

## ORDINARY MEETING OF COUNCIL

**Notice** is hereby given of the  
Ordinary Meeting of Council to be held in the  
Council Chamber, 15 Stead Street, Ballan on  
Wednesday 3 May 2017,  
commencing at 5:00 p.m.

### **Members:**

Cr. David Edwards (Mayor)	East Moorabool Ward
Cr. Tonia Dudzik (Deputy Mayor)	East Moorabool Ward
Cr. Paul Tatchell	Central Moorabool Ward
Cr. Jarrod Bingham	East Moorabool Ward
Cr. John Keogh	East Moorabool Ward
Cr. Tom Sullivan	West Moorabool Ward
Cr. Pat Toohey	Woodlands Ward

### **Officers:**

Mr. Rob Croxford	Chief Executive Officer
Mr. Phil Jeffrey	General Manager Infrastructure
Mr. Satwinder Sandhu	General Manager Growth and Development
Mr. Danny Colgan	General Manager Social and Organisational Development

**Rob Croxford**  
**Chief Executive Officer**

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**1. OPENING OF MEETING AND PRAYER**

**Almighty God be with us as we work for the people of the Shire of Moorabool.**

**Grant us wisdom that we may care for the Shire as true stewards of your creation.**

**May we be aware of the great responsibilities placed upon us.**

**Help us to be just in all our dealings and may our work prosper for the good of all.**

**Amen**

**2. ACKNOWLEDGEMENT TO COUNTRY**

**We respectfully acknowledge the traditional owners of this land, their spirits and ancestors.**

**3. PRESENT**

**4. APOLOGIES**

**5. CONFIRMATION OF MINUTES**

**5.1 Ordinary Meeting of Council – Wednesday 5 April 2017**

**Recommendation:**

**That Council confirms the Minutes of the Ordinary Meeting of Council held on Wednesday 5 April 2017.**



## 6. DISCLOSURE OF CONFLICT OF INTEREST

Under the Local Government Act (1989), the classification of the type of interest giving rise to a conflict is; a direct interest; or an indirect interest (section 77A and 77B). The type of indirect interest specified under Section 78, 78A, 78B, 78C or 78D of the Local Government Act 1989 set out the requirements of a Councillor or member of a Special Committee to disclose any conflicts of interest that the Councillor or member of a Special Committee may have in a matter being or likely to be considered at a meeting of the Council or Committee.

Definitions of the class of the interest are:

- a direct interest
  - (section 77A, 77B)
- an indirect interest (see below)
  - indirect interest by close association (section 78)
  - indirect financial interest (section 78A)
  - indirect interest because of conflicting duty (section 78B)
  - indirect interest because of receipt of gift(s) (section 78C)
  - indirect interest through civil proceedings (section 78D)
  - indirect interest because of impact on residential amenity (section 78E)

### Time for Disclosure of Conflicts of Interest

In addition to the Council protocol relating to disclosure at the beginning of the meeting, section 79 of the Local Government Act 1989 (the Act) requires a Councillor to disclose the details, classification and the nature of the conflict of interest immediately at the beginning of the meeting and/or before consideration or discussion of the Item.

Section 79(6) of the Act states:

While the matter is being considered or any vote is taken in relation to the matter, the Councillor or member of a special committee must:

- (a) leave the room and notify the Mayor or the Chairperson of the special committee that he or she is doing so; and
- (b) remain outside the room and any gallery or other area in view of hearing of the room.

The Councillor is to be notified by the Mayor or Chairperson of the special committee that he or she may return to the room after consideration of the matter and all votes on the matter.

There are important reasons for requiring this disclosure immediately before the relevant matter is considered.

- Firstly, members of the public might only be in attendance for part of a meeting and should be able to see that all matters are considered in an appropriately transparent manner.
- Secondly, if conflicts of interest are not disclosed immediately before an item there is a risk that a Councillor who arrives late to a meeting may fail to disclose their conflict of interest and be in breach of the Act.

## 7. PUBLIC QUESTION TIME

The aim of Public Question Time is to provide an opportunity for the public to ask general questions at Council Meetings requiring routine responses. Public Question Time is conducted in accordance with Section 6.9 of the Council's *Meeting Procedure Local Law No. 9*.

Questions must be in writing on the form provided by the Council and submitted by 5.00pm on the day before the meeting. Members of the public can contact a Councillor and raise a question which the Councillor will submit on their behalf.

A question will only be read to the meeting if the Chairperson or other person authorised for this purpose by the Chairperson has determined that:

- i) the person directing the question is present in the gallery;
- ii) the question does not relate to a matter of the type described in section 89(2) of the Act (for confidential matters);
- iii) the question does not relate to a matter in respect of which Council has no power to act;
- iv) the question is not defamatory, indecent, abusive or objectionable in language or substance;
- v) the question is not a repetition of a question already asked or answered (whether at the same or an earlier meeting); and
- vi) the question is not asked to embarrass a Councillor, member of Council staff or member of the public.

A Councillor or Council officer may:

- i) immediately answer the question asked; or
- ii) elect to have the question taken on notice until the next Ordinary meeting of Council; at which time the question must be answered and incorporated in the Agenda of the meeting under Public Question Time; or
- iii) elect to submit a written answer to the person asking the question within 10 working days.

Responses to public questions answered at the meeting, will be general in nature, provided in good faith and should not exceed two minutes. These responses will be summarised in the minutes of the meeting.

Public Question Time does not substitute for other forms of communication with or other formal business procedures of the Council.

**8. PETITIONS**

**No petitions have been made to Council for consideration as part of this Agenda.**

**9. PRESENTATIONS / DEPUTATIONS**

The Council has made provision in the business of the Ordinary Meetings of the Council for the making of presentations or deputations to Council in relation to matters presented on the agenda for Council consideration.

Presentations or deputations are required to be conducted in accordance with the requirements contained within the **Presentation/Deputations Protocols and Procedural Guidelines**.

Persons wishing to make a presentation or deputation to Council on a matter included in the agenda shall inform Council prior to the meeting by contacting the Chief Executive Officer’s office and registering their name and agenda item being spoken to.

At the meeting the Mayor will invite the persons wishing to make a presentation or delegation to address the Council on the agenda item.

The person making the presentation or deputation is to stand and address Council on the item. No debate on the item is permitted between the person making the presentation or delegation and the Council.

A maximum of three minutes per presentation or delegation will be allocated. An extension of time may be granted at the discretion of the Mayor.

Councillors, through the Mayor, may ask the person making the presentation or delegation for clarification of matters presented.

The Mayor may direct that a member of the gallery ceases speaking if the above procedure is not followed.

**List of Persons making Presentations/Deputations other than in relation to a planning item listed on the agenda:**

Item No	Description	Name	Position
-	-	-	-

**List of Persons making Presentations/Deputations to a planning item listed on the agenda:**

Individuals seeking to make a presentation to the Council on a planning item listed on the agenda for consideration at the meeting will be heard by the Council immediately preceding consideration of the Council Officer’s report on the planning item.

Item No	Description	Name	Applicant/ Objector
-	-	-	-

## **10. OFFICER'S REPORTS**

### **10.1 CHIEF EXECUTIVE OFFICER**

#### **10.1.1 Draft Council Plan 2017-2021**

##### **Introduction**

File No.: 02/02/002  
Author: John Whitfield  
Chief Executive Officer: Rob Croxford

The following report is presented for Council's consideration of the draft Council Plan 2017-2021, including the Strategic Resource Plan, and to resolve to place the document on public exhibition inviting public inspection and submissions for consideration prior to adoption.

##### **Background**

The Local Government Act 1989 (the Act) in Part 6 Section 125 determines that Council must prepare a Council Plan within 6 months after each general election or by the next 30 June.

Following elections held in October 2016 the Council began preparing its Council Plan. Following input from Councillors, staff and the community the attached draft Council Plan 2017-2021 was produced. This Council Plan will be in operation for this term of Council; from 2017 until 2021.

In each subsequent year following the adoption of the Council Plan, the Council is required to review the document and confirm actions for the next financial year which will support the objectives and strategies contained within the Council Plan.

##### **Strategic Resource Plan**

Council must also develop a Strategic Resource Plan as per Part 6 Section 126 of the Local Government Act 1989. The attached Strategic Resource Plan details the resources required to achieve the objectives and strategies outlined in the 2017-2021 Council Plan. It includes the following information for the next 4 financial years:

- the standard statements describing the required financial resources in the form and containing the information required by the regulations; and
- statements describing the required non-financial resources, including human resources.

## Proposal

That Council, in accordance with section 223 of the Local Government Act 1989, place the draft Council Plan 2017-2021 including the Strategic Resource Plan on exhibition, inviting public submissions during the prescribed period of 28 days as required under the Act.

## Policy Implications

The 2013–2017 Council Plan provides as follows:

<b>Key Result Area</b>	Representation and Leadership of our Community
<b>Objective</b>	Good governance through open and transparent processes and strong accountability to the community.
<b>Strategy</b>	Ensure policies and good governance are in accordance with legislative requirements and best practice.

The proposal is consistent with the 2013-2017 Council Plan.

## Financial Implications

In accordance with Section 126 of the Local Government Act 1989, Council has prepared a draft 2017-2021 Strategic Resource Plan that details the resources required to achieve the 4 strategic objectives outlined in the draft Council Plan 2017-2021 being:

1. Providing Good Governance and Leadership
2. Minimising Environmental Impact
3. Stimulating Economic Development
4. Improving Social Outcomes

The Strategic Resource Plan includes the standard statements describing the required financial resources in the form and containing the information mandated by the regulations for the next 4 financial years - commencing on 1 July 2017 and concluding 30 June 2021.

The standard statements section of the Strategic Resource Plan show the:

- Comprehensive Income Statement
- Balance Sheet
- Cash Flow Statement; and
- Capital Works

In order to enable the attached Council Plan 2017-2021 to be updated by the printer in time for this report, the figures in the standard statements reflect the budget position as at 21 April 2017. They differ slightly from the budget figures in the *Consideration of the Proposed 2017/18 Annual Budget* Agenda item as figures in this report were updated after this date.

The draft Council Plan 2017-2021 to be placed on exhibition will be updated to reflect the Council’s resolution in relation to the 2017/18 Annual Budget (refer Agenda Item 10.4.4).

Over the 4 year life of the Council Plan 2017-2021, the Strategic Resource Plan will be updated as part of Council’s Annual Budget Process.

**Risk & Occupational Health & Safety Issues**

There are no risk implications in relation to this report.

**Communications Strategy**

Under section 125(3) of the Local Government Act 1989, a person has a right to make a submission under section 223 on the proposed Council Plan.

A communications plan has been developed to advise the community via Council’s website, media release, social media, Council’s community consultation website: [haveyoursay.com.au](http://haveyoursay.com.au) and with hard copies available at all Council offices.

Advertisements are being placed in regional and local papers and members of the community will have not less than 28 days to make a submission.

In preparing the draft Council Plan 2017-2021 the community was consulted with on numerous occasions when the Council developed strategies, plans and studies. (See page 7 of the attached Plan for examples). Additionally, Councillors and Council staff were also afforded the opportunity during a number of sessions to provide their input and comments.

In accordance with the Local Government Act 1989, the draft Council Plan 2017-2021 and Strategic Resource Plan will progress through the following consultation and adoption process:

<b>Timetable for the Consultation and Adoption of the Council Plan 2017-2021 including the Strategic Resource Plan</b>	
OMC - Draft Council Plan 2017-2021 presented to Council	Wednesday 3 May
Advertise draft Council Plan 2017-2021, inviting public inspection and submissions according to Section 223 of the Local Government Act 1989, in both regional and local newspapers. Ballarat Courier – Saturday 6 May 2017 Moorabool News – Tuesday 9 May 2017	Advertising cut-off Thursday 4 May
Have your Say Moorabool website update.	From Friday 5 May to Tuesday 6 June
Statutory advertisement period ends (allows for no less than a 28 day consultation period).	Tuesday 6 June
Special CORM Meeting – (for SMC 21 June 2017) to review submission report	Thursday 15 June



SMC - Consideration of Submissions on draft Council Plan 2017-2021	Wednesday 21 June
OMC - Adoption Council Plan 2017-2021	Wednesday, 5 July
<p>Checklist Post-Adoption:</p> <ul style="list-style-type: none"> <li>• Notice of Adoption of Council Plan Ballarat Courier – Saturday 8 July Moorabool News – Tuesday 11 July</li> <li>• Copies for Public Inspection at Council Offices</li> <li>• Submit Council Plan 2017-2021 to Minister for Local Government</li> </ul>	<p>Advertising cut-off Thursday 6 July</p> <p>Monday 10 July</p> <p>Thursday 6 July</p>

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

In developing this report to Council the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### **Officer's Declaration of Conflict of Interests**

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

#### *Chief Executive Officer – Rob Croxford*

In providing this advice to Council as the Chief Executive Officer, I have no interests to disclose in this report.

#### *Author – John Whitfield*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

### **Conclusion**

The draft Council Plan 2017-2021 and Strategic Resource Plan is presented for Council's consideration, in accordance with section 223 of the Local Government Act 1989, to place on public exhibition inviting public submissions during the prescribed period of not less than 28 days as required under the Act.

### **Recommendation:**

1. **That, having considered the details of the draft Council Plan 2017-2021 attached to this report, Council, in accordance with the requirements of Part 6 Section 125 and 126 of Local Government Act 1989**

- 1.1 **authorises the Chief Executive officer to give public notice that the draft Council Plan 2017-2021 has been prepared and is available for public inspection; and**
- 1.2 **gives public notice and have ready for public inspection all prescribed information to be available from 6 May 2017 until 6 June 2017.**
2. **That Council resolves to allow 28 days for submissions to be made by members of the public and that all submissions are to be made in the prescribed manner. Council will hear submissions on Wednesday 21 June 2017 at a Special Meeting of Council to be held in the James Young Room, Lerderderg Library, Bacchus Marsh commencing at 5.00 pm.**
3. **That in accordance with Section 125 of the Local Government Act 1989, Council resolves to notify and place on public notice its intention to adopt the Council Plan 2017-2021 on Wednesday 5 July 2017 at the Ordinary Meeting of Council to be held in the James Young Room, Lerderderg Library, Bacchus Marsh commencing at 5.00 pm.**

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#### **Report Authorisation**

**Authorised by:**



**Name:** Rob Croxford  
**Title:** Chief Executive Officer  
**Date:** Monday 24 April 2017

# Attachment - Item 10.1.1



MOORABOOL 2017-2021  
**MOORABOOL SHIRE  
COUNCIL PLAN**



# Moorabool Vision 2021

VIBRANT AND RESILIENT COMMUNITIES  
WITH UNIQUE IDENTITIES



## INTRODUCTION

### Our Shire

Moorabool Shire is a fast-growing peri-urban municipality nestled between Melbourne, Geelong and Ballarat. It offers residents picturesque surrounds with the vibrancy of an active, growing community.

The Shire's landscape provides an array of living options. Residents can enjoy an urban lifestyle in towns like Bacchus Marsh (45km west of the Melbourne CBD) and Ballan (70km west of the Melbourne CBD) or take advantage of Moorabool's small towns and hamlets, rural open spaces and natural surrounds.

A stunning Shire spanning more than 2,110 square kilometres, Moorabool is made up of 64 localities, hamlets and towns. More than 74% of the Shire comprises of water catchments, state forests and national parks. Moorabool boasts breathtaking landscapes, national parks, forests, gorges, mineral springs and tourism attractions.

Some of its key attractions include the Wombat State Forest, Brisbane Ranges National Park, Lerderderg State Park, Werribee Gorge State Park and the Bacchus Marsh Avenue of Honour.

Moorabool Shire is positioned along the major road and rail transport corridors between Melbourne and Adelaide.

Moorabool's eastern boundary is located just 40km west of Melbourne's CBD and extends westwards to the City of Ballarat municipal boundary. The Shire straddles Victoria's Western Highway and has excellent transport access to Melbourne, Ballarat and Geelong. Bacchus Marsh is equi-distant to Melbourne and Avalon airports and close to the sea ports of Geelong and Melbourne.

### Our History

The district was settled by Europeans from 1850 and the character of our towns and surrounding areas reflect this era. Gold was discovered in the region and a timber industry quickly developed. The availability of water attracted many people and resulted in pastoral and agricultural development led by pioneers such as Sir William Henry Bacchus, who in 1834 settled on the fertile soil of what is now the township of Bacchus Marsh.

### Our Traditional Owners

We acknowledge the Indigenous history of Moorabool Shire. The land was traditionally occupied by, and connected to, a number of Aboriginal communities, most notably the Wathaurung Tribe in the south and west, the Djadja Wurrung Tribe in the northern ranges and the Wurundjeri Tribe in the east. In February 2015, the Council formally adopted a Statement of Commitment to Indigenous People.





## OUR CHALLENGE

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Moorabool Shire is growing ... fast.

Moorabool Shire has faster population growth than the national and Victorian average, and last year Moorabool's population grew by 2%. Bacchus Marsh's population grew by 3%.

Part of the Peri-Urban Group of Rural Councils, Moorabool Shire faces the significant financial challenge in funding the growth from its rates base.

For instance, Moorabool is responsible for maintaining and building a road network that stretches the equivalent distance from Melbourne to Newcastle. However Moorabool has less than one third of the rates revenue that regional city Councils can access to fund its road construction and maintenance requirements.

The financial challenge will be exacerbated in Peri-Urban Shires like Moorabool, as the burden of service provision will fall disproportionately on them in the future.

To 2031, the peri-urban region is forecast to grow by an average of 44.7%. In comparison the better funded regional councils, with larger revenue streams, will experience growth of 33.25%.

The Shire's unprecedented and sustained growth presents significant infrastructure challenges for both existing gap funding and new infrastructure to cater to the growing population's needs and expectations.

### Our Population

Moorabool Shire is a popular tree change destination, growing as fast as any other local government area in inland regional Victoria. The population of the Shire is estimated to increase by 72% between 2015 and 2041 to 54,418.

More than half the population lives in Bacchus Marsh and surrounds (18,247) (2015). The Shire's second largest population can be found in and around Ballan (2,985).

The remaining population is distributed throughout the large number of small towns, hamlets and farming areas within the Shire. The majority of people who relocate to Moorabool Shire are young families seeking a semi-rural lifestyle. Moorabool's demographic reflects this trend.



