommended road names have been checked against this policy, the guidelines and Vicnames. The Office of Geographic Names has advised that the proposed names are acceptable.

### 9.2.1 Proposed Road Namings (cont.)

#### **Alternative options**

The author has considered potential alternative courses of action. No feasible alternatives have been identified.

#### **Risk Management**

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

#### **Financial/Budgetary implications**

The author considers that the recommendation has no capital or recurrent budget implications.

#### **Economic implications**

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

#### **Environmental/Amenity implications**

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

#### **Community implications**

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

#### **Consultation**

The author of this report in implementing the recommendation will be advertising the proposed road namings in local papers and writing to individuals whose properties abut the respective roads, inviting written submissions pursuant to Section 223 of the Local Government Act 1989.

#### **Attachments**

Nil

**9.2.2 Declaration of Neighborhood Safer Places**  
**- Ruffy Recreation Reserve ~ Open Space**  
**- Euroa Service Centre, Hume Freeway ~ Building**

**Author & Department**

Municipal Fire Prevention Officer / Emergency Management Fire Coordinator /  
Asset Services Directorate

**File Reference**

S20/0050/05

**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**

As part of the Royal Commission into the Black Saturday Bush Fires, the concept of Neighborhood Safer Places, Places of Last Resort (NSP) has been introduced. Council has established NSP sites in our Shire as follows.

1. The following five sites have been approved by the Country Fire Authority (CFA) and have been designated by Council and are established as Neighborhood Safer Places.
  - Longwood Community Centre
  - Nagambie Lakes Regatta Centre
  - Mangalore Airport Main Building
  - Violet Town Recreation Reserve Open Space and Building
  - Strathbogie Golf Course Building
  
2. Council needs to consider the designation of a further two sites which have been assessed as compliant by the CFA.
  - Ruffy Recreation Reserve (Council owned)
  - Euroa Service Centre, Hume Freeway, Euroa (Privately owned)

**RECOMMENDATION**

**That Council designate Neighbourhood Safer Places at –**

- **Ruffy Recreation Reserve ~ Open Space**
- **Euroa Service Centre, Hume Freeway, Euroa Building**

83/13 **CRS WILLIAMS/WEATHERALD** : *That the Recommendation be adopted.*

**CARRIED**



9.2.2 Declaration of Neighborhood Safer Places  
- Ruffy Recreation Reserve ~ Open Space  
- Euroa Service Centre, Hume Freeway ~ Building (cont.)

**Background**

The Royal Commission into the Black Saturday Bush Fires has introduced the concept of Neighborhood Safer Places (NSP), Places of Last Resort.

The Emergency Services Legislation Amendment Act 2009 now provides Councils with the opportunity to prepare and adopt a Municipal Neighborhood Safer Places Plan. Council has prepared such a Plan. The purpose of the Plan is to assist Councils with identifying, designing, establishing, maintaining and decommissioning NSP's (Places of Last Resort)

Section 50(F)(1) of this Act states

"A municipal Council may prepare a plan (a Municipal Neighborhood Safer Places Plan) in relation to-

- (a) the identification, suitability and designation of places as neighborhood safer places; and
- (b) the inspection, maintenance, and decommissioning of designated neighborhood safer places."

Section 50(F)(8) of this Act states

"Before 1 July 2010, a municipal Council complies with subsection (1) if it uses its best endeavors to do so."

The criteria for the declaration of these sites has been established by the Royal Commission and the new legislation is being implemented by the CFA. This has included buffer distances and access for both open space and buildings.

Council has nominated these further two Neighborhood Safer Places sites to the Country Fire Authority for assessment and this has been carried out by them.

These two sites at (1) Ruffy Recreation Reserve and (2) Euroa Service Centre, Hume Freeway, Euroa have been approved by CFA as conforming to the criteria.

- (1) The Ruffy Recreation Reserve site includes a buffer zone that intrudes on private property adjacent to the reserve. An agreement is in place with relevant land owners to maintain vegetation (grass) to an acceptable standard.
- (2) The Euroa Service Centre is a privately owned facility. A Deed of Consent for Non Council Owned Land is in place with the owner.

Council now needs to consider the designation of these further 2 sites.

The implications for Council if it is to declare these sites are to;

- Establishment and appropriate signage
- Maintenance of the sites
- Inspection and monitoring of the sites on a regular basis

9.2.2 Declaration of Neighborhood Safer Places  
- Ruffy Recreation Reserve ~ Open Space  
- Euroa Service Centre, Hume Freeway ~ Building (cont.)

**Alternative Options**

The authors 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 risk management issues are significant with this proposal

In order to have a legal defense against proceedings for death or injury to a person as a result from the use of a NSP, or the failure of a Council to adopt a NSP, Council needs to assess any proposed NSP in accordance with the plan, before designating it.

Additionally, the CFA have used a risk management approach in their assessment of these sites.

If Council were to designate a number of NSP, these would need to be maintained in accordance with the criteria established. There is a cost implication with this which is outlined below.

**Strategic Links – policy implications and relevance to Council Plan**

Goal 2 A safe, connected infrastructure network that responds effectively to community needs.

No specific actions under this goal link to this issue.

There is an organizational objective to review our Municipal Emergency Management Plan, which this issue would be part of.

Goal 7 An organisation that meets the community's expectations with responsive, innovative customer service and management.

The objective links to the action "Address the Victorian Bushfire Royal Commission outstanding items via the appointment of a joint fire officer with Mansfield Council".

**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 Trade Practices Act requirements.

**Financial / Budgetary Implications**

It is estimated that the establishment of each and Neighborhood Safer Place is \$2700 made up as follow.

- Slashing –2 times a year \$400
- Signage Erection Maintenance \$400
- Debris clean up and removal - 4 times \$1000
- Regular Inspection - 10 times per summer \$500

Total Estimated Cost per site \$2700

9.2.2 Declaration of Neighborhood Safer Places  
- Ruffy Recreation Reserve ~ Open Space  
- Euroa Service Centre, Hume Freeway ~ Building (cont.)

With the endorsement of these 2 additional sites, Council will have 7 sites established. Total cost would be \$18,900

A Budget Allocation of \$25,000 has been made for this for the establishment and maintenance of Neighborhood Safer Places in this financial year.

**Economic Implications**

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

**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**

There could well be community expectations that Council will provide Neighborhood Safer Places. This expectation needs to be managed and should be met by this recommendation.

**Victorian Charter of Human Rights and Responsibilities Act 2006**

The author of this report consider 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 consider that the recommendation has no legal or statutory implications which require the consideration of Council if the process is handled in accordance with the Legislation as outline above

**Consultation**

The Euroa Service Centre, Hume Freeway site is a privately owned facility. A Deed of Consent for Non Council Owned Land (agreement) is in place between the owner and Council.

Council's Municipal Fire Management Planning Committee has endorsed the proposed new NSPs and the CFA have been involved in the assessment process.

The Ruffy community through landowners adjoining the Ruffy Recreation Reserve and the Recreation Reserve Committee have been consulted and fully support the proposal

The implementation of Neighborhood Safer Places will require further community consultation and education.

A publicity campaign should be commenced to inform our ratepayers of the location of the NSPs, once they are established.

**Attachments**

Nil

### 9.2.3 **Swaggy Tree Fencing**

#### **Author & Department**

Director, Asset Services / Asset Services Directorate

#### **File Reference**

L10/E180/11

#### **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**

As part of the management plan for the Swaggy Tree, a fence needs to be placed around the drop zone for public safety.

This report identifies fencing options available.

#### **RECOMMENDATION**

##### **For Decision**

##### ***CRS LITTLE/STORER –***

**That the matter be deferred until the next meeting of Council to enable comments and input from the public meeting called to discuss matters associated with tree works in the Seven Creeks Reserve in Euroa, scheduled to be held on Wednesday 26 June 2013, to be considered in the determination of this matter.**

84/13

***ON BEING PUT, THE MOTION WAS CARRIED***

#### **Background**

The Swaggy tree is one of the very oldest and most fragile red gums under Council's management.

The tree has suffered partial collapse of its shell like supportive structure and presents as a hazard within the public environment. It is located alongside a walkway within the Seven Creeks Reserve.

In recognition of its cultural significance Council has acted on arborists recommendations to preserve the tree and protect the public.

The works have included:

1. Installation of a steel cable around the tree to hold it together.
2. Placement of temporary worksite fencing to exclude the public.
3. Limited pruning of the remnant limbs to reduce weight on the supporting structure.

### 9.2.3 Swaggy Tree Fencing (cont.)

Further works are foreshadowed in Council's draft 2013/14 budget:

1. Supply and erect permanent "pool" type fencing around the drop zone.	\$10,000
2. Installation of guard railing between fencing and traffic lanes.	\$5,000
3. Under planting within fencing.	\$4,000
4. Realignment of walking track.	\$5,000
	<b><u>\$24,000</u></b>

At the time of preparation of the draft budget, Council had an offer of support from the Euroa Action Group for provision of both the fence and the underplanting (items 1 & 3). The draft budget contains Council funding of \$10,000 for the guardrail and realignment of walking track (items 2 & 4). Since that time members of the community have indicated a preference for a "post and rail" type fence in lieu of the pool fence, the Euroa Action Group has confirmed a contribution of \$2,000 towards fencing and the Friends of the Sevens group has indicated its intention to complete the underplanting.

#### **Options**

In selecting a fence, Council needs to consider:

##### 1. Protection of the Public from the tree

The arborist report, presented to Council at the December 12 meeting, advised that "works on the ground to exclude the public should be implemented in conjunction (with tree works) to enable retention of the remnant stem"

For exclusion to be considered effective the fence must be designed to a relevant industry standard. The pool safety fence industry standard is considered a relevant standard.

Exclusion has been achieved while the arborists work was completed using worksite safety fencing owned by Council. It is designed to a relevant standard and remains in place.

##### 2. Protection of the motorist from the fence

The Road Management Act 2004, Section 105 requires an infrastructure manager "to take such care as in all the circumstances was reasonably required to ensure that the relevant non-road infrastructure was not dangerous to traffic".

This needs to be exercised accordingly to good engineering practice and relevant industry standards.

Neither pool safety fence nor post and rail fence alone would satisfy this requirement. Both can give rise to spearing injuries if struck by a vehicle.

Both VicRoads and the NSW Road Traffic Authority have developed a safety fence for use as non-road infrastructure – refer attachments. Utilising either of the designs will avoid the need to also provide guardrail.

The worksite fencing currently in place does require the installation of guardrail.

### 9.2.3 Swaggy Tree Fencing (cont.)

The Road Management Act also advises that a road authority will have established a defence to a claim for damages if it proves to the court that it had a policy and has complied with it. It is worthwhile considering adopting as policy a fencing standard for general use as a pedestrian barrier in road reserves.

#### 3. Appearance in harmony with the environment

- The existing worksite safety fence is unattractive. If it remains in place, a guardrail will also need to be installed, worsening the situation.
- The post and rail fencing concept would have a most attractive appearance but fails to protect either the public or the motorist.
- Any pool fencing, powder coated black, would look attractive and blend into the environment. However unless it also satisfies the Road Management Act requirements a guardrail needs to be provided which will detract from the appearance.

#### 4. Available Budget

The total budget foreshadowed is \$7,000 comprising:

Euroa Community Action Group contribution	\$2,000
Guardrail (budgeted for)	\$5,000
	<b><u>\$7,000</u></b>

Provided the guardrail is not required, the total funds will just be sufficient to erect a powder coated welded mesh fence to the minimum extent to cover the drop zone.

#### **Conclusion**

Only the RTA's modified welded steel mesh design, powder coated, satisfactorily addresses all of the considerations.

#### **Council has the options**

##### Within forecast budget

1. a Construct RTA modified welded steel mesh powdercoated black fence.  
b Adopt the design as a matter of policy where pedestrian barrier is required in road reserves.
2. Leave the worksite safety fencing in place and erect quardrail.

##### With additional budget funding

3. Construct any pool fencing plus guardrail (additional \$5,000 required).

#### **Risk Management**

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

#### **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

### 9.2.3 Swaggy Tree Fencing (cont.)

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

The author of this report considers that the report is consistent with Best Value, National Competition Policy and Competition and Consumer Act 2010 requirements.

#### **Financial / Budgetary Implications**

Works are foreshadowed in the draft 2013/14 Council 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 of this report considers that the recommendation has 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**

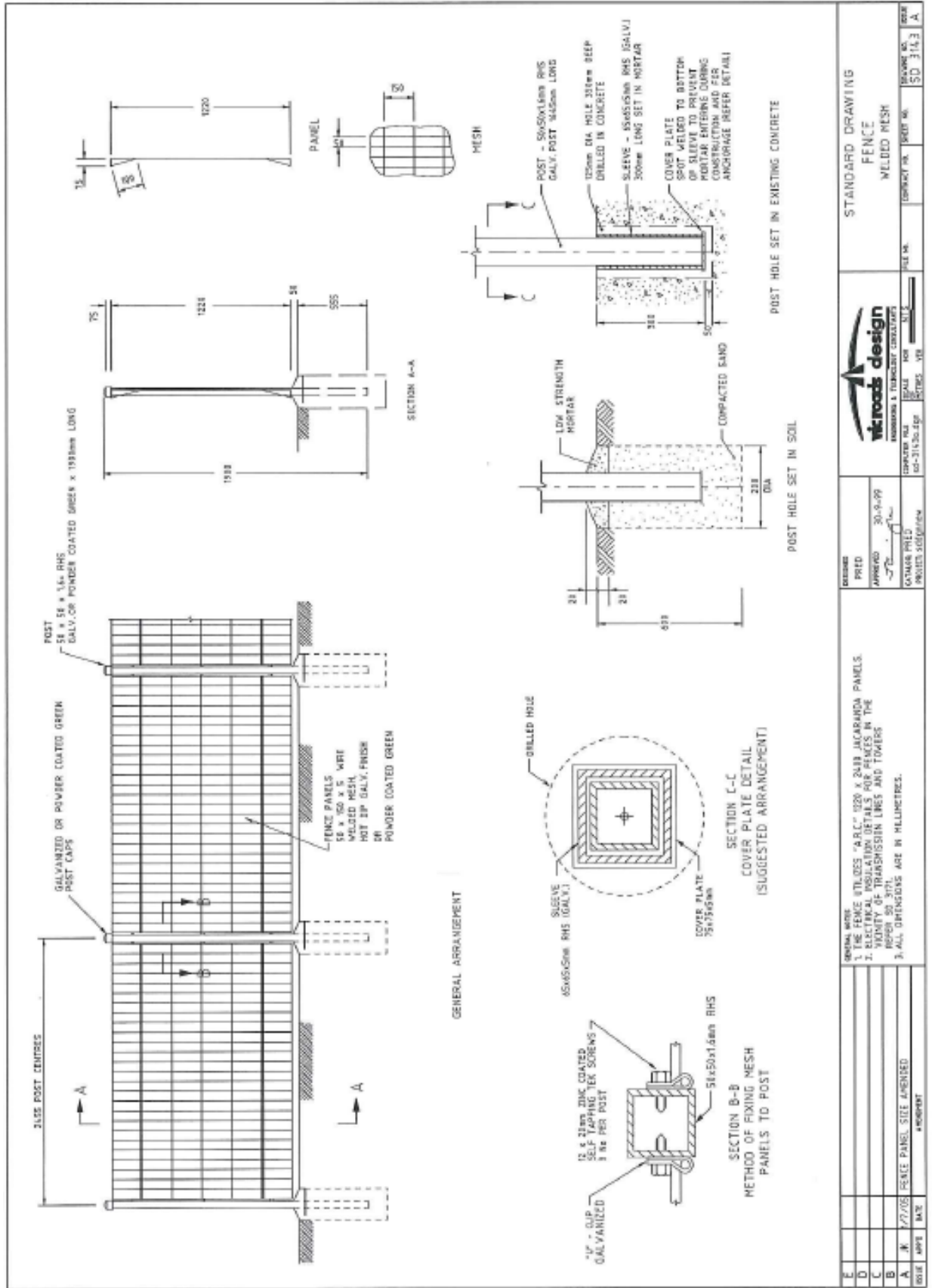
The author of this report considers that the recommendation has no legal or statutory implications which require the consideration of Council

#### **Consultation**

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

#### **Attachments**

Safety fencing design





# Technical direction

For road safety practitioners  
POLICY - GUIDELINES - ADVICE



PUBLISHED OCT 2010

TD 2010/  
**SR02**

## Pedestrian Fencing

### Aim

The NSW Roads and Traffic Authority is committed to reducing pedestrian and motor vehicle collisions at uncontrolled crossing locations.

### Objective

To improve pedestrian safety, by promoting safer crossing locations, through the careful placement of pedestrian fencing.

### Background

There have been numerous crashes involving pedestrians where they have crossed the road at unsafe locations. To reduce the potential for pedestrians to be involved in motor vehicle crashes, pedestrians are redirected to safer crossing locations or to where pedestrian facilities have been provided by means of pedestrian fencing.

RTA designed pedestrian fencing has been in use for many years. Inappropriate pedestrian fencing is gradually being replaced by RTA designed pedestrian fencing or, in the case of welded steel mesh fencing, being upgraded to suit the new standard.

The preferred pedestrian fencing option is the RTA designed pedestrian fencing which has been developed and crash tested by the RTA.

This technical direction gives project managers updated advice on the correct use, design and installation of RTA designed and modified steel mesh designed, pedestrian fencing.

This policy does not apply to bridge fencing, property boundary fences, or fencing specifically designed to prevent pedestrians from falling into drainage channels or culverts.

For • General Public • Road Safety Practitioners • Traffic Engineers • Road Safety Officers

### For further enquiries

NSW Centre for Road Safety, Level 18, 101 Miller St, Nth Sydney NSW 2059  
T 02 85885835 | F 02 85884183 | E [RoadSafety@rta.nsw.gov.au](mailto:RoadSafety@rta.nsw.gov.au)

[www.rta.nsw.gov.au](http://www.rta.nsw.gov.au)



It should be noted that the installation of pedestrian fencing has the potential to raise community concerns in some instances. Project managers should consider the likely impacts of the facility and undertake appropriate community engagement in reference to the RTA's Community Involvement and Communications – A Resource manual for Staff.

## Options

Pedestrian fencing is to be installed to prevent pedestrians crossing the road at unsafe locations and guide them to safer crossing points. Project managers are encouraged to install pedestrian fencing and consider options for safer crossing locations.

A pedestrian fence is not a safety barrier and it is not designed to exhibit the characteristics of a safety barrier.

This technical direction lists the types of pedestrian fencing approved by the RTA for use on all roads and footways. It applies to both new pedestrian fence installations and existing pedestrian fences that are subject to extensive maintenance. There are two categories of RTA approved pedestrian fences considered to minimise the risk to the safety of pedestrians and vehicle occupants :

1. RTA designed fencing
2. Modified welded steel mesh fencing.

The RTA designed pedestrian fence is preferred, and should be considered as a first option when installing pedestrian fencing.

### **RTA designed pedestrian fencing**

The RTA designed pedestrian fence comprises panels which are designed to collapse as a whole panel when impacted to minimise the detachment of individual elements. The fences also feature a staggered layout of the balusters allowing motorists and pedestrians approaching on opposite sides of the fence to see each other. There are six RTA pedestrian fences that have the same panel design with staggered balusters and differ only in the detail ornamentation (see Figure 1). Note this is the existing approved model drawing M.D.R70.A21.B. Technical specifications to embellish the pedestrian fences are contained in the model drawing and are referenced at the end of this Technical Direction.

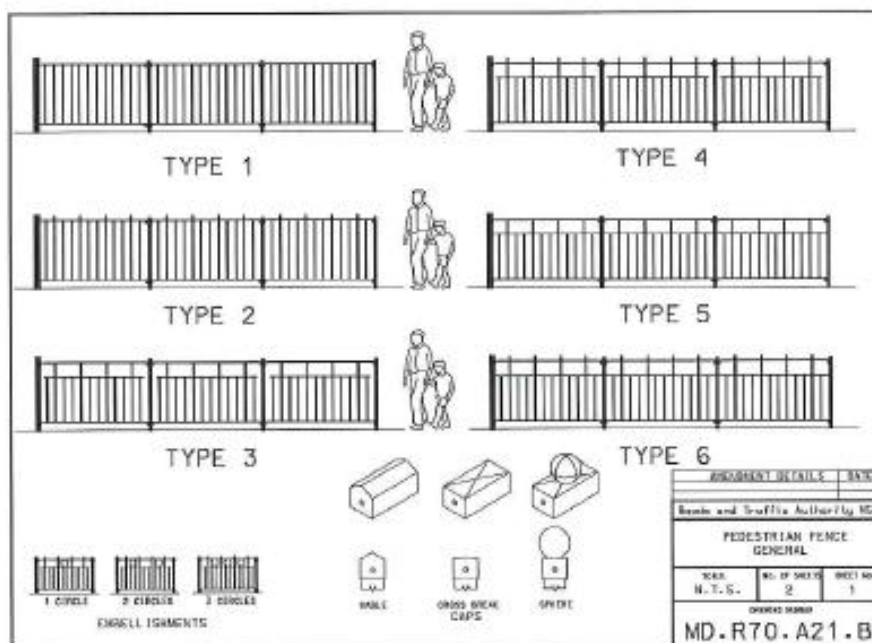


Figure 1

#### Modified welded steel mesh design

The RTA has approved the Modified Welded Steel Mesh (see Figure 2) design as it deforms safely under impact. It does, however, generally require more extensive repairs following an impact. Unlike the RTA designed fence it is difficult to see through at acute angles. This type of fencing must conform to the height range of the RTA designed pedestrian fence.



Figure 2

Modifications to the standard welded steel mesh design include the longitudinal placement of an 11 mm galvanised steel cable through the lower fold in each panel and through a hole near the base of each support post. The cable is terminated by being tied around the end posts and secured with dampers. Two heavy-gauge split links are crimped onto each panel to stop the bottom fold from pulling open under impact (see Figure 3).



There must be at least four panels at each end that have no horizontal rails, other than those at the top and bottom. This is to reduce the impact resistance in the event of an end-on collision, so that smaller vehicles ride over the collapsing fence rather than being tipped over.



Figure 3

## Criteria

Project managers should consider the following criteria when installing pedestrian fences. This will encourage pedestrians to use safe crossing locations such as overhead pedestrian bridges, pedestrian crossings, and/or traffic lights at appropriate locations.

1. The most effective location for pedestrian fencing is on the footway as it has the greatest potential to prevent pedestrians from entering the roadway. When installed on a footway the distance between the travel lane and the fence should be a minimum of 200mm. If the fence needs to be installed any further from the travel lane it should not be wide enough to encourage pedestrians to walk between the fence and the roadway but just enough space for a pedestrian to shelter if caught between traffic and the fence. Where pedestrian fencing is to be installed on footways, consideration should be given to its potential effects on bus stop locations, on-street parking and the need to maintain adequate footway width for pedestrians.
2. Where it is inappropriate to install pedestrian fencing on the footway, pedestrian fencing may be placed on a median strip. Unless risk assessment indicates that another value would be adequate, clearance of at least 450mm between a pedestrian fence and a traffic lane is to be maintained. This allows refuge for pedestrians should they be standing next to the fence. Therefore the minimum width of a median with pedestrian fencing is to be 900mm plus the width of the fence. When minimum clearances for pedestrian fencing on a median cannot be met, the pedestrian fence may be installed on a re-directive kerb such as "Trief" or "Elsholz" (see Figure 4). More detail on re-directive kerb can be found in the *RTA's Road Design Guide* (Safety Barriers for Roads and Bridges, sections 6.4.2-7 and 6.4.2-8).

While RTA designed pedestrian fencing features a staggered layout of the balusters, allowing motorists and pedestrians approaching on opposite sides of the fence to be able to more easily observe each other, it can still restrict visibility at very acute approach angles. Consideration should therefore be given to sight lines, when fencing is to be installed on a median, especially at intersections where right turning vehicles on the through road may temporarily lose sight of an approaching vehicle.



Figure 4

3. Modified welded steel mesh fencing is not to be placed on a median that is less than 2.5 metres wide.
4. Pedestrian fencing is to be at least 2 panel lengths along a footway and at least 8 panel lengths along a median so that it maintains its structural adequacy if impacted.
5. The height of the fence is to be in the range of 1.15 to 1.35 metres measured from the footway or top of the median.
6. Reflective sheeting is to be used to delineate pedestrian fencing in preference to reflectors which can dislodge if impacted or vandalised. The reflective sheeting is to be installed on the top of the panel's support post. Reflective sheeting should also be installed on the lead panel support.
7. Ground cover and introduced vegetation is to be selected that requires minimum maintenance and does not obscure sight lines for road users.
8. Vertical alignment between panels should not be greater than a 100mm level variation.
9. If RTA designed pedestrian fencing is to be installed in association with cycleways, then RTA designed pedestrian fencing types 1, 3 and 5 (see Figure 1) should be used which are not designed with protrusions above the top rail of each panel.
10. Pedestrian fencing should not be installed any closer than 1.0 metre from a traffic signal post. This clearance is required to allow for maintenance to the traffic signal lantern assembly.
11. As pedestrian fencing is designed to guide pedestrians to safer crossing locations, consideration needs to be given to appropriate colour selection. Light coloured fencing provides greater visual deterrent, reducing the risk of pedestrians, particularly vulnerable road users such as visually impaired or those affected by alcohol attempting to cross at locations where median fencing has been provided.

## Action

This policy is to take effect immediately

Approved for use by:

Soames Job

Director

NSW Centre for road safety



Michael Veysey

Director

Network Services



## References

*Road Design Guide (Safety Barriers for Roads and Bridges, section 6.4.2-8)*, RTA

*RTA's Community Involvement and Communications – A Resource manual for Staff.*

RTA Standard drawings MD.R70.A26.A.1 to MD.R70.A33.A.1 and MD.R70.A36.A.1 to MD.R70.A39.A.1

<b>9.7</b>	<b>Organisation Reports Index</b>	
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## **9.7 ORGANISATION**

### **9.7.1 Council Policy Rates and Charges Collection and Hardship Policy**

#### **Author & Department**

Director, Corporate and Community / Corporate and Community Directorate

#### **File Reference**

C70/0160/03

#### **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 (LG Act).

#### **Summary**

Council has the ability, under the Local Government Act 1989, to defer or waiver the whole or part of any rate or charge or interest. A new policy has been developed that replaces the previous Recovery of Unpaid Rates Policy. The new policy is much more comprehensive and takes into account financial hardship where this can be proven after an applicant has received independent financial counselling.

#### **RECOMMENDATION**

- 1. That Council Policy 'Recovery of Unpaid Rates' be revoked.**
- 2. That Council endorse the Rates and Charges Collection and Hardship Policy, as presented.**

*85/13 CRS WILLIAMS/LITTLE : That the Recommendation be adopted.*

**CARRIED**

#### **Background**

The review of the Recovery of Unpaid Rates Policy and the development of the Rates and Charges Collection and Hardship Policy is part of the update of policies required as part the Local Government Act 1989 (LG Act) requirements that all policies be reviewed within 12 months of an election.

The new policy has been developed based on provisions of the LG Act and the requirements of the State Revenue Office in relation to the Fire Services Property Levy (FSPL). The FSPL Act references the provisions of the LG Act that relate to deferred payments and waivers on the grounds of financial hardship. These have been included in a more comprehensive policy that includes not only the recovery of rates, charges and interest, but takes into account the difficulties that some ratepayers have in meeting their obligations.

The Policy was scheduled to be discussed at Council's Audit Committee meeting of Monday 17 June, 2013. A verbal report from that meeting will be made to Council as part of this report.



9.7.1 Council Policy  
Rates and Charges Collection and Hardship Policy (cont.)

**Alternative Options**

Not applicable.

**Risk Management**

There are no significant Risk Management factors relating to the report and recommendation.

**Strategic Links – policy implications and relevance to Council Plan**

This 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 report is unable to quantify the cost, if any to Council, of the adoption of this policy. This will depend entirely on circumstances of individuals in any given year.

**Economic Implications**

The recommendation has no significant economic implications for Council or the broader community.

**Environmental / Amenity Implications**

The recommendation has no significant environmental or amenity implications for Council or the broader community.

**Community Implications**

The implications for the community will differ on each individual's circumstances. The policy has the potential to ease the immediate burden on individual ratepayers.

**Victorian Charter of Human Rights and Responsibilities Act 2006**

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

**Legal / Statutory Implications**

The recommendation has no further 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**

Rates and Charges Collection and Hardship Policy.



# RATES AND CHARGE COLLECTION AND HARDSHIP POLICY

COUNCIL POLICY	
Effective Date:	18/06/2013
Last Review:	.....
Current Review:	.....
Adopted by Council:	18/06/2013
Next Review Date:	Bi-Annually / As required
Responsible Officer/s:	Director, Corporate and Community

### **Purpose / Objective:**

The purpose of this policy is to establish a framework for Strathbogie Shire Council to manage:

- the payment of rates and charges, including the Fire Services Levy;
- applications to enter into special payment arrangements;
- applications to defer payment of rates and charges;
- applications to have rates and charges waived; and
- levying of penalty interest on outstanding rates and charges.

Council aims to assist those ratepayers in genuine financial distress with a policy to defer the rates and charges payable on their property and/or to waive the interest charges payable.

### **Who Is Affected By This Policy?**

The Rates and Charges Collection and Hardship Policy applies to all payments of rates and charges but particularly to applications to Council seeking alternate arrangements for payment of rates. Typical applicants for arrangements include, but are not limited to, ratepayers suffering financial or emotional hardship.

### **Background / Reasons For Policy:**

- The Local Government Act 1989 (the Act) provides legislated payment options to facilitate the payment of rates and charges. In addition to these, Council provides additional payment frequencies to assist ratepayers to manage their debts.
- The policy allows Council to ensure that monies owed are recovered in a manner acceptable to Council and the person/organisation experiencing financial hardship. Hardship can arise in numerous ways for our community. Having the means available to temporarily assist the community member to allow them time to overcome their hardship in a sensible and sensitive way is appropriate.
- Under Section 170 of the Act, Council may defer, in whole or part, any payment due on the grounds of hardship.
- The Act goes on to say Council may waive a whole or part of any rate or charge or interest if a person is suffering financial hardship (Section 171).
- The difference between a waiver and a deferral is that a deferral suspends payment for a period of time whereas a waiver permanently exempts payment of the fee or charge under discussion.
- Applications for waiver and deferral will be individually assessed against the criteria stated in this policy.

- Section 170 of the Act enables Council to defer the payment for rates, charges and interest;
- Section 171 of the Act enables Council to waive the whole or part of any rate, charge or interest for particular classes of ratepayers e.g. pensioners;
- Sections 171 & 171A of the Act enable Council to waive rates and charges, based on financial hardship, upon application from the ratepayer;
- Section 171 (4) (b) of the Act states that: "A person may only apply for a waiver in respect of rateable land or a part of rateable land which is used exclusively for residential purposes by that person and is that person's sole or principle place of residence."
- Section 172 of the Act enables Council to charge interest on unpaid rates and charges.
- Section 181 of the Act, enables Council to sell land or cause land to be transferred to the Council to recover unpaid rates and charges

The penalty interest rate is fixed by the Attorney-General under Section 2 of the Penalty Interest Act 1983 and reviewed each year.

**Scope:**

This policy applies to any person who is levied rates or charges, including the Fire Services Levy, within the municipality.

The policy on waiving of rates and charges applies to rateable land used for residential purposes in accordance with Section 171(4) (b) of the Act.

This policy does not deal with the waiving of hire charges for Council facilities.

**Policy Content:**

Council will allow the payment of rates via a lump sum payment by the date set by the Minister and declared in the Government Gazette or by instalments as follows:

***Payment Due Dates***

First instalment	30 September
Second Instalment	30 November
Third Instalment	28 February
Fourth Instalment	31 May
Full Payment (Lump Sum)	30 September

If any of the above dates fall on a non-business day, the payment date is moved to the next business day.

Reminder notices will be issued to those ratepayers who have elected to pay their rates via the instalment method.

Council will provide additional payment frequencies within the declared payment dates, to assist ratepayers in managing their debts, e.g. Centrepay and special arrangements.

## 1. Interest

Interest will be charged on all amounts that are overdue in accordance with Section 172 of the Act at the rate set under the Penalty Interest Rates Act 1983.

Payments received after the full payment due date will be charged interest from the date the rates and charges were declared.

Section 172 (2)(b)(iii) states that:

- *if the payment was payable either in instalments or in a lump sum and the first instalment was not paid by the date it was due, on and from the date on which the rate or charge was declared;*

Instalment payments received after the instalment due dates will be charged interest from the instalment due date.

Section 172 (2) (b) (ii) states that:

- *if the payment was payable either in instalments or in a lump sum and the first instalment was paid by the date it was due, on and from the date on which the relevant subsequent missed instalment was due.*

## 2. Special Payment Arrangements

Where ratepayers are unable to make their payments through any of the standard options listed above, a Special Payment Arrangement may be entered into. These arrangements can be made at any time during the recovery process but are subject to the following conditions:

1. All requests for Special Payment Arrangements are to be recorded in the Property database.
2. Interest will continue to accrue on overdue amounts.
3. Any default from the Special Payment Arrangement may result in legal action to recover the debt without further notice.

Council will be flexible regarding the type of arrangement entered into in order to best suit the ratepayer's circumstances but as a minimum, payments over a 12-month period must cover the annual rates and charges and any interest applied to arrears. Ratepayers who are unable to make this minimum repayment should be assessed under the financial hardship provisions of this policy.

### **3. Policy on the deferral or waiver of rates or charges**

#### Deferral:

Ratepayers may have rates and charges, or part thereof, deferred subject to compliance with the following conditions:

- The ratepayer must be able to demonstrate that they are experiencing undue and unusual financial hardship. Applicants will need to demonstrate having sought advice from an independent financial counselling service for assistance with making arrangements to pay bills, debt management, budgeting and planning for the future payment of charges.
- A confidential statement must be submitted by the ratepayer as evidence of such circumstances.
- The acceptance by the ratepayer that interest will accrue on the deferred rates and charges;
- Where a ratepayer has complied with above conditions the rate or charge or part thereof may be deferred until the property is sold or transferred or the ratepayer's financial circumstances improves.

The ratepayer must request a review of eligibility for financial hardship relief, on an annual basis.

Assessment of financial hardship will be a subjective assessment having regard to the applicant's income and expenses and obligations.

#### Waiver and Deferral:

Rates and charges will generally not be waived. However, under Section 171 of the Act, Council may waive rates and charges if Council considers that a ratepayer is suffering financial hardship. Ratepayers may have interest, or part thereof, waived subject to compliance with the following conditions:

- The ratepayer must be experiencing financial hardship.
- The property for which the interest waiver is being considered must be used exclusively for residential purposes and must be the ratepayer's principal place of residence in accordance with Section 171 (4) of the Act; and
- The ratepayer must request a review for eligibility of financial hardship.

Determination on applications for waiver of rates and charges will be subject to Council approval as per Section 171 of the Act.

Determination on applications for waiver of interest charges will be subject to either CEO or Director Corporate and Community approval.

Determination on applications for deferral of rates and charges will be subject to CEO approval.

Assessment of financial hardship will be a subjective assessment having regard to the applicant's income and expenses and obligations.

If a deferral of rates and charges is approved:

- the property will be flagged as a rates deferment property and no debt recovery action will be taken; and
- A letter will be sent to the ratepayer seeking confirmation that the hardship still exists in accordance with the time-frame of the deferral.

An indefinite deferral may result in the rates not being recovered until the sale of the property, or when the property is sold upon the ratepayer's death. Rates and charges are a first charge on a property and are always recoverable before any other charges on the property are paid.

The deferral will be deemed withdrawn on the basis of any of the following conditions:

- The ratepayer advises that the hardship conditions no longer exist;
- Periodic confirmation of ongoing hardship is not received within 30 days of the date of the request;
- The ratepayer no longer owns or occupies the property; and/or
- The ratepayer has defaulted in meeting any agreements with council in regards to the deferral.

If a waiver of interest is approved:

- the property will be flagged as an interest waiver property; and
- Subject to repayment agreements, a letter will be sent to the ratepayer seeking confirmation that the hardship still exists in accordance with the time-frame determined at the time the interest waiver was granted.

The waiver will cease to apply on the basis of any of the following conditions:

- The ratepayer advises that the hardship conditions no longer exist;
- Periodic confirmation of ongoing hardship is not received within 30 days of the date of the request;
- The ratepayer no longer owns or occupies the property.

Council has the authority to withdraw any agreement at its discretion.

If a waiver of rates is approved:

- the property record will be updated to reflect the write-off of the particular debt that has been waived and interest will therefore not accrue; and
- Future rates will continue to be applied to the property and a fresh application for waiver on hardship grounds will be required each year.

#### **4. Reporting on application of the Policy**

A report will be prepared at least annually for Council on the exercise of delegations under this policy.

#### **5. Rate Recovery Process**

##### Final Notices:

Where there is no Special Payment Arrangement or where there has been a default in a Special Payment Arrangement and where no approved financial hardship application exists, the following will occur:

##### Quarterly Instalments:

- Following the Final Instalment payment date (31 May) a reminder notice will be issued to ratepayers who have more than \$100 rates outstanding, requesting payment within 14 Days.

Failure to respond to the Final Notice (by making payment in full or requesting a suitable Special Payment Arrangement) will result in the account being referred to Council's debt collection agency for further action.

Council's Debt Collection Agency will issue a Final Notice requesting payment within 14 days.

##### Solicitors Letter of Demand

Ratepayers who fail to respond to the Final Notice (by making payment in full or requesting a suitable Special Payment Arrangement) will be referred to Council's debt collection agency for a letter demanding payment within 14 days. These letters will generally only be issued on those ratepayers who have an amount outstanding of \$100 or more.

##### Legal Action

Ratepayers who fail to respond to the Solicitor's letter will be referred for legal proceedings to be commenced. A summons (complaint) will be issued to those ratepayers who have an amount outstanding of \$1,000 or more as the costs of legal action are significant and are charged to the ratepayer. This amount will be reviewed annually in light of applicable court and legal fees. (Pursuant to the Magistrates Court civil procedure rules 2010 - scale of costs).

Once a debt has been placed in the hands of Council's debt collection agency, all negotiations with the ratepayer are to be handled by them.

Once a summons/complaint is prepared and lodged with the Court for issue, the associated legal costs become chargeable. It is then served on the ratepayer who must, within 21 days from the date of service:

- pay the claim in full plus costs; or
- request a suitable Special Payment Arrangement; or
- lodge a completed Notice of Defence with the Court (thereby giving notice of their intention to dispute the claim).



If, at the expiration of the 21 days, the ratepayer has failed to carry out any of the above, an application will be made to the Court for an Order against the ratepayer for the amount of the debt plus costs. Once an Order has been made the following execution proceedings to recover the debt will be considered depending on the history of the ratepayer:

- Summons for Oral Examination (ratepayer is interviewed by the Clerk of Courts regarding their financial situation and intentions in relation to repaying the debt);
- Letter to mortgagee (a Court Order is not necessary but this action would normally only be taken after a debtor has failed to respond to an order being obtained);
- Rent demand (on the tenant of a rented property);
- Warrant to seize goods (some goods are not able to be seized like necessary household goods, tools of trade and low valued motor vehicles);
- Garnishee of wages;
- Sale of property (refer next section).

## **6. Sale of Property Section 181 Local Government Act**

In addition to the debt recovery procedures available through the legal system, under Section 181 of the Act, Council has the power to sell land or cause land to be transferred to the Council to recover unpaid rates and charges.

Section 181 recovery action may apply if:

- there are Rates and Charges (including enforcement costs and interest) which are more than three years overdue; and
- there is no current arrangement for the payment of the overdue Rates and Charges; and
- there is a Court order requiring the payment or part-payment of the overdue Rates and Charges.

This action may be taken in the following circumstances, after giving regard to the ratepayer's debt repayment record and ability to repay the debt, their age, state of health and family situation. Before any land is sold or transferred, it must be approved by the Chief Executive Officer.

## **7. Confidentiality**

Applications for consideration of financial hardship will be treated as strictly confidential in accordance with Council's Privacy Policy.

An applicant is required to provide their personal information to Council.

### **Definitions:**

**A deferral of payment** – suspension in whole or in part of the payment for the period of time and subject to those conditions as determined by Council. The full amount will still be eventually recovered and the outstanding amount will still incur interest.

**A waiver** – permanent exemption from the liability to pay the whole or part of any interest charge. Rates and charges will not be subject to a waiver except by council resolution. Council Officers will determine on applications for waiver of interest.

**Rate rebate** – a deduction from the sum to be paid. This deduction can be either a discount or a partial refund.

**Summons (complaint)** – demand for payment issued through the Magistrates Court incurring legal costs.

**Summons for oral examination** (ratepayer is interviewed by the Clerk of Courts regarding their financial situation and intentions in relation to repaying the debt);

**Letter to mortgagee** (a Court Order is not necessary but this action would normally only be taken after a debtor has failed to respond to an order being obtained);

**Rent demand** (on the tenant of a rented property);

**Warrant to seize goods** (some goods are not able to be seized like necessary household goods, tools of trade and low valued motor cars).

### **Related Policies:**

#### **Related Legislation:**

Local Government Act 1989  
Penalty Interest Rate Act 1983  
Fire Services Property Levy Act 2012  
Civil Procedures Act 2010

### **References:**

Council's Authorisations and Financial Delegations

## **9.7.2 Council Policy** **Mobile Device Policy**

### **Author & Department**

Director, Corporate & Community / Corporate & Community Directorate

### **File Reference**

C70/0160/03

### **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 (LG Act).

### **Summary**

The Mobile Device Policy has been developed to address the increased need for mobility in the workplace. These documents replace the Mobile Phone Policy that was last reviewed in February 2006.

### **RECOMMENDATION**

- 1. That Council Policy 'Mobile Phone Policy' be revoked.**
- 2. That Council endorse the Mobile Device Policy, as presented.**

*86/13 CRS WEATHERALD/LITTLE : That the Recommendation be adopted.*

**CARRIED**

### **Background**

Council currently has 125 mobile accounts to support the operations of the business. These include iphones, ipads and tablets (There are no G3 connections as technology exists to pair iphones with other devices). There is a monthly cost for mobile devices that is budgeted for on an ongoing basis, so it is appropriate that Council continually monitor mobile device usage.

Monthly reports are now produced that are provided to Directors and Managers that detail mobile device usage of all staff with a Council-issued mobile device. As a management tool, this has proved to be effective in monitoring usage and highlighting potential excessive use.

### **Alternative Options**

Not applicable.

### **Risk Management**

There are no significant Risk Management factors relating to the report and recommendation.

### **Strategic Links – policy implications and relevance to Council Plan**

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

9.7.2 Council Policy  
Mobile Device Policy (cont.)

**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**

Council has budgets for mobile devices and fixed line connections. These budgets are set annually and reviewed on a monthly basis.

**Economic Implications**

The recommendation has no significant economic implications for Council or the broader community.

**Environmental / Amenity Implications**

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

**Legal / Statutory Implications**

The recommendation has no further 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**

Mobile Device Policy



# MOBILE DEVICE POLICY

COUNCIL POLICY	
Effective Date:	18/06/2013
Last Review:	.....
Current Review::	.....
Adopted by Council:	18/06/2013
Next Review Date:	Annually / As required
Responsible Officer/s:	Manager, Customer Relations / Director, Corporate and Community

## **AIM**

To provide a clear and consistent procedure that outlines the responsible use of personally assigned mobile devices within the organisation.

## **Objective**

Strathbogie Shire Council is committed to providing safe working environments for staff whilst they perform their duties in remote locations and ensuring that they have the necessary tools and equipment to perform their duties.

This provision needs to be balanced with accountability of staff ensuring personal use does not create unacceptable financial burden on the Council nor leave Council open to public scrutiny. Council is responsible for determining the level of financial compensation of unacceptable personal use cost.

## **Connectivity**

The ICT Department will publish and manage the means by which devices connect to Council's network and systems including remote wireless access.

## **Device Usage**

Council provide devices for approved users as determined by their business function and or job role. Users will comply with Council Governance frameworks and access only those approved corporate applications.

Users must protect Council information and not disclose (knowingly or inadvertently) to unauthorised persons outside of Council premises.

The Mobile Device Procedure outlines details of:

- Business Use
- International Call and Data Management
- Personal Use
- Downloads and Data ownership

## **Compliance**

Failure to comply with the Mobile Device Usage Policy may, at the full discretion of Council, result in the suspension of any or all technology use and connectivity privileges, disciplinary action, and possibly termination of employment.

## **Policy Review**

This Policy will be reviewed annually to allow alignment with service cost increases and technology advances.

## **Related Documents**

- Social Media Policy and Procedures
- Working from Home Policy
- Health and Safety Policy
- ICT Strategy (under development)
- Mobility Device Register
- Fraud Management Policy, Procedures and Strategy
- Information Security Policy and Procedures
- Records Management Policy
- Discipline Policy
- Code of Conduct

**9.7.3 Audit Committee Representatives  
- Re-Appointment of Mr John McInnes and Mr John McCracken**

**Author & Department**

Chief Executive Officer / Executive Services Directorate

**File Reference**

F30/0010/15

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

No officers providing advice in relation to this report have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

**Summary**

Current community representative members terms expire in May each year, on a 3 year rotational basis. Two community member representatives are now required to be re-appointed under the terms of the Audit Committee Charter.