## GROWING OUR ECONOMY

### BUSINESS PROFILE

Traditional economic drivers such as agriculture, timber, wool and beef production and mineral, stone and water extraction remain extremely important to Moorabool's economy.

Residential growth, construction, retail and service industries, light manufacturing and tourism are emerging factors of growth and how potential development locations like Parwan and Ballan will attract investment and cater for job growth.

An analysis of the jobs held by the resident population in Moorabool Shire in 2011 showed the top ranking industry sectors were:

- Construction (1,639 people or 12.3%)
- Health care and social assistance (1,397 people or 10.5%)
- Retail (1,307 people or 9.8%)
- Manufacturing (1,248 people or 9.4%)
- Education and training (1,115 people or 8.4%)
- Transport, postal and warehousing (1,018 people or 7.6%)
- Public administration and safety (935 people or 7.0%)
- Accommodation and food services (682 people or 5.1%)
- Professional, scientific and technical services (674 people or 5.1%)
- Agriculture, forestry and fishing (580 people or 4.4%)

More industry and commercial development is required to meet the rising populations' employment needs.

To meet this need, Council has developed a plan for economic development over the next 10 years and investigated the future demand and supply for industrial land and how potential development locations like Parwan and Ballan will attract investment and cater for job growth.

Moorabool Shire is well positioned to capture new business opportunities from the digital economy with the early rollout of the National Broadband Network which delivers faster, more reliable broadband speeds than that available in most metropolitan areas.

### OPEN FOR BUSINESS

Council will be proactive in facilitating investment and development opportunities. A key mechanism to drive investment and development will be through the establishment of a high level economic development taskforce.

Economic development has a pivotal role in connecting local people to jobs, identifying infrastructure priorities to leverage future investment (such as in Parwan), branding the experiences for visitors in accessing Shire attractions and partnering with local business interests to foster growth.

Significant opportunities exist for economic growth in education, health care and service industries along with tourism into the future. More local jobs to increase local economic resilience and opportunities will be pursued.



## OUR REGIONAL CONNECTIONS

### OUR TRANSPORT CONNECTIONS

Moorabool Shire is well connected to Melbourne, Geelong and Ballarat, with easy access to major highways. Improvements to the Western Highway, the main arterial road between Melbourne and Adelaide, including the Deer Park Bypass and realignment of Anthony's Cutting, makes Moorabool increasingly accessible to Melbourne by road.

In 2017 the Council, with assistance of grant and developer contributions, completed the Halletts Way/O'Leary Way western bypass of Bacchus Marsh.

The establishment of a heavy vehicle bypass east of Bacchus Marsh, in particular an alternative heavy vehicle north-south route, would dramatically increase the amenity of the town.

The regular train link between Ballarat and Melbourne services Moorabool residents with scheduled stops at Ballan and Bacchus Marsh. In 2016 the State Government announced a \$513M investment in the Ballarat rail line, which will see an investment in facilities and passing loops in Moorabool. Further

investment in stages 2 and 3 is needed to increase timetabling for our residents.

Public Transport Victoria recently announced an expansion to bus services and bus shelters in Bacchus Marsh, adding increased frequency, new routes and improved co-ordination and amenity with the train network. Furthermore, both stations are included as part of the metropolitan public transport ticketing system, providing public transport access to metropolitan Melbourne.

Access to public transport still proves quite difficult for many of Moorabool's smaller communities, isolating them from major services. Council has implemented Transport Connections projects to provide practical solutions that relieve transport issues in many of Moorabool's smaller communities.

The trial V/Line bus service which serves the communities between Daylesford and Ballan, and Mt Egerton and Gordon to Ballan has been extended to at least the end of 2018.

### MOORABOOL IN A REGIONAL CONTEXT

Moorabool Shire Council borders the local government areas of Hepburn Shire, Melton City Council, Macedon Ranges Shire, Golden Plains Shire, City of Wyndham, City of Greater Geelong and City of Ballarat.

Council works strategically with local, State and Federal governments in regional planning processes and projects through membership of bodies like the Central Highlands Mayors and CEOs Forum and the Peri-Urban Group of Councils.

In 2016 the Minister approved a closer working relationship between the Victorian Planning Authority (VPA) and Council to develop a framework plan for Bacchus Marsh. This is in addition to the significant strategic work that Council has completed for the development of its small towns across the Shire.

The Peri-Urban Group of Rural Councils aims to promote a comprehensive vision for the Peri-Urban region focussed on the Melbourne metropolitan fringe.





## OUR 2041 JOURNEY

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Identified as a growth area in the Plan Melbourne and Central Highlands Regional Growth Strategy, and working in partnership with the Victorian Planning Authority (VPA), it is vital that Moorabool adopts a whole-of-Shire long term approach to planning.

Council is planning for the long term direction of our communities and has commenced Moorabool 2041, which is a framework aimed at documenting the opportunities, pressures and challenges facing Moorabool, and which sets the vision for the type of community and places Moorabool Shire will be in 2041.

This will lead to a long term vision to guide the development of Moorabool to retain its character and the places we love to ensure change provides appropriate services and opportunities for our residents.

M2041 will be a high order document developed following detailed supporting work and will provide a more holistic framework focussed on key strategic issues that prioritise land use planning activities, service planning and delivery and community engagement.

Much of the foundation work that supports our journey to 2041 has been completed or is well underway. As mentioned, the Victorian Planning Authority is working in partnership with Council to complete the strategic work and produce specific framework plans for both our urban and more rural communities.



## OUR CONSULTATION WITH OUR COMMUNITIES

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Over the past two years the Council has undertaken unprecedented levels of consultation with many and diverse communities. Examples include:

- Essential Services Commission Rate Variation Application
- Small Towns and Settlement Strategy
- Ballan Structure Plan
- Gordon Infrastructure Study
- Bacchus Marsh Framework Plan
- Bacchus Marsh Integrated Transport Strategy
- Major strategies including Economic Development, Retail, Industrial and Parwan Precinct
- Multiple Planning Scheme Amendments
- Recreation and Leisure Strategy
- Age Well Live Well Plan & Access and Inclusion Plan
- Municipal Early Years Strategy
- Community Development Strategy

The feedback from the strategic work above and the action plans contained in the work has now been synthesised into this four year plan.

The draft Council Plan 2017 - 2021 will now be made available for further community input to check that we have captured the feedback to date.

Each year through our Annual Report process we will be providing an update on progress and recognise that the community will hold us accountable for outcomes set out in this plan.



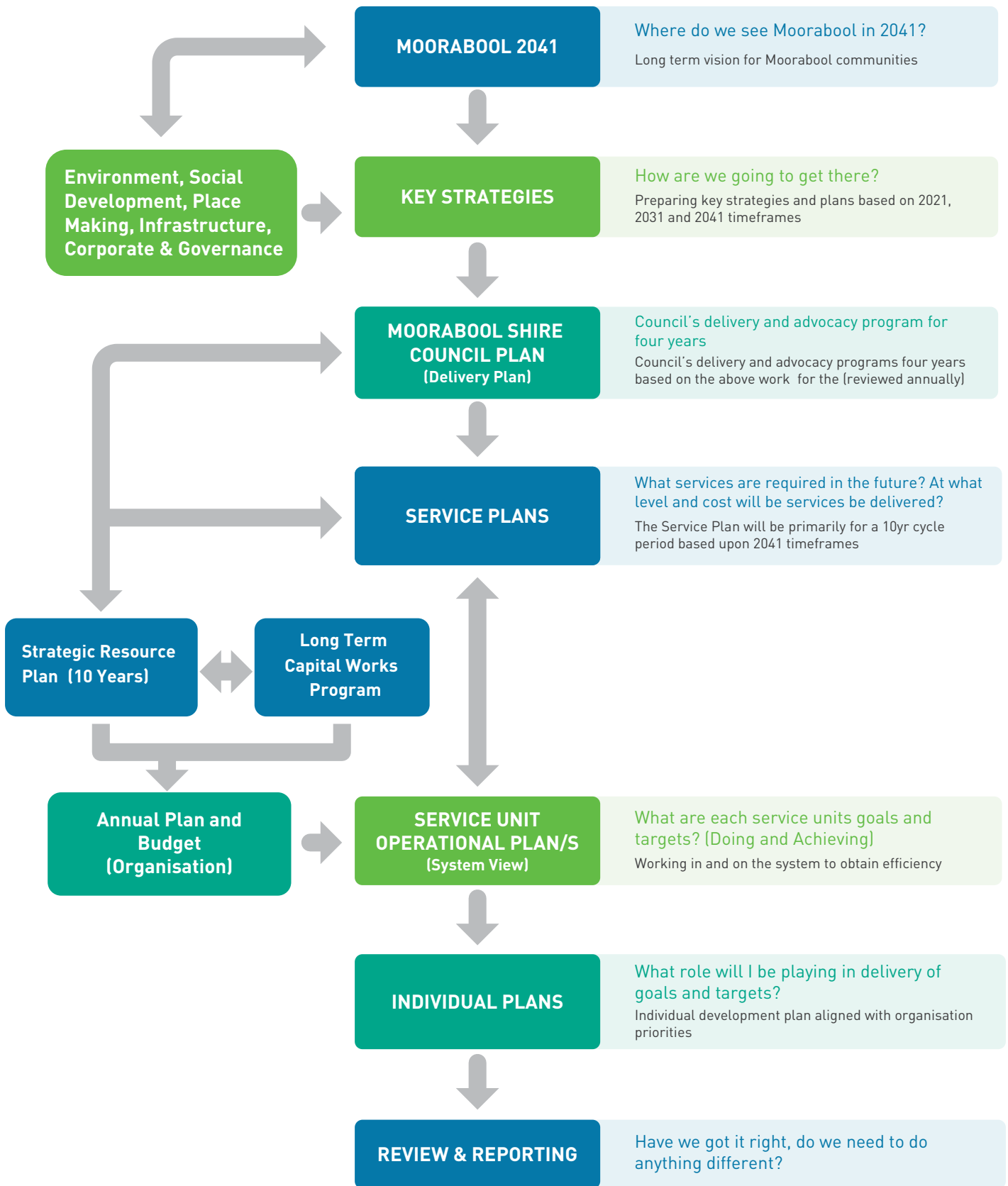
# COUNCIL PLAN 2017 – 2021

The Council Plan sits within the Council’s planning framework **(p.9)** and identifies the main priorities and expectations for the next four years. The Council Plan has taken into account where the Shire is currently situated in relation to the 2041 journey and what needs to be undertaken in the coming four-year period to remain on track.

Along with the adoption of the Council Plan, the Council must also adopt a resourcing strategy, service plans and operational plans to guide and support implementation.



# INTEGRATED PLANNING & DELIVERY FRAMEWORK (IPDF)





# STRATEGIC FRAMING

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## Our Vision

Vibrant and resilient communities with unique identities

## Our Purpose

1. The Moorabool Shire Council exists to co-design local solutions that enable the Moorabool communities to prosper now and into the future. We do this by:
  - » Providing good governance and leadership
  - » Minimising environmental impact
  - » Stimulating economic development
  - » Improving social outcomes
2. The Council exists to be in service to the communities of the Moorabool Shire.
3. The Council is accountable to the community and has legislative responsibilities

## Strategic Framework

The strategic framework can be shown diagrammatically in greater detail as follows.

1 Providing Good Governance and Leadership		
1A Our Assets and Infrastructure		
1B Our People		
1C Our Business and Systems		
2 Minimising Environmental Impact	3 Stimulating Economic Development	4 Improving Social Outcomes
2A Built Environment	3A Land Use Planning	4A Health & Wellbeing
2B Natural Environment	3B Investment & Employment	4B Community Connectedness and Capacity

## Our Values

By living these values Council is able to build strong relationships internally, with the community and with partners.

### INTEGRITY

I say what I mean and always do what's right.

### CREATIVITY

I consider situations from multiple angles and perspectives.

### ACCOUNTABILITY

I have courage to make decisions and take ownership for their outcomes.

### RESPECT

I seek to understand and treat people how I would like to be treated.

### EXCELLENCE

I take calculated risks to seek out better ways of doing things.

*These values translate to the acronym I CARE.*

**I CARE / WE CARE** will form the basis of community and organisational communications and branding for the period of this plan.

# STRATEGIC OBJECTIVE 1: PROVIDING GOOD GOVERNANCE AND LEADERSHIP

## CONTEXT 1A: OUR ASSETS AND INFRASTRUCTURE

**Definition** Our assets and infrastructure enable us to deliver services to our communities. In order to deliver these services we must maintain and invest in our infrastructure to ensure that it is fit for purpose.

**Challenges** Poor community infrastructure and plans for each asset class results in:

- » The incorrect level of investment in maintaining, renewing, upgrading and providing new assets
- » Low facility utilisation rates
- » Facilities that are not readily accessible

**Benefits**

- » Asset renewal gap is reduced
- » Assets are fit for the purpose they were intended for
- » Increased community satisfaction with infrastructure
- » Infrastructure keeping up with population growth
- » Infrastructure aligned to community needs

**Actions**

1	Asset Management	
	- Undertake a road management plan review	2017-2018
	- Review Asset policy and strategy including Capitalisation and Revaluation policy	2017-2018
2	Review Asset Management Plans for:	2017-2021
	- Transport	
	- Buildings	
	- Water	
	- Open Space	
3	Produce State of the Assets reports	2018-2019
4	Produce 10 Year Capital Improvement Programs	2017-2021
5	Deliver Annual Capital Improvement Programs	2017-2021
6	Develop and implement a Fleet and Plant Strategy	2018-2019
7	Finalise the Community Infrastructure Framework	2018-2019
8	Develop a framework for asset handover	2018-2019
9	Develop Infrastructure Policy for:	2017-2021
	- Traffic calming	
	- Nature strips	
	- Unmade Road Reserves (Paper Roads)	
	- Bores/Standpipes	
	- Graffiti	

**Resources (Financial, ICT, Workforce)** Existing resources

# STRATEGIC OBJECTIVE 1: PROVIDING GOOD GOVERNANCE AND LEADERSHIP

## CONTEXT 1B: OUR PEOPLE

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### Definition

Our people are our Councillors, staff, contractors and volunteers and are key to the planning and delivery of valued services to our communities and to the organisation. We will provide a workplace that is:

- » Supportive
- » Safe
- » Highly regarded
- » Innovative
- » Striving for excellence

We will ensure that governance systems are:

- » Robust
- » Transparent
- » Efficient
- » Democratic
- » Participatory
- » Responsive
- » Equitable and inclusive

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### Challenges

- » Poor strategic directions.
- » Poor decision making and outcomes for the community.
- » A lack of accountability to the community.

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### Benefits

- » Resourced and trained Councillors
  - » Employer of choice
  - » Improve recruitment and retention levels of skilled and capable staff
  - » Increased staff engagement, capacity and productivity
  - » Improved staff and community satisfaction
  - » Improved employment conditions
  - » Safe workplace environment
  - » Improved decision making frameworks
  - » Reduced risk
-



Actions		
1	Councillor Development - Councillors will be offered an induction and ongoing professional development programs	2017-2021
2	Organisational Development (consistent with Business Excellence) - Prepare an organisational development strategy inclusive of: <ul style="list-style-type: none"> <li>&gt; Leadership &amp; Management</li> <li>&gt; Culture &amp; Employee Engagement</li> <li>&gt; Organisational Systems &amp; Processes</li> <li>&gt; Reward &amp; Recognition</li> <li>&gt; Service Planning &amp; Review</li> <li>&gt; Strategic Workforce Planning and Development</li> <li>&gt; Health and Wellbeing</li> </ul>	2018-2019
3	Community Engagement Policy and Framework - Revise the Community Engagement Policy and Framework	2019-2020
4	PR Communication and Marketing - Review the PR Communications and Marketing Strategy - Develop and implement the action plan of the PR Communications and Marketing Strategy	2017-2018 2019-2021
5	Customer Service - Review the Customer Service Policy and Strategy - Develop and implement the Action Plan of the Customer Service Policy and Strategy	2017-2021 2017-2021
6	Risk and OHS Management - Develop an OHS Strategy - Enhance our OHS systems and procedures for the organisation - Revise the Risk Management Strategy and Framework - Review identified corporate, strategic and operational risks - Prepare and implement child safety standards across the organisation	2017-2018 2017-2021 2018-2019 2017-2021 2017-2018

**Resources  
(Financial, ICT,  
Workforce)**

Budget is required to:

- » Prepare an Organisational Development Strategy (inclusive of workforce planning)
- » Prepare an Occupational Health and Safety Strategy
- » Revise the Risk Management Strategy and Framework

# STRATEGIC OBJECTIVE 1: PROVIDING GOOD GOVERNANCE AND LEADERSHIP

## CONTEXT 1C: OUR BUSINESS & SYSTEMS

<b>Definition</b>	Our systemised approach to planning and service delivery and our business excellence philosophy (SAI Global, 2011) work to ensure our communities receive high quality, valued and targeted services. Our approach also enables our staff to efficiently and effectively deliver services without risk, duplication of effort and resource wastage whilst leveraging the use of information and communications technology.	
<b>Challenges</b>	Financial constraints coupled with increased community demand and expectations means that services need to be delivered in the most efficient and effective way. Outmoded operating models compromise Council's ability to proactively manage changes in service type or customer needs and expectations.	
<b>Benefits</b>	<ul style="list-style-type: none"> <li>» Value for money services</li> <li>» Less duplication of effort</li> <li>» Risk is understood and mitigated</li> <li>» Improved organisational intelligence for decision making</li> <li>» Improved integration and streamlining of systems and processes</li> </ul>	
<b>Actions</b>	<ol style="list-style-type: none"> <li><b>1</b> Legislative and Regulatory               <ul style="list-style-type: none"> <li>- Review the Local Law</li> <li>- Review the Municipal Strategic Statement (MSS)</li> <li>- Develop an Enforcement Policy</li> </ul> </li> <li><b>2</b> ICT               <ul style="list-style-type: none"> <li>- Implement Phases 2 and 3 of the Digital Strategy</li> <li>- Streamline integrated corporate reporting systems and methods</li> <li>- Implement the Maintenance Management System</li> <li>- Develop and implement a Project Management System</li> </ul> </li> <li><b>3</b> Service Reviews               <ul style="list-style-type: none"> <li>- Develop service plans for all services</li> <li>- Undertake service reviews in accordance with the policy and framework and determined by Council – 2018 IT Review, Library Services, Customer Service, Unsealed Road Maintenance</li> <li>- Align finance system with service plans, systems views and ESC requirements</li> </ul> </li> <li><b>4</b> Financial Sustainability               <ul style="list-style-type: none"> <li>- Annually review the Long Term Financial Plan</li> <li>- Annually review the need to make a rate cap variation application</li> <li>- Review the Rating Strategy</li> <li>- Identify and develop shared services opportunities with other local governments, community and private sector organisations</li> <li>- Seek funding for new, upgrade and renewed community facilities from State and Federal Governments</li> </ul> </li> </ol>	<p>2017-2018</p> <p>2017-2019</p> <p>2018-2019</p> <p>2017-2019</p> <p>2017-2018</p> <p>2017-2018</p> <p>2018-2019</p> <p>2017-2019</p> <p>2017-2021</p> <p>2018-2019</p> <p>2017-2021</p> <p>2017-2021</p> <p>2017-2021</p> <p>2017-2021</p> <p>2017-2021</p>

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**Resources  
(Financial,ICT,  
Workforce)**

Budget is required to:

- » Review the Local Law (current resources)
  - » Implement the Maintenance Management System
  - » Implement Phases 2 and 3 of the Digital Strategy
  - » Prepare service plans for all services
  - » Engage a resource to drive service reviews
- 

### **Community Indicators: Providing Good Governance and Leadership**

Good governance and leadership will be measured by:

- » Increase community satisfaction score (overall performance)
- » Increase staff satisfaction score (1-5 scale)
- » Increase BEx score (out of 1000)
- » Reduce the asset renewal gap (renewal to depreciation: LGPRF)
- » Generate a positive underlying financial result
- » End of year financial result (+/- operating and capital)
- » Percentage of capital projects completed on time and budget

## STRATEGIC OBJECTIVE 2: MINIMISING ENVIRONMENTAL IMPACT

### CONTEXT 2A: BUILT ENVIRONMENT

**Definition** The Council plays a key role in the planning, developing and provision of services within the urban and commercial areas of the Moorabool Shire to enable communities to enjoy higher levels of amenity, economic development, social connectedness and ultimately a sense of place whilst minimising the impact on the environment.

**Challenges** The built environment creates a sense of place and contributes to well-being and economic growth. Failure to plan and optimise investment may lead to a negative impact on the natural environment.

**Benefits**

- » Increased health and wellbeing
- » Improved amenity
- » Great places to live
- » Community connectedness
- » Targeted economic investment

**Actions**

<b>1</b>	Develop frameworks for each small town and action plans to address the components identified in the following strategies:	
	- Small Towns Strategy	2017-2021
	- Bacchus Marsh Urban Growth Framework	2017-2021
	- Ballan Structure Plan	2017-2021
	- Tree Strategy	2017-2021
	- Gateways Strategy	2017-2021
<b>2</b>	Implement the:	
	- Gordon Infrastructure Plan	2017-2019
	- Gordon Structure Plan	2017-2019
<b>3</b>	Finalise a review of the Bacchus Marsh Aerodrome	2017-2019
<b>4</b>	Work with relevant authorities to ensure that flooding and bushfire risks are addressed:	2017-2021
	- Incorporate flood mapping into the Planning Scheme	
	- Review Bushfire Management Overlays (BMO)	
<b>5</b>	Review and implement a Bacchus Marsh Avenue of Honour Management Plan	2017-2018
<b>6</b>	Implement an Energy Efficient Street Lighting Plan	2018-2019
<b>7</b>	Develop a resource plan to act as a responsible authority for administration and enforcement of permits in relation to windfarms	2017
<b>8</b>	Prepare and revise a rolling cycle of Reserve Master Plans	2017-2021

**Resources (Financial, ICT, Workforce)** Budget is required to:

- » Implement an Energy Efficient Street Lighting Plan
- » Provide a staff resource to address windfarm issues

## STRATEGIC OBJECTIVE 2: MINIMISING ENVIRONMENTAL IMPACT

### CONTEXT 2B: NATURAL ENVIRONMENT

**Definition** The Council through its actions, as well as working with other agencies and groups with an environmental stewardship role, focus to assist communities to live sustainably so that we leave a healthy and prosperous environment for the future generations.

**Challenges** Land and water degradation, weed and pest invasion, increase incidence of natural disasters including fire, flood and heatwaves, combined with poor strategic direction, planning and investment to minimise environmental impacts in the natural environment, results in sub-optimal community outcomes now and for future generations.

**Benefits**

- » Community members can enjoy their experience of natural places
- » Threats to our local environment are reduced
- » Flow on benefits to our economy, productive agriculture, physical activity, well-being and community identity

Actions		
1	Finalise and implement the action plan of the Moorabool Sustainable Environment Strategy	2017-2021
2	Waste Management	
	- Complete a trial and undertake a review of the green waste service	2018-2019
	- Undertake an audit of closed landfills	2018-2019
	- Determine Council's position on hard waste	2017-2018
	- Review the Waste Strategy (2015)	2020-2021
3	Develop an Open Space Integrated Water Management Plan	2017-2018
4	Develop and implement a policy on allocation, use and trading of water for Council water assets	2017-2018
5	Complete a Waterway and Stormwater Management Strategy	2019-2020

**Resources (Financial, ICT, Workforce)** Budget is required to:

- » Provide a staff resource to address windfarm issues
- » Allocate reserve funds for a landfill review
- » Resource waterway and stormwater developmentsues

### Community Indicators: Minimising Environmental Impact

Minimising our environmental impact will be measured by:

- » Percentage of stormwater pollutants generated by urban catchments compared to best practice guidelines
- » Reduced energy consumption across Council owned and operated buildings
- » Reduced CO2 emissions across Council owned and operated buildings, facilities, street lights and fleet
- » Kerbside collection waste diverted from landfill (LGPRF)

## STRATEGIC OBJECTIVE 3: STIMULATING ECONOMIC DEVELOPMENT

### CONTEXT 3A: LAND USE PLANNING

**Definition** The Council uses land use planning to manage the development of land within its jurisdictions and has a leadership role (along with other agencies) in land use planning, place making and guiding the amenity of our communities.

**Challenges** To cater for communities with growing populations, land use planning needs to understand, consider and deliver on improved economic, social, and environmental outcomes, and an improved ability to access to employment and education opportunities across the Shire.

**Benefits**

- » Master planned communities
- » Improved ability to access to employment and education
- » Improved livability, securing the reason people moved to Moorabool
- » Designated land for the use of economic and educational activity
- » Effective engagement with community regarding the use of land within the community

<b>Actions</b>	<ol style="list-style-type: none"> <li>1 Incorporate strategic documents into the Planning Scheme               <ul style="list-style-type: none"> <li>- Municipal Strategic Statement Review</li> <li>- Ballan Structure Plan</li> <li>- Retail Strategy</li> <li>- Housing Strategy</li> <li>- West Moorabool Heritage Study</li> <li>- C58 Cameron's Road</li> <li>- C73 Land Subject to Inundation</li> </ul> </li> <li>2 Implement the adopted Small Towns and Settlement Strategy               <ul style="list-style-type: none"> <li>- Prepare structure plans for the key growth towns</li> <li>- Develop a program for services and utilities in small towns</li> </ul> </li> <li>3 Finalise the Bulky Goods investigation</li> <li>4 Develop and finalise the Bacchus Marsh Urban Growth Framework Plan in partnership with the Victorian Planning Authority</li> <li>5 Develop a long term strategy for the Bacchus March Civic Precinct</li> <li>6 Review future opportunities for the Darley Civic Precinct</li> </ol>	<p>2017-2021</p> <p>2017-2021</p> <p>2017-2018</p> <p>2017-2018</p> <p>2018-2019</p> <p>2019-2020</p>
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**Resources (Financial, ICT, Workforce)** Budget is required to:

- » Incorporate strategic documents into the Planning Scheme
- » Implement actions of the STS
- » Finalise land use strategic projects

## STRATEGIC OBJECTIVE 3: STIMULATING ECONOMIC DEVELOPMENT

### CONTEXT 3B: INVESTMENT & EMPLOYMENT

<b>Definition</b>	Council plays a role in a strong economy, local jobs, healthy businesses, inward investment and visitation that contributes to the livability of the Shire. It also works with the development of industry to develop key infrastructure for growing communities.	
<b>Challenges</b>	Fiscal constraints directly impact on the amount of investment Council is able to independently contribute towards stimulating investment and economic growth. Without guidance and investment by business, government and the community, economies will stagnate and local jobs and education opportunities may not be created.	
<b>Benefits</b>	<ul style="list-style-type: none"> <li>» Increased economic investment and job growth</li> <li>» Improved lifestyles</li> <li>» Decreased travel</li> <li>» Increased community cohesion</li> <li>» Improved employment and education opportunities</li> <li>» Stimulated local economy and creating more resilient communities</li> <li>» Connect local people to local jobs</li> </ul>	
<b>Actions</b>	<ol style="list-style-type: none"> <li>1 Implement the action plan of the Economic Development Strategy</li> <li>2 Establish an Economic Development Taskforce</li> <li>3 Scope and develop a plan for the Bacchus Marsh town centre revitalisation in partnership with the VPA</li> <li>4 Facilitate Parwan Employment Precinct planning and marketing</li> <li>5 Construct the Ballan depot</li> <li>6 Advocate, resource and implement the Bacchus Marsh Integrated Transport Strategy (BMITS) action plans including:               <ul style="list-style-type: none"> <li>- Finalise the alignment for Bacchus Marsh Eastern Link Road (with VicRoads and VPA)</li> <li>- Pursue Gisborne Road/Grant Street capacity improvement projects (with VicRoads)</li> <li>- Implement east bound freeway ramps at Halletts Way (with VicRoads)</li> <li>- Refer Council's BMITS infrastructure actions to the long term capital program</li> </ul> </li> <li>7 Review and implement the action plan from the Destination Management Plan (Tourism) Review</li> <li>8 Advocate for government and private sector investment in office accommodation to house new and expanded government and non-government services</li> <li>9 Advocate for improved Ballarat Line rail and integrated public transport outcomes through the Ballarat Line Action Committee (BRAC)</li> </ol>	<p>2017-2021</p> <p>2017-2018</p> <p>2018-2019</p> <p>2017-2021</p> <p>2017-2019</p> <p>2017-2021</p> <p>2017-2018</p> <p>2017-2021</p> <p>2017-2021</p>

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**Resources  
(Financial,ICT,  
Workforce)**

Budget is required to:

- » Implement the action plan of the Economic Development Strategy
  - » Develop a plan for the Bacchus Marsh Town Centre Revitalisation Project
  - » Facilitate the Parwan Employment Precinct planning and marketing
  - » Construct the Ballan Depot
  - » Implement BMITS recommendations
- 

## **Community Indicators Stimulating Economic Development**

Stimulating economic development will be measured by:

- » Increased number of businesses operating within the Shire; number of active businesses for 3340, 3342
- » The number of active small businesses (with <5 staff)
- » Percentage of students that complete Year 12 or equivalent
- » Increase number of local jobs as % of total jobs for employed Moorabool residents
- » Maintenance of land use supply best practice target – residential, commercial and industrial)
- » Percentage of planning applications gone against Council’s determination in VCAT



## STRATEGIC OBJECTIVE 4: IMPROVING SOCIAL OUTCOMES

### CONTEXT 4A: HEALTH & WELLBEING

<b>Definition</b>	Enhanced community health and wellbeing is achieved through the intersection of enhanced economic, social, built and natural environments.	
<b>Challenges</b>	The determinants of our health and wellbeing are influenced by a wide range of factors including individual, social, cultural, economic and environmental (World Health Organisation 2008). Social, economic and environmental factors include employment and housing, schools and education, social connections, conditions of work and leisure, and the state of housing, neighbourhoods and the environment.	
<b>Benefits</b>	<ul style="list-style-type: none"> <li>» Local services accessible to those in need</li> <li>» Healthier individuals and communities</li> <li>» Reduced social isolation and exclusion</li> <li>» Reduced anti-social behaviour</li> <li>» More resilient and self-reliant individuals and communities</li> <li>» Enhanced workforce numbers and capacity</li> </ul>	
<b>Actions</b>	<ol style="list-style-type: none"> <li>1 Health &amp; Wellbeing Plan               <ul style="list-style-type: none"> <li>- Prepare and implement an advocacy and partnership plan to attract investment in government and non-government services in the municipality</li> <li>- Adopt a leadership statement on the issue of violence against women to increase community awareness and demonstrate Council's commitment to the issues</li> <li>- Facilitate and support existing and emerging arts and cultural development groups and activities across the municipality</li> <li>- Adopt a revised Health and Well Being Plan</li> </ul> </li> <li>2 Municipal Early Years Plan               <ul style="list-style-type: none"> <li>- Plan and construct the West Maddingley Community Facility</li> <li>- Adopt a revised Municipal Early Years Plan (MEYP)</li> </ul> </li> <li>3 Recreation and Leisure Strategy               <ul style="list-style-type: none"> <li>- Implement the Reserve Management Framework</li> <li>- Prepare sport specific feasibility studies and strategies for:                   <ul style="list-style-type: none"> <li>&gt; Indoor Court Feasibility Study</li> <li>&gt; Indoor court design and construction</li> <li>&gt; Soccer Development Strategy</li> </ul> </li> <li>- Plan and construct stage 1 of the Bacchus Marsh Racecourse Recreation Reserve</li> <li>- Review feasibility of the timing of proposed Bacchus Marsh Indoor Aquatic Centre</li> <li>- Revise the Recreation and Leisure Strategy (incorporating Hike and Bike Strategy)</li> </ul> </li> </ol>	<p>2017-2021</p> <p>2017-2018</p> <p>2017-2021</p> <p>2017-2018</p> <p>2019-2021</p> <p>2020-2021</p> <p>2017-2021</p> <p>2017-2018</p> <p>2017-2018</p> <p>2017-2018</p> <p>2018-2019</p> <p>2017-2019</p> <p>2020-2021</p> <p>2020-2021</p>

<b>4</b>	Community Development Strategy	
	- Revise the Community Development Strategy (incorporating the Volunteer Strategy and an Arts and Culture Strategy)	2020-2021
<b>5</b>	Age Well Live Well Strategy and Access and Inclusion Plan	
	- Prepare a directions paper to deliver Aged Services in a consumer directed care environment	2017-2018
	- Facilitate the transition of eligible clients to the NDIS	2017-2018
	- Adopt a revised Age Well Live Well Strategy and Access and Inclusion Plan	2020-2021
<b>6</b>	Youth Strategy	
	- Investigate the provision of an interim youth space at the Darley Civic Precinct	2017-2018
	- Undertake a Master Plan including concept and cost plan for a youth space at Rotary Park, including the Andy Arnold Facility	2017-2018
	- Prepare a concept plan and costing for Youth Space/s at the Andy Arnold Centre / Rotary Park precinct	2018-2020
	- Support a Moorabool "Learning Matters" initiative place based collaborative initiative focussed on improving engagement and retention in education in the Bacchus Marsh area	2018-2021
	- Advocate and support the development of programs and services to increase employment opportunities for young people	2017-2019
	- Revise and adopt the Youth Strategy	2017-2018
<b>7</b>	Library Strategic Plan	
	- Revise and adopt the Library Strategic Plan:	2017-2018
	> Undertake a feasibility study to inform the future provision of library services in Ballan	2018-2019
	> Conduct a trial period of extended opening hours for the Lerderderg Library	2017-2018

**Resources  
(Financial,ICT,  
Workforce)**

Budget is required to:

- » Plan and construct the West Maddingley Community Facility
- » Indoor court planning and construction
- » Soccer Development Strategy
- » Plan and construct Stage 1 of the Bacchus Marsh Racecourse Recreation Reserve
- » Plan and construct the new indoor sports facility
- » Prepare a Directions Paper to deliver Aged Services in a consumer directed environment
- » Undertake a feasibility study re library services in Ballan
- » Conduct a trial of extended opening hours for the Lerderderg Library
- » Subject to external funding, support the development and delivery of a "Learning Matters" initiative

## STRATEGIC OBJECTIVE 4: IMPROVING SOCIAL OUTCOMES

### CONTEXT 4B: COMMUNITY CONNECTEDNESS AND CAPACITY

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<b>Definition</b>	Community Connectedness - The creation of inclusive and engaged communities that provide opportunities for people across their life stages to participate in activities that improve the wellbeing of our communities.								
<b>Challenges</b>	Community Capacity Building - Supporting and strengthening of individuals, families and communities to identify needs and develop solutions at a local level. This may involve advocacy, empowering people in action, education, awareness raising and distribution of resources to individuals and communities.								
<b>Benefits</b>	<ul style="list-style-type: none"><li>» Healthier individuals and communities</li><li>» Reduced social isolation and exclusion</li><li>» Reduced anti-social behaviour</li><li>» More resilient and self -reliant individuals and communities</li></ul>								
<b>Actions</b>	<table><tr><td>1 Community Development and Volunteer Strategies</td><td></td></tr><tr><td>- Develop and deliver a community group capacity building and sustainability program</td><td>2017-2018</td></tr><tr><td>2 Emergency Management Plan</td><td></td></tr><tr><td>- Deliver community emergency management education program</td><td>2017-2021</td></tr></table>	1 Community Development and Volunteer Strategies		- Develop and deliver a community group capacity building and sustainability program	2017-2018	2 Emergency Management Plan		- Deliver community emergency management education program	2017-2021
1 Community Development and Volunteer Strategies									
- Develop and deliver a community group capacity building and sustainability program	2017-2018								
2 Emergency Management Plan									
- Deliver community emergency management education program	2017-2021								
<b>Resources (Financial,ICT, Workforce)</b>	Budget is required to: <ul style="list-style-type: none"><li>» Develop and deliver the community group capacity building and sustainability program</li></ul>								

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### Community Indicators Improving Social Outcomes

Improving social outcomes will be measured by:

- » Improvements in SEIFA score (IRSD percentile within Victoria)
- » Percentage of people that volunteer
- » Percentage of people self-reporting health as excellent or very good
- » Percentage of children developmentally vulnerable on one or more developmental domains
- » Percentage of people undertaking adequate physical exercise
- » Percentage of people requiring assistance with core activities
- » Proportion of adults feeling safe walking in their street at night
- » Rate of family violence incidents (per 100,000 people)



# MEASURING AND REPORTING ON PROGRESS

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The Integrated Planning and Delivery Framework requires that Council measure and report on progress and outcomes of the Council Plan. Council will monitor its progress towards achieving the objectives of the Council Plan using two sets of measures:

- 1. Community Indicators:** These include 'big picture' measures of the community's progress towards the Council's Strategic Objectives, at least once every four years (p.26).
- 2. Strategic Progress Indicators:** Council will measure results and progress in implementing Council's Strategic Actions in the Annual Report each year (p.27).