**RECOMMENDATION**

- 1. That Mr John McCracken be appointed as a Community Representative on Council's Audit Committee for a period of three years (3) years, effective from Monday 20 May 2012.**
- 2. That Mr John McInnes be appointed as a Community Representative on Council's Audit Committee for a period of three (3) years, effective from Monday 20 May 2013.**

*87/13 CRS WILLIAMS/STORER : That the Recommendation be adopted.*

**CARRIED**

**Background**

The Audit Committee Charter details the membership as follows:

**Membership**

- (a) The Audit Committee will comprise a minimum of three members – one Councillor and a minimum of two external independent persons. Council will appoint a substitute member who may only attend meetings in the absence of the principal Council representative. All members shall have full voting rights, including the Council substitute member.
- (b) External independent persons will have senior risk, business, financial or legal knowledge and experience, and be conversant with the financial and other reporting requirements. The evaluation of potential members will be undertaken by the Mayor and Chief Executive Officer taking account of the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills, and a recommendation for appointment put to Council.

9.7.3 Audit Committee Representatives  
- Re-Appointment of Mr John McInnes and Mr John McCracken (cont.)

- (c) Appointments of external persons shall be made by Council by way of a public advertisement. The terms of the appointment will generally be for a period of 3 years and should be arranged to ensure an orderly rotation and continuity of membership despite changes to Council's elected representatives. Council may reappoint current external members from time to time.

Mr McInnes and Mr McCracken have been advised that Council may reappoint current external members from time to time. Both have indicated a desire to continue as Community Representatives on the Audit Committee.

**Alternative Options**

Council can call for interested parties by way of a public advertisement. The preferred option is to re-appoint as per the current recommendations.

**Risk Management**

The risk management issues which will result from the non-implementation of the recommendation would be that Council advertise for Community Representatives with the potential that no members be found in time for the scheduled September 2013 meeting.

**Strategic Links – policy implications and relevance to Council Plan**

Implications for the adoption of the report recommendation on Council Policies, key strategic documents and the 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 author of this report considers that the report is consistent with Best Value, National Competition Policy and Competition and Consumer Act 2010 requirements.

**Financial / Budgetary Implications**

The Audit Committee members are remunerated after each sitting and this is provided for annually in Council's 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 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.



9.7.3 Audit Committee Representatives  
- Re-Appointment of Mr John McInnes and Mr John McCracken (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**

A statement advising relevant legal/statutory issues and how they are satisfied.

The recommendation has no further legal or statutory implications which require the consideration of Council.

**Consultation**

A statement indicating the nature and extent of consultation undertaken in relation to the matter.

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

**Attachments**

Nil.

#### **9.7.4 Economic Development Master Plan (Draft)**

##### **Author and Department**

Director Sustainable Development/Sustainable Development Directorate

##### **File Reference**

E10/0050/00

##### **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**

The Strathbogie Shire Council draft Economic Development Master Plan 2013 – 2017 is designed to facilitate investment, business growth and employment opportunities in the municipality.

It contains an economic profile of the Shire within the Hume Region, a literature review of other relevant strategies (including regional strategies and plans), a summary of key economic challenges and opportunities, the strategic framework for economic development and actions to achieve the goals.

The vision and mission (which is out for public comment in the draft Council Plan) for Strathbogie Shire, reinforces the commitment by the organisation to grow the Shire for the wellbeing of all. Council endeavours to actively consult with the community and stakeholders, and advocate on their behalf to attract investment into the municipality.

The purpose of the Master Plan is to contribute to the development of a vibrant community and improved quality of life by stimulating economic activity through:

- Increasing employment opportunities;
- Attracting investment in projects, infrastructure and new businesses;
- Encouraging more people to live in Strathbogie due to lifestyle and work opportunities; and
- Encouraging more people to visit and spend money in Strathbogie on tourism and recreation.

The Economic Development Master Plan applies across the whole of Strathbogie Shire. It seeks to guide Council in the planning and implementation of its economic development program and drives specific action/projects which are practical, time framed and measurable. The Master Plan provides for short, medium and longer term action.

Delivery of the Master Plan will be through Council's Sustainable Development Directorate and partly resourced by external funding. The actions will be aligned with departmental business plans and periodically reported to Council.

#### 9.7.4 Economic Development Master Plan (Draft) (cont.)

The draft plan has been prepared by Local Government Assignments for the Strathbogie Shire Council with input from the Strathbogie Shire Councillors, Executive Management and Senior Staff, and key stakeholders from the community and business groups. It is also acknowledged that the project to prepare the draft plan was, in part, funded by the State Government.

It is recommended that the draft Economic Development Master Plan (as attached) is now ready to be put out on formal exhibition inviting submissions from the general public and all other stakeholders.

#### **RECOMMENDATION**

**That Council resolve to:**

- 1. Adopt the draft Economic Development Master Plan 2013-2017, as attached to this report, *with minor amendments*.**
- 2. Place the draft Economic Development Master Plan 2013-2017 on exhibition for a period of not less than 28 days and invite submissions under Section 223 of the *Local Government Act 1989*.**
- 3. Consider all written submissions at a Special Meeting of Council at a date and time to be determined after close of the exhibition period.**

*88/13 CRS WEATHERALD/PURBRICK : That the Recommendation be adopted, subject to minor amendments, as denoted in italics in Recommendation 1.*

**CARRIED**

#### **Background**

Whilst Strathbogie enjoys the competitive advantages of a favourable location, excellent transport infrastructure and a sound base of existing industries, its economy is to some extent struggling to respond to a series of challenges including bypassing of key towns by the Hume and Goulburn freeways, an aging population and workforce, 'pull factors' associated with the larger nearby centres of Shepparton, Seymour and Benalla, the recent prolonged drought and subsequent floods, structural economic change and the closure of some significant local industries/employers.

To date Council's responses to these economic challenges have been driven by a series of separate strategic planning processes which have generally focussed on particular geographic localities or industry sectors. Whilst Council has been active in its planning and implementation of economic initiatives, it has lacked a coordinated shire-wide economic development master plan and action plan to guide its efforts. Currently, the only shire-wide economic development objectives are contained in the Council Plan and Planning Scheme. These are generally high level or land use focus objectives, rather than ones which drive specific economic development projects and initiatives.

Recognising the above, Council engaged Local Government Assignments to prepare an Economic Development Master Plan for the period 2013-2017.

#### 9.7.4 Economic Development Master Plan (Draft) (cont.)

##### **Alternative Options**

No alternative options were identified. Economic strategies for Victorian Local Councils are considered to be key strategic tools to deliver growth in the regions.

##### **Risk Management**

The author 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, as per the section 3 of the draft plan, "Literature Review".

##### **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 2010 requirements.

##### **Financial / Budgetary Implications**

To deliver on all of the draft actions, it will require external funding to support the project officer/s, and adoption of the draft Council budget items of \$120,000 for economic development projects and \$50,000 for a project officer/s.

##### **Economic Implications**

The economic implications are outlined in the body of the report and draft plan. They are all considered positive outcomes.

##### **Environmental / Amenity**

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 community implications are outlined in the body of the report and draft plan. They are all considered positive 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 adoption of the draft plan will follow the due process set out in the *Local Government Act 1989*.

##### **Consultation**

Initial consultation was with Councillors, Executive Management and Senior Staff, and key stakeholders from the community and business groups. Further consultation with the whole community will be via the Section 223 process calling for public submissions.

##### **Attachments**

Draft Economic Development Master Plan.

DRAFT FOR PUBLIC  
EXHIBITION (JUNE 2013)



# ECONOMIC DEVELOPMENT MASTER PLAN

2013 - 2017

DRAFT

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**DRAFT STRATHBOGIE SHIRE ECONOMIC DEVELOPMENT MASTER PLAN, 2013-2017**

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## **ACKNOWLEDGEMENTS**

The following individuals and organisations have contributed to the preparation of the 'Strathbogie Shire Economic Development Master Plan, 2013-2017'.

### **Shaping the Report**

- **Strathbogie Shire Councillors:**
  - Cr Debra Swan, Mayor
  - Cr Colleen Furlanetto
  - Cr Malcolm Little
  - Cr Alister Purbrick
  - Cr Patrick Storer
  - Cr Robin Weatherald
  - Cr Graeme (Mick) Williams
- **Project Steering Committee:**
  - Steve Crawcour, Chief Executive Officer, Strathbogie Shire Council (SSC)
  - Phil Howard, Director Sustainable Development, SSC
  - Emma Kubeil, Manager Economic Growth, SSC
  - Steven Sagona, Consultant, Local Government Assignments
- **Members of the community, including the business community, who reviewed drafts of the Economic Development Master Plan during its preparation, and who provided feedback to Council for consideration.**

### **Statistical Data**

The source of data presented in sections 1 and 2 of this report is the Australian Bureau of Statistics (ABS), with much of this being derived from the ABS Census of Population and Housing, 2011. Statistical graphs are as compiled, presented and interpreted for Strathbogie Shire Council by .id, a company which builds demographic information products for Australia & New Zealand ([www.home.id.com.au](http://www.home.id.com.au)).

### **Funding**

Preparation of this Economic Development Master Plan has been funded by Strathbogie Shire Council and the Victorian State Government under Regional Development Victoria's 'Putting Locals First' program.

Prepared for Strathbogie Shire Council by:



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The information contained in this report is based on sources believed to be reliable. However, *Local Government Assignments* gives no warranty that the said sources are correct and accepts no responsibility for any resultant errors contained herein and any damage or loss, howsoever caused, suffered by any individual or corporation.

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## 1. INTRODUCTION

### 1.1 Background

Whilst Strathbogrie enjoys the competitive advantages of a favourable location, excellent transport infrastructure and a sound base of existing industries, its economy is to some extent struggling to respond to a series of challenges including bypassing of key towns by the Hume and Goulburn freeways, an aging population and workforce, 'pull factors' associated with the larger nearby centres of Shepparton, Seymour and Benalla, the recent prolonged drought and subsequent floods, structural economic change and the closure of some significant local industries/employers.

To date Council's responses to these economic challenges have been driven by a series of separate strategic planning processes which have generally focussed on particular geographic localities or industry sectors. Whilst Council has been active in its planning and implementation of economic initiatives, it has lacked a coordinated shire-wide economic development master plan and action plan to guide its efforts. Currently, the only shire-wide economic development objectives are contained in the Council Plan and Planning Scheme. These are generally high level or land use focus objectives, rather than ones which drive specific economic development projects and initiatives.

Recognising the above, Council has engaged *Local Government Assignments* to prepare an Economic Development Master Plan for the period 2013-2017.

### 1.2 Purpose of the Economic Development Master Plan

The purpose of the Master Plan is to contribute to the development of a vibrant community and improved quality of life by stimulating economic activity through:

- Increasing employment opportunities;
- Attracting investment in projects, infrastructure and new businesses;
- Encouraging more people to live in Strathbogrie due to lifestyle and work opportunities; and
- Encouraging more people to visit and spend money in Strathbogrie on tourism and recreation.

The Economic Development Master Plan applies across the whole of Strathbogrie Shire. It seeks to guide Council in the planning and implementation of its economic development program and drives specific action/projects which are practical, time framed and measurable. The Master Plan provides for short, medium and longer term action.

### 1.3 Strathbogrie Shire

Strathbogrie Shire is located in north-central Victoria, two hours from central Melbourne. It is bounded by the Shire of Campaspe and the City of Greater Shepparton to the north, Benalla Rural City to the east, Mansfield, Murrindindi and Mitchell Shires to the south, and the City of Greater Bendigo to the west. The shire's population at the 2011 ABS Census was 9,622 people.

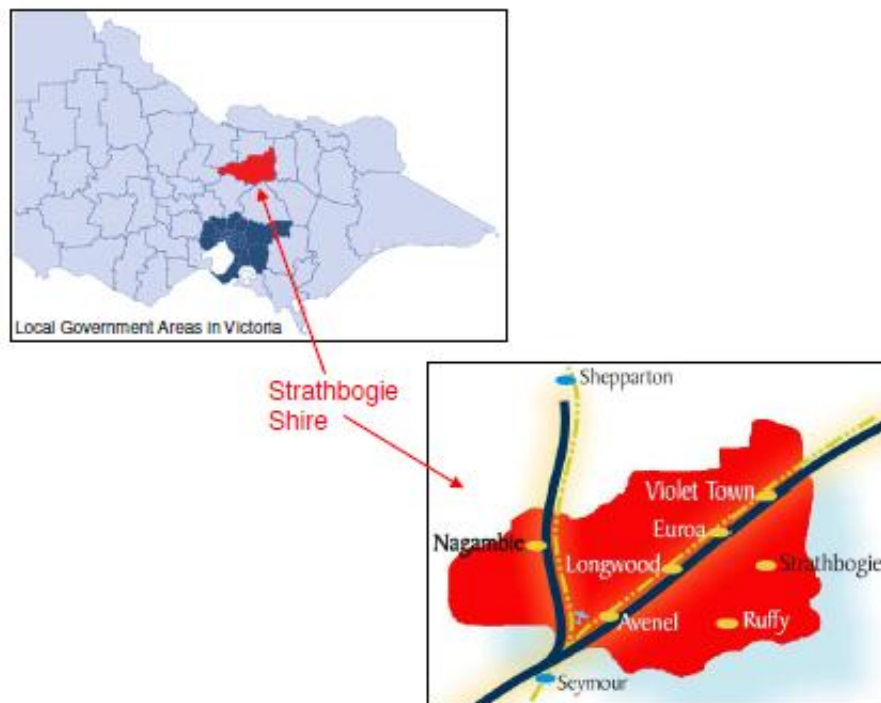
Strathbogrie is a predominantly rural shire including the more commonly known townships of Avenel, Euroa, Nagambie and Violet Town. The shire encompasses a total land area of 3,303 square kilometres, with land mainly used for agriculture, particularly wool, grain, cattle, horse studs and vineyards. Major features of the shire include the Strathbogrie Ranges, Heathcote-Graytown National Park, the Goulburn River, Goulburn Weir, Lake Nagambie, Nagambie Lakes Regatta Centre, Mangalore Airport, Mitchelton Winery, Plunkett Wines and Tahbilk Winery.

Strathbogrie Shire enjoys excellent transport linkages via the Goulburn Valley Freeway, Hume Freeway, Goulburn Valley Highway and the Melbourne-Shepparton and Melbourne-Wodonga railway lines. These strategic linkages increase accessibility and have helped to fuel population growth in certain areas. In particular, Nagambie, Avenel and the Strathbogrie



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Ranges have attracted increasing interest in recent times from the Melbourne and Shepparton property markets.



**1.4 Strathbogrie Shire Council**

Strathbogrie Shire is classified by Local Government Victoria as a 'Small Rural' Council. Forecast operational expenditure in 2012-13 of \$24.3 million will result in a forecast operating profit of \$417k, whilst capital expenditure is budgeted at is \$8.5 million. Total staffing at 30 June 2012 was 172, at 124.9 equivalent fulltime (EFT).

Human resources allocated to economic development total approximately 1.4 EFT, spread across the Chief Executive Officer, Director Sustainable Development, Manager Economic Growth and Economic Growth Officer, who's focus in on events. Rural Councils Victoria's 'Rural Councils' Economic Development Activities And Capacity Audit, 2011' found that Strathbogrie Shire was in the bottom five councils in Victoria for spending on economic development on a per capita basis, spending around \$7 compared to an average \$33 per capita across Victoria's 38 rural councils.

The shire's communities are represented by seven councillors across five wards, all elected in October 2012 for a four year term. The administrative centre is located at Euroa and a smaller customer service office is located at Nagambie.

## 2. ECONOMIC PROFILE

### 2.1 Population and Households

#### 2.1.1 Shire Population

According to the ABS, Strathbogie Shire's 'official' population - i.e., its Estimated Resident Population (ERP) - as at 30 June 2011 was 9,622. The Victorian State Government Department of Planning and Community Development's 'Victoria in Future 2012' publication, meanwhile, lists Strathbogie's population as 10,060.

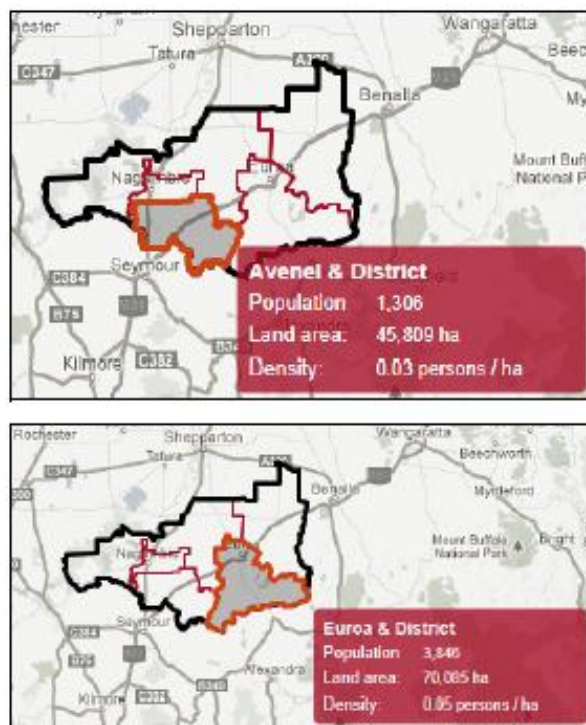
In addition to the permanent resident population, the shire has a further 2,300 non-resident ratepayers. Anecdotal evidence suggests that the population swells by up to 4,500 people during peak holiday season, to around 14,000 people in total.

#### 2.1.2 Population Districts

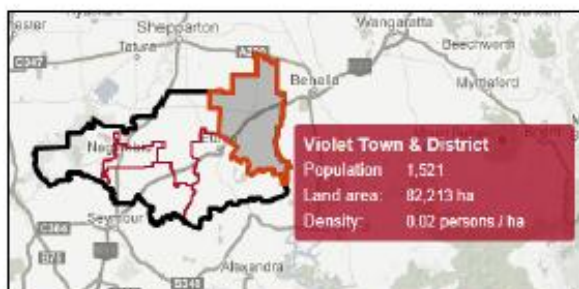
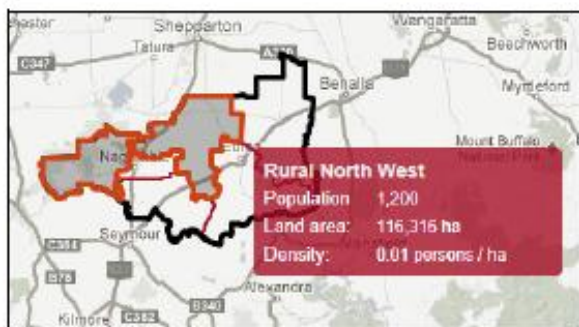
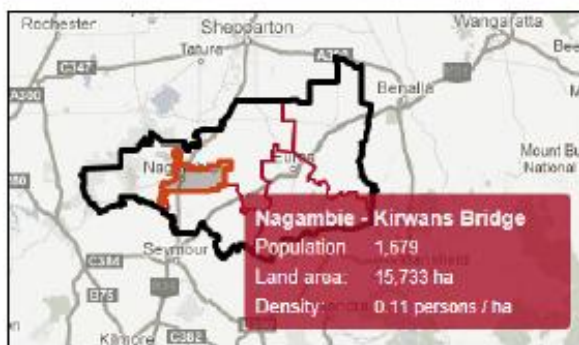
For the purpose of population and demographic profiling and analysis, Strathbogie Shire uses five 'Population Districts'. Analysis of Australian Bureau of Statistics (ABS) census data in each of the Population Districts and the Shire as a whole, along with comparisons of the data in table and graphic form with Regional Victoria, Victoria and Australia has been prepared by '.id' ([www.home.id.com.au](http://www.home.id.com.au)), a company which builds demographic information products.

Population District figures are based on "Usual Place of Residence" data from the 2011 ABS Census, as opposed to ERP data. Accordingly, a discrepancy of 100 people between the sum total of the five Population Districts below (9,552) and the ERP (9,622) is due to different methodology.

.id's analysis of 2011 ABS Census data indicates that 9,552 people resided across the five Population Districts as follows:



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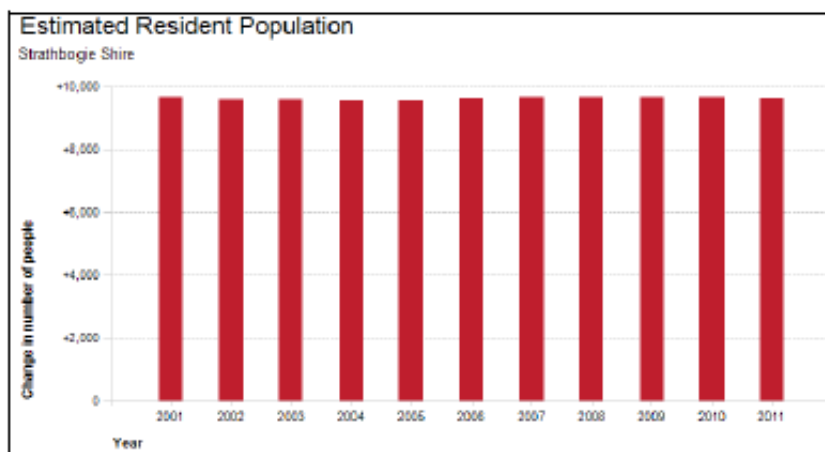
Source of Population District maps and data: JD ([www.profile.id.com.au/strathbogrie](http://www.profile.id.com.au/strathbogrie))

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**2.1.3 Population Growth**

Analysis by .id has revealed that since 2001, the population of:

- Avenel and District has grown by 113 people (9.5%).
- Euroa and District has grown by 34 people (0.9%).
- Nagambie-Kirwin Bridge has grown by 45 people (2.8%).
- Rural North West has grown by 164 people (15.8%).
- Violet Town and District has grown by 122 people (8.7%).
- Strathbogrie Shire has remained relatively constant at around 9,500 people.



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0).  
Compiled and presented by .id.