Data to measure performance will be drawn from Council operational data, survey results, State Government data and Australian Bureau of Statistics.

This collection of indicators will be reviewed for statistical reliability and appropriateness on a regular basis. Data collected over a period of time will be utilised to improve Council's performance. Council will continue to further develop and improve the way performance and results are measured and reported.

# COMMUNITY INDICATORS

STRATEGIC OBJECTIVE	MEASURE	BASELINE 2016 (or as at date)	2021 TARGET	2031 TARGET	2041 TARGET
<b>Providing Good Governance and Leadership</b>	Increase community satisfaction score (overall performance)	54	60	70	80
	Increase staff satisfaction score (1-5 scale)	2.5	3.5	4.5	5
	Increase BEX score (out of 1000)	331	600	650	800
	Reduce the asset renewal gap (renewal to depreciation: LGPRF)	70%	100%	100%	100%
	Generate a positive underlying financial result	2%	10%	10%	10%
	End of year financial result (+/- operating and capital)	5%	5%	4%	2.5%
	Percentage of capital projects completed on time and budget	90%	95%	95%	95%
<b>Minimising Environmental Impact</b>	Percentage of stormwater pollutants generated by urban catchments compared to best practice guidelines	N/A	50%	75%	100%
	Reduced energy consumption across Council owned and operated buildings	TBC	TBC	TBC	TBC
	Reduced CO2 emissions across Council owned and operated buildings, facilities, street lights and fleet	4270 tonnes	4000 tonnes	3000 tonnes	2000 tonnes
	Kerbside collection waste diverted from landfill (LGPRF)	20%	25%	30%	40%
<b>Stimulating Economic Development</b>	Increased number of businesses operating within the Shire; number of active businesses for 3340, 3342	5783	6200	7000	8000
	The number of active small businesses (with <5 staff)	2,200 (2011)	2,800	3,250	3,700
	Percentage of students that complete Year 12 or equivalent	36.9% <sup>1</sup>	38.0%	44.0%	60.0%
	Increase number of local jobs as % of total jobs for employed Moorabool residents	TBC	TBC	TBC	TBC
	Maintenance of land use supply best practice target - residential, commercial and industrial	15 years	15 years	15 years	15 years
	Percentage of planning applications gone against Council's determination in VCAT	TBC	TBC	TBC	TBC
<b>Improving Social Outcomes</b>	Improvement in SEIFA score (IRSD percentile within Victoria) <sup>1</sup>	1008.5 (2011)	1009.0	1010.0	1011.0
	Percentage of people that volunteer	20.0% <sup>2</sup>	21.0%	23.0%	25.0%
	Percentage of people self-reporting health as excellent or very good	47.5% <sup>3</sup>	48.0%	49.0%	50.0%
	Percentage of children developmentally vulnerable on one or more developmental domains	15.6% <sup>4</sup>	15.0%	12.0%	10.0%
	Percentage of people undertaking adequate physical activity	41.4% <sup>5</sup>	43.0%	47.0%	50.0%
	Percentage of people requiring assistance with core activities	4.6% <sup>6</sup>	4.6%	4.3%	4.0%
	Proportion of adults feeling safe walking in their street at night	63.1% (2015) <sup>7</sup>	63.5%	64%	65%
	Rate of family violence incidents (per 100,000 people)	1502 (2015/16) <sup>8</sup>	1480	1400	1300

1. Australian Bureau of Statistics – Census of Population & Housing – linked to health and wellbeing plan and volunteer strategy

2. Victorian Population Health Survey (Department of Health) – linked to health and wellbeing plan

3. Australian Early Development Census – linked to Municipal Early Years Plan

4. Victorian Population Health Survey (Department of Health) – linked to Recreation and Leisure Strategy; Hike and Bike Strategy and Health and Wellbeing Plan

5. Australian Bureau of Statistics – Census of Population & Housing – linked to Age Well Live Well Strategy & Access and Inclusion Plan

6. VicHealth Indicators 2015 – linked to health and wellbeing plan

7. Crime Statistics Agency – linked to Health and Wellbeing Plan and Municipal Early Years Plan

# STRATEGIC PROGRESS INDICATORS

## PROVIDING GOOD GOVERNANCE & LEADERSHIP

STRATEGIC CONTEXT	STRATEGIC ACTION	2017-2018	2018-2019	2019-2020	2020-2021
1A Our Assets and Infrastructure	Undertake a road management plan review	✓			
	Review Asset Policy and Strategy	✓			
	Review Asset Management Plans - Transport				✓
	Review Asset Management Plans - Buildings		✓		
	Review Asset Management Plans - Water		✓		
	Review Asset Management Plans - Open Space		✓		
	Produce State of the Assets Reports		✓		
	Produce 10 Year Capital Improvement Programs	✓	✓	✓	✓
	Deliver Annual Capital Improvement Programs	✓	✓	✓	✓
	Develop and implement a Fleet & Plant Strategy		✓		
	Finalise the Community Infrastructure Framework		✓		
	Develop a framework for Asset Handover		✓		
	Develop Infrastructure Policies for traffic calming, nature strips, unmade road reserves, bores/standpipes, graffiti	✓	✓	✓	✓
1B Our People	Councillor Development – induction and ongoing professional development	✓	✓	✓	✓
	Prepare an Organisational Development Strategy		✓		
	Revise the Community Engagement Policy and Framework			✓	
	Review the PR Communications and Marketing Strategy	✓			
	Develop and implement the PR Communications & Marketing action plan			✓	✓
	Review the Customer Service Policy & Strategy		✓		
	Develop and implement the Customer Service Action Plan		✓	✓	✓
	Develop an OHS Strategy	✓			
	Enhance OHS systems and procedures	✓	✓	✓	✓
	Review the Risk Management Strategy and Framework		✓		
	Review identified corporate, strategic and operational risks	✓	✓	✓	✓
	Prepare and implement child safety standards across the organisation	✓			

# STRATEGIC PROGRESS INDICATORS

## PROVIDING GOOD GOVERNANCE & LEADERSHIP (CONT)

<b>1C Our Business and Systems</b>	Review the Local Law	✓			
	Review the Municipal Strategic Statement (MSS)	✓	✓		
	Develop an Enforcement Policy		✓		
	Implement Phases 2 and 3 of the Digital Strategy	✓	✓		
	Streamline integrated corporate reporting systems and methods	✓			
	Implement the Maintenance Management System	✓			
	Develop and Implement a Project Management System		✓		
	Develop Service Plans for all services	✓	✓		
	Undertake service reviews as determined by Council	✓			
	Align the finance system with service plans, systems views and ESC requirements		✓		
	Annually review the Long Term Financial Plan	✓	✓	✓	✓
	Annually review the need to make a rate cap variation	✓		✓	
	Review the Rating Strategy	✓	✓		
	Identify and develop shared services with other LGs, community and private sector organisations	✓	✓	✓	✓
	Seek funding for new, upgrade and renewed community facilities	✓	✓	✓	✓

# STRATEGIC PROGRESS INDICATORS

## 2. MINIMISING ENVIRONMENTAL IMPACT

STRATEGIC CONTEXT	STRATEGIC ACTION	2017-2018	2018-2019	2019-2020	2020-2021
2A Built Environment	Develop frameworks for each small town and action plans to address components identified in the Small Towns Strategy, Bacchus Marsh Urban Growth Framework, Ballan Structure Plan, Tree Strategy, Gateways Strategy	✓	✓	✓	✓
	Finalise a review of the Bacchus Marsh Aerodrome	✓			
	Work with relevant authorities to ensure that flooding and bushfire risks are addressed	✓	✓	✓	✓
	Review and implement a Bacchus Marsh Avenue of Honour Management Plan	✓			
	Implement an Energy Efficient Street Lighting Plan			✓	
	Develop and resource plan to act as responsible authority for administration and enforcement of permits in relation to windfarms	✓			
	Prepare and revise a rolling cycle of Reserve Master Plans	✓	✓	✓	✓
2B Natural Environment	Finalise and implement the action plan of the Moorabool Sustainable Environment Strategy	✓	✓	✓	✓
	Complete a trial and undertake a review of the green waste service		✓		
	Undertake an audit of closed landfills		✓		
	Determine Council's position on hard waste	✓			
	Review the 2015 Waste Strategy				✓
	Develop an Open Space Integrated Water Management Plan	✓			
	Develop and implement a policy on allocation, use and trading of water for Council water assets	✓			
Complete a Waterway and Stormwater Management Strategy			✓		



# STRATEGIC PROGRESS INDICATORS

## 3. STIMULATING ECONOMIC DEVELOPMENT

STRATEGIC CONTEXT	STRATEGIC ACTION	2017-2018	2018-2019	2019-2020	2020-2021
3A Land Use Planning	Incorporate strategic documents into the Planning Scheme	✓	✓	✓	✓
	Implement the adopted Small Towns and Settlement Strategy	✓	✓	✓	✓
	Finalise the Bulky Goods investigation	✓			
	Develop and finalise the Bacchus Marsh Urban Growth Framework	✓			
	Develop a long term strategy for the Bacchus Marsh Civic Precinct		✓		
	Review future opportunities for the Darley Civic Precinct			✓	
3B Investment and Employment	Implement the action plan of the Economic Development Strategy	✓	✓	✓	✓
	Establish an Economic Development Taskforce	✓			
	Scope and develop a plan for the Bacchus Marsh Town Centre revitalisation		✓		
	Facilitate the Parwan Employment Precinct planning and marketing	✓	✓	✓	✓
	Construct the Ballan Depot	✓	✓		
	Advocate, resource and implement the Bacchus Marsh Integrated Transport Strategy action plans	✓	✓	✓	✓
	Review and implement the action plan from the Destination Management Plan (Tourism) Review	✓			
	Advocate for government and private sector investment in office accommodation to house government and non-government services	✓	✓	✓	✓
	Advocate for improved Ballarat Rail Line and integrated public transport outcomes	✓	✓	✓	✓

# STRATEGIC PROGRESS INDICATORS

## 4. IMPROVING SOCIAL OUTCOMES

STRATEGIC CONTEXT	STRATEGIC ACTION	2017-2018	2018-2019	2019-2020	2020-2021
4A Health and Wellbeing	Prepare and implement an advocacy and partnership plan to attract investment in government and non-government services in the municipality	✓	✓	✓	✓
	Adopt a leadership statement on the issue of violence against women to increase community awareness and demonstrate Council's commitment to the issues	✓			
	Facilitate and support existing and emerging arts and cultural development groups and activities across the municipality	✓	✓	✓	✓
	Adopt a revised Health and Well Being Plan	✓			
	Plan and construct the West Maddingley Community Facility			✓	✓
	Adopt a revised Municipal Early Years Plan (MEYP)				✓
	Implement the Reserve Management Framework	✓	✓	✓	✓
	Prepare sport specific feasibility studies and strategies	✓	✓	✓	✓
	Plan and construct stage 1 of the Bacchus Marsh Racecourse Recreation Reserve	✓	✓		
	Review feasibility of the timing of proposed Bacchus Marsh Indoor Aquatic Centre				✓
	Revise the Recreation and Leisure Strategy (incorporating Hike and Bike Strategy)				✓
	Revise the Community Development Strategy (incorporating the Volunteer Strategy and an Arts and Culture Strategy)				✓
	Prepare a directions paper to deliver Aged Services in a consumer directed care environment	✓			
	Facilitate the transition of eligible clients to the NDIS	✓			
	Adopt a revised Age Well Live Well Strategy and Access and Inclusion Plan				✓
	Investigate the provision of an interim youth space at the Darley Civic Precinct	✓			
	Undertake a Master Plan including concept and cost plan for Rotary Park including the Andy Arnold Facility	✓			
	Prepare a concept plan and costing for Youth Space/s at the Andy Arnold Centre / Rotary Park precinct		✓	✓	

# STRATEGIC PROGRESS INDICATORS

## 4. IMPROVING SOCIAL OUTCOMES (CONT)

	Support a Moorabool "Learning Matters" initiative place based collaborative initiative focussed on improving engagement and retention in education in the Bacchus Marsh area		✓		
	Advocate and support the development of programs and services to increase employment opportunities for young people	✓	✓		
	Revise and adopt the Youth Strategy	✓			
	Revise and adopt the Library Strategic Plan	✓			
	Undertake a feasibility study to inform the future provision of library services in Ballan		✓		
	Conduct a trial period of extended opening hours for the Lerderderg Library	✓			
<b>4B Community Connectedness and Capacity</b>	Develop and deliver a community group capacity building and sustainability program	✓			
	Deliver community emergency management education program	✓	✓	✓	✓



# STRATEGIC RESOURCE PLAN

The Financial Plan is based on the following key assumptions:

- CPI is based on 2.0% for 2017/18 and 2.0% there after
- Existing fees and charges will increase by 6.0% with the exception of fees set by legislation and certain charges accelerated under a user pays model
- Operating grants will increase by 2.0% per annum with an allowance for population growth
- Employee costs indexed in line with year one of the Enterprise Bargaining Agreement and includes allowances for banding movements
- Other revenue will increase by 2.0% per annum with an additional allowance for population growth
- An allowance is made for service growth and new initiatives which is provided for in employee costs and materials and consumables
- General rate in the dollar will increase by 2.0% from 2017/18 to 2020/21
- The SRP forecasts are subject to ongoing consideration of 'rate capping' by the State Government which may impact on Council's forward estimates

## Financial Position

### STANDARD STATEMENTS

#### 1. Comprehensive Income Statement

The Comprehensive Income Statement shows what is expected to happen over the next five years in terms of revenues, expenses and other gains/losses.

### Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Rates and charges	31,016	32,107	33,170	34,320	35,521
Statutory fees and fines	736	877	898	919	940
User fees	1,979	2,476	2,633	2,827	2,975
Contributions - monetary	75	2,157	859	1,476	3,829
Contributions - non-monetary assets	4,635	4,635	4,728	4,822	4,919
Grants - Operating (recurrent)	9,066	9,312	9,714	10,136	10,562
Grants - Operating (non-recurrent)	615	165	158	167	176
Grants - Capital (recurrent)	2,899	879	879	879	900
Grants - Capital (non-recurrent)	6,543	260	0	1,500	6,550
Other income	3,273	1,013	1,033	1,054	1,075
Interest received	366	444	522	601	745
<b>Total income</b>	<b>61,203</b>	<b>54,324</b>	<b>54,592</b>	<b>58,701</b>	<b>68,192</b>
<b>Expenses</b>					
Employee costs	18,272	19,183	20,104	20,622	21,224
Materials and services	18,203	14,576	14,426	16,090	15,447
Depreciation and amortisation	9,961	9,664	10,178	11,391	11,941
Finance costs	845	876	901	877	823
Other expenses	773	755	770	785	801
Net gain on disposal of property, infrastructure, plant and equipment	1,387	1,500	1,500	1,500	1,500
<b>Total expenses</b>	<b>49,441</b>	<b>46,554</b>	<b>47,879</b>	<b>51,264</b>	<b>51,736</b>
<b>Surplus (deficit) for the year</b>	<b>11,762</b>	<b>7,770</b>	<b>6,713</b>	<b>7,437</b>	<b>16,456</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit:</b>					
Impairment of fire impacted infrastructure	0	0	0	0	0
Net asset revaluation increment/(decrement)	0	35,684	0	39,479	0
Share of other comprehensive income of associates and joint ventures accounted for by the equity method	0	0	0	0	0
<b>Comprehensive result</b>	<b>11,762</b>	<b>43,455</b>	<b>6,713</b>	<b>46,916</b>	<b>16,456</b>

## 2. Balance Sheet

The Balance Sheet shows what is expected to happen over the next five years in terms of assets and liabilities.

### Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	6,732	11,409	14,707	18,498	21,870
Trade and other receivables	5,035	4,593	4,716	4,852	4,991
Non current assets classified as held for resale	991	991	991	991	991
Other assets	1,301	1,301	1,301	1,301	1,301
<b>Total current assets</b>	<b>14,059</b>	<b>18,295</b>	<b>21,716</b>	<b>25,643</b>	<b>29,154</b>
<b>Non-current assets</b>					
Trade and other receivables	117	117	117	117	117
Property, infrastructure, plant & equipment	482,531	522,630	528,997	572,716	585,902
Other non-current assets	0	0	0	0	0
<b>Total non-current assets</b>	<b>482,648</b>	<b>522,747</b>	<b>529,114</b>	<b>572,833</b>	<b>586,019</b>
<b>Total assets</b>	<b>496,707</b>	<b>541,041</b>	<b>550,831</b>	<b>598,477</b>	<b>615,173</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	3,967	3,833	3,799	4,219	4,062
Trust funds and deposits	534	534	534	534	534
Provisions	4,078	4,542	5,022	5,514	6,021
Interest-bearing loans and borrowings	1,364	1,121	1,120	727	4,804
<b>Total current liabilities</b>	<b>9,943</b>	<b>10,030</b>	<b>10,475</b>	<b>10,994</b>	<b>15,421</b>
<b>Non-current liabilities</b>					
Provisions	1,541	1,648	1,759	1,873	1,991
Interest-bearing loans and borrowings	15,037	15,723	18,242	18,339	14,035
<b>Total non-current liabilities</b>	<b>16,578</b>	<b>17,372</b>	<b>20,002</b>	<b>20,213</b>	<b>16,026</b>
<b>Total liabilities</b>	<b>26,521</b>	<b>27,401</b>	<b>30,477</b>	<b>31,207</b>	<b>31,447</b>
<b>Net assets</b>	<b>470,185</b>	<b>513,640</b>	<b>520,353</b>	<b>567,268</b>	<b>583,725</b>
<b>Equity</b>					
Accumulated surplus	148,387	154,436	158,953	163,489	176,901
Asset revaluation reserve	314,680	350,365	350,365	389,844	389,844
Other reserves	7,118	8,838	11,035	13,936	16,980
<b>Total equity</b>	<b>470,185</b>	<b>513,640</b>	<b>520,353</b>	<b>567,268</b>	<b>583,725</b>



# STRATEGIC RESOURCE PLAN

## 3. Cashflow

The Cash Flow Statement shows what is expected to occur during the next five years with respect to cash. It explains what cash movements are expected to result in the difference in the cash balance at the beginning and the end of the year.

The net cash flow from operating activities shows how much cash is expected to be available after providing services to the community.

### Statement of Cash Flows For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	31,180	32,550	33,047	34,184	35,382
Statutory fees and fines	736	877	898	919	940
User fees	1,979	2,476	2,633	2,827	2,975
Contributions - monetary	0	2,157	859	1,476	3,829
Grants - operating	9,682	9,477	9,872	10,303	10,738
Grants - capital	9,442	1,139	879	2,379	7,450
Interest received	366	444	522	601	745
Other receipts	3,348	1,013	1,033	1,054	1,075
Employee costs	(17,701)	(18,611)	(19,513)	(20,016)	(20,601)
Materials and consumables	(18,383)	(14,710)	(14,459)	(15,670)	(15,603)
Other payments	(773)	(755)	(770)	(785)	(801)
<b>Net cash provided by operating activities</b>	<b>19,874</b>	<b>16,055</b>	<b>14,999</b>	<b>17,272</b>	<b>26,129</b>
<b>Cash flows from investing activities</b>					
Payments for property, plant and equipment	(27,463)	(11,314)	(13,696)	(12,694)	(22,100)
Proceeds from sale of property, plant and equipment	1,354	370	377	385	393
<b>Net cash used in investing activities</b>	<b>(26,109)</b>	<b>(10,944)</b>	<b>(13,318)</b>	<b>(12,309)</b>	<b>(21,708)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(845)	(876)	(901)	(877)	(823)
Proceeds from borrowings	2,790	1,806	3,639	824	500
Repayment of borrowings	(1,431)	(1,364)	(1,121)	(1,120)	(727)
<b>Net cash provided by (used in) financing activities</b>	<b>514</b>	<b>(434)</b>	<b>1,617</b>	<b>(1,173)</b>	<b>(1,050)</b>
<b>Net (decrease) increase in cash &amp; cash equivalents</b>	<b>(5,721)</b>	<b>4,678</b>	<b>3,297</b>	<b>3,791</b>	<b>3,372</b>
Cash and cash equivalents at beginning of the financial year	12,452	6,732	11,409	14,707	18,498
<b>Cash and cash equivalents at end of the financial year</b>	<b>6,732</b>	<b>11,409</b>	<b>14,707</b>	<b>18,498</b>	<b>21,870</b>

## 4. Capital Works

At Moorabool we face the challenge, as do all municipalities, of sustaining our built infrastructure. This is referred to as the infrastructure gap. It is a major focus of Council to reduce this gap, however this is not a problem that will be solved in the short term.

This statement sets out all expected capital expenditure in relation to non-current assets for the next five years. It also shows the amount of capital works expenditure which is expected for renewing, upgrading and expanding or creating new assets. This is important because each of these categories has a different impact on Council's future costs.

Capital expansion expenditure extends an existing asset to a new group of users. It is discretionary expenditure which increases future operating and maintenance costs because it increases Council's asset base but may be associated with additional revenue from the new user group.

Capital renewal expenditure reinstates existing assets. It has no impact on revenue but may reduce future operating and maintenance expenditure if completed at an optimal time.

Capital upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. It is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in Capital asset base.

New capital expenditure does not have any element of renewal, expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in additional operating, maintenance and capital renewal costs.

Council has a number of major projects that will be progressing over the next 5 years. These include:

- Bacchus Marsh Racecourse Recreation Reserve Upgrade
- Ballan Depot Relocation



## Statement of Capital Works For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>					
Land	0	0	0	0	0
Buildings	4,467	2,185	3,645	4,351	6,268
Building improvements	0	0	0	0	0
<b>Total property</b>	<b>4,467</b>	<b>2,185</b>	<b>3,645</b>	<b>4,351</b>	<b>6,268</b>
<b>Plant and equipment</b>					
Plant, machinery and equipment	1,688	1,820	2,937	2,310	3,800
Computers and telecommunications	0	0	0	0	0
Library books	98.88	0	0	0	0
<b>Total plant and equipment</b>	<b>1,787</b>	<b>1,820</b>	<b>2,937</b>	<b>2,310</b>	<b>3,800</b>
<b>Infrastructure</b>					
Roads	17,474	4,781	2,953	76	5,894
Bridges	884	405	490	454	791
Footpaths	623	505	611	567	986
Drainage	0	0	100	120	200
Recreational, leisure and community facilities	1,896	1,610	2,949	4,806	4,145
Parks, open space and streetscapes	165	0	0	0	0
Other infrastructure	167	8	10	9	16
<b>Total infrastructure</b>	<b>21,209</b>	<b>7,309</b>	<b>7,114</b>	<b>6,032</b>	<b>12,032</b>
<b>Total capital works expenditure</b>	<b>27,463</b>	<b>11,314</b>	<b>13,696</b>	<b>12,694</b>	<b>22,100</b>
<b>Represented by:</b>					
Asset renewal expenditure	11,589	7,904	9,568	8,868	15,439
New asset expenditure	10,978	3,110	3,765	3,489	6,075
Asset upgrade expenditure	4,896	300	363	337	586
Asset expansion expenditure	0	0	0	0	0
<b>Total capital works expenditure</b>	<b>27,463</b>	<b>11,314</b>	<b>13,696</b>	<b>12,694</b>	<b>22,100</b>

# STRATEGIC RESOURCE PLAN

## STATEMENT OF HUMAN RESOURCES

In addition to the financial resources to be utilised over the planning period, Council will also use non-financial resources, in particular human resources. The following table summarises the non-financial resources for the next four years.

Council takes a proactive approach to organisational development that aims to fully achieve the potential of all staff. Programs and internal support mechanisms are available to ensure that competencies are maintained or developed to ensure that staff have the current skill sets to effectively fulfil the expectation of the community.

### Statement of Human Resources For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	18,272	19,183	20,104	20,622	21,224
Employee costs - capital	920	930	975	1,000	1,029
<b>Total staff expenditure</b>	<b>19,192</b>	<b>20,113</b>	<b>21,078</b>	<b>21,622</b>	<b>22,253</b>
	EFT	EFT	EFT	EFT	EFT
<b>Staff numbers</b>					
Employees	207.9	208.4	210.4	211.9	213.4
<b>Total staff numbers</b>	<b>207.9</b>	<b>208.4</b>	<b>210.4</b>	<b>211.9</b>	<b>213.4</b>

# CONTACTING COUNCIL

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## COUNCIL OFFICES

**Ballan**, 15 Stead Street

**Bacchus Marsh**, Lerderderg Library – Customer Service, 215 Main Street

**Darley**, Civic & Community Hub, 182 Halletts Way

## OPENING HOURS

**Weekdays:** 8.30am – 5.00pm (all offices)

**Saturdays:** 10.00am – 4.00pm (Lerderderg Library only)

## GENERAL INFORMATION

**Telephone:** 03 5366 7100

**Facsimile:** 03 5368 1757

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**Mail to:** PO Box 18, Ballan, 3342

Interpreter and TTY service available



# Moorabool Vision 2021

VIBRANT AND RESILIENT COMMUNITIES  
WITH UNIQUE IDENTITIES

## **10.2 GROWTH AND DEVELOPMENT**

### **10.2.1 Moorabool Shire Council - Municipal Emergency Management Plan 2017-2020**

#### **Introduction**

File No.: 12/13/006  
Author: Cherie Graham  
Manager: Satwinder Sandhu

#### **Background**

The Emergency Management Act 1986 Part 4 Section 20 and 21 requires Municipal Councils to prepare and maintain a Municipal Emergency Management Plan. This plan must contain provisions for identifying municipal resources and other resources available to the Municipal Council for emergency prevention, response, and recovery.

Council must appoint a Municipal Emergency Management Planning Committee constituted by persons appointed by the Council. Councillor Keogh is the current Council representative on the Municipal Emergency Management Planning Committee, a full list of representatives is detailed below for endorsement by Council.

This Committee has the function to prepare a Municipal Emergency Management Plan for consideration by Council. Section 21 (a) of the Act states that the Municipal Emergency Management Plan must be audited every 3 years to be assessed for compliance with guidelines (refer attachments 10.2.1(a) and 10.2.1 (b)).

#### **Purpose**

Moorabool Shire Council pursuant to the Emergency Management Act 2013 and Emergency Management Act 1986 undertakes to prepare and maintain a Municipal Emergency Management Plan (MEMP) for the Council. This plan has a requirement that it be audited every 3 years.

As part of the audit process the MEMP needs to be assessed by guidelines and a criteria specified in the Audit Tool and Evidence Guide which has been provided by the Victorian State Emergency Service.

The purpose of this report is to present the revised Moorabool Shire Council Municipal Emergency Management Plan (MEMP) for consideration and adoption by Council.

#### **Issues**

The audit process was introduced in 2010 to establish an approach in auditing Municipal Emergency Management Plans which is based on the collection of evidence and meeting legislative requirements.

The Moorabool Shire Council MEMP is due for audit in June 2017 and the date has been set for 27 June 2017 so an endorsed reviewed plan is required.

For the Council's MEMP to remain current it has been continually reviewed and updated by the Municipal Emergency Management Planning Committee (MEMPC) and is a standard agenda item for discussion.

The Plan has been reviewed and revised in line with the EMMV (Emergency Management Manual Victoria) being used as the guide and to ensure that it meets all audit requirements.

### **Consultation**

Development of the revised Plan has involved a wide range of people working in Emergency Management including the MEM (Municipal Emergency Manager), MERO (Municipal Emergency Resource Officer), MRM (Municipal Recovery Manager), SES (State Emergency Services) and all members of the MEMP Committee. The Municipal Emergency Management plan is not required to be presented for consultation, as it is a result of the co-operative efforts of the MEMPC in consultation with the relevant agencies and organisations and is now presented to Council for endorsement.

The Plan was developed in accordance with the requirements of the Emergency Management Act 2013 and Emergency Management Act 1986 and will be presented to the Municipal Emergency Management Planning Committee (MEMPC) at their meeting on Tuesday 16 May as the final endorsed plan which will be presented for audit.

### **Policy Implications**

The 2013 - 2017 Council Plan provides as follows:

<b>Key Result Area</b>	Community Wellbeing
<b>Objective</b>	A safe community
<b>Strategy</b>	Support the community in emergency management planning, response, recovery and in the prevention and mitigation of all hazards and works towards community resilience.

### **Risk Management**

Failure to provide an adopted Municipal Emergency Management Plan may mean that Council does not meet legislation and audit requirements.

### **Financial Implications**

Nil.



## **Communications Strategy**

Once endorsed by Council the MEMP will be included on Council's website as the Plan will be reviewed annually by the Municipal Emergency Management Planning Committee (MEMPC). Community comments are always welcome.

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

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

## **Officer's Declaration of Conflict of Interests**

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Satwinder Sandhu*

In providing this advice to Council as the General Manager Growth and Development, I have no interests to disclose in this report.

*Authors – Cherie Graham*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

## **Recommendation:**

- 1. That the Council endorses the Municipal Emergency Management Plan 2017-2020 and endorses the appointment of the MEMP Committee for Moorabool Shire Council comprising of the following representatives:**

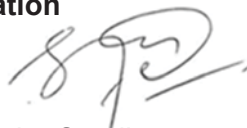
- **Municipal Emergency Manager (MEM) Chairperson**
- **Municipal Emergency Resource Officer (MERO)**
- **Municipal Fire Prevention Officer (MFPO)**
- **Deputy MEROs (2)**
- **Municipal Recovery Manager (MRM)**
- **Deputy MRMs (2)**
- **MEMPC EM Administration Officer**
- **Councillor (as appointed at the Statutory Meeting)**
- **MERC / Police Representative**
- **Deputy MERC**
- **VICSES Representative - Regional,**
- **VICSES Representative - Bacchus Marsh Unit**
- **CFA**
- **Chief Executive Officer**
- **Department of Environment, Land Water and Planning**
- **Department of Economic Development, Jobs, Transport and Resources**

- **Ambulance Victoria**
- **Health Services**
- **Australian Red Cross Representative**
- **VCC Emergency Ministries**
- **Department of Health and Human Services**
- **Water Authorities**
- **WICEN**
- **VicRoads**
- **Others as required**

2. **That the Municipal Emergency Management Plan be signed and sealed by Council.**
- 

**Report Authorisation**

**Authorised by:**



**Name:** Satwinder Sandhu  
**Title:** General Manager Growth and Development  
**Date:** Wednesday 26 April 2017

# Attachment - Item 10.2.1(a)



TRIM Ref:SES/08/209-3  
Doc no: CD/17/15775

Date: 14 March 2017

Mr Rob Croxford  
Chief Executive Officer  
Moorabool Shire Council  
15 Stead Street,  
Ballan VIC 3342

Dear Rob,

#### **Re. MUNICIPAL EMERGENCY MANAGEMENT PLAN AUDIT NOTIFICATION**

The Emergency Management Act 1986, section 20 requires municipal councils prepare and maintain a Municipal Emergency Management Plan (MEMPlan). Section 21A of the Act requires that at least once every 3 years an audit is undertaken by the Victoria State Emergency Service to assess whether the plan complies with guidelines as issued by the Co-ordinator in Chief of Emergency Management.

Your MEMPlan is due for audit and has been scheduled for 27 June 2017.

To ensure objectivity in the auditing process, Regional Officer Gavin Kelly from Grampians Region has been nominated to undertake the audit of your MEMPlan. Gavin will be contacting your Municipal Emergency Manager shortly.

The Audit process consists of;

- The Audit undertaken by Regional Officer Gavin Kelly and a multi-agency panel on the most recent Council endorsed version of the MEMPlan. You are invited to attend the panel.
- Submission from chair of the Regional Emergency Response Planning Committee and the Regional Emergency Recovery Planning Committee in their area of expertise (eg response or recovery).
- The Panel will provide a recommendation to the Chief Officer Operations VICSES regarding results of the Audit.

To ensure the best possible outcome for your Council, I recommend you ensure that your MEMPlan is up to date and any pending amendments have been endorsed and distributed. The version of the MEMPlan for auditing by the panel must be available no later than 1<sup>st</sup> June 2017.

The audit is intended to be a supportive process designed to assist municipalities to reach a common minimum standard in your emergency management planning activities.



## Victoria State Emergency Service

Mid West Office – Wendouree • 352 Dowling Street, Wendouree, Victoria 3355

Telephone: (03) 9256 9300 • Facsimile: (03) 5339 1344 • Email: [midwest@ses.vic.gov.au](mailto:midwest@ses.vic.gov.au)

ABN: 612 7959 7238



If you have any concerns, please contact your VICSES Auditor, Regional Officer Gavin Kelly on 03 9256 9313 and email: [gavin.kelly@ses.vic.gov.au](mailto:gavin.kelly@ses.vic.gov.au)

Yours sincerely,

A handwritten signature in blue ink, appearing to read "S Warren", written over a light blue horizontal line.

Mr Stephen Warren  
Regional Manager  
Grampians Region

# Attachment - Item 10.2.1(b)





# Municipal Emergency Management Plan 2017 – 2020 Moorabool Shire

**Version 7.0**

## FORWARD

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The economic and social effects of emergencies including loss of life, destruction of property, and dislocation of communities are inevitable.

Coping with hazards gives our reason and focus for planning. Hazards exist within all communities whether they are recognised or not.

The Moorabool Shire Council Municipal Emergency Management Plan has been produced pursuant to Section 20(1) of the Emergency Management Act 1986 and the Emergency Management Act 2013. This plan addresses the prevention of, response to and recovery from emergencies within the Moorabool Shire Council and is the result of the co-operative efforts of the emergency management planning committee and assistance from Victoria State Emergency Service Ballarat Regional Headquarters and recognises the previous planning activities of the municipal area.

### Disclaimer:

Readers of this Municipal Emergency Management Plan should act on the basis of any matter contained herewith without acknowledging that it may be the subject of amendment or revocation from time to time without notice.

The Councillors of Moorabool Shire Council expressly disclaim all and any liability (including liability in negligence) to any person or body in respect of anything and of the consequences of anything done or omitted to be done by any such person or body in reliance, whether total or partial, upon the whole or any part of this publication.



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## PART ONE – INTRODUCTORY INFORMATION

### MUNICIPAL STATEMENT OF ENDORSEMENT

This plan has been produced by and with the authority of the Moorabool Shire Council pursuant to Section 20(1) of the Emergency Management Act 1986.

The Moorabool Shire Council understands and accepts its roles and responsibilities as described in Part 4 of the Emergency Management Act 1986.

This plan is the result of the co-operative efforts of the Municipal Emergency Management Planning Committee (MEMPC) after consultation with those agencies and organisations identified therein.

The COMMON SEAL of the  
MOORABOOL SHIRE COUNCIL  
Was hereunto affixed by authority of the  
Council in the presence of:

\_\_\_\_\_ Mayor/Councillors

\_\_\_\_\_ Chief Executive Officer

\_\_\_\_\_ day of \_\_\_\_\_



## AUDIT REPORT



## MISSION

The mission of this Plan is to detail the agreed arrangements for the prevention of, the response to, and the recovery from, emergencies that could occur in the Moorabool Shire Council as required in Part 4 of the Emergency Management Act, 1986 and the Emergency Management Act 2013.

## VISION

To provide the community with an enjoyable, safe environment with minimal risk.

## GOALS

The broad goals of this Plan are to: -

- Implement measures to prevent or reduce the causes or effects of emergencies.
- Manage arrangements for the utilisation and implementation of municipal resources in response to emergencies.
- Manage support that may be provided to or from adjoining municipalities.
- Assist the affected community to recover following an emergency.
- Complement other local, regional and state planning arrangements.

## OBJECTIVES

- Prepare a Municipal Emergency Management Plan.
- Contribute to the management of emergency events.
- Identify, treat and evaluate potential risks to the community of Moorabool and the environment.
- Develop and administer programs that reduce the community's vulnerability and increase its capacity for resilience and self-reliance.
- Link more closely with emergency management and other community safety programs.