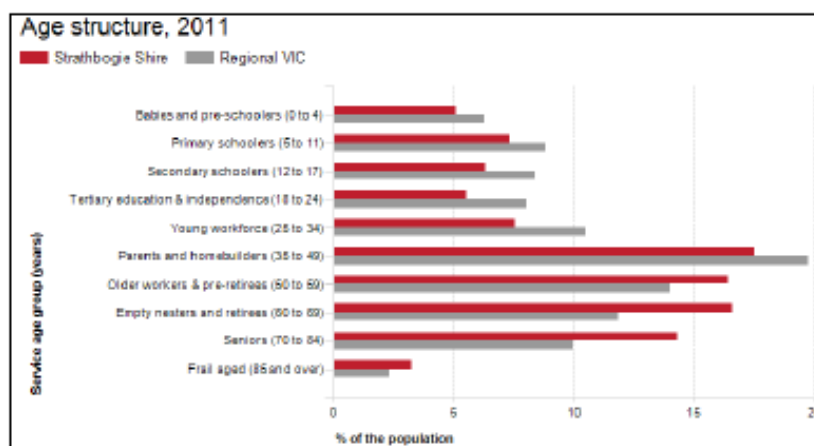
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**2.1.4 Age Structure**

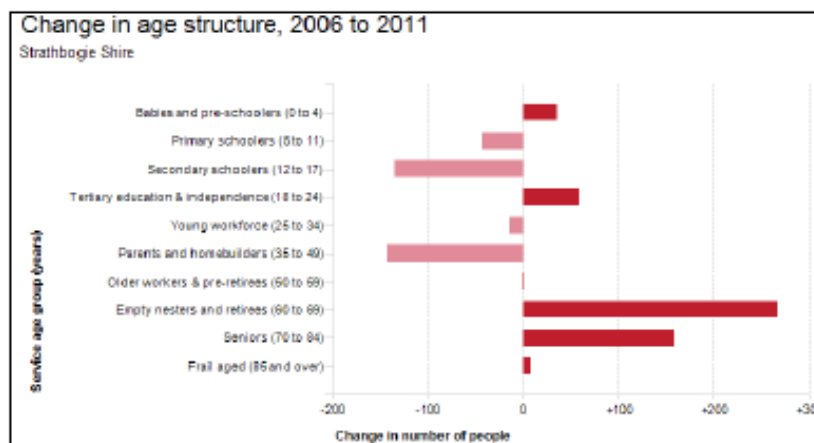
Age Structure data breaks down the Shire's population into age groups based on typical life-stages.

The data indicates that:

- Strathbogie has a lower proportion of people across all age groups from 0 to 49 years and a higher proportion of people in all age groups 50 years and older.
- Between 2006 and 2011, the 60 to 69 year age group experienced the largest growth with 267 more people.
- Between 2006 and 2011, the 35 to 49 year age group experienced the largest decline with 143 less people.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data). Compiled and presented by .I.d.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Usual residence data). Compiled and presented by .I.d.



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**2.1.5 Households**

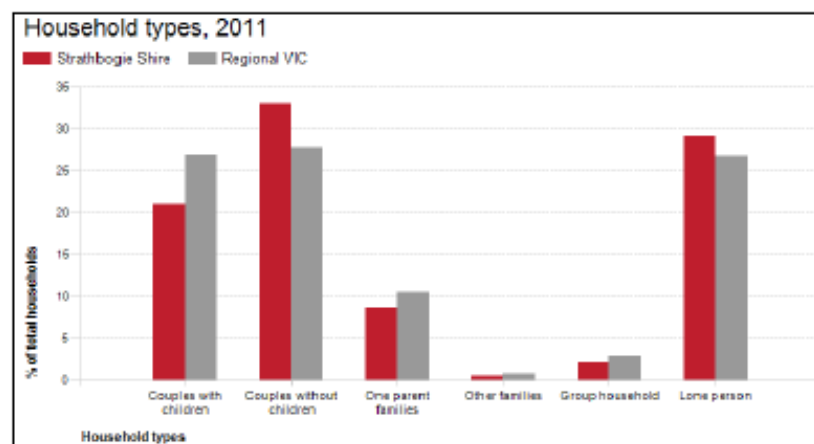
The number and structure of households is an important economic indicator, providing an insight into likely demand for local goods, services and facilities.

The data indicates that compared to Regional Victoria, Strathbogrie Shire has:

- A lower proportion of couples with children (21.1%) compared 26.9%.
- A lower proportion of one-parent families (8.7%) compared with 10.5%.
- A higher proportion of Lone Person Households (29.2%) compared with 26.8%.
- A higher proportion of Couples without Children (33.1%) compared with 27.8%.

Households by type	Number
Couples with children	861
Couples without children	1,348
One parent families	353
Other families	21
Group household	85
Lone person	1,188
Other not classifiable household	130
Visitor only households	87
<b>Total households</b>	<b>4,073</b>

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data). Compiled and presented by .Id.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data). Compiled and presented by .Id.

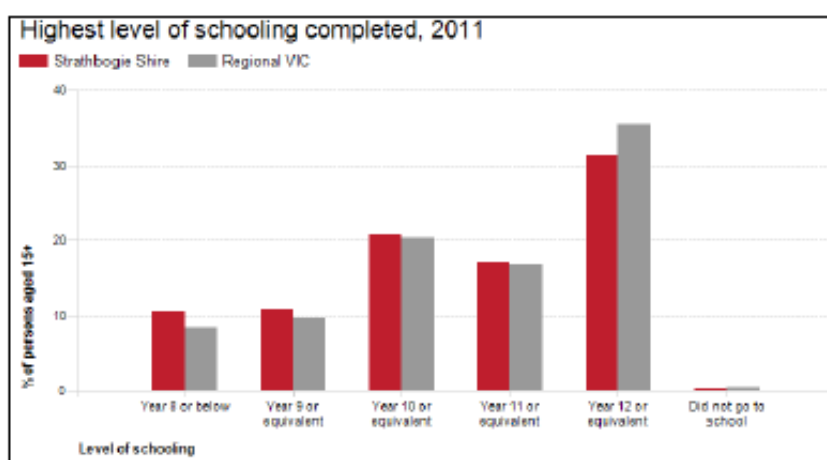
## 2.2 Education and Qualifications

### 2.2.1 Secondary School Education

Secondary school completion data, along with Non-School Qualifications, provides an insight into the skills base available to the local economy.

Secondary school completion data indicates that:

- 42.5% of Strathbogrie residents left school at Year 10 or below compared with 39% of the population in Regional Victoria.
- 31.3% of Strathbogrie residents completed Year 12 or equivalent, compared with 35.6% of the population in Regional Victoria.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data).  
Compiled and presented by Jd.

Interestingly, Council believes that approximately 100 students are being home-schooled across the shire.

### 2.2.2 Non-School Qualifications

Non-School Qualifications data assists in the identification of economic opportunities and skill gaps in the labour market.

The data indicates that:

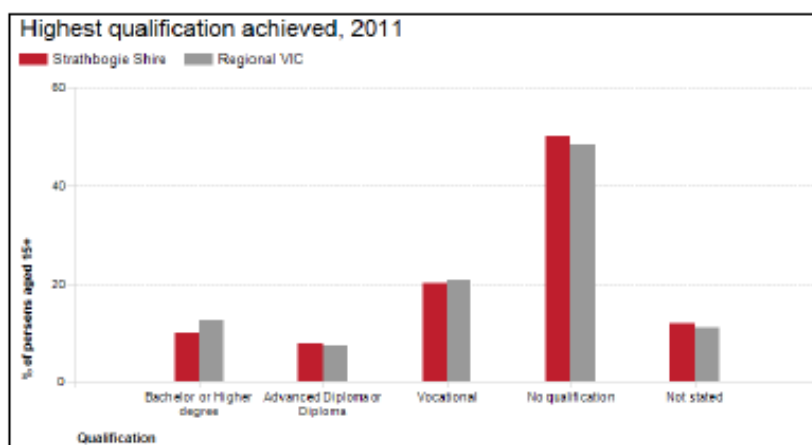
- 50.2% of Strathbogrie residents have no qualification, compared with 48.4% of the population in Regional Victoria.
- 10.0% of Strathbogrie residents have a Bachelor or Higher degrees, compared with 12.5% of the population in Regional Victoria.

Significantly, the data also reveals that between 2006 and 2011, significant change occurred in relation to residents' qualifications. Specifically, there were:

- 260 more people with Vocational qualifications
- 134 fewer people with no qualifications
- 119 more people with Bachelor or Higher degrees
- 118 more people with Advanced Diplomas or Diplomas

(See graphs on following page)

**DRAFT STRATHBOGRIE SHIRE ECONOMIC DEVELOPMENT MASTER PLAN, 2013-2017**



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data).  
Compiled and presented by .Jd.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data).  
Compiled and presented by .Jd.

**2.3 Income**

**2.3.1 Weekly Individual Income**

Individual Income data is an indicator of socio-economic status and of the potential size and strength of the consumer market available to the local economy.

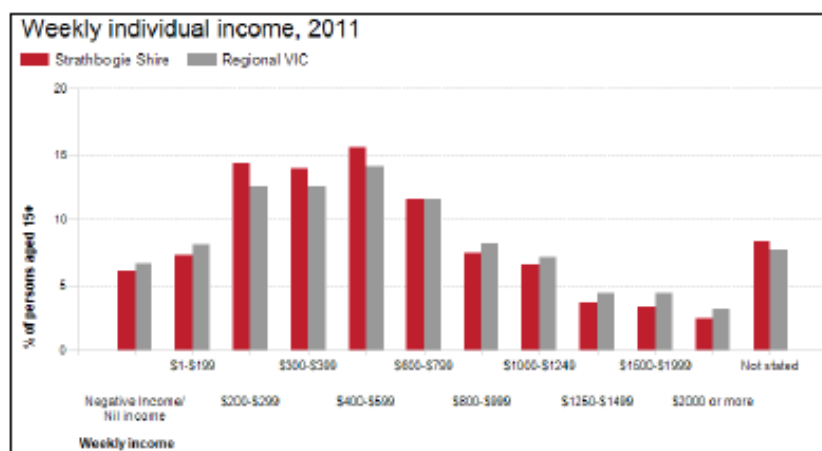
The data indicates that:

- A lower proportion of Strathbogrie residents (5.7%), compared with people across Regional Victoria (7.5%), earn a high income of at least \$1,500 a week.
- A higher proportion of Strathbogrie residents (41.5%), compared with people across Regional Victoria (39.6%), earn a low income of less than \$400 a week.

(See graph on following page)



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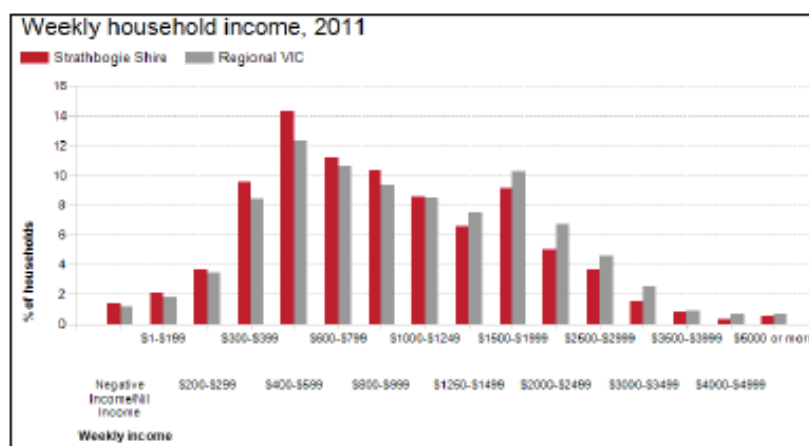
Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data).  
Compiled and presented by .jd.

2.3.2 [Weekly Household Income](#)

As households form the economic unit that underpins local economies, Weekly Household Income is a fundamental economic driver and provides a useful insight into an area's economic development potential. Household Income is a key indicator of socio-economic status.

The data indicates that:

- A lower proportion of Strathbogrie households (6.7%), compared with those across Regional Victoria (9.2%), earn a high income of at least \$2,500 a week.
- A higher proportion of Strathbogrie households (31%), compared with those across Regional Victoria (27.2%), earn a low income of less than \$600 a week.



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data).  
Compiled and presented by .jd.

**DRAFT STRATHBOGRIE SHIRE ECONOMIC DEVELOPMENT MASTER PLAN, 2013-2017**

**2.4 SIEFA**

**2.4.1 Socio-Economic Disadvantage**

SEIFA (Socio-Economic Index for Areas) measures the relative level of disadvantage in an area and is derived from characteristics such as low income, low educational attainment, high unemployment and jobs in relatively unskilled occupations.

A higher score means a *lower* level of disadvantage whilst a lower score indicates a *higher* level of disadvantage.

The data indicates that:

- Strathbogrie’s 2011 SEIFA score of 970.2 makes it the 23<sup>rd</sup> most disadvantaged of Victoria’s 79 local government areas, comparing with:
  - 1098.3 in Nillumbik Shire (least disadvantaged Victorian local government area)
  - 894.9 in the City of Greater Dandenong (most disadvantaged)
  - 977.7 in Regional Victoria
- Strathbogrie’s 2011 score of 970.2 compares with its 2006 score of 930, indicating a lower relative level of disadvantage.
- The relative level of disadvantage across the shire’s Population Districts (from greatest to least) are:
  - Nagambie – Kirwans Bridge: 941.1
  - Euroa and District: 957.3
  - Violet Town and District: 987.5
  - Rural North West: 992.5
  - Avenel and District: 1,005.8

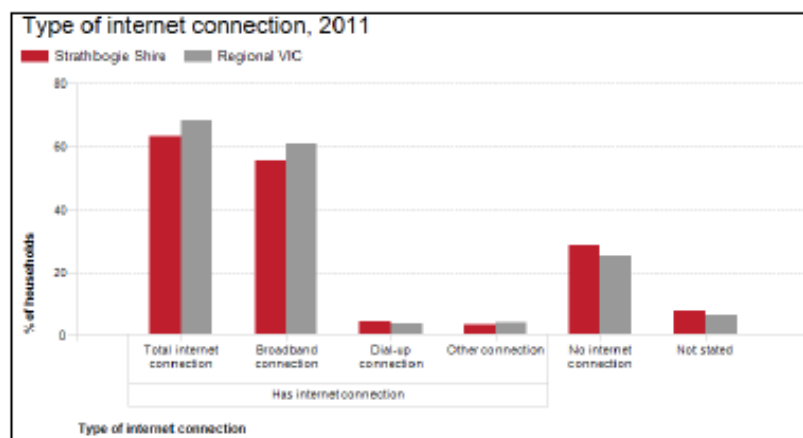
**2.5 Internet Connections**

**2.5.1 Type of Internet Connections**

With businesses increasingly transacting business online, the availability and rate of connection to high speed internet is an important factor in local economic capacity.

The data indicates that:

- Across Strathbogrie Shire, 33.2% of households have no internet connection or a dial up connection, compared with 28.8% across regional Victoria.
- Across Strathbogrie Shire, 55.6% of households have a broadband connection, compared with 60.9% across regional Victoria.



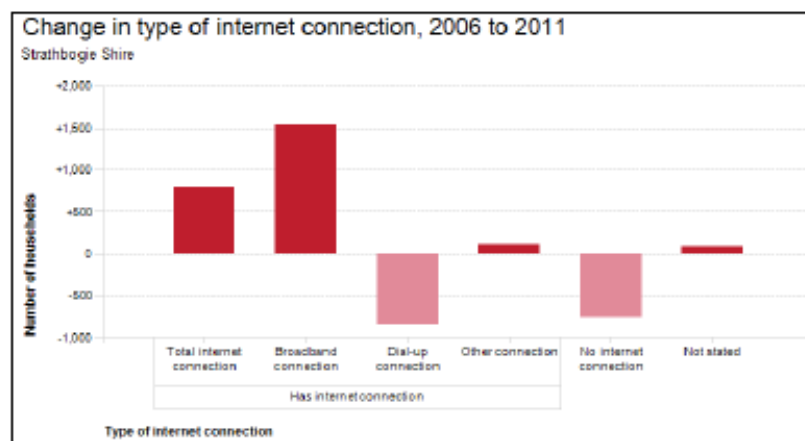
Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data).  
Compiled and presented by Jd.

2.5.2 Change in Type of Internet Connection, 2006 to 2011

Change in type of internet connection demonstrates increased availability of higher speed internet, households' increasing expectations around internet services, and the rate at which opportunities are emerging within the local economy for businesses and consumers to efficiently transact online.

The data indicates that between 2006 and 2011 in Strathbogie Shire:

- 797 additional households connected to the internet
- 1,538 additional households obtained broadband connectivity
- 856 fewer households used a dial-up internet connection



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Enumerated data). Compiled and presented by .id.

**DRAFT STRATHBOGIE SHIRE ECONOMIC DEVELOPMENT MASTER PLAN, 2013-2017****2.6 Employment, Occupations and Industries****2.6.1 Employment Status**

Employment status is seen as a key indicator of economic conditions not only because it indicates the ability and propensity of the economy to provide jobs, but also because it indicates the extent to which consumers in an economy are able and likely to spend money on goods and services available within the economy.

The data indicates that:

- Strathbogie's unemployment rate of 4.1% compared favourably with Victoria's 5.4% and Australia's 5.6%.
- A smaller proportion of Strathbogie's workforce (57%) worked full-time, compared with 59.2% for Victoria and 59.7% for Australia.
- A larger proportion of Strathbogie's workforce (32.1%) worked part-time, compared with 29.6% for Victoria and 28.7% for Australia.

<b>EMPLOYMENT</b>	<b>Strathbogie (S)</b>	<b>%</b>	<b>Victoria</b>	<b>%</b>	<b>Australia</b>	<b>%</b>
<i>People who reported being in the labour force, aged 15 years and over</i>						
Worked full-time	2,472	57.0	1,583,266	59.2	6,367,554	59.7
Worked part-time	1,393	32.1	791,836	29.6	3,062,976	28.7
Away from work	294	6.8	155,530	5.8	627,797	5.9
Unemployed	179	4.1	144,844	5.4	600,133	5.6
Total in labour force	4,338	--	2,675,476	--	10,658,460	--

Source: ABS website, '2011 Census QuickStats: Strathbogie (S)'.

Whilst these figures appear to be comparatively strong for Strathbogie Shire, it should be noted that some members of the community - for example, people with a disability - may not be participating in the labour market and thus are not reflected in these figures, yet would like to be working.

**2.6.2 Hours Worked**

Hours Worked data provides a further insight into the strength and characteristics of the labour market.

The data indicates that:

- A larger proportion of Strathbogie's workforce (22.4%) worked between 16 and 34 hours per week, compared with 19.8% for Victoria and 20.3% for Australia.
- A smaller proportion of Strathbogie's workforce (59.5%) worked 35 or more hours per week, compared with 62.5% for Victoria and 63.3% for Australia.

<b>EMPLOYMENT – HOURS WORKED</b>	<b>Strathbogie (S)</b>	<b>%</b>	<b>Victoria</b>	<b>%</b>	<b>Australia</b>	<b>%</b>
<i>Labour force, people aged 15 years and over</i>						
1-15 hours per week	455	10.9	289,746	11.4	1,087,799	10.8
16-24 hours per week	442	10.6	245,456	9.7	947,792	9.4
25-34 hours per week	492	11.8	256,634	10.1	1,027,380	10.2
35-39 hours per week	577	13.9	445,919	17.6	1,808,879	18.0
40 hours or more per week	1,895	45.6	1,137,351	44.9	4,558,678	45.3

Source: ABS website, '2011 Census QuickStats: Strathbogie (S)'.

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**2.6.3 Occupation**

Occupation data refers not to the number of jobs in each occupation within Strathbogie Shire, but to the number of jobs of local residents regardless of whether or not these jobs are based in Strathbogie.

It should be noted that the 'Managers' category includes farm managers within its definition, hence a high proportion of Managers in Strathbogie compared with Victoria and Australia.

The data indicates that:

- More Strathbogie residents (22.8%) are employed as 'Managers' than in any other single profession.
- A larger proportion of Strathbogie's workforce (14.8%) worked as 'Labourers' compared with 9.0% for Victoria and 9.4% for Australia.
- A smaller proportion of Strathbogie's workforce (23.2%) worked as 'Professionals' or 'Clerical and Administrative Workers' compared with 36.7% for Victoria and 36.0% for Australia.

<b>OCCUPATION</b>	<b>Strathbogie (S)</b>		<b>Victoria</b>		<b>Australia</b>	
		<b>%</b>		<b>%</b>		<b>%</b>
<i>Employed people aged 15 years and over</i>						
Managers	946	22.8	332,929	13.2	1,293,970	12.9
Labourers	617	14.8	227,185	9.0	947,608	9.4
Technicians and Trades Workers	575	13.8	350,758	13.9	1,425,146	14.2
Professionals	563	13.5	564,781	22.3	2,145,442	21.3
Clerical and Administrative Workers	401	9.7	364,498	14.4	1,483,558	14.7
Community & Personal Service Workers	372	9.0	234,381	9.3	971,897	9.7
Machinery Operators And Drivers	304	7.3	154,543	6.1	659,551	6.6

Source: ABS website, '2011 Census QuickStats: Strathbogie (S)'.

**DRAFT STRATHBOGIE SHIRE ECONOMIC DEVELOPMENT MASTER PLAN, 2013-2017****2.6.4 Industry of Employment**

Industry of Employment data refers not to the number of jobs in each industry sector within Strathbogie Shire, but to the number of jobs of local residents regardless of whether or not these jobs are based in Strathbogie Shire. For example, not all of the 124 people employed in 'Local Government Administration' are employed in local government administration in Strathbogie Shire, but are employed by other local governments in the region.

The data indicates that:

- Sheep, Beef Cattle and Grain Farming is by far the industry employing more Strathbogie residents than any other single industry.
- Local Government Administration provides proportionally more jobs for Strathbogie's workforce (3.0%) than it does for Victoria or Australia's workforce (both 1.4%).
- Hospitals provide proportionally fewer jobs for Strathbogie's workforce (2.9%) than they do for Victoria's workforce (3.9%) or Australia's workforce (3.6%).

<b>INDUSTRY OF EMPLOYMENT, TOP RESPONSES</b>	<b>Strathbogie (\$)</b>	<b>%</b>	<b>Victoria</b>	<b>%</b>	<b>Australia</b>	<b>%</b>
<i>Employed people aged 15 years and over</i>						
Sheep, Beef Cattle and Grain Farming	528	12.7	23,883	0.9	120,143	1.2
School Education	179	4.3	111,140	4.4	467,373	4.6
Cafes, Restaurants and Takeaway Food Services	151	3.6	106,394	4.2	412,804	4.1
Local Government Administration	124	3.0	35,287	1.4	136,792	1.4
Hospitals	122	2.9	99,286	3.9	361,011	3.6

Source: ABS website, '2011 Census QuickStats: Strathbogie (S)'.