## STRATEGIES

- Appointment of a Municipal Emergency Management Planning Committee (MEMPC).
- Conduct the Municipal Emergency Management Planning process.
- Develop ideas for involving the community in this process.
- Undertake a risk analysis and treatment process.
- Undertake a Community Emergency Risk Management (CERA) assessment on a 3 year cycle or as risks arise.
- Provide support for prevention and public awareness programs within the Municipality;
- Prepare sub-plans when required for specific events as they arise;
- Identify municipal resources to be used in emergency response and recovery.

## PURPOSE OF THE PLAN

The purpose of this Plan is to establish a coordinated approach to responding to and recovering from emergencies within Moorabool Shire and to ensure that a combined response from everyone with a role to play is well coordinated by emergency personnel with sufficient knowledge of emergency scenarios. It is to achieve the best possible outcomes given the occurrence and nature of an emergency. The best possible outcome relates to minimising deaths, injuries and disruption to the community and agency personnel involved.

## MUNICIPAL EMERGENCY MANAGEMENT FUNCTIONS

The Moorabool Shire Council accepts responsibility for management of municipal resources and the co-ordination of community support to counter the effects of an emergency during both the response to and recovery from emergencies.

This includes the management of:

- (a) the provision of emergency relief to affected persons during the response phase;
- (b) the provision of resources for control and relief agencies during response and recovery;
- (c) municipal assistance to agencies during the response to and recovery from emergencies;
- (d) the assessment of the impact of the emergency; and
- (e) recovery activities within the municipality, in consultation with Department of Health and Human Services.

## MAINTENANCE OF THE MUNICIPAL EMERGENCY MANAGEMENT PLAN

### Authority

This Plan is developed by the Moorabool Shire Municipal Emergency Management Planning Committee (MEMPC) formed under the authority of the Moorabool Shire Council pursuant to the requirements of Part Four, Section 20 of the Emergency Management Act 1986 and the Emergency Management Act 2013.

The Municipal Emergency Manager (MEM) is responsible for the overall development/facilitation of this plan.

Please address all enquiries to:  
Municipal Emergency Manager Moorabool Shire Council  
PO Box 18  
Ballan Vic 3342

The Municipal Emergency Management Plan is available to the community via the Moorabool Shire Council website.

### Frequency of Meetings

The Moorabool Shire Council MEMPC has recommended that the Committee will meet on a quarterly basis at 14.00hrs on the following day and month:

Second Tuesday in February  
Third Tuesday in May  
Second Tuesday in August  
Second Tuesday in November

The Agenda and any relevant documents of the MEMPC Committee will be distributed **electronically** to all members of the MEMPC Committee prior to the meeting.

Minutes of all meetings must be taken and a copy sent to the Regional Emergency Response Co-ordinator (RERC), Department of Health and Human Services (DHHS) and all members of the MEMPC Committee. Functional Sub Committees, if formed, shall meet at least once per year to review and amend their arrangements where necessary.

The contact details for the Administration officer for the Municipal Emergency Management Planning Committee is:

Administration Officer  
Municipal Emergency Management Planning Committee  
Email: [REDACTED]

All agenda items/reports or amendments should be forwarded to this email address at least one week prior to the scheduled meeting date: [REDACTED]

### Plan Review

Content of this Plan is to be reviewed annually or at an extraordinary meeting called after an emergency which has utilised part of this plan. Organisations delegated with responsibilities in this Plan are required to notify the MEM of any changes of detail (e.g. contact information), as they occur.

Reviews of the plan will specifically focus on hazards in the Moorabool Shire, any changes to legislation and the Contact Directory of the plan.

It is the responsibility of the Municipal Emergency Manager to ensure that all facets of the Plan, including terminology, are updated on a regular basis.

Amendments will be produced and distributed by the Moorabool Shire Council as required via compact disc (CD) or USB to agencies, as identified on the distribution list. Members will be required to complete a revision acknowledgement form for the receipt of amendments and return to [REDACTED] or PO Box 18, Ballan, 3342. Refer Appendix L.

### Testing

In accordance with the Emergency Management Manual Victoria (EMMV), the MEMPlan is to be exercised at least annually. Exercises are to test the arrangements set out in this Plan in a range of emergency situations specific to Moorabool Shire. This will be undertaken in a form determined by the MEMPC. Any procedural anomalies or short falls encountered during these exercises, or ensuing operations, must be addressed and rectified at the earliest opportunity.

Attached as Appendix M is a listing of Municipal Emergency Management exercises undertaken.

### Audit

The Moorabool Shire Council pursuant to section 21A of the Emergency Management Act 1986 shall submit the Municipal Emergency Management Plan to the Victoria State Emergency Service for audit. The purpose of the audit is to assess whether the plan complies with guidelines issued by the Coordinator in Chief.

The plan will be submitted for audit at least once every three years. The next audit is due **June 2017**.

## **Threats**

A Community Emergency Risk Assessment (CERA) process using the generic guidelines of the Risk Management Standard AS/NZS 4360:2004 and AS/NZS ISO 31000:2009 has been conducted by the members of the MEMP Committee with input from other various experts.

### **INTRODUCTION:**

As part of the Emergency Management Planning Process, Council is required through the Emergency Management Act and the Emergency Management Manual Victoria to undertake a Community Emergency Risk Assessment (CERA).

Moorabool's Municipal Emergency Management Planning Committee has appointed a CERA Sub Committee which consists of members of the SES, VicPol, CFA both regional and local members and Council staff. The Committee worked through the Statewide SES CERA Template to review the community emergency risk profile and risks for Moorabool.

Key documents used in the development of the Moorabool risk assessment include the Community Emergency Risk Assessment Planning Guide available on the SES website and the Emergency Risks in Victoria Report released in April 2014 and available on the Department of Justice website. Data of recent events included in Council's Municipal Emergency Plan were detailed and assessed.

### **CONSULTATION AND FEEDBACK:**

The Community Emergency Risk Assessment (CERA) process has been established by the State to identify and prioritise emergency risks within a local municipality. The output of the assessment process can be used to ensure communities are aware of and better informed about hazards and the associated emergency risks that may affect them. In accordance with the framework, this process is undertaken every three years by a working group consisting of hazard specific experts in the identified hazard areas and local emergency service personnel. It then gives the community an opportunity to provide localised input into impacts and the existing mitigation controls they have developed and any improvement opportunities that they are undertaking in their local areas i.e. localised Community Emergency Planning.

### **The following Risks are listed in priority order:**

1. Flood – Moderate
2. Flood – Major
3. Bushfire – Large Regional
4. Bushfire – Small, isolated
5. Human Epidemic/Pandemic
6. Transport Incident – Road
7. Transport Incident – Aircraft/Rail
8. Storm
9. Landslip
10. Extreme Temperatures – Heatwave
11. Earthquake
12. Exotic Animal Disease
13. Fire Incidental
14. Fire Residential
15. Structural Failure Dam



The management processes and policies within this plan will handle risks that have rated moderate or low.

A summary of the Community Emergency Risk Assessment is contained in Part Two of this plan.

## **PART TWO – RISK MANAGEMENT**

### **THE ROLE OF THE MUNICIPALITY**

The Moorabool Shire Council recognises it has a key role in prevention and mitigation activities to reduce the risk, or minimise the effects, of emergencies that may occur in the area. Council's enforcement and continued reviewing of existing policies in land use, building codes and regulations, and urban planning, along with the various agencies responsible for prevention activities throughout the community, combine to ensure that all measures possible are addressed to reduce the likelihood of emergency. The Municipal Emergency Management Planning Committee also plays a role in prevention by identifying potential hazard areas.

### **PREPAREDNESS**

Part Four (Response Arrangements) identifies the roles and responsibilities of the various organisations and agencies that exist in the municipality. Each agency's ability to cope with the identified threats was considered during this process.

Council Emergency Operations Centres have been identified, along with an alternative in the event that the Primary should become unserviceable. Likewise, Emergency Relief Centres and Assembly Areas have been determined for use during emergencies.

### **RISK MANAGEMENT**

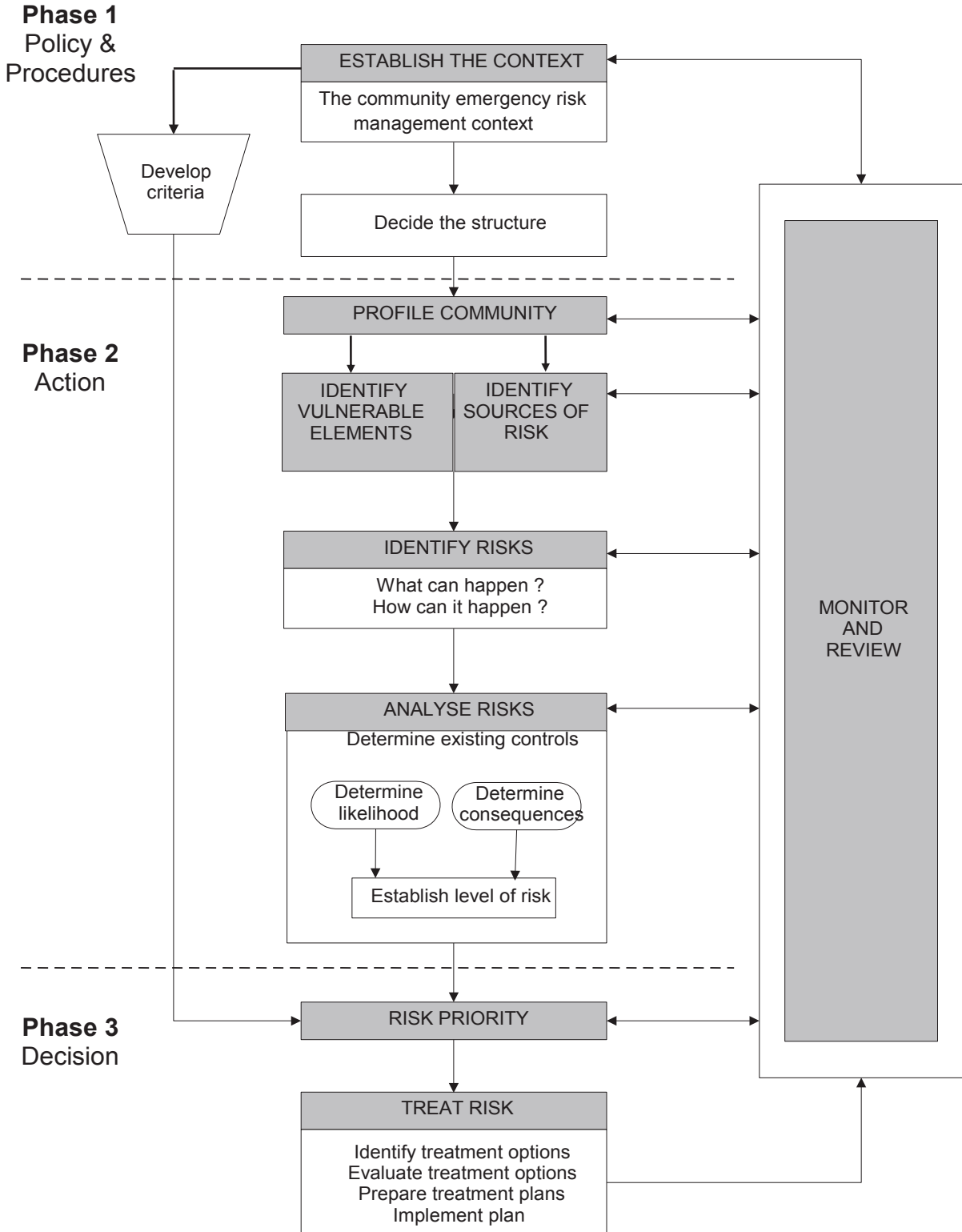
Council opted to adopt and work through a formal process aimed at reducing or eliminating risks likely to have an impact on the Municipality. The process titled 'Community Emergency Risk Assessment' (CERA) was developed and facilitated by Victoria State Emergency Services in accordance with the provisions of the AS/NZS 4360:2004 and AS/NZS ISO 31000:2009 Standards.

The Municipal Emergency Management Planning Committee continually considers and updates risk management issues in order to minimise the effects of an emergency on the community.

A flow chart showing the process used is included below:



# COMMUNITY EMERGENCY RISK ASSESSMENT MODEL



## **Risk Assessment**

Risks that rated high, moderate or low are listed below:

### **High:**

- Bushfire – large, regional
- Human Epidemic/Pandemic
- Storm
- Extreme Temperature - Heatwave

### **Medium:**

- Flood – moderate
- Flood – major
- Bushfire – small, isolated
- Transport Incident – Road
- Transport Incident – Aircraft/Rail
- Landslip
- Fire – Industrial
- Fire – Residential
- Structural Failure - Dam

### **Low:**

- Earthquake
- Exotic Animal Disease

A Risk Treatment Schedule and Plan is contained in the Community Emergency Risk Assessment (CERA) Toolkit and Engagement Plan in Appendix H.

The progress of implementing treatment options is monitored by the MEMPC through reports provided by the MERO at the MEMPC meetings.

## **COMMUNITY AWARENESS**

The ability of a community to respond to an emergency situation and in turn recover from the effects of an emergency will depend on the attitude of the people affected. Obtaining the preferred response from people during emergencies will require community education and awareness programs to be implemented for this purpose. The Council and the Municipal Emergency Management Planning Committee will support and promote appropriate prevention and awareness programs within the municipalities.

Sources will include:

- Media releases
- Council website
- Flyers and brochures
- Information kits
- Newsletters
- Officer attendance at Community Meetings
- Newspapers
- Radio
- Social Media (via usage through VicPol, VICSES and CFA)
- Council Social Media Avenues

Methods of warning the community of an impending emergency are addressed in Part 4 (Response Arrangements). The CFA, VicSES and the Department of Land, Water and Planning all have informative websites to keep the community informed in the event of an emergency. They are as follows:

<http://www.cfa.vic.gov.au> – Country Fire Authority

<http://www.ses.vic.gov.au> – Victorian SES

<http://www.delwp.vic.gov.au> – Department of Land, Water and Planning

<http://www.vicroads.vic.gov.au> – VicRoads

<http://www.bom.gov.au/> – Bureau of Meteorology

## PREVENTION/MITIGATION PLANS

Within the municipality a number of prevention or mitigation plans have been developed.

Details of these plans are listed in Appendix F of this document.

## MOORABOOL SHIRE PROFILE

Moorabool Shire is located in the Central Highlands region of Victoria, about 80 kilometres west of Melbourne and straddles the Western Freeway in Victoria. Its eastern boundary is located 40 kilometres immediately to the west of Melbourne CBD and extends westwards to within 5km of the City of Ballarat. The Shire stretches from the top of the Great Dividing Range at Mollonghip, across to Woodman's Hill on the rural fringe of Ballarat, through to the urban township of Bacchus Marsh, covering an area of 2,110 square kilometres.

Moorabool Shire is bounded by Hepburn Shire in the north, Macedon Ranges Shire in the north-east, the City of Melton in the east, the City of Wyndham in the south-east, the City of Greater Geelong and Golden Plains Shire in the south, and the City of Ballarat in the west.

The Indigenous history of Moorabool Shire is acknowledged by Council as the land was traditionally occupied by and connected to a number of Aboriginal communities, most notably the Wada Wurrung (also known as Wathaurung) Tribe and Woi Wurrung Tribe which extends north east.

Moorabool features 18 localities, hamlets and towns that have a population less than 100 and includes the towns and rural districts of Bacchus Marsh, Ballan, Balliang (part), Balliang East, Barkstead, Barrys Reef, Beremboke, Blackwood, Blakeville, Bolwarrah, Bullarook (part), Bullarto South (part), Bunding, Bungal, Bungaree, Buninyong (part), Cargerie, Clarendon, Claretown, Clarkes Hill, Coimadai, Colbrook, Dales Creek, Darley, Dunnstown, Durham Lead (part), Elaine, Fiskville, Glenmore, Glen Park (part), Gordon, Greendale, Grenville (part), Hopetoun Park, Ingliston, Korobeit, Korweinguboora (part), Lal Lal, Leigh Creek, Lerderderg, Long Forest, Maddingley, Meredith (part), Merrimu, Millbrook, Mollonghip (part), Morrisons (part), Mount Doran, Mount Egerton, Mount Wallace, Myrniong, Navigators, Parwan (part), Pentland Hills, Pootilla, Rowsley, Scotsburn (part), Spargo Creek, Springbank, Trentham (part), Wallace, Warrenheip (part), Wattle Flat (part) and Yendon.

Moorabool Shire is predominantly a rural area, but also has substantial forests, waterways (including water catchments and storages) and rural residential areas. Most of the northern area is rural, with a large portion being forest. Much of the rural area in the Shire is used for agricultural purposes, including horticulture, sheep and beef farming, timber production and more recently, viticulture. There is also some mining. (Source: *profile.id*® and *Live, Work, Invest Website*)

## COMMUNITY PROFILE AND FORECAST

Moorabool Shire is a popular tree change destination, growing as fast as any other local government area in inland regional Victoria.

According to the .id organisation, the estimated official population of Moorabool Shire in 2016 is 32,311. More than half the population lives in Bacchus Marsh and surrounds (18,535). The Shire's second largest population can be found in and around Ballan (3,010). The remaining population is distributed throughout the large number of small towns, hamlets and farming areas within the Shire.

The majority of people who relocate to Moorabool Shire are young families seeking a semi-rural lifestyle. Moorabool's demographic reflects this trend. (Source: *Moorabool Council Plan*)

## CULTURAL DIVERSITY

### Language

Overall 91.7% of the population speak English and 7.2% speak a non-English language, compared with 92.4% and 3.3% respectively for the Central Highlands Statistical Division. The dominant language spoken at home, other than English, in Moorabool Shire was Italian with 0.6% of the population, or 163 people using this language.

Other languages identified in the statistics for Moorabool Shire include, Maltese, German, Greek, and Dutch. (Source: *ABS 2011 Census*)

### Religious Affiliations

Overall, 56.5% of the population nominated a religion, and 26.8% had no religion, compared with 65.0% and 22.5% respectively for the Central Highlands Statistical Division. The dominant single religion in Moorabool Shire was Catholic, with 31.0% of the population. (Source: *ABS 2011 Census*)

## TOPOGRAPHY

The Shire is environmentally diverse with topography that is characterised by great ranges, plains and rugged river gorges. These landforms provide spectacular scenery and a great variety of plants and animals. Boasting many significant areas of flora and fauna including the Wombat State Forest in the north, Brisbane Ranges National Park in the south, Lerderderg State Park in the east, Werribee Gorge State Park centrally located in the Shire and a number of regionally significant reserves. 74% of the Shire is made up of water catchment, state forest or national park.

Some of the many reservoirs in the Shire are the Lal Lal, Bostock, Pykes Creek, Moorabool and Korweinguboora. The Shire also includes three major rivers, the Werribee, Lerderderg and Moorabool.

The charms of Moorabool extend well beyond its landscape. The Shire offers almost everything a family needs: an engaging semi-rural setting, competitively priced land and housing, a range of excellent community and health services, retail, education and efficient transport links.

(Source: *Live, Work, Invest Website*)

## CLIMATE AND RAINFALL

The Moorabool Shire is situated in the Temperate Climatic Zone, with a wide temperature range. The north and west areas of the Shire are subject to severe frost, snow, fog and hail. The Average Rainfall varies from 700mm per annum in the higher areas of the Shire to 400mm per annum along the flatter plains of the Shire.

## HISTORY OF EMERGENCIES

Emergency	Date	Location
<b>Floods</b>	Sept 2016	Flood Event and Storm Event State Wide
	Jan-Feb 2011	Moorabool wide – Flash flooding (ref map Appendix C) ( <i>CEOC/MECC Activated</i> )
	Sep 2010	Moorabool wide – Flash flooding (ref map Appendix C)
	Mar 2010	Bacchus Marsh - Flood Prone Area
	Feb 2010	Bacchus Marsh – Flood Prone Area
	Oct 1995	Bacchus Marsh – Flood Prone Area
	Sep 1983	Bacchus Marsh – Flood Prone Area
<b>Traffic Accidents</b>	2000(s)	Western Freeway runs through the municipality from Melbourne through to Adelaide which has seen numerous vehicle accidents on the Freeway
<b>Fires</b>	Dec 2015	Scotsburn Fires
	Feb 2013	Mt Warrenheip and Yendon
	Feb 2009	Muskvale Fire
	Jan 2008	Morrisons Fire
	Jan 2006	Anakie Fire
	Feb 1997	Creswick
	Jan 1983	Greendale
<b>Railway Accidents</b>	Nov 2003	Train derailment to the West of Ballan on the Melbourne to Ballarat line.
<b>Aircraft Accidents</b>	2014	Light aircraft at Bacchus Marsh Aerodrome
	Sep 2015	Light aircraft Millbrook - Fatality

## AIRPORT

The Bacchus Marsh Aerodrome has two sealed cross strips, both in excess of 5,000 feet in length, with wide grass verges for both private and commercial use. Gliding clubs conduct a combined operation launching from the grass verges while the local power school operates simultaneously from the sealed runways.

The airfield is owned by Moorabool Shire Council and operated by Bacchus Marsh Aerodrome Management Inc, which comprises representatives of the Shire, the three resident gliding clubs, and the power flying school. (Source: MSC Live, Work, Invest Website)

## ROAD NETWORK

Moorabool Shire is conveniently linked via the toll free, doubled laned high speed (110kmph speed limit) Western Highway - the main highway between Melbourne and Adelaide via Ballarat and Horsham. The Western Highway also hooks directly onto the road network to Geelong.

The Deer Park by-pass has substantially cut down travel down to and from Melbourne and road linkages have been further enhanced by the completion of the realignment of Anthony's Cutting.

Moorabool Shire provides a road network covering over 1,440 km.

Moorabool Shire maintains all road-related assets on roads listed on its Register of Public Roads, and Council-owned assets on roads managed by other authorities.

Declared freeways and arterial roads are managed by VicRoads. Moorabool Shire has responsibility for footpaths, service lanes and median strips adjacent to arterial roads as set out in the *VicRoads Code of Practice for Operational Responsibility*.

Listed below are roads within Moorabool Shire for which VicRoads is the Responsible Road Authority for under the Road Management Act 2004;

- Western Freeway / Highway
- Midland Highway
- Geelong-Bacchus Marsh Road
- Bacchus Marsh-Gisborne Road
- Geelong-Ballan Road
- Ballan-Daylesford Road
- Bungaree-Wallace Road
- Bungaree-Creswick Road
- Old Melbourne Road (part only)
- Myrniong-Trentham Road
- Ballan Road
- Bacchus Marsh Road
- Ballarat-Daylesford Road
- Diggers Rest Road

The Council has agreements with neighbouring authorities where the road straddles the boundary and the results of these agreements are identified in the Register of Roads in addition to agreements with other authorities including VicRoads and VLine/VicTrack.

Neighbouring councils are:

- Golden Plains Shire
- City of Ballarat
- Shire of Hepburn



## Part Two – Risk Management

- City of Melton
- City of Greater Geelong
- Macedon Ranges Shire
- City of Wyndham.

Other Authorities include:

- VicRoads
- Vline/Vic Track

NAME	AUTHORITY	RELATIONSHIP	DOCUMENT AGREEMENT
Golden Plains Shire	Local Government	Maintenance of boundary roads by Moorabool Shire. Maintenance of boundary roads by Golden Plains Shire. Maintenance of 1 bridge by Golden Plains Shire.	In Place
City of Ballarat	Local Government	Maintenance of boundary roads by Moorabool Shire. Maintenance of boundary roads by City of Ballarat.	In Place
Shire of Hepburn	Local Government	Maintenance of boundary roads by Moorabool Shire. Maintenance of boundary roads by Shire of Hepburn.	In Place
City of Melton	Local Government	Maintenance of boundary roads by Moorabool Shire. Maintenance of boundary roads by City of Melton.	In Place
City of Greater Geelong	Local Government	Maintenance of boundary roads by Moorabool Shire Maintenance of boundary roads by City of Greater Geelong. Maintenance of 3 bridges by City of Greater Geelong.	In Place
Macedon Ranges Shire	Local Government	No boundary roads between Moorabool Shire and Macedon Ranges Shire.	N/A
City of Wyndham	Local Government	Maintenance of boundary roads by Moorabool Shire. 50% of associated costs paid by City of Wyndham.	In Place
VicRoads	Main Roads Authority	VicRoads is the responsible authority for main roads. As per Code of Practice – Operational Responsibility for Public Roads. Maintenance of full road reserve in 'rural' areas by VicRoads. Maintenance of road pavement, kerb and/or table drain in 'urban' areas by VicRoads. Maintenance of road reserves and footpaths in 'urban' areas by Moorabool Shire.	In Place
V/Line	Rail	Level crossings and road pavement 3.0m either side of rail tracks. Road and furniture on approaches to level crossings by Moorabool Shire. Bridges as per SIA.	In Place

Council has responsibility for over 1,440 kms of sealed and unsealed roads. Other roads in the Moorabool Shire that Council is not responsible for are managed by other road authorities such as DELWP and corporate bodies. Typically these include arterial roads, private streets, multi-unit developments and roads and tracks on public land including state forests and parks.



The highways located in the Shire are the Western Freeway and the Midland Highway. Several other major roads dissect the Shire. They are:

- Geelong-Ballan Road
- Ballan-Daylesford Road
- Bungaree-Creswick Road
- Myrniong-Trentham Road
- Bacchus Marsh-Gisborne Road
- Geelong-Bacchus Marsh Road
- Old Melbourne Road
- Daylesford-Ballarat Road
- Bacchus Marsh Road
- Bacchus Marsh-Werribee Road
- Bungaree-Wallace Road
- Diggers Rest-Coimadai Road

(Source: MSC Road Management Plan 2013-2017)

## RAIL

The Shire is served by the Melbourne-Ballarat rail link. The Ballan Railway Station located in Atkinson Street and the Bacchus Marsh Railway Station located in Station Street, are both linked to the Regional Fast Service Train to the CBD Melbourne. Other peak and off peak services also run from these stations. Both stations provide free car parking for commuters.

The MEMPC recognises that a railway line also operates through Moorabool Shire between Geelong and Ballarat.

## VULNERABLE PEOPLE (PERSON)

For the purposes of the Policy a **vulnerable person**<sup>1</sup> is defined as someone living in the community who is:

- frail, and/or physically or cognitively impaired; and
- unable to comprehend warnings and directions and/or respond in an emergency situation.

A **vulnerable person** may be identified for inclusion on a Vulnerable Persons Register if they **additionally**:

- cannot identify personal or community support networks to help them in an emergency.

For the purposes of the Policy **facilities** refers to:

buildings where vulnerable people are likely to be situated, including aged care facilities, hospitals, schools, disability group homes and child care centres. This includes:

- facilities funded or regulated by the Department of Health, Department of Health and Human Services and Department of Education and Early Childhood Development;
- Commonwealth funded residential aged care facilities; and
- other locally identified facilities likely to have vulnerable people situated in them.

(Source: DHHS)

Refer to Appendix K – Vulnerable People Facilities and Contacts

<sup>1</sup> This applies to clients of funded agencies and people not receiving services.

## INDUSTRY

The larger industries in the Moorabool Shire are Westside Meats, Genetics Australia, Tripod Farmers and a number of quarries in the Shire. The other most widespread industry in the Shire is agriculture and forestry, considering most of the Shire is of rural background.

The following industries have been identified within the Shire;

- Accommodation, cafes and restaurants
- Agriculture, forestry and fishing
- Construction
- Education
- Electricity, gas and water supply
- Finance, insurance and business services
- Government administration and defence
- Health and community services
- Manufacturing
- Mining
- Personal other services
- Wind Farms
- Tourism

## PART THREE – ORGANISATIONAL MANAGEMENT ARRANGEMENTS

Part three identifies specific emergency management roles and responsibilities, as determined by the Emergency Management Act 1986 and the Emergency Management Act 2013 including the municipal emergency management planning structure.

### MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE

The MEMPC is formed pursuant to section 21(3) and (4) of the Emergency Management Act 1986 and the Emergency Management Act 2013, to formulate a plan for Council's consideration in relation to the prevention of, response to and the recovery from emergencies within the Moorabool Shire. The Terms of Reference for the MEMPC is contained in Appendix E. The MEMPC is made up of the following representatives:

Municipal Emergency Manager (MEM)  
Municipal Emergency Resource Officer (MERO)  
Deputy MEROs (2)  
Municipal Recovery Manager (MRM)  
Deputy MRMs (2)  
Municipal Fire Prevention Officer (MFPO)  
Municipal Emergency Response Co-ordinator (MERC)  
Deputy MERC  
MEMPC Admin Officer  
Councillor  
Chief Executive Officer  
Ambulance Victoria  
Australian Red Cross  
Health Services  
CFA District 15  
Department of Health and Human Services  
Department of Land, Water and Planning  
Department of Economic Development Jobs Transport and Resources  
Victorian State Emergency Service (SES)  
Victoria Police  
VicRoads  
Water Authorities  
Wireless Institute Civil Emergency Network (W.I.C.E.N)  
VCC Emergency Ministries

The Municipal Emergency Management Planning Committee (MEMPC) Contact List is attached to this plan as Appendix A.

The Municipal Emergency Management Planning Committee, during the development of this Plan, receives information and advice from representatives of the following agencies and organisations:

Ambulance Victoria  
Bacchus Marsh and Melton Regional Hospital  
Ballan District Health & Care Hospital  
Centrelink  
Country Fire Authority  
Department of Environment, Land, Water and Planning  
Department of Health and Human Services  
Communications Sub Committee  
Transport & Engineering Sub Committee  
Relief and Recovery Sub Committee  
Moorabool Shire Council  
Moorabool Municipal Fire Management Planning Committee  
Victoria Police  
Australian Red Cross  
Salvation Army  
St. Johns Ambulance  
Victoria State Emergency Service  
VCC Emergency Ministries

## **ROLE OF THE MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE**

It is not the MEMPCs role to manage emergencies. This is the responsibility of the agencies and personnel identified under the response and recovery arrangements. The MEMPC is required to prepare the MEMPlan, which documents response and recovery operational arrangements, and to ensure all the subjects listed in the Plan outline are investigated and adequately provided for. The ongoing role of the Committee is to review and amend the operational components of the Plan.  
*(Source: EMMV)*

The committee serves to:

- Assist in analysing and evaluating emergency related risks;
- Help produce risk treatment and mitigation strategies;
- Produce the Municipal Emergency Management Plan (MEMPlan) for consideration by Council;
- Review and update the plan on an annual basis including review of risks with tasks delegated to the Municipal Emergency Manager for action and a review of the CERA every 3 years; and
- Arrange regular tests/exercises of the plan, or parts of the plan.

## Sub-Committees and Working Parties

The Municipal Emergency Management Planning Committee will determine the need to establish sub-committees/working parties in order to investigate and report back on specific issues that will assist the Municipal Emergency Management Planning Committee in meeting its obligations under the Emergency Management Act 1986.

The Municipal Emergency Management Planning Committee will determine the terms of reference and reporting timeframes for those committees and/or working parties. The membership of any sub-committee/working party will consist of Agencies and Organisations represented on the Municipal Emergency Management Planning Committee and other representatives deemed necessary by the Municipal Emergency Management Planning Committee.

## MUNICIPAL EMERGENCY MANAGEMENT GROUP

In order to carry out these management functions, the Moorabool Shire Council will form an Emergency Management Group. This group will consist of:

- Municipal Emergency Manager (MEM)
- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Municipal Fire Prevention Officer (MFPO)
- Municipal Emergency Response Co-ordinator (MERC)
- Municipal Emergency Facility Manager (MEFM)
- Chief Executive Officer
- Control Agency Representative
- Department of Health and Human Services (Recovery delegated by EMV)
- Others co-opted as required

The emergency management group or part thereof will convene when the scale of the emergency dictates the requirement for the provision of any of the functions outlined above. Members of the emergency management group will liaise to determine what level of activation is required.

Where appropriate the functions of the Emergency Management Group will be carried out in consultation with the:

- Municipal Emergency Response Co-ordinator (MERC), with respect to the co-ordination and provision of resources; and
- Control agency.

The specific responsibilities of the MEM, MERO, MRM, MFPO and MERC are detailed in this section but are not limited to these functions.

Officers appointed to these roles are as listed:

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

## MUNICIPAL EMERGENCY RESPONSE PERSONNEL

### Municipal Emergency Manager (MEM)

The Municipal Emergency Manager is a senior officer, responsible to the Chief Executive for the effective management of the Council's emergency management activities.

#### Responsibilities

1. The Municipal Emergency Manager (MEM) is responsible for the overall development/facilitation of this plan.
2. ensure the MEMPlan is effective and current;
3. ensure that municipal resources are utilised effectively in a community emergency, for response and recovery activities;
4. coordinate the emergency management activities of, and liaise closely with the MERO, MRM and MFPO;
5. ensure that a CEOC/MECC can be activated at short notice in event of an emergency;
6. arrange meetings of the MEMPC or the Emergency Management Group as appropriate during an emergency;
7. maintain effective liaison with all regional, state or Commonwealth emergency related agencies servicing the municipality;
8. ensure that an effective contact base is maintained so that municipal resources can be accessed on a 24-hour basis;
9. ensure that contractual arrangements with contractors to provide response or recovery support during an emergency are agreed to and documented in advance of such events;
10. ensure that appropriate operating procedures and processes are developed, documented and tested by those required to use them during an emergency, and that suitable training takes place;
11. ensure that appropriate procedures, processes and systems are in place to record and monitor any council expenditure specifically applicable to an emergency

#### Municipal Authority

The Municipal Emergency Manager is responsible for managing and coordinating Council's Emergency Management obligations under the *Emergency Management Act 1986* in planning, preparedness and prevention, response, and recovery functions.



## **Municipal Emergency Resource Officer (MERO)**

The Moorabool Shire Council has appointed the Manager Emergency Management to fulfil the function of Municipal Emergency Resource Officer pursuant to Section 21(1) of the Emergency Management Act.-

### **Responsibilities**

The MERO's response roles are to:

1. coordinate municipal resources in emergency response;
2. provide council resources when requested by emergency services or police during response activities;
3. maintain effective liaison with emergency agencies within or servicing the municipal district;
4. maintain an effective contact base so municipal resources can be accessed on a twenty-four hour basis;
5. keep the Council emergency operations centre/municipal emergency coordination centre(s) prepared to ensure prompt activation if needed;
6. liaise with the MEM and the *Municipal Recovery Manager* on the best use of municipal resources;
7. organise a response debrief if requested by the Municipal Emergency Response Coordinator (MERC), an appointee of Victoria Police;
8. ensure procedures and systems are in place to monitor and record expenditure by the council in relation to emergencies; and
9. perform other duties as determined

### **Municipal Authority**

The Municipal Emergency Resource Officer is responsible for the co-ordination of municipal resources in responding to emergencies, and has full delegated powers to deploy and manage Council's resources during emergencies.

## **Municipal Recovery Manager (MRM)**

The Moorabool Shire Council has appointed the Manager Child Family and Youth to fulfil the function of Municipal Recovery Manager pursuant to Section 21(1) of the Emergency Management Act.

### **Responsibilities**

The role of the *Municipal Recovery Manager* is to:

1. coordinate municipal and community resources for recovery;
2. immediately following an emergency, assist with collating and evaluate information gathered in the secondary impact assessment;
3. establish priorities for the restoration of community services and needs;
4. liaise with the MEM and MERO on the best use of municipal resources;
5. establish an information and coordination centre at the municipal offices or a location more appropriate to the affected area;
6. liaise, consult and negotiate with recovery agencies and council on behalf of the affected area and community recovery committees;
7. liaise with the regional recovery committee and Department of Health and Human Services;
8. undertake other specific recovery activities as determined.

The MRM may delegate duties to provide for effective management of the recovery functions.

## **Municipal Fire Prevention Officer (MFPO)**

The Country Fire Authority Act 1958 and the Metropolitan Fire Brigades Act 1958 require each municipal council to appoint a fire prevention officer (generally known as a Municipal Fire Prevention Officer) and any number of assistant fire prevention officers.