**2.6.5 Businesses (Number of) by Industry by Employment Size**

As per the table on the following page, there were 1,367 businesses in Strathbogie Shire at June 2011, with 917 of these based in the eastern part of the shire and 450 in the western part of the shire. Of the total 1,367 businesses:

- 655 businesses operated in the Agriculture, Forestry and Fishing industry
- 165 businesses operated in the Construction industry
- 903 businesses were non employing
- 265 businesses employed 1 to 4 people
- 166 businesses employed 5 to 19 people
- 33 businesses employed 20 to 199 people

The largest individual employers include Strathbogie Shire Council (172 employees at 125 EFT), Swettenham Stud and Lindsay Park (equine); Mitchelton Wines, Tahbik and Fowles Wine; and Euroa Health, Violet Town Bush Nursing Centre and Nagambie Healthcare.

It is expected that when operating at full capacity, the Euroa Freeway Service Centre will employ around 120 people, whilst the Costa Mushroom Exchange is expected to employ 275 people as part of stage 1 (approx. 18 months) and a further 275 as part of stage 2 (approx. 5 years).



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## BUSINESSES BY INDUSTRY DIVISION BY EMPLOYMENT SIZE AS AT JUNE 2011

Industry	Location	Non employing no.	1-4 no.	5-19 no.	20- 199 no.	200+ no.	Total no.
Agriculture, Forestry and Fishing	East	361	65	46	6	0	478
Agriculture, Forestry and Fishing	West	113	26	29	9	0	177
<b>Agriculture, Forestry and Fishing</b>	<b>Whole Shire</b>	<b>474</b>	<b>91</b>	<b>75</b>	<b>15</b>	<b>0</b>	<b>655</b>
Mining	East	3	0	0	0	0	3
Mining	West	0	0	3	0	0	3
<b>Mining</b>	<b>Whole Shire</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>6</b>
Manufacturing	East	15	6	6	3	0	30
Manufacturing	West	11	9	3	0	0	23
<b>Manufacturing</b>	<b>Whole Shire</b>	<b>26</b>	<b>15</b>	<b>9</b>	<b>3</b>	<b>0</b>	<b>53</b>
Construction	East	63	34	6	0	0	103
Construction	West	43	16	3	0	0	62
<b>Construction</b>	<b>Whole Shire</b>	<b>106</b>	<b>50</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>165</b>
Wholesale Trade	East	6	6	3	0	0	15
Wholesale Trade	West	3	6	0	0	0	9
<b>Wholesale Trade</b>	<b>Whole Shire</b>	<b>9</b>	<b>12</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>24</b>
Retail Trade	East	12	6	8	0	0	26
Retail Trade	West	18	0	3	3	0	24
<b>Retail Trade</b>	<b>Whole Shire</b>	<b>30</b>	<b>6</b>	<b>11</b>	<b>3</b>	<b>0</b>	<b>50</b>
Accommodation and Food Services	East	13	12	7	0	0	32
Accommodation and Food Services	West	3	7	8	3	0	21
<b>Accommodation and Food Services</b>	<b>Whole Shire</b>	<b>16</b>	<b>19</b>	<b>15</b>	<b>3</b>	<b>0</b>	<b>53</b>
Transport, Postal and Warehousing	East	13	11	9	0	0	33
Transport, Postal and Warehousing	West	13	15	3	0	0	31
<b>Transport, Postal and Warehousing</b>	<b>Whole Shire</b>	<b>26</b>	<b>26</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>64</b>
Information Media and Telecommunications	East	3	0	0	0	0	3
Information Media and Telecommunications	West	0	0	0	0	0	0
<b>Information Media and Telecommunications</b>	<b>Whole Shire</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
Financial and Insurance Services	East	26	3	0	0	0	29
Financial and Insurance Services	West	9	3	0	0	0	12
<b>Financial and Insurance Services</b>	<b>Whole Shire</b>	<b>35</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41</b>
Rental, Hiring and Real Estate Services	East	35	3	0	0	0	38
Rental, Hiring and Real Estate Services	West	21	0	0	0	0	21
<b>Rental, Hiring and Real Estate Services</b>	<b>Whole Shire</b>	<b>56</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59</b>
Professional, Scientific and Technical Services	East	23	7	11	0	0	41
Professional, Scientific and Technical Services	West	20	9	3	0	0	32
<b>Professional, Scientific and Technical Services</b>	<b>Whole Shire</b>	<b>43</b>	<b>16</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>73</b>
Administrative and Support Services	East	8	6	6	0	0	20
Administrative and Support Services	West	3	3	0	0	0	6
<b>Administrative and Support Services</b>	<b>Whole Shire</b>	<b>11</b>	<b>9</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>26</b>
Public Administration and Safety	East	0	0	0	0	0	0
Public Administration and Safety	West	3	0	0	0	0	3
<b>Public Administration and Safety</b>	<b>Whole Shire</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
Education and Training	East	6	0	0	3	0	9
Education and Training	West	0	0	3	0	0	3
<b>Education and Training</b>	<b>Whole Shire</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>12</b>
Health Care and Social Assistance	East	13	0	0	3	0	16
Health Care and Social Assistance	West	3	3	0	3	0	9
<b>Health Care and Social Assistance</b>	<b>Whole Shire</b>	<b>16</b>	<b>3</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>25</b>
Arts and Recreation Services	East	5	0	3	0	0	8
Arts and Recreation Services	West	0	3	0	0	0	3
<b>Arts and Recreation Services</b>	<b>Whole Shire</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>11</b>
Other Services	East	17	3	3	0	0	23
Other Services	West	3	0	0	0	0	3
<b>Other Services</b>	<b>Whole Shire</b>	<b>20</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>26</b>
Not Classified	East	7	3	0	0	0	10
Not Classified	West	8	0	0	0	0	8
<b>Not Classified</b>	<b>Whole Shire</b>	<b>15</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>
Total no. of Businesses across all Industries	East	629	165	108	15	0	917
Total no. of Businesses across all Industries	West	274	100	58	18	0	450
<b>Total no. of Businesses across all Industries</b>	<b>Whole Shire</b>	<b>903</b>	<b>265</b>	<b>166</b>	<b>33</b>	<b>0</b>	<b>1,367</b>

Source: Australian Bureau of Statistics, Counts of Australian Businesses, Including Entries and Exits, Jun 2007 to Jun 2011, Businesses by Industry Division by Statistical Area Level 2 by Employment Size Ranges, June 2011

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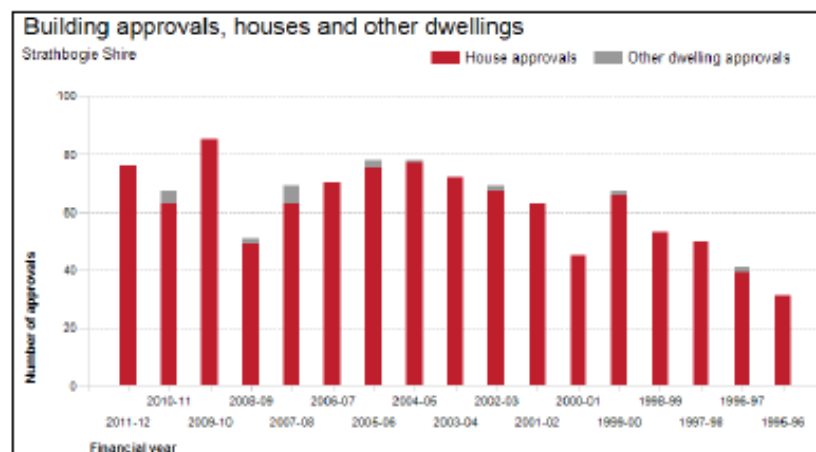
**2.7 Building Activity**

**2.7.1 Building Approvals**

Building approvals data provides a good indication of general economic confidence and activity as they tend to reflect a broad range of factors such as the state of the overall economy, interest rates, availability of credit, government and business investment and employment levels.

The data indicates that:

- Whilst building approvals for houses and other dwellings have fluctuated, the overall trend has been toward increased building since 1995, despite relatively stagnant population growth.
- Building activity appears to have been impacted by the Global Financial Crisis of 2008-09.



Source: Australian Bureau of Statistics, Building Approvals, Australia (8731.0). Compiled and presented by .Jd.



### 3. LITERATURE REVIEW

#### 3.1 Hume Strategy

The *Hume Strategy for Sustainable Communities 2010-2020* (Hume Strategy) was developed by the Hume Regional Management Forum to inform decision making and investment in the Hume region.

The Strategy sets the following vision:

- *The Hume Region will be resilient, diverse and thriving. It will capitalise on the strengths and competitive advantages of the four sub regions, to harness growth for the benefit of the region and to develop liveable and sustainable communities.*

The four Hume sub regions are Central Hume (Alpine, Benalla, Mansfield & Wangaratta), Goulburn Valley (Greater Shepparton, Moira, Strathbogrie & Campaspe), Lower Hume (Mitchell & Murrindindi) and Upper Hume (Indigo, Towong & Wodonga).

The Strategy contains over 300 recommendations under the five themes of Environment, Communities, Economic, Transport and Land Use, and lists 'Air freight centre at Mangalore Airport' as a 'Ready to Advance Project'.

#### 3.2 Hume Regional Growth Plan

The *Hume Regional Growth Plan* is one of eight such plans currently being prepared across Victoria in partnership between local government and state agencies and authorities, led by the Department of Planning and Community Development (DPCD). When completed, the plan will provide the means to implement the strategic land use and infrastructure directions set out in the Hume Strategy. Accordingly to the DPCD website, the plan will:

- "Identify economic, environmental, social and cultural resources to be preserved, maintained or developed,
- Provide direction for accommodating growth and change including residential, employment, industrial, commercial, agricultural and other rural activities,
- Show broadly which areas of land can accommodate growth and which are to be maintained, including consideration of the infrastructure needed to support growth or change, and
- Help councils by streamlining planning policy as well as potentially reducing the amount of strategic work councils have to do."

The Hume Regional Growth Plan is expected to be completed late 2013.

#### 3.3 Council Plan

Strathbogrie Shire's *2009-2013 Council Plan (2012 Review)* has its main focus on achieving future sustainability, improving liveability, encouraging investment opportunities, improving the wellbeing of residents and connecting effectively with local communities.

The Council Plan contains high level objectives for economic development, rather than ones which drive specific action. The relevant objectives are:

- **PRIVATE ENTERPRISE:** An environment which provides opportunity and supports for sustainable investment.
- **TOURISM:** A desirable destination which attracts visitors to enhance the economic and recreational opportunities for our community.

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### 3.4 Strathbogie Planning Scheme

The Strathbogie Planning Scheme includes the following objectives for economic development within the Municipal Strategic Statement:

- To facilitate further business, industry and tourism investment which reinforces the role of the local towns, increases local employment opportunities and makes productive and sustainable use of the Shire's resources.
- To provide further agricultural investment in productive enterprises by value adding to existing enterprises and the diversification into high value agriculture and related tourism services.
- To direct major storage and transport businesses and manufacturing businesses to the industrial zones in Nagambie and Euroa, and, if applicable, to the new Special Use Precinct.
- To accommodate industrial service industries such as mechanics, smash repairers, small manufacturers, construction and trade businesses in towns.
- To encourage diversification of economic development opportunities in the primary industry sector.
- Encourage development of intensive food production industries.
- Encourage development of the equine industry and associated input and output products and services.
- Encourage viticulture development within the Strathbogie Ranges and along the Goulburn River/Lake Nagambie Wine region area.
- To encourage development of packaging, transport and distribution developments in appropriate locations.
- Encourage manufacturing development and investment in appropriately zoned areas within the Shire.

The above objectives are followed by a series of economic development strategies at clause 21.03-11 of the Planning Scheme, namely:

- Assist the existing agricultural base by promoting and facilitating value adding processes and to ensure that primary production continues to evolve and diversify to changing agricultural trends.
- Develop an intensive agricultural area to the north of the Hume Freeway, located between Euroa and Nagambie.
- Encourage rural dependent enterprises.
- Encourage tourism related development that promotes employment, tourism and recreational opportunities.
- Strengthen the retail and business sector of the service towns.
- Protect and facilitate the future operation and development of the Mangalore Airport.
- Promote and encourage the ongoing growth of the food and wine sectors.
- Promote and encourage the ongoing growth of the Equine Industry.
- Facilitate the provision of employer and employee training programs to assist and enhance existing enterprises.

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- Facilitate development of the tourism sector through strategies that protect the natural environment, heritage and town character, promote tourist related industries and strengthen tourism links with surrounding municipalities located in the region.
- Ensure that industrial land supply in the Shire's major urban centres can readily meet the needs of new industries (lot sizes, location and availability of services).
- Encourage the use and development of land for tourist activities in rural areas that are associated with or complement the use of land for agricultural purposes.
- Enhance the tourism potential of major urban centres including Euroa, Nagambie, Avenel and Violet Town by facilitating improvements to the functions, design and presentation of these town centres and entrances.
- Support the investigation of the establishment and ongoing development of the proposed Strathbogie Special Use Precinct.

### 3.5 Nagambie Growth Management Strategy

The 2008 *Nagambie Growth Management Strategy* comprises the following sub-components:

- Main Street Plan
- Lakeside Connectivity Plan
- Lake Activities and Access Framework
- Nagambie Style Guidelines/ Neighbourhood Character Assessment
- Background Report and Appendices

Together these plans identify and address the issues related to the town's substantial growth projections to ensure that the town both copes with and capitalises on the opportunities presented by growth. The Strategy sets out the scale and direction of development in the town to meet the future needs of the Nagambie community and give clear direction to owners, investors, government bodies, business operators and Council about preferred locations for investment and change, and areas that need to be retained or enhanced.

### 3.6 Nagambie Waterways Recreation and Commercial Strategy

Lake Nagambie and its associated waterways have become well-known and popular for water related recreation and commercial activities. Many events including rowing, canoeing, waterskiing and fishing are conducted on the Lake. Its primary role, however, is the storage and delivery of water for domestic and agricultural supplies. The environmental conditions of the Lake are paramount for serving this primary purpose.

The 2009 *Nagambie Waterways Recreation and Commercial Strategy* identifies a set of management principles for the lake and waterways to ensure these assets are carefully looked after, provide equitable access for users, and are leveraged to help sustain the town's economy.

The Strategy's recommendations deal with:

- Preserving the lake as an environmental feature.
- Operational rules to support fair and reasonable access.
- Fostering a collaborative approach between stakeholders and users.
- Provision of complementary infrastructure and facilities around the Lake and waterways.
- Marketing and events.

#### 4. CHALLENGES AND OPPORTUNITIES

The following challenges and opportunities were identified by Strathbogie Shire councillors during the preparation of this Economic Development Master Plan.

##### 4.1 Challenges Facing the Strathbogie Economy

- Strategic location between Melbourne, Shepparton, Benalla and Seymour
- Rural lifestyle in close proximity to employment and services nearby
- Further growth and consolidation of the horse racing industry
- Potential for logistics hub around Mangalore Airport, which is strategically located between two freeways and two railway lines
- Potential for warehousing in other locations (additional to Mangalore)
- Potential for Australian Pilot Academy at Mangalore
- Potential for longer term development of Mangalore for commercial passenger aircraft
- Potential for industrial development near Euroa Freeway Service Centre (service provisions available)
- Nagambie Lake provides a permanent water supply for recreational and commercial activity
- Potential for food, wine and equine product to be developed and packaged under overarching branding
- Building on existing infrastructure and larger towns to efficiently service smaller areas (i.e., creating strategic service and infrastructure hubs)
- Enhancement of and capitalizing on local main streets / town centre precincts
- Expansion of the health services and aged care industries

##### 4.2 Opportunities for Economic Development in Strathbogie

- Stagnant and ageing population
- Skill leakage to larger centres
- Difficulty in attracting skilled workers in some industries
- Maintaining and improving transport infrastructure (road and rail at all levels)
- Keeping the Euroa Saleyards viable and competitive
- Lack of three-phase power, gas and water
- Avenel's growth limited by water availability
- Climate change / extreme weather events
- Lack of focus / strategy among many small businesses
- Poor networking among local businesses
- Impact of high value of Australian dollar on exports
- Lingering impacts of global financial crisis
- Lack of supermarket chain
- Lack of public hospital
- Replacement of jobs with technology/automation



## 5. STRATEGIC FRAMEWORK FOR ECONOMIC DEVELOPMENT

### 5.1 Vision

A local economy delivering growth in population, investment, jobs and prosperity.

### 5.2 Key Principles

- Creating new jobs and retaining existing jobs is the key to local economic development and the primary consideration in our planning and decision-making.
- Creating new jobs and retaining existing jobs requires growth in population, private and public investment, local skills and tourism.
- Economic development outcomes will be maximized by building on existing strengths and developing synergies within and between market sectors.
- Economic development outcomes will be maximized by strategically leveraging off and collaborating within the regional economy, rather than competing against it.
- Economic development is more likely to occur when Council and communities are responsive to current and future opportunities by embracing change.
- Economic and population growth is best when it is long term, respects the natural environment and local amenity, and enhances community resilience.
- Council's primary roles are to plan and advocate for infrastructure and programs, encourage network and product development, attract events and market the shire.

### 5.3 Priority Areas and Goals

During the period 1 July 2013 to 30 June 2017, Council will focus its efforts and resources in economic development across nine Priority Areas, as follows:

#### PA1: Agriculture

Goal: Support traditional agriculture including an emerging intensive agriculture sector that drives significant new investment and job creation in Strathbogie Shire.

#### PA2: Equine

Goal: Ensure the Strathbogie Shire is increasingly recognised, nationally and internationally, as a key player in the equine industries.

#### PA3: Infrastructure

Goal: Ensure the Shire's infrastructure enhances efficiency in people and freight movement and product and service delivery.

#### PA4: Population Growth

Goal: Ensure consistent population growth.

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**PA5: Small Business**

Goal: Support a growing, networked and innovative small business sector which will grow local jobs and provide quality goods and services to the local community and the wider economy.

**PA6: Tourism**

Goal: Support packaged tourism experiences and events leading to consistent growth in visitor numbers for both day-trips and overnight stays.

**PA7: Wine**

Goal: Support a growing local wine industry generating strong investment, packaged tourism opportunities and increasing recognition of the area as a wine region.

**PA8: Health, Aged and Emergency Services**

Goal: Ensure expanding health and aged care industries provide job growth and quality services to support local communities and population retention.

**PA9: Council Planning**

Goal: Ensure an integrated, whole-of-Council planning approach to economic development.

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6. ACTIONS

6.1 Agriculture

PRIORITY AREA # 1	GOAL					
<b>AGRICULTURE</b>	<b>Support traditional agriculture including an emerging intensive agriculture sector that drives significant new investment and job creation in Strathbogie Shire.</b>					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
1.1 Engage key government, infrastructure and industry stakeholders in an ongoing focus on ensuring food security in Strathbogie Shire and the Goulburn Valley region.	1.1.1 Identify key stakeholders in food security in Strathbogie Shire and Goulburn Valley region.		✓			
	1.1.2 Arrange and host a Food Security Summit in the shire.	\$3,000		✓		
	1.1.3 Advocate for and encourage active participation among stakeholders in delivery of Summit outcomes.			✓	✓	✓
1.2 Facilitate the development of a shire-wide Rural Industries Network open to all operators of local agricultural, aquaculture and rural industry enterprises to encourage collaboration, value-adding partnerships, clustering opportunities and the like.	1.2.1 Identify and work with key stakeholders in development of Terms of Reference for Rural Industries Network.	\$3,000	✓ \$3k			
	1.2.2 Facilitate start-up and support establishment of the Rural Industries Network.	\$2,000		✓		
	1.2.3 Achieve self-sustainability of Rural Industries Network and withdraw from active leadership role.				✓	
1.3 Work with local and regional secondary and tertiary education institutions on the development of initiatives to encourage farm succession, including a 'Pathways to Agriculture' scholarship program for local students pursuing education and training for a career in agriculture.	1.3.1 Facilitate a partnership between government, local education providers, the Victorian Farmers Federation and the proposed Rural Industries Network to consider the feasibility and model for a 'Pathways to Agriculture' scholarship program.			✓		
	1.3.2 Collaborate with and promote the services offered by agencies such as the Goulburn Murray Local Learning Employment Network.		✓	✓	✓	✓

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STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
1.4 Promote the opportunities that exist in Strathbogie Shire for best practice intensive agriculture along with information about land use planning criteria including environmental and infrastructure requirements.	1.4.1 Develop best practice planning and environmental guidelines / standards.		✓			
	1.4.2 Produce brochure and/or other promotional and educational material about opportunities and requirements around intensive agriculture.	Total: \$10,000 Grant: \$5,000 Council: \$5,000		✓		
	1.4.3 Meet intensive agriculture industry representatives as opportunities arise.		✓	✓	✓	✓



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6.2 Equine

PRIORITY AREA # 2	GOAL					
<b>EQUINE</b>	<b>Ensure the Strathbogie Shire is increasingly recognised, nationally and internationally, as a key player in the equine industries.</b>					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
2.1 Seek membership (skills-based) on the boards of peak equine industry bodies.	2.1.1 Work with industry stakeholders to identify the most relevant / strategically valuable boards / bodies to seek membership of.		✓			
	2.1.2 Build relationships and seek skills based membership of relevant boards / bodies.			✓	✓	✓
2.2 Work with local equine industry operators to identify the inhibitors and enablers of further expansion of specific enterprises and the local industry as a whole, and advocate to government as appropriate.	2.2.1 Seek funding for study / facilitator to work with local operators to identify the barriers to industry growth and the local advantages which can assist further development.	Total: \$30,000 Grant: \$20,000 Council: \$10,000	✓ \$10k			
	2.2.2 Advocate to government around removing the barriers and enhancing the advantages.			✓	✓	✓
	2.2.3 In partnership with the owners, seek funding for a feasibility study for Mangalore Airport to become an equine quarantine centre. (Refer 3.1.3)	Total: \$45,000 Grant: \$30,000 Council: \$15,000		✓		
2.3 Promote the opportunities and competitive advantages of Strathbogie Shire for the equine industries to attract new equine and related support / ancillary enterprises to the shire.	2.3.1 Seek funding for development of materials to promote equine industry opportunities in Strathbogie Shire.	Total: \$10,000 Grant: \$5,000 Council: \$5,000		✓		
	2.3.2 Seek funding for a feasibility and master plan for the development of a regional equestrian / equine health and education centre in Strathbogie Shire.	Total: \$60,000 Grant: \$40,000 Council: \$20,000		✓		
	2.3.3 Promote the Shire's connection with Black Caviar and support the Black Caviar monument project at Jacobson's Outlook in Nagambie.		✓			

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6.3 Infrastructure

PRIORITY AREA # 3	GOAL					
INFRASTRUCTURE	<i>Ensure the Shire's infrastructure enhances efficiency in people and freight movement and product and service delivery.</i>					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
3.1 Undertake a study into the economic opportunities associated with Mangalore Airport and nearby transport and utility infrastructure, including feasibility of a transport and logistics hub.	3.1.1 Seek funding to undertake a study into opportunities for transport and logistics operations at Mangalore.	Total: \$60,000 Grant: \$40,000 Council: \$20,000	✓			
	3.1.2 Complete Mangalore Structure Plan as part of the review of the Planning Scheme / Municipal Strategic Statement.	\$25,000	✓ \$25k			
	3.1.3 In partnership with the owners, seek funding for a feasibility study for Mangalore Airport to become an equine quarantine centre.	(Refer 2.2.3)			✓	
3.2 Lobby for railway station on proposed high speed Melbourne-Sydney rail to be located in Strathbogie Shire.	3.2.1 Support lobbying for a railway station in the region as per the Hume Regional Strategic Plan.	\$5,000	✓ \$5k			
3.3 Review and implement Council's 'Industrial Land Study' whilst respecting local environmental values.	3.3.1 Review Council's Industrial Land Study.	Total: \$60,000 Grant: \$40,000 Council: \$20,000			✓	
	3.3.2 Feed recommendations of Industrial Land Study into Planning Scheme/MSS review.					✓
	3.3.3 Commence planning processes to rezone land as appropriate.	\$20,000				✓
3.4 Advocate for roads, bridges, water, power (including three-phase), gas, telecommunications, National Broadband Network and effluent disposal infrastructure where lacking in the shire.	3.4.1 Identify infrastructure needs by location.	\$5,000		✓		
	3.4.2 Quantify the economic, social and environmental benefits of improved infrastructure.	\$15,000		✓		
	3.4.3 Raise the profile of the shire's infrastructure needs with federal and state government and undertake lobbying.			✓	✓	✓
3.5 Lobby the State Government for funding to close the infrastructure renewal gap.	3.5.1 Participate in MAV and other local government industry efforts and campaigns to have the renewal gap closed.		✓	✓	✓	✓
	3.5.2 Maintain and replace infrastructure in a timely fashion until State Government funding is granted.	As per Council budget	✓	✓	✓	✓

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6.4 Population Growth

PRIORITY AREA # 4	GOAL					
POPULATION GROWTH	<i>Ensure consistent population growth.</i>					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
4.1 Lobby for better passenger rail services into Melbourne and regional centres, and for increased Vline stops and shuttle services.	4.1.1 Identify the gaps and needs for increased passenger services.	\$5,000	✓ \$5k			
	4.1.2 Identify the economic, social and environmental benefits of improved passenger services.	\$15,000		✓		
	4.1.3 Lobby government and service providers for improved services.				✓	✓
4.2 Conduct research into why people move into and out of Strathbogrie Shire.	4.2.1 Develop a system to survey residents about why people move into and out of Strathbogrie Shire.		✓			
	4.2.2 Survey attendees at annual Regional Victoria Living Expo about the things that are important to them in considering a move to rural / regional Victoria.		✓	✓	✓	✓
4.3 Plan and advocate for an increased range of early years, secondary and tertiary education services.	4.3.1 Implement Council's Municipal Early Years Plan.	As per Council budget	✓	✓	✓	✓
	4.3.2 Advocate for secondary education options at Nagambie.		✓	✓	✓	✓
4.4 Facilitate cooperation between local industries and education providers on programs to introduce local students to local career opportunities.	4.4.1 Facilitate cooperation between local industries and education providers on the development of a formal process designed to introduce local students to local career opportunities.			✓		
	4.4.2 Establish a Young Professionals Network.				✓	
	4.4.3 Continue to participate in Euroa Secondary College's 'Beacon' program.	\$4,000	✓ \$1k	✓	✓	✓
4.5 Provide Rural Living and Low Density Residential zoned land in appropriate locations, having regard to existing local amenity and environmental values.	4.5.1 Identify opportunities for additional Rural Living and Low Density Residential zoned land.	Total: \$50,000 Grant: \$25,000 Council: \$25,000			✓	
	4.5.2 Prepare Planning Scheme Amendments to facilitate rezoning of land.	\$20,000				✓

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STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
4.6 Investigate alternate effluent disposal systems to allow for subdivision and development in areas currently constrained by lack of appropriate effluent disposal.	4.6.1 Identify areas where development is constrained by lack of appropriate effluent disposal.	\$10,000		✓		
	4.6.2 Investigate alternative effluent disposal systems being used elsewhere.	\$20,000		✓		
	4.6.3 Develop a Waste Water Management Plan.	\$20,000			✓	
4.7 Prepare Development Plan Overlay specifying drainage requirements to allow for subdivision and development in towns currently constrained by lack of appropriate drainage.	4.7.1 Identify areas where development is constrained by lack of appropriate drainage.	\$15,000		✓		
	4.7.2 Prepare draft Development Plan Overlay.	\$10,000			✓	
	4.7.3 Commence Planning Scheme Amendment to introduce Development Plan Overlay.					✓
4.8 Lobby for and promote local affordable housing options to retain and attract people to the Shire.	4.8.1 Advocate to government and social housing providers on the needs and opportunities for affordable housing in Strathbogie.		✓	✓	✓	✓
	4.8.2 Seek to facilitate affordable housing options within proposed subdivision and developments.		✓	✓	✓	✓

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6.5 Small Business

PRIORITY AREA # 5	GOAL					
<b>SMALL BUSINESS</b>	<b>Support a growing, networked and innovative small business sector which will grow local jobs and provide quality goods and services to the local community and the wider economy.</b>					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
5.1 Promote Strathbogrie Shire as a lifestyle choice for home based businesses and support home based business operators by linking them to government programs, professional development and networking opportunities.	5.1.1 Participate in Regional Victoria Living Expo and similar events to promote Strathbogrie as a lifestyle choice for home based business.	Total: \$60,000 Grant: \$40,000 Council: \$20,000	✓ \$5k	✓	✓	✓
	5.1.2 Encourage home based business operators to actively participate in local business groups and networks.		✓	✓	✓	✓
	5.1.3 Facilitate the delivery of professional development and training opportunities to assist home based businesses to grow and provide employment.		✓	✓	✓	✓
5.2 Promote the availability of telecommunications and the National Broadband Network in Strathbogrie Shire and encourage local businesses to connect to the NBN.	5.2.1 Promote telecommunications and NBN roll out on an ongoing basis in Council's regular communications tools.		✓	✓	✓	✓
	5.2.2 Promote the options and benefits of telecommunications and the NBN to shire based business groups and networks.		✓	✓	✓	✓
5.3 Fast-track planning and other approval processes for small businesses, particularly those proposing to provide additional employment.	5.3.1 Develop a system to guide fair and reasonable fast-tracking of approval processes for small businesses proposing to generate local jobs.		✓			
	5.3.2 Implement the fast-track system.			✓		
	5.3.3 Review the performance and outcomes of the fast-track system.				✓	✓
5.4 Facilitate networking among small businesses to encourage professional development, collaboration, synergistic marketing, value-adding partnerships and the like.	5.4.1 Continue to support local business networks with dissemination of information, ongoing engagement and promotion.		✓	✓	✓	✓
	5.4.2 Encourage local businesses to engage with and actively participate in local business networks.		✓	✓	✓	✓
	5.4.3 Conduct meetings between local business associations and councillors at least twice a year.		✓	✓	✓	✓
	5.4.3 Facilitate the flow of business and economic information to local businesses.		✓	✓	✓	✓

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6.6 Tourism

PRIORITY AREA # 6	GOAL					
<b>TOURISM</b>	<b>Support packaged tourism experiences and events leading to consistent growth in visitor numbers for both day-trips and overnight stays.</b>					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
6.1 Work with Goulburn River Valley Tourism to encourage product development, signage and promotion of packaged tourism experiences in multiple 'local destinations' across Strathbogie Shire.	6.1.1 Support Goulburn River Valley Tourism on tourism product auditing.		✓			
	6.1.2 Support Goulburn River Valley Tourism in the development of promotional materials and efforts to improve tourism signage.		✓	✓	✓	✓
	6.1.3 Advocate to Goulburn River Valley Tourism for professional development for local operators, particularly around the development of packaged tourism experiences.		✓	✓	✓	✓
6.2 Build tourism product around the shire's high environmental values, as well as wine tourism and diverse equine pursuits and events.	6.2.1 Seek funding to investigate gaps and opportunities for eco-tourism in Strathbogie Shire.	Total: \$45,000 Grant: \$30,000 Council: \$15,000		✓		
	6.2.2 Promote awareness of and networking among the various tourism, business, wine and environmental groups across the shire.			✓		
	6.2.3 Facilitate a Tourism Forum to encourage information sharing and collaborative product development among local tourism operators.	\$3,000			✓	
6.3 Encourage product development and event planning having regard to a borderless regional context so as to leverage off (not replicate or compete against) regional tourism and events.	6.3.1 Provide information to local operators about product development, events and planning occurring across the region (i.e., outside of Strathbogie Shire).		✓	✓	✓	✓
	6.3.2 Encourage local tourism operators to engage with Goulburn River Valley Tourism.		✓	✓	✓	✓
	6.3.3 Advocate to Goulburn River Valley Tourism to develop a regional, coordinated events schedule.		✓			
6.4 Increase organisational capacity and collaboration around event planning.	6.4.1 Clarify Council's role around events planning and management.		✓			
	6.4.2 Ensure high quality events by preparing an 'Event Planning Guide' clarifying the roles, responsibilities and processes of Council and other organisations / communities around event planning and management.			✓		
	6.4.3 Increase skills and processes around attracting sponsorship and funding.	As per training budgets			✓	✓



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STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
6.5 Support the development of infrastructure in the Shire which will link key tourism sites by walking, cycling and boating.	6.5.1 Implement Council's Bike and Walking Path Strategy.	As per Council budget	✓	✓	✓	✓
	6.5.2 Complete the Nagambie Town Centre project.	Total: \$3,000,000 Grant: \$2,800,000 Council: \$200,000				✓ \$200k
	6.5.3 Assist private operators with funding submissions and advocacy for construction of infrastructure to link wineries on the Goulburn River with key tourism sites around Lake Nagambie.		✓			
6.6 Review and implement the 'Nagambie Waterways Recreational and Commercial Strategy'.	6.6.1 Undertake an economic impact analysis of water-based activities on the Nagambie waterways.	Total: \$15,000 Grant: \$10,000 Council: \$5,000	✓ \$5k			
	6.6.2 Continue to support the Nagambie Waterways Recreational and Commercial Stakeholders Advisory Committee.		✓	✓	✓	✓
	6.6.3 Review the Nagambie Waterways Recreational and Commercial Strategy.	\$30,000	✓ \$30k			
	6.6.4 Implement the Nagambie Waterways Recreational and Commercial Strategy actions.	As per Council budget		✓	✓	✓
	6.6.5 Support implementation of the Goulburn Murray Water 'On Land On Water Strategy'.		✓	✓	✓	✓

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6.7 Wine

PRIORITY AREA # 7	GOAL					
<b>WINE</b>	<b>Support a growing local wine industry generating strong investment, packaged tourism opportunities and increasing recognition of the area as a wine region.</b>					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
7.1 Support the informal association of wine industry operators and the Strathbogie Ranges Wine Region Association.	7.1.1 Continue to provide formal and informal wine industry associations with dissemination of relevant information, ongoing engagement and promotions.		✓	✓	✓	✓
	7.1.2 Support the lobbying and advocacy efforts of formal and informal wine industry associations as requested.		✓	✓	✓	✓
7.2 Work with local wine makers to seek government funding for the preparation of a strategic plan to guide the continued development of the local wine industry including expansion of smaller operations, wine region branding, synergistic marketing, exporting opportunities etc.	7.2.1 Work with key stakeholders in development of a study brief for a strategic plan to grow the local wine industry.	\$2,000	✓ \$2k			
	7.2.2 Seek government funding to leverage local contributions for the preparation of the strategic plan.	Total: \$60,000 Grant: \$40,000 Industry: \$20,000		✓		
	7.2.3 Oversee the preparation of the strategic plan.				✓	
	7.2.4 Support local industry stakeholders in overseeing implementation of the strategic plan.					✓
7.3 Support Food and Wine festivals in the shire.	7.3.1 Continue to support Food and Wine events with advice, regulatory approvals and promotions.	\$4,000	✓ \$1	✓ \$1	✓ \$1	✓ \$1
	7.3.2 Continue to support the Victorian Wines Show.	\$8,000	✓ \$2	✓ \$2	✓ \$2	✓ \$2



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6.8 Health, Aged and Emergency Services

PRIORITY AREA # 8	GOAL					
HEALTH, AGED AND EMERGENCY SERVICES	<i>Ensure expanding health and aged care industries provide job growth and quality services to support local communities and population retention.</i>					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
8.1 Support hospitals and hostels located in the Shire as well as the development and expansion of allied regional health and services to aid community wellness and population retention and growth.	8.1.1 Continue to work with the Strathbogie Health Consortium to facilitate information sharing and partnerships between health services and relevant agencies.		✓	✓	✓	✓
	8.1.2 Play an active role in health services and facilities planning.		✓	✓	✓	✓
	8.1.3 Advocate to government and service providers for new and expanded health services and facilities in Strathbogie Shire.		✓	✓	✓	✓
	8.1.4 Investigate opportunities for rural respite programs in Strathbogie Shire.	\$10,000		✓		
8.2 Advocate for increased emergency services.	8.2.1 Identify existing emergency services gaps by service type and location.	\$5,000	✓ \$5k			
	8.2.2 Advocate to government and emergency service providers for expansion of emergency services in areas where needed.			✓	✓	✓
	8.2.3 Advocate for support for the Community Emergency Response Team (CERT) in Nagambie.		✓			
8.3 Support diversity in culture and 'Cradle to Aged' services.	8.3.1 Implement Council's Health and Wellbeing Plan.	As per Council budget	✓	✓	✓	✓
8.4 Work with the Strathbogie Health Consortium to encourage expansion of services to support ageing people and people with a disability to remain in their own homes for longer.	8.4.1 Support active collaboration between the Disability Advisory Committee and Strathbogie Health Consortium.		✓	✓	✓	✓
	8.4.2 In consultation with the Disability Advisory Committee and Strathbogie Health Consortium, clarify the roles of the various agencies in retaining ageing people and people with a disability in their own homes.		✓			

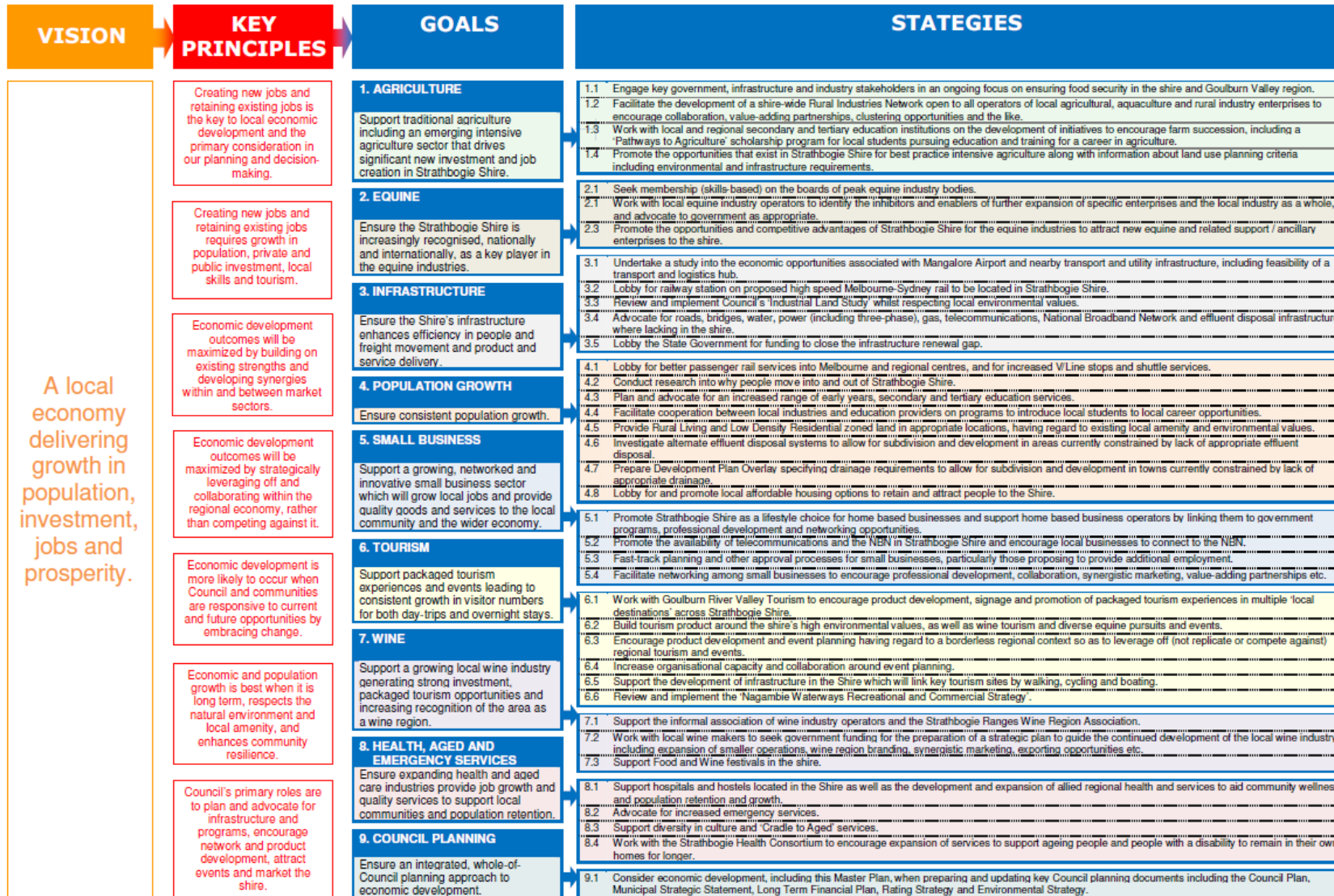
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6.9 Council Planning

PRIORITY AREA # 9	GOAL					
<b>COUNCIL PLANNING</b>	<b><i>Ensure an integrated, whole-of-Council planning approach to economic development.</i></b>					
STRATEGIES	ACTIONS	COSTS OVER 4 YRS In addition to existing resources / staff time	YEAR 1 (2013-14)	YEAR 2 (2014-15)	YEAR 3 (2015-16)	YEAR 4 (2016-17)
9.1 Consider economic development, including this Master Plan, when preparing and updating key Council planning documents including the Council Plan, Municipal Strategic Statement, Long Term Financial Plan, Rating Strategy and Environmental Strategy.	9.1.1 Consider current and future year 'Actions' in this Economic Development Master Plan when preparing or reviewing key Council planning documents and strategies.		✓	✓	✓	✓
	9.1.2 Report on implementation of the 'Actions' in this Economic Development Master Plan to Council quarterly and report to the community.		✓	✓	✓	✓
	9.1.3 Review the Economic Development Master Plan Actions and costs for the forthcoming year annually.		✓	✓	✓	✓
	9.1.4 Consider economic development outcomes / vision as part of Council's brand development process.	As per branding project budget	✓			
	9.1.5 Appoint a Project Officer to deliver the Actions in this Economic Development Master Plan.	\$200,000	✓ \$50k	✓	✓	✓

**7. AT A GLANCE SUMMARY**

Draft Strathbogie Shire Economic Development Master Plan, 2013-2017 (Strategic Framework)



## **9.7.5 Councillors Code of Conduct**

### **Author & Department**

Chief Executive Officer / Executive Services Directorate

### **File Reference**

C70/0030/10

### **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**

As Councillors of Strathbogie Shire Council, there is a commitment to work together constructively as a team to achieve a shared vision for the Shire. There is also recognition that good governance and conduct exists where strong, democratically elected and proactive Council is dedicated to the interest and progress of its community.

This Code of Conduct goes beyond what is required by the Local Government Act 1989 and takes into account the various Ombudsman reports and his recommendations.

### **RECOMMENDATION**

**That Council adopts the Code of Conduct, dated 18th June 2013, and make it available for public inspection.**

*89/13 CRS WILLIAMS/STORER : That the Recommendation be adopted.*

**CARRIED**

### **Background**

In accordance with Section 76C of the Local Government Act (the Act) each Council is required to adopt a code of conduct for Councillors. Councils are required to review their codes within 12 months after the commencement of Section 15 of the Local Government Amendment (Councillor Conduct and other matters) Act 2008. Whilst Section 76C of the Act specifies some mandatory components of a Code of Conduct, each Council is to develop and adopt a complete Code of Conduct that best suits its own needs and circumstances.

It is acknowledged that in accordance with the legislation, this code addresses the statutory requirements of the Act pursuant to Section 76C of the Act, viz:

- The rules of conduct contained in Section 76B of the Act;
- A process for resolving internal disputes between Councillors; and
- Provisions in respect of any matter prescribed in Section 76C of the Act.

#### 9.7.5 Councillors Code of Conduct (cont.)

##### **Alternative Options**

The author and other officers providing advice in relation to this report have considered alternative options. The chosen option to review and update the Code of Conduct is the preferred option.

##### **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, Local Government Act 1989 and the Council Plan.

##### **Best Value / National Competition Policy (NCP / Competition and Consumer Act 2010 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**

Councillors Code of Conduct, as tabled.

### **9.7.6 Business Management System**

The June 2013 Business Management System Report includes reports as follows:-

- Building Department – May 2013 Statistics
- Planning Department – Planning Permit Activity Monthly Responsible Authority Report – April 2013
- Confirm Customer Enquiry Flow – Report for May 2013
- Actioning of Council Resolutions – Status Report
- Outstanding Actions of Council Resolutions to 31 May 2013
- Review of Council Policies – May / June 2013
- Record of Assemblies of Councillors
- Record of Meetings of Section 86 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.**

*90/13 **CRS WILLIAMS/PURBRICK** : That the Recommendation be adopted.*

**CARRIED**

## BUILDING APPROVALS

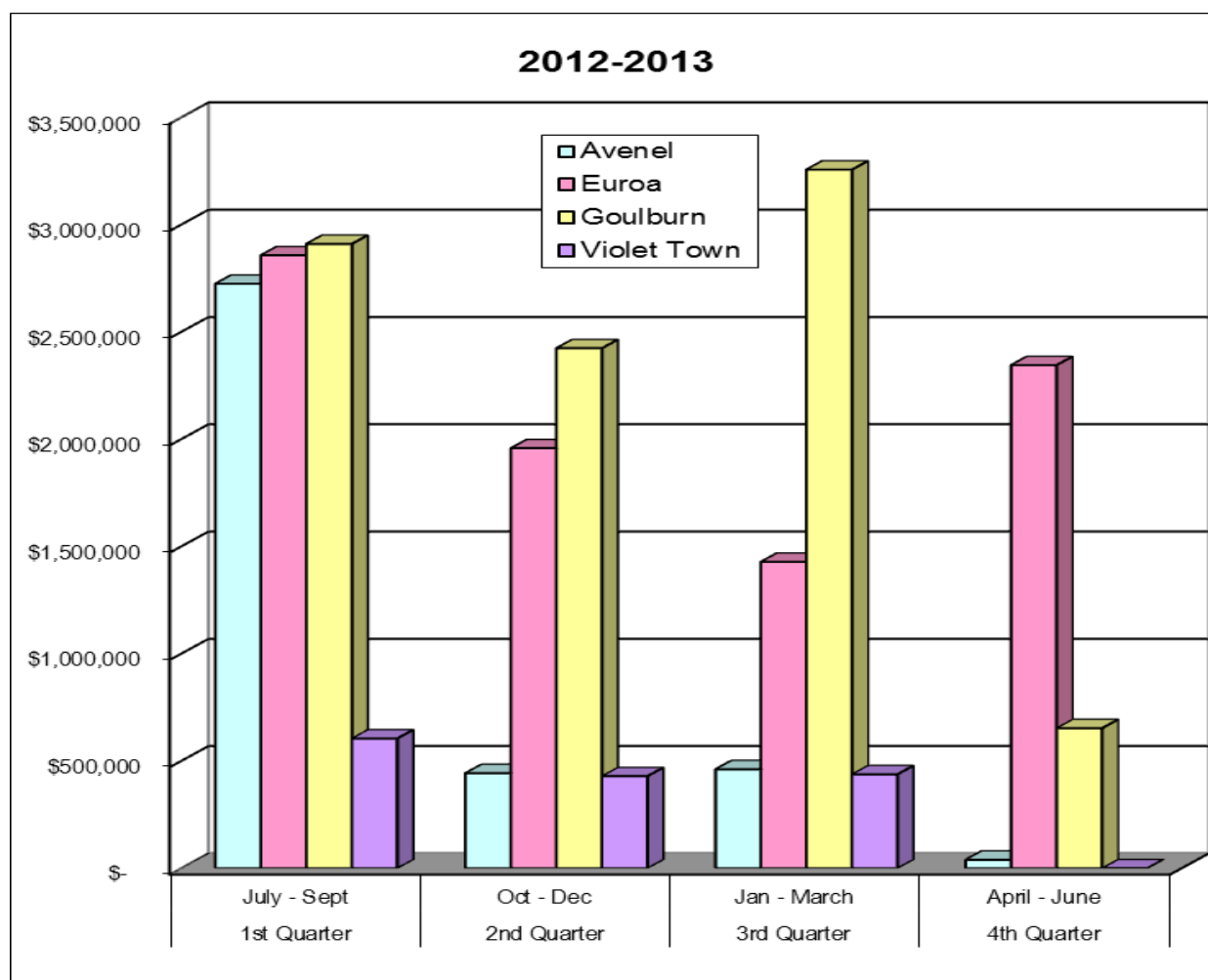
### May 2013

The value of Building approvals within the Shire of Strathbogie for the month of April totaled **\$1,015,340**.

Expenditure involved largely works in the domestic sector with the majority of permits issued for dwellings and domestic sheds, 13 permits have been issued for the month.

Charts illustrating the distribution of building permit expenditure for 2012-2013 over the four localities within the Shire are below.

	2012-2013				
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Totals
	July - Sept	Oct - Dec	Jan - March	April - June	
<b>Avenel</b>	\$ 2,724,011	\$ 442,946	\$ 461,240	\$ 39,420	\$ 3,667,617
<b>Euroa</b>	\$ 2,856,678	\$ 1,957,623	\$ 1,428,082	\$ 2,344,863	\$ 8,587,246
<b>Goulburn</b>	\$ 2,909,798	\$ 2,423,556	\$ 3,256,097	\$ 652,598	\$ 9,242,049
<b>Violet Town</b>	\$ 604,862	\$ 428,810	\$ 437,826	\$ -	\$ 1,471,498
<b>Totals</b>	\$ 9,095,349	\$ 5,252,935	\$ 5,583,245	\$ 3,036,881	\$ <b>22,968,410</b>



## PLANNING PERMIT ACTIVITY REPORTING SYSTEM MONTHLY RESPONSIBLE AUTHORITY REPORT

PPARS: R01 - Strathbogie Shire Council - Apr 2013

### Planning Permit Activity Reporting

Report Name: PPARS Monthly Responsible Authority Report

Audience: Responsible Authority, DPCD

Period: Apr 2013

Generated: 2013-05-21 09:45:30.26

**Strathbogie Shire Council**

Information about the data is available as part of the [PPARS Online Help](#).

### Summary

The figures shown below are correct as at the **Generated Date** of this Report. The hyperlinked searches for each are conducted against **Current Data**, and as such, may differ from the figure shown. If you would like a current version of this report to be generated, please contact PPARS Administration.

	This Month (Apr 2013)	Previous Month (Mar 2013)	Change	Financial Year to Date (2012/2013)	Same Time Last Financial Year	Regional Average (rural - Apr 2013)
<b>Applications received during the period</b>	<b>13</b>	<b>10</b>	<b>3</b>	<b>163</b>	<b>119</b>	<b>26</b>
New Application	12 92%	9 90%	3	147 90%	108 91%	22 85%
Amended Permit Application	1 8%	1 10%	0	16 10%	11 9%	4 15%
Combined Application	0 0%	0 0%	0	0 0%	0 0%	0 0%
<b>Decisions made during the period</b>	<b>7</b>	<b>13</b>	<b>-6</b>	<b>138</b>	<b>107</b>	<b>25</b>
Permit / Notice of Decision	7 100%	12 92%	8%	134 97%	104 97%	25 100%
Refusal	0 0%	1 8%	-8%	4 3%	3 3%	0 0%
<b>Amended Permits Issued</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>5</b>	<b>3</b>
% decisions within statutory time frame	57%	68%	-12%	67%	63%	68%
% decisions made under delegation	86%	62%	24%	84%	67%	92%
<b>Withdrawn, Not Required and Lapsed</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>21</b>	<b>2</b>
9%	0%	0%	9%	20%	8%	
<b>Review of VCAT during the period</b>						
Apps Outstanding at VCAT	1	1	0	1	1	4
Apps completed by VCAT	0	0	0	0	0	1

[CSV](#)

### Application categories for applications received during the period

New, amended permit and combined. Category field not mandatory until application is completed. More than one category can exist for a single application.

	This Month (Apr 2013)	Previous Month (Mar 2013)	Financial Year to Date (2012/2013)	Same Time Last Financial Year
Change or extension of use	3	0	13	6
Alterations to a building structure or dwelling	0	0	3	2
Extension to an existing dwelling or structure associated with a dwelling	2	0	16	15
Extension to existing building or structure (other than dwelling)	1	0	3	1
One or more new buildings	2	2	18	10
One new dwelling	1	5	43	31
More than one new dwelling (2-10)	1	0	5	4
More than 10 new dwellings	0	0	0	0
Other buildings and works (including septic tanks, dams, earthworks)	1	1	17	9
Demolition	0	0	0	1
Native vegetation removal	0	1	2	0
Other vegetation removal	0	0	0	0
Consolidation	0	0	0	0
Subdivision land (1 to 9 lots)	3	1	31	20
Subdivision land (10 or more lots)	1	0	2	0
Subdivision buildings	0	0	0	0



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	This Month (Apr 2013)	Previous Month (Mar 2013)	Financial Year to Date (2012/2013)	Same Time Last Financial Year
Subdivision - Change to easement and/or rest.	1	1	3	0
Subdivision - Removal of covenant	0	0	0	0
Subdivision - Realignment of boundary	1	0	1	4
Liquor License	0	0	2	2
Waiving of parking requirement	0	1	4	1
Signage	0	0	1	4
Telecommunications Facility	0	0	3	1
Other	0	0	6	6

[CSV](#)

**Proposed Land Use for applications received during the period**

New, amended permit and combined. Proposed Land Use not mandatory until application is decided.

	This Month (Apr 2013)		Previous Month (Mar 2013)		Financial Year to Date (2012/2013)		Same Time Last Financial Year	
Agriculture	2	18%	2	22%	33	22%	21	18%
Food and drink premises	0	0%	0	0%	2	1%	3	3%
Industry and warehouse	2	18%	1	11%	5	3%	3	3%
Leisure & recreation	1	9%	0	0%	2	1%	2	2%
Office	0	0%	0	0%	1	1%	2	2%
Place of assembly	1	9%	0	0%	1	1%	5	4%
Residential/Accommodation	4	36%	6	67%	87	59%	64	56%
Retail Premises	1	9%	0	0%	4	3%	3	3%
Vacant	0	0%	0	0%	1	1%	3	3%
Other land use	0	0%	0	0%	9	6%	6	5%
Child Care	0	0%	0	0%	0	0%	0	0%
Education Centre	0	0%	0	0%	0	0%	0	0%
Mineral Extraction	0	0%	0	0%	0	0%	1	1%
Pleasure Boat Facility	0	0%	0	0%	0	0%	0	0%
Transport Terminal	0	0%	0	0%	0	0%	0	0%
Utility Installation	0	0%	0	0%	3	2%	1	1%
Mixed Use	0	0%	0	0%	0	0%	0	0%
	11	100%	9	100%	148	100%	114	100%

[CSV](#)

**Statistics for applications completed during the period**

New, amended permit and combined. Estimated assessment effort not mandatory until application is completed.

**Total value of works**

	Overall	Simple	Normal	Complex
This Month (Apr 2013)	\$413,892	\$105,700	\$308,192	\$0
Previous Month (Mar 2013)	\$987,200	\$459,700	\$504,500	\$23,000
Financial Year to Date (2012/2013)	\$17,562,698	\$5,294,199	\$11,005,487	\$1,263,000
Regional Average (rural - Apr 2013)	\$267,077,524	\$32,199,430	\$143,839,020	\$81,039,074

**Total value of fees**

	Overall	Simple	Normal	Complex
This Month (Apr 2013)	\$2,228	\$341	\$1,887	\$0
Previous Month (Mar 2013)	\$4,994	\$1,577	\$2,927	\$490
Financial Year to Date (2012/2013)	\$49,021	\$12,411	\$34,261	\$2,349
Regional Average (rural - Apr 2013)	\$555,106	\$127,607	\$313,885	\$113,613

[CSV](#)

**Gross time to decision**

	Overall	Simple	Normal	Complex
Less than 30 days	0	0 (0%)	0 (0%)	0 (0%)
30 to 60 Days	2	2 (100%)	0 (0%)	0 (0%)

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	Overall	Simple	Normal	Complex
60 to 90 days	2	0 (0%)	2 (100%)	0 (0%)
More than 90 days	3	0 (0%)	3 (100%)	0 (0%)

## Average processing days

	Overall	Simple	Normal	Complex
This Month (Apr 2013)	99	40	110	0
Previous Month (Mar 2013)	131	89	131	357
Financial Year to Date (2012/2013)	102	71	118	281
Regional Average (rural - Apr 2013)	121	75	123	285

## Percentage completed within the statutory time frame

	Overall	Simple	Normal	Complex
This Month (Apr 2013)	57%	100%	40%	0%
Previous Month (Mar 2013)	69%	80%	71%	0%
Financial Year to Date (2012/2013)	67%	74%	64%	0%
Regional Average (rural - Apr 2013)	68%	78%	65%	48%

## Percentage that required further information

	Overall	Simple	Normal	Complex
This Month (Apr 2013)	43%	60%	40%	0%
Previous Month (Mar 2013)	38%	60%	28%	0%
Financial Year to Date (2012/2013)	36%	25%	42%	50%
Regional Average (rural - Apr 2013)	35%	27%	37%	46%

## Percentage where public notice was given

	Overall	Simple	Normal	Complex
This Month (Apr 2013)	43%	0%	60%	0%
Previous Month (Mar 2013)	69%	60%	71%	100%
Financial Year to Date (2012/2013)	57%	42%	87%	50%
Regional Average (rural - Apr 2013)	41%	20%	49%	68%

## Percentage with referrals

	Overall	Simple	Normal	Complex
This Month (Apr 2013)	100%	100%	100%	0%
Previous Month (Mar 2013)	77%	60%	86%	100%
Financial Year to Date (2012/2013)	91%	81%	86%	100%
Regional Average (rural - Apr 2013)	51%	42%	53%	73%

## Percentage with objections

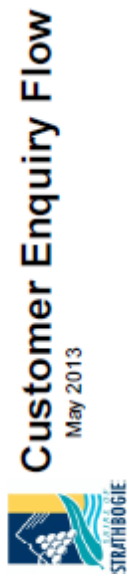
	Overall	1-5 obj.	6-20 obj.	21+ obj.
This Month (Apr 2013)	14%	14%	0%	0%
Previous Month (Mar 2013)	23%	10%	8%	0%
Financial Year to Date (2012/2013)	9%	8%	1%	1%
Regional Average (rural - Apr 2013)	11%	9%	2%	0%

## Notes

Information about the data in this report is available as part of the [PPARS Online Help](#).

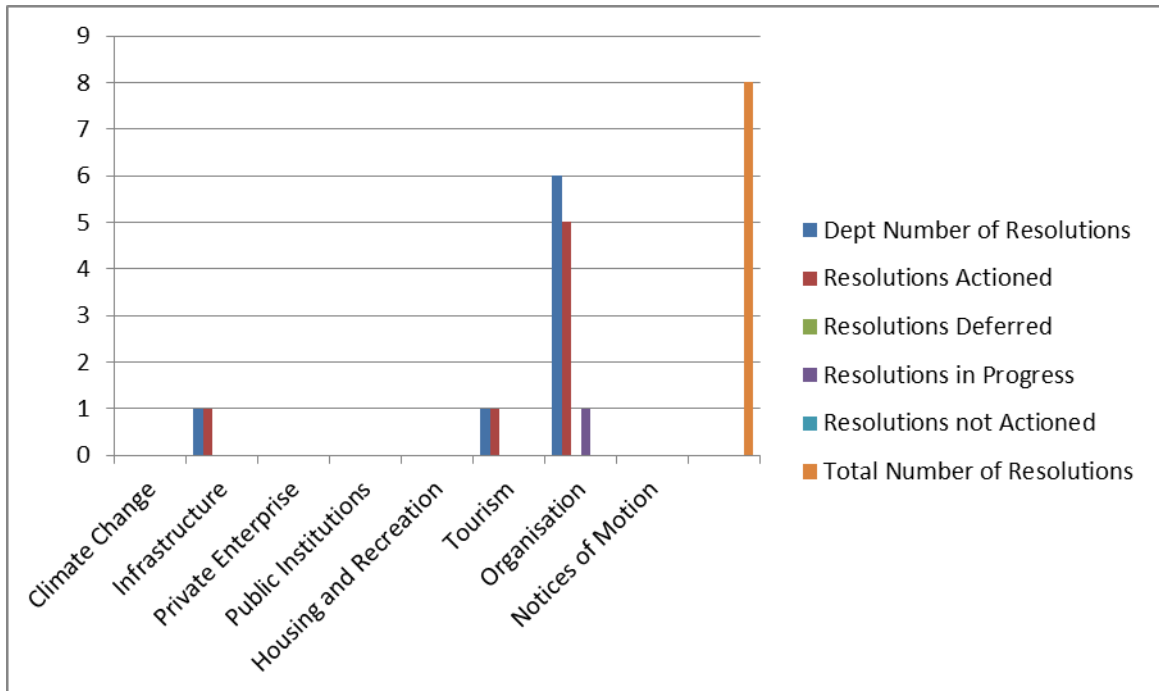
1. Click on a value to drill down and see the applications that were used to calculate the value. The number of applications might not match exactly as there may have been changes to the database since this report was generated.
2. "Applications received during the period" means that "Date Application Received" occurred during the period of the report.
3. "Regional Average" is total for all metro/rural responsible authorities divided by the number of metro/rural resp auth's who had any applications received during the period.
4. All applicable categories will be counted for each application.

**CONFIRM CUSTOMER ENQUIRY FLOW**  
**- REPORT FOR MAY 2013**



Service Type	Total Logged	Total Open	Logged May	Open May	Logged 2012-2013	Open 2012-2013	Aged 0-30	Aged 31-60	Aged 61-90	Aged 91+
<i>Council Property</i>	222	27	39	11	222	27	11	7	2	7
Engineering	64	3	9	1	64	3	1	0	0	2
Footpaths	31	4	3	1	31	4	1	1	0	2
Parks	52	7	1	0	52	7	0	1	2	4
Roads	865	152	177	70	865	152	69	16	8	59
Trees	206	57	39	26	206	57	25	7	5	20
Waste Management	316	2	176	2	316	2	2	0	0	0
	<b>1,756</b>	<b>252</b>	<b>444</b>	<b>111</b>	<b>1,756</b>	<b>252</b>	<b>109</b>	<b>32</b>	<b>17</b>	<b>94</b>
Council Property Council Property Pest Control Public Art Public Lighting Salvards Sign	Engineering Engineering	Footpaths Footpaths Furniture Road/Street/Footpaths	Parks Park/Reserve Playground State Forest/National Park	Roads Bridges Drainage Emergency Call Out Naturstrip Roads Traffic Lights	Trees Tree	Waste Management Waste Management & Recycling				

**ACTIONING OF COUNCIL RESOLUTIONS**  
**COUNCIL MEETING – 21 MAY 2013**



**OUTSTANDING ACTIONS OF COUNCIL RESOLUTIONS TO  
31 MAY 2013**

*This Report is to advise the Senior 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 & Recommendation	Action to Date
<i>There are no report resolutions with outstanding actions yet to be finalised</i>		

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

Period of Review	Policy Name	Outcome
May / June	Recovery of Unpaid Rates Policy	Refer Item No. 9.7.1
May / June	Rates and Charges Collection and Hardship Policy	Refer Item No. 9.7.1
May / June	Mobile Phone Policy	Refer Item No. 9.7.2
May / June	Mobile Device Policy	Refer Item No. 9.7.2

## RECORDS OF ASSEMBLIES OF COUNCILLORS

### For period 4 May to 7 June 2013

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:** 14 May 2013

**Time:** 9.30 a.m. – 5.00 p.m.

#### **Attendees:**

##### Councillors

Debra Swan  
Colleen Furlanetto  
Malcolm Little  
Patrick Storer  
Graeme Williams

##### Officer/s

Chief Executive Officer  
Director, Asset Services  
Director, Corporate and Community  
Director, Sustainable Development

##### Apologies

Councillor Alister Purbrick (on leave)  
Councillor Robin Weatherald (sick leave)  
Manager, Organisational Development (on leave)

##### Matters discussed:

Code of Conduct Workshop

Declarations of Interests

1. Planning Agenda Review
2. Assembly of Councillors
  - 2.1 Mayor & Chief Executive Officer Meeting Update / Other
  - 2.2 Councillors Meetings Attendances
  - 2.3 Matters raised by Councillors
  - 2.4 Violet Town Red Cross – invitation to attend Annual General Meeting
  - 2.5 Australian Town Criers National Championships – invitation for Town Crier to participate
  - 2.6 Advice from the Hon. Dr Sharman Stone – funding for Centenary projects
  - 2.7 Draft letter of support for funding application by Honouring our Heroes Committee
  - 2.8 2013-2014 Budget (2012/2013 Budget distributed)
  - 2.9 Elected Members Combined Email Address – temporary removal of Councillor/s when on leave / sick leave, etc.
  - 2.10 VicRoads Centenary – invitation to attend opening of 'Connecting Victorians for 100 years'
  - 2.11 Hume Hovell Tree at Seven Creeks Park
3. Planning Committee

## 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:** 21 May 2013

**Time:** 3.30 p.m. – 7.30 p.m.

### **Attendees:**

#### Councillors

Debra Swan  
Colleen Furlanetto  
Malcolm Little  
Patrick Storer  
Graeme Williams

#### Officer/s

Chief Executive Officer  
Director, Asset Services  
Director, Corporate and Community  
Director, Sustainable Development

#### Apologies

Councillor Alister Purbrick (on leave)  
Councillor Robin Weatherald (sick leave)  
Manager, Organisational Development (on leave)

#### Matters discussed:

##### Declarations of Interests

1. Agenda Review
2. De-briefing on 2013 Expo
3. Assembly of Councillors
  - 3.1 Mayor & Chief Executive Officer Meeting Update / Other
  - 3.2 Councillors Meetings Attendances
  - 3.3 Matters raised by Councillors
  - 3.4 Honouring our Heroes Public Meeting – Tuesday 25 June 2013 at 7.00 p.m.
  - 3.5 Rural Councils Victoria – Planning Training
4. General Discussions with guests, Mitchell Shire Councillors and Chief Executive Officer
5. Council Meeting

## 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:** 28 May 2013

**Time:** 10.00 a.m. – 6.00 p.m.

### **Attendees:**

#### Councillors

Debra Swan  
Colleen Furlanetto  
Malcolm Little  
Alister Purbrick  
Patrick Storer  
Graeme Williams

#### Officer/s

Chief Executive Officer  
Director, Asset Services  
Director, Corporate and Community  
Director, Sustainable Development  
Manager, Organisational Development  
Asset Services Officer (Item 2)  
Technical / Road Naming Officer (Item 5)

#### Apologies

Councillor Robin Weatherald (sick leave)

### Matters discussed:

#### Declarations of Interests

1. Budget Discussions
2. Progress Report on Reserves Management Plan
3. Briefing by Gecko Clan Landcare Project Officer – Kerri Robson
4. Planning Agenda Review
5. Road Namings – Round 14
6. Assembly of Councillors
  - 6.1 Mayor & Chief Executive Officer Meeting Update / Other
  - 6.2 Councillors Meetings Attendances
  - 6.3 Matters raised by Councillors
  - 6.4 Code of Conduct (refer previously distributed draft Code) / for further discussions at a later date
  - 6,5 Swaggy Tree Fence
  - 6,6 Visit by Governor General and Mrs Chernov – during week of 12-15 November 2013
  - 6.7 Violet Town Library Project



7. Planning Committee
8. Special Council Meeting – draft Budget approved / on public exhibition for comment

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. 6.7	Cr Storer	No

**Record of Meetings of Section 86 Committees of Council**  
**Minutes of Meetings received in the May / June 2013 Period**

<b>Name of Committee</b>	<b>Date of Meeting</b>
Creightons Creek Recreation Reserve Committee	06/03/13
Tablelands Community Centre Committee	08/04/13
Euroa Community Action Group	29/04/13
Boho South Hall Committee	01/05/13
Nagambie Action Group	17/12/12 25/02/13 08/04/13 06/05/13

**10. NOTICES OF MOTION**

**11. CLOSURE OF MEETING TO THE PUBLIC**

**12. URGENT BUSINESS**

***CRS. WILLIAMS/WEATHERALD -***

**That the Organisation report, as listed below, be considered as Urgent Business –**

12.7 Organisation

12.7.1 Financial Report – May 2013

91/13

***ON BEING PUT, THE MOTION WAS CARRIED***

		Page No.
<b>12.</b>	<b>URGENT BUSINESS</b>	
<b>12.</b>	<b>Organisation</b>	
12.7.1	Financial Report – May 2013	95

## **12. URGENT BUSINESS REPORTS**

### **12.1 ORGANISATION**

#### **12.7.1 Financial Report – May 2013**

##### **Author / Department**

Director, Corporate and Community / Corporate and Community Directorate

##### **File Reference**

F30/0020/10

##### **Disclosure of Interest**

No officers providing advice in relation to this report have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

##### **Summary**

Attached to the Agenda is a copy of Council's Financial Report for the period ending 31 May 2013.

The report contains the Standard Income Statement, Balance Sheet, Cash Flow Statement, Statement of Capital Works, and Schedule of Investments.

The operating surplus for the eleventh month period ending 31 May 2013 was \$817,742. The variance to budget is detailed in the Financial Overview.

As at 31 May 2013, total capital works was \$ 5,814,118. This is under budget by \$919,304.

##### **RECOMMENDATION**

**That the Financial Report for the eleven months ended 31 May 2013 be noted.**

*91/13 CRS WILLIAMS/LITTLE : That the Recommendation be adopted.*

**CARRIED**

##### **Background**

Council considers and notes quarterly Financial Reports in accordance with the Local Government Act 1989 (Act). Under Section 137 and 138 of the Act, Council must establish and maintain a budgeting and reporting framework that is consistent with the principles of sound financial management. This report satisfies those requirements.

##### **Alternative Options**

Officers providing advice in relation to this report have considered potential alternative courses of action. No feasible alternatives have been identified as the report is consistent with the Local Government Act 1989 obligations.

### 12.7.1 Financial Report – May 2013 (cont.)

#### **Risk Management**

Regular Financial Reporting in accordance with the Local Government Act 1989 support Council's focus on Risk Management.

#### **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 Consumers Act 2010 (CCA) implications**

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

#### **Financial / Budgetary Implications**

The attached report, in conjunction with the detailed briefing to Council, considers all Financial and Budgetary implications for the Financial Year ending 30 June 2013.

#### **Economic Implications**

The attached report, in conjunction with the detailed briefing to Council, considers all Economic implications for the Financial Year ending 30 June 2013.

#### **Environmental / Amenity Implications**

The recommendation in this report has no significant environmental or amenity implications for Council or the broader community.

#### **Community Implications**

This report has no significant community or social implications for the Council or the broader community.

#### **Victorian Charter of Human Rights and Responsibilities Act 1006**

This report does not limit any human rights under the Victorian Charter of Human Rights and Responsibilities Act 1006.

#### **Legal / Statutory Implications**

Consideration and adoption of quarterly Financial reports as per the Local Government Act 1989 ensures Council complies with its Legal and Statutory obligations.

#### **Consultation**

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

#### **Attachments**

May Financial Report

## FINANCIAL OVERVIEW FOR ELEVENTH MONTHS ENDED 31 MAY 2013

The Financial Overview to 31 May 2013 identifies total revenue \$ 22,876,218 with expenditure \$20,703,550 resulting in a surplus to date of \$2,172,668. The YTD May variation of budget to actual is \$1,354,926. This is made up of a number of variances that are outlined below.

Capital works component budgeted to 31 May \$ 6,733,422 achieved expenditure \$5,814,118 with a variance to budget of \$ 919,304. Most of the variations are timing and as part of the 30 June 2013 forecast review it is expected that \$504,300 will be carried forward to 2013/14.

All reports this month include figures on the Forecast for 30 June 2013.

### Income Statement (Fav) / Unfav. Variance for 31 May 2013

<u>Rates</u>	<u>(37,173)</u>	Due to supplementary valuations. Permanent variation.
<u>User Fees</u>	<u>(250,275)</u>	Private works matching income /expenditure - CFA reimbursement of Boho Fire Costs and some VicRoads works and a refund of overpaid FBT. Permanent variation.
<u>Recurrent Grants</u>		
• 2010 Flood Grants	<u>(151,400)</u>	Favourable permanent variation.
• Our Places Our Lives	<u>(17,500)</u>	Favourable permanent variation.
• Grants Commission	<u>62,762</u>	Permanent variation – reduction in grant.
• Local Roads Grants	<u>46,170</u>	Permanent variation – reduction in grant.
• National Disaster 2012 Flood Damage		Claim timing variations- final amounts to be claimed
<u>Non-Recurrent Grants</u>		
• Roads to Recovery	<u>(383,690)</u>	Timing variation – in advance.
• Local Government Infrastructure Program	<u>109,960</u>	Timing variation – grant not received.
<u>Other Revenue</u>		
• Interest on Investments	<u>(87,294)</u>	Permanent variation expected.
• Insurance Recovery	<u>(29,900)</u>	Permanent variation – offset to expenditure.
<u>Expenses</u>		
<u>Employee</u>	<u>(397,616)</u>	Timing variation in fortnightly pay update.
<u>Contracts and Materials</u>		
Shire wide Economic Development Strategy	<u>60,000</u>	Timing variance
Software Maintenance	<u>(70,000)</u>	Contract payments due.
Building Surveyor Contract	<u>(36,000)</u>	Timing of payment.
Regional Library Contribution	<u>(40,000)</u>	Superannuation contribution costs
Private works	<u>(118,000)</u>	Recovered in user fees income
Levee Bank Maintenance	<u>(44,000)</u>	Timing of works variation.
Garbage Collection	<u>(38,056)</u>	} Timing variance in contract
Recycling Collection	<u>(30,895)</u>	} payments.
Tipping Fees – Mitchell Shire Council	<u>(46,121)</u>	Timing variation.

<b>STRATHBOGIE SHIRE COUNCIL</b>						
<b>Profit and Loss Statement for 11 Months Ending 31 May 2013</b>						
	<b>Mid Year Review</b>	<b>Forecast 30</b>		<b>YTD Budget</b>	<b>YTD Actual</b>	<b>Variance</b>
<b>REVENUE</b>	<b>2012/2013</b>	<b>June 2013</b>	<b>Variance</b>	<b>31 May 2013</b>	<b>31 May 2013</b>	<b>31 May 2013</b>
Rates and Charges	14,075,300	14,075,300	-	14,064,000	14,101,173	(37,173)
Statutory Fees & Fines	291,000	291,500	(500)	255,326	253,586	1,740
User Fees	1,135,400	1,342,098	(206,698)	1,075,722	1,325,997	(250,275)
Contributions	100,000	100,000	-	60,000	56,609	3,391
Grants - Recurrent	3,963,926	4,278,551	(314,625)	3,607,562	4,145,214	(537,652)
Grants - Non-recurrent	3,765,440	3,904,240	(138,800)	2,796,900	2,595,624	201,276
Other Revenue	476,900	686,767	(209,867)	262,420	398,015	(135,595)
<b>Total</b>	<b>(23,807,966)</b>	<b>(24,678,456)</b>	<b>(870,490)</b>	<b>(22,121,930)</b>	<b>(22,876,218)</b>	<b>(754,288)</b>
<b>EXPENDITURE</b>						
Employee	9,607,088	9,635,044	27,956	8,689,419	8,291,803	(397,616)
Contracts, Materials & Services	9,183,977	9,390,473	206,496	8,606,753	8,479,082	(127,671)
Depreciation	4,425,800	4,425,800	-	3,630,259	3,629,098	(1,161)
Finance	226,900	226,900	-	208,258	164,206	(44,052)
Other Expenses	947,400	947,400	-	169,499	139,361	(30,138)
<b>Total</b>	<b>24,391,165</b>	<b>24,625,617</b>	<b>234,452</b>	<b>21,304,188</b>	<b>20,703,550</b>	<b>(600,638)</b>
<b>Surplus/Deficit</b>	<b>583,199</b>	<b>(52,839)</b>	<b>(636,038)</b>	<b>(817,742)</b>	<b>(2,172,668)</b>	<b>(1,354,926)</b>



A	B	C	D
<b>STRATHBOGIE SHIRE COUNCIL</b>			
<b>Balance Sheet at 31 May 2013</b>			
	<b>Mid Year Review 2012/2013</b>		<b>May 2013</b>
<b>Current Assets</b>			
Cash and cash equivalents	4,965,265		5,900,426
Trade and other receivables	1,249,737		2,469,818
Other Assets	117,499		102,980
Inventories	351,195		-
Non- current assets for resale	-		-
<b>Total Current Assets</b>	<b>6,683,696</b>		<b>8,473,224</b>
<b>Non-Current Assets</b>			
Financial assets	2,032		2,032
Investments in associates	156,226		156,226
Property, plant and equipment,infrastructure	223,191,462		223,146,398
<b>Total Non-Current Assets</b>	<b>223,349,720</b>		<b>223,304,656</b>
<b>Total Assets</b>	<b>230,033,416</b>		<b>231,777,880</b>
<b>Current Liabilities</b>			
Trade and other payables	1,696,627		430,386
Trust funds and deposits	419,939		435,275
Provisions	2,127,798		3,318,587
Interest bearing loans and borrowings	504,752		44,252
<b>Total Current Liabilities</b>	<b>4,749,116</b>		<b>4,228,500</b>
<b>Non-Current Liabilities</b>			
Trust funds and deposits	68,282		67,980
Provisions	671,358		-
Interest bearing loans and borrowings	2,462,912		2,417,255
<b>Total Non-Current Liabilities</b>	<b>3,202,552</b>		<b>2,485,235</b>
<b>Total Liabilities</b>	<b>7,951,668</b>		<b>6,713,735</b>
<b>Net Assets</b>	<b>222,081,748</b>		<b>225,064,145</b>
<b>Equity</b>			
Accumulated Surplus	71,382,787		74,445,483
Reserves	150,698,961		150,618,662
<b>Total Equity</b>	<b>222,081,748</b>		<b>225,064,145</b>

<b>STRATHBOGIE SHIRE COUNCIL</b>		
<b>Cash Flow Statement for 11 Months Ended 31 May 2013</b>		
	<b>Mid Year Review 2012/2013</b>	<b>Actual May 2013</b>
	<b>Inflows (Outflows)</b>	<b>Inflows (Outflows)</b>
<b>Cash flows from operating activities</b>		
Rates and charges	14,075,300	13,181,092
Statutory fees and fines	291,000	253,586
User fees (inclusive of GST)	1,178,600	953,451
Contributions	90,000	56,609
Grants (inclusive of GST)	8,178,966	6,740,838
Interest	220,000	303,320
Other receipts (inclusive of GST)	257,000	94,695
Net GST refund/overpayment	2,367,000	1,036,908
Payments to suppliers	(11,184,277)	(10,980,709)
Payments to employees (including redundancies)	(9,610,788)	(8,291,803)
Other payments	(418,500)	-
<b>Total cash outflows from operating activities</b>	<b>5,444,301</b>	<b>3,347,987</b>
<b>Cash flows from investing activities</b>		
Payments for property, plant and equipment, infrastructure	(7,325,635)	(5,521,666)
Payments for landfill rehabilitation	(519,431)	-
Proceeds sales of property, plant and equip, infrastructure	500,000	387,882
<b>Net cash used in investing activities</b>	<b>(7,345,066)</b>	<b>(5,133,784)</b>
<b>Cash flows from financing activities</b>		
Finance costs	(226,900)	(164,206)
Trust funds and deposits	-	-
Proceeds from interest bearing loans and borrowings	575,000	-
Repayment of interest bearing loans and borrowings	(1,792,998)	(460,499)
<b>Net cash provided by (used in) financing activities</b>	<b>(1,444,898)</b>	<b>(624,705)</b>
<b>Net decrease in cash and cash equivalents</b>	<b>(3,345,663)</b>	<b>(2,410,502)</b>
<b>Cash and cash equivalents at beginning of period</b>	<b>8,310,928</b>	<b>8,310,928</b>
<b>Cash and cash equivalents at end of year</b>	<b>4,965,265</b>	<b>5,900,426</b>

<b>STRATHBOGIE SHIRE COUNCIL</b>						
<b>Capital Works Statement 31 May 2013</b>						
	<b>Mid Year Review 2012/2013</b>	<b>Forecast 30 June 2013</b>	<b>Variance</b>	<b>YTD Budget 31 May</b>	<b>Actual 31 May</b>	<b>Variance</b>
<b>Capital works areas</b>						
Land	280,180	190,180	(90,000)	235,000	114,125	(120,875)
Buildings	249,315	140,800	(108,515)	189,315	104,186	(85,129)
Furniture & Equipment	309,500	289,540	(19,960)	266,763	194,391	(72,372)
Plant & Machinery	888,000	926,280	38,280	855,000	859,783	4,783
Roads	4,471,834	4,479,108	7,274	4,157,744	3,945,817	(211,927)
Bridges	655,081	275,281	(379,800)	610,000	50,168	(559,832)
Drains	145,600	169,100	23,500	125,600	142,592	16,992
Footpaths	1,125	29,625	28,500	-	1,125	1,125
Kerb & Channel	-	-	-	-	-	-
Waste Management	325,000	401,945	76,945	294,000	401,931	107,931
<b>Total Capital Works</b>	<b>7,325,635</b>	<b>6,901,859</b>	<b>(423,776)</b>	<b>6,733,422</b>	<b>5,814,118</b>	<b>(919,304)</b>
<b>Represented by:</b>						
Asset Renewal	5,341,925	5,293,719	(48,206)	4,992,922	4,558,299	(434,623)
Asset Upgrade	584,050	262,900	(321,150)	524,050	436,871	(87,179)
New Assets	1,399,660	1,345,240	(54,420)	1,216,450	818,948	(397,502)
<b>Total Capital Works</b>	<b>7,325,635</b>	<b>6,901,859</b>	<b>(423,776)</b>	<b>6,733,422</b>	<b>5,814,118</b>	<b>(919,304)</b>

		MYR 2012/2013	YTD Budget 30 May 2013	Actual at 31 May 2013	YTD Variance 31 May	Forecast Total 2012/2013	Forecast Variance at June 2013
<b>Capitla Works 2012 / 2013</b>							
<b>Land</b>							
21081	Lakeside Boardwalk	180	0	180	180	180	0
22008	Violet Town Flood Mitigation Works, Survey & Design S	150,000	105,000	82,942	-22,058	120,000	-30,000
22001	Euroa Water Scheme (carried forward from 2011/12)	100,000	100,000	26,154	-73,846	40,000	-60,000
	Black Caviar Statue	0			0	0	0
22009	Euroa Seven Creeks Park Replanting	30,000	30,000	4,849	-25,151	30,000	0
		<b>280,180</b>	<b>235,000</b>	<b>114,125</b>	<b>-120,875</b>	<b>190,180</b>	<b>-90,000</b>
<b>Buildings</b>							
20023	Strathbogie Depot - Shed	2,315	2,315	0	-2,315	0	-2,315
20024	Violet Town Reserve - Toilets	1,000	1,000	866	-134	1,000	0
20025	Euroa Croquet Club - Club House	8,000	8,000	0	-8,000	8,000	0
20026	Nagambie - Glass Square Bowling Club - Clubrooms	15,000	15,000	0	-15,000	15,000	0
20027	Violet Town - Swimming Pool - Pump Shed	3,000	3,000	1,642	-1,358	3,000	0
20028	Avenel Memorial Hall - Supper Room	6,000	6,000	3,450	-2,550	4,000	-2,000
20029	Nagambie - Glass Square Tennis Club - Clubrooms	6,000	6,000	0	-6,000	6,000	0
20030	Nagambie River Street Recreational Reserve - Toilets	2,000	2,000	2,074	74	2,000	0
20031	Euroa Depot - Toilet Block	5,000	5,000	0	-5,000	0	-5,000
20032	Violet Town Reserve - Toilets	3,000	3,000	0	-3,000	1,000	-2,000
20033	Euroa Friendlies Reserve (Cricket Club) - Toilets/Change Rooms	10,000	10,000	6,593	-3,407	10,000	0
20034	Euroa Farmers Arms Museum - Eliza Forlonge Cottage	10,000	10,000	0	-10,000	0	-10,000
20035	Creighton's Creek Recreation Reserve - Toilets	5,000	5,000	2,845	-2,155	3,000	-2,000
20036	Euroa Caravan Park site Development	80,000	80,000	0	-80,000	0	-80,000
20037	Nagambie Pre-School footpath Extension	3,000	3,000	3,545	545	3,000	0
20038	Euroa Saleyard Improvements - (Sheep yard and Kiosk)	60,000	0	35,317	35,317	35,000	-25,000
20039	Euroa Band Hall - Power Upgrade	9,000	9,000	7,075	-1,925	9,000	0
20040	Saleyards Roof	0	0	0	0	0	0
20041	Seven Creeks Park Facilities Development - Euroa	0	0	19,395	19,395	19,400	19,400
20045	Nagambie Depot Site	0	0	19,900	19,900	19,900	19,900
20046	Black Caviar Statue	0	0	1,484	1,484	1,500	1,500
20043	Euroa Office energy retrofit	21,000	21,000	0	-21,000	0	-21,000
		<b>249,315</b>	<b>189,315</b>	<b>104,186</b>	<b>-85,129</b>	<b>140,800</b>	<b>-108,515</b>
<b>Information Technology</b>							
26014	Software Licencing and annual support cost	24,000	19,000	23,585	4,585	24,000	0
26015	Network Firewall System Update	6,000	6,000	5,644	-356	6,000	0
26012	Hardware (workstations,laptops,monitor replacement)	78,000	69,763	56,263	-13,500	78,000	0
26012	Councillor Information Technology Hardware	10,000	0	10,921	10,921	10,000	0
26016	Customer Service Roving Officer Infrastructure	5,000	5,000	220	-4,780	5,000	0
26017	Security System Upgrade Euroa Office	1,500	1,500	1,271	-229	1,300	-200
26018	Regional Shared Services Infrastructure Including Disast	115,000	100,000	52,935	-47,065	115,000	0
26028	Development of new Website	0	0	1,640	1,640	1,640	1,640

	<b>Furniture &amp; Equipment</b>							0
26009	Public Lighting improvements	13,000	13,000	0	-13,000	0		-13,000
26019	Streetlight Energy-saving bulb replacement	0	0	0	0	0		0
26020	Facility Signage	1,000	1,000	0	-1,000	1,000		0
26021	Table and seats under existing shade structures and poolside	5,000	5,000	4,769	-231	4,800		-200
26022	Water Volleyball net	1,000	1,000	0	-1,000	1,000		0
26023	Shade areas replaced and new areas added	20,000	20,000	18,110	-1,890	18,100		-1,900
26024	New tables and chairs	4,000	2,000	2,711	711	2,700		-1,300
26025	Pool identification signage	5,000	2,500	2,100	-400	5,000		0
26026	Shade structure over kiosk window and over shallow end	15,000	15,000	8,540	-6,460	10,000		-5,000
26027	Back wash system to deliver to a water tank for lawns	6,000	6,000	5,682	-318	6,000		0
26028	Roofing over toilets and change areas.	0			0	0		0
26028	Development of a website	0			0	0		0
	Pool identification signage	0			0	0		0
	Table and chairs	0			0	0		0
		<b>309,500</b>	<b>266,763</b>	<b>194,391</b>	<b>-72,372</b>	<b>289,540</b>		<b>-19,960</b>
	<b>Plant &amp; Machinery</b>							
21090	Plant and Machinery (carried forward from 2011/12)	290,000	260,000	228,503	-31,497	280,000		-10,000
29310	Site Signage - Key Projects	15,000	15,000	0	-15,000	15,000		0
29300	Works Fleet	243,000	240,000	280,897	40,897	280,900		37,900
21090	Motor Vehicle Fleet	340,000	340,000	350,383	10,383	350,380		10,380
		<b>888,000</b>	<b>855,000</b>	<b>859,783</b>	<b>4,783</b>	<b>926,280</b>		<b>38,280</b>
	<b>Roads</b>							
25203	Creightons Creek Road	30,130	0	79,260	79,260	79,300		49,170
25904	Longwood Depot Road - Widening and sealing of corner.	52,000	52,000	21,532	-30,468	52,000		0
25905	Euroa Strathbogie Road - Widening by 0.5m)	67,900	67,900	59,889	-8,011	67,900		0
25906	Locksley-Nagambie Rd - prep and seal shoulders	100,000	100,000	91,671	-8,329	100,000		0
25907	Avenel Queen Street Parking	25,000	25,000	1,560	-23,440	10,000		-15,000
25908	Avenel Jones Street Parking	20,000	20,000	0	-20,000	0		-20,000
25909	Avenel School Car parking	15,000	15,000	0	-15,000	15,000		0
25910	Pleasance Avenue road widening	15,000	15,000	6,745	-8,255	10,000		-5,000
25911	Ruffly Road curve - remix widening	20,000	20,000	27,753	7,753	28,000		8,000
25912	Ruffly School road widening - outside shop	32,000	32,000	26,129	-5,871	32,000		0
25913	Euroa - Replacement of kerb channel (Euroa - Mansfield)	20,000	20,000	0	-20,000	0		-20,000
25700	Resheeting Program	363,398	363,398	328,946	-34,452	363,398		0
25204	Pavement Rehabilitation Program	900,000	900,000	697,858	-202,142	900,000		0
24999	Resealing Program	1,373,696	1,373,696	1,383,816	10,120	1,383,800		10,104
25914	Birkett St, Euroa (carried forward from 2011/12)	95,000	95,000	80,434	-14,566	95,000		0
various	2010 Flood Restoration works (balance of works to claim)	187,710	0	105,455	105,455	187,710		0
various	Works Flood Funding 2012	1,155,000	1,058,750	1,034,769	-23,981	1,155,000		0
		<b>4,471,834</b>	<b>4,157,744</b>	<b>3,945,817</b>	<b>-211,927</b>	<b>4,479,108</b>		<b>7,274</b>
25916	<b>Signage - Wayfinding transport connect project</b>							



***THERE BEING NO FURTHER BUSINESS, THE MEETING CLOSED AT 6.45 P.M.***

Confirmed as being a true and accurate record of the Meeting

.....  
Acting Chair

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Date