### **Responsibilities**

1. work with the Municipal Fire Management Planning Committee (MFMPC) (if formed under the Country Fire Authority Act 1958);
2. undertake and regularly review Council's fire prevention planning and plans (together with the MFMPC, if one exists);
3. liaise with fire services, brigades, other authorities and councils regarding fire prevention planning and implementation;
4. advise and assist the Municipal Emergency Management Planning Committee (or MFMPC) on fire prevention and related matters;
5. ensure the MEMPlan contains reference to the Municipal Fire Management Plan;
6. report to Council on fire prevention and related matters;
7. carry out statutory tasks related to fire prevention notices and infringement notices;
8. investigate and act on complaints regarding potential fire hazards;
9. advise, assist and make recommendations to the general public on fire prevention and related matters;
10. issue permits to burn (under s. 38 of the Country Fire Authority Act); and
11. Facilitate community fire safety education programs and support Community Fireguard groups in fire-prone areas. Support fire services in the delivery of community fire safety education programs

## **Municipal Emergency Administration Officer**

The Moorabool Shire Council will fulfil the function of Municipal Emergency Administration Officer.

### **Responsibilities:**

1. Coordinate MEMPC meetings and take minutes;
2. Provide a high standard of administrative support.
3. Coordinate MEMPC meetings inclusive of email invitations, agendas, minutes, filing and distribution.
4. Prepare CD's/USBs and distribute MEMPlan to members - includes letter preparation and mail merge of labels.
5. Maintain MEMP evidence folders - prepare for Audit process.
6. Update MEMPlan upon receipt of changes from Members.
7. Maintain correspondence file - incoming and outgoing for next MEMPC meeting.
8. Receive and register MEMPlan acknowledgement forms from Members.

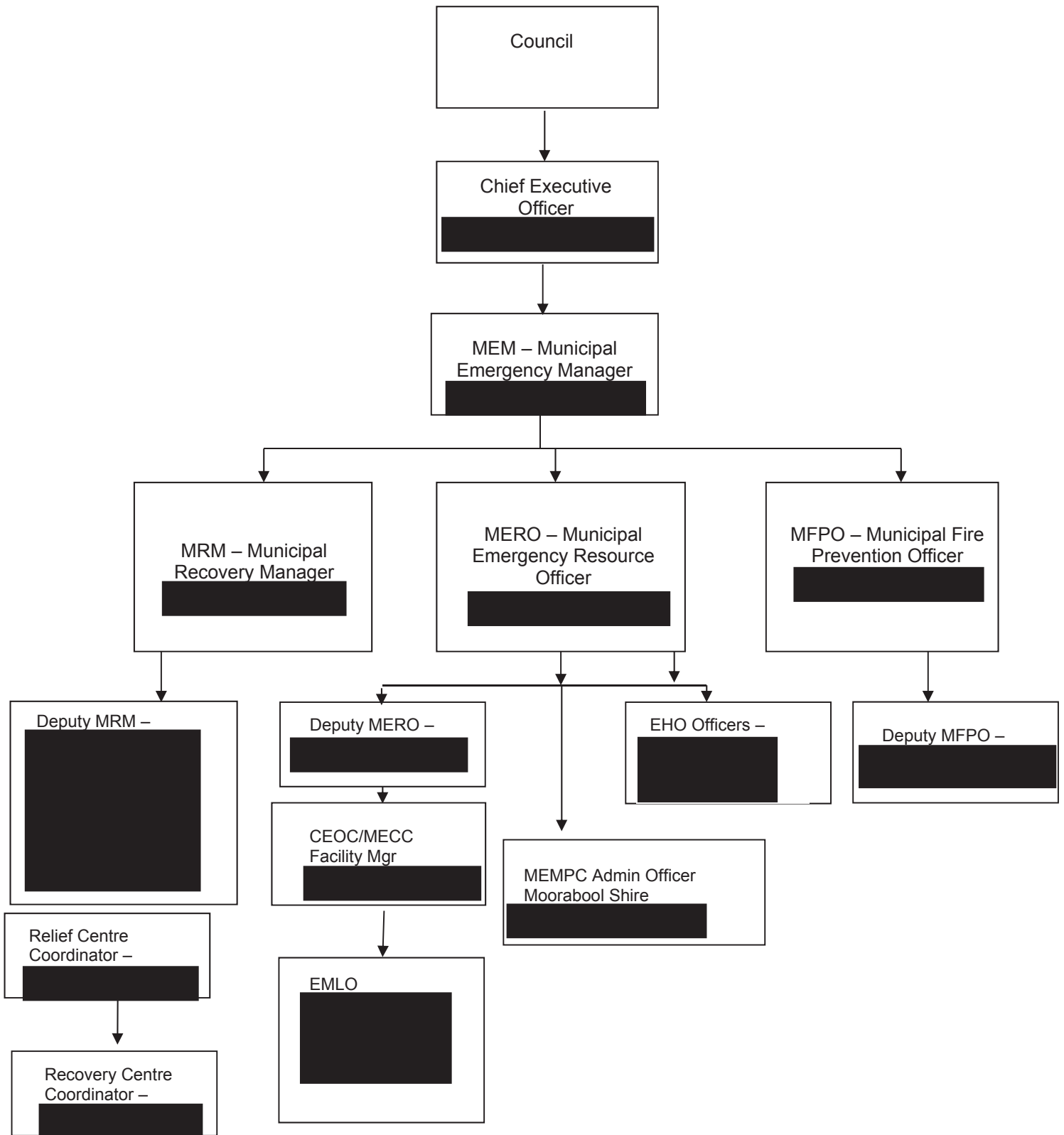
## Council Emergency Operations Centre Facility Manager

The Moorabool Shire Council has appointed the Governance Officer to fulfil the function of Council Emergency Operations Centre Facility Manager.

The role of a CEOC Facility Manager includes:

1. ensuring that all procedures and systems required to operate the CEOC/MECC are activated. These include:
  - setting up CEOC/MECC facility and equipment
  - registration of personnel arriving/departing the CEOC/MECC
  - registration of all incoming/outgoing calls
  - recording and updating of message/request handling system, whiteboard information
  - operation of information technology and communications
2. ensuring that the CEOC/MECC is adequately resourced with personnel and equipment to operate for the duration of response and recovery operations.
3. providing support staff within the CEOC/MECC with information and advice to ensure that they can perform operational functions as requested.
4. ensuring that catering arrangements are in place.
5. ensuring all attendees are provided with appropriate breaks including meal breaks to maintain operational effectiveness.
6. ensuring all council staff at the CEOC/MECC operate in accordance with Occupational Health and Safety and Workplace Agreement guidelines in relation to shift times.
7. welcoming persons entering the CEOC/MECC, providing orientation, introductions and familiarisation with procedures. This may include the provision of appropriate identification to personnel located within the CEOC/MECC (that is, tabards or name tags).

## Municipal Emergency Management Structure



## **MUNICIPAL EMERGENCY COORDINATION CENTRE (CEOC/MECC) OR COUNCIL EMERGENCY OPERATIONS CENTRE**

The CEOC/MECC will co-ordinate the provision of human and material resources within the municipality, during emergencies. It will also maintain an overall view of the operational activities within this Plan's area of responsibility, for record, planning and debrief purposes. The ECC may also become operational during support operations to a neighbouring municipality. Administrative staff for the CEOC/MECC will be drawn from municipal employees. Rosters are reviewed on a quarterly basis to ensure details and training is kept up to date.

Provision of CEOC/MECC functions may in the first instance be conducted from an appropriate Police Station. The Emergency Response Co-ordinator may request activation of an identified ECC if required.



## **OPERATIONS CENTRE**

An operations centre is established by an agency for the command / control functions within their own agency. The Moorabool Shire Council may establish an operations centre, if necessary, to control its own resources in an emergency.



## PART FOUR – RESPONSE ARRANGEMENTS

### INTRODUCTION

The Emergency Response concept provides the mechanism for the build-up of appropriate resources to cope with emergencies throughout the State. It also provides for requests for physical assistance from the Commonwealth when State resources have been exhausted.

Most incidents are of a local concern and can be co-ordinated from local municipal resources. However, when local resources are exhausted, the Emergency Response provides for further resource to be made available, firstly from neighbouring municipalities and then, secondly on a State-wide basis.

### COMMAND

Refers to the direction of personnel and resources of an agency in the performance of that organisation's role and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency.

### CONTROL

The overall direction of response activities in an emergency. Authority for control is established in legislation or in an emergency response plan, and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation.

Control relates to situations and operates horizontally across agencies.

### COORDINATION (EMERGENCY RESPONSE)

#### Emergency response coordination

Emergency response coordination involves the bringing together of agencies and resources to ensure an effective response to emergencies.

The main functions of emergency response coordination are to:

- ensure effective control has been established and maintained in response to an emergency
- ensure effective information sharing
- systematically acquire and allocate resources in accordance with the requirements imposed by emergencies.

Emergency response coordination operates throughout the management of response, including during provision of immediate relief, and during the transition to recovery activities.

#### The role of the EMC

Section 32(1)(a) of the EM Act 2013 identifies the EMC as responsible for emergency response coordination for Class 1 emergencies and Class 2 emergencies.

A list of the coordination functions of the EMC is contained in the EMMV Part 7.

Section 56(2)(c) identifies the EMC is also responsible for response coordination for emergencies that affect more than one Victorian government region. This does not apply if the emergency is a warlike act, act of terrorism, hi-jack, siege or riot, in which case the Victoria Police will coordinate the response.

### **The role of the Victoria Police**

Sections 56 and 57 of the EM Act 2013 list the responsibility of the Victoria Police in emergency response coordination.

The Chief Commissioner of Police has appointed a Senior Police Liaison Officer and an emergency response coordinator for each Victorian government region and municipality in Victoria.

Part 8 Appendix 8 of the EMMV defines the Victorian Government regions and municipal districts.

### **Senior Police Liaison Officer**

The role of the Senior Police Liaison Officer is to:

- provide advice to the EMC regarding response coordination
- deal with requests to or from Regional and Municipal Emergency Response Coordinators
- liaise with, and provide relevant information to the EMC during:
  - major emergencies, including Class 2 emergencies where Victoria Police is the control agency
  - major emergencies that constitute warlike acts, acts of terrorism, hi-jack, siege or riot.

The EMC must take the advice of the Senior Police Liaison Officer into account for coordination functions relating to regional or municipal response.

The Senior Police Liaison Officer will provide the EMC with information and advice about such things as:

- the likelihood of situations to escalate into major emergencies
- the effectiveness of control structures
- the provision of community information and warnings
- the management of significant risks and consequences
- the provision of relief services to the affected community
- the cooperation of agencies
- the supply of resources
- the operation of the REMT and IEMT
- the declaration of emergency areas.

### **Regional Emergency Response Coordinator (RERC)**

The member of Victoria Police appointed as an emergency response coordinator for each Victorian Government region is known as a Regional Emergency Response Coordinator (RERC). The RERC may from time to time appoint deputies.

The RERC or his/her representative may chair the Regional Emergency Response Planning Committee. Details of this committee are set out in Part 5 of the EMMV.

The RERC will communicate with the EMC through the Senior Police Liaison Officer.

The role of the RERC is to:

- coordinate resources or services within the emergency response region, having regard to the provisions of section 56(2) of the EM Act 2013
- monitor control arrangements for emergencies across the region to ensure they are effective
- where necessary, ensure the Regional Controller has formed and is chairing the Regional Emergency Management Team (REMT) or, where there are multiple disparate emergencies in the Region, form and chair the REMT
- source resources and services requested by the Municipal Emergency Response Coordinators and escalate requests unable to be fulfilled by the region to the EMC through the Senior Police Liaison Officer
- in the event of uncertainty, determine which agency is to perform its statutory response role within a region, where more than one agency is empowered to perform that role
- ensure the Regional Controller is developing a regional strategic plan for the management of the emergencies within the region
- ensure the Regional Recovery Coordinator has been notified of the emergency
- monitor the provision of warnings and information to affected communities
- consider registration of persons evacuated or otherwise affected across the region
- monitor the provision of relief across the region
- monitor the need to declare an emergency area
- provide the Senior Police Liaison Officer with information or advice on issues relating to the control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

### **Municipal Emergency Response Coordinator (MERC)**

The member of Victoria Police appointed as an emergency response coordinator for each municipal district is known as a Municipal Emergency Response Coordinator (MERC).

The MERC sits on the Municipal Emergency Management Planning Committee.

The MERC will communicate with the EMC through the RERC (and subsequently the Senior Police Liaison Officer).

The role of the MERC is to:

- ensure that the appropriate control and support agencies are in attendance - or have been notified by the controller and are responding to an emergency
- in the event of uncertainty, determine which agency is to perform its statutory response role, where more than one agency is empowered to perform that role
- ensure the Incident Controller has formed and is chairing an Incident Emergency Management Team (IEMT) or, if the Incident Controller is unable to attend or there are several disparate emergencies within the municipality, form and chair an IEMT
- arrange for the provision of resources requested by control and support agencies and escalate unfulfilled requests to the RERC

- advise the RERC of emergencies that have the potential to require supplementary resources from outside the municipal district.
- ensure timely warnings and information are provided to the community and support agencies by the control agency
- ensure the Incident Controller has developed and issued an incident action plan (including objectives and strategies for managing the incident)
- ensure the Municipal Emergency Resource Officer is advised of the emergency, is available to provide access to municipal resources if required and is receiving information as appropriate
- attend, or arrange delegate to attend the Council Emergency Operations Centre/Municipal Emergency Coordination Centre, if activated
- consider registration of persons evacuated or otherwise affected across the municipality
- consider the provision of relief to evacuees and agency personnel where necessary and advise the Municipal Recovery Manager of requirements
- consider the need for declaration of an emergency area ensure the municipal recovery manager has been notified by the incident controller of the emergency
- provide the RERC with information or advice on issues relating to the control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

### **Incident Emergency Response Coordinator (IERC)**

The Incident Emergency Response Coordinator is usually the senior member of Victoria Police at the initial scene of an emergency or at the place where control is being exercised at incident level. This role usually relates to the first response to an emergency, and the person fulfilling the role may change in seniority as the emergency escalates or de-escalates.

The role of the IERC is to:

- maintain a presence at the place where control is being exercised and represent the MERC in their absence
- ensure effective control is established and maintained
- ensure that the appropriate control and support agencies are in attendance – or have been notified by the controller and are responding to an emergency
- in the event of uncertainty, determine which agency is to perform its statutory response role, where more than one agency is empowered to perform that role
- ensure the Incident Controller has formed and is chairing an Incident Emergency Management Team (IEMT) ensuring effective information sharing
- arrange for the provision and allocation of resources requested by control and support agencies and escalate unfulfilled requests to the MERC or RERC
- ensure timely warnings and information are provided to the community and support agencies by the control agency
- ensure the Incident Controller has developed and issued an incident action plan (including objectives and strategies for managing the incident)
- consider the need for declaration of an emergency area
- provide the MERC or RERC with information or advice on issues relating to control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

## CONTROL AND SUPPORT AGENCIES

Detailed below is the agreed set of arrangements for the response to identified emergencies within the Moorabool Shire. These arrangements have been tailored to meet local response capabilities based on: the agencies available within the municipality and agencies identified as Control Agencies as specified within Part 7 of the Emergency Management Manual Victoria.

Support Agencies may be able to offer varying levels of support from “on ground” resources to information. It may be appropriate to consult with a number of identified Support Agencies for advice in relation to any given emergency. It is the prerogative of the control agency to formulate action plans for a given emergency in consultation with support agencies.

EMERGENCY/THREAT	CONTROL AGENCY (may vary by location)	SUPPORT AGENCIES
<b>ACCIDENT/INCIDENT</b>		
Aircraft	Victoria Police	AMSA, ARFF, ATSB
Biological Materials	DH	CFA, MFESB
Gas Leakage	CFA/MFESB	Gas Distribution companies
Hazardous materials, high consequence dangerous goods or dangerous goods	CFA/MFESB/ARFF	EPA, AV, Worksafe (workplace, storage facilities and transport)
Lifts, cranes or scaffolding and amusement structures	CFA/MFESB	Worksafe
Marine (not including marine pollution)	Victoria Police	Transport Safety Victoria, AMSA
Military aircraft and ships	Defence Forces	AMSA, VicPol, Airservices Australia.
Radioactive materials	DH	CFA/MFESB
Rail	Victoria Police	DEDJTR, V/Line, ARTC, MTM, Yarra Trams, CFA/MFESB, VICSES, PTD
Road	Victoria Police	CFA/MFESB, VICSES, VicRoads, Municipal Councils, CityLink, EastLink

<b>AGRICULTURAL</b>		
Chemical Contamination of livestock or agricultural produce (Agricultural or Veterinary)	DEDJTR	DFSV, PrimeSafe
Exotic Animal Disease (includes Bees & Aquaculture)	DEDJTR	DEDJTR
Plant Pest or Disease	DEDJTR	DEDJTR
Drought	DEDJTR	
<b>ENVIRONMENTAL</b>		
Ship sourced marine pollution oil spills in Victorian coastal waters up to three nautical miles	DEDJTR (Security and Emergency Management Division)/Port Operator	DELWP, EPA, AMSA, PV, BOM, VRCA, CFA/MFESB
Oiled Wildlife	DELWP	PV, DOT, AMSA
Exotic marine pest incursion	DELWP	DELWP, PV
Cetacean (whale) stranding or entanglement	DELWP	DELWP, PV
Vertebrate Pest/Plagues	DELWP	DELWP, PV
Pollution into inland waters	CFA/MFESB	EPA, PV
Pollution of inland waters	EPA/Melbourne Water	PV
<b>ESSENTIAL SERVICE DISRUPTION</b>		
Food supply, critical infrastructure damage or disruption.	Victoria Police	DELWP
Electricity	DELWP (Energy Sector Development Division)	AEMO, Electricity distributors, Energy Safe Victoria, DELWP
Natural Gas	DELWP (Energy Sector Development Division)	AEMO, DELWP (Minerals and Petroleum), Energy Safe Victoria, Gas distribution companies
Petroleum and liquid fuels	DELWP (Energy Sector Development Division)	DELWP (Minerals and Petroleum) Worksafe, Oil Companies
Public Transport	DEDJTR (Public Transport Division)/Transport Operator	DEDJTR (Security and Emergency Management Division)
Roads/Bridges/Tunnels	VicRoads	Municipal Councils, CityLink, EastLink, DEDJTR (Security and

		Emergency Management Division)
Water and Sewerage	DELWP	Water Authorities, DHHS, Municipal Councils
<b>FIRE AND/OR EXPLOSION</b>		
Aircraft	ARFF, CFA/MFESB	
Boilers and pressure vessels	CFA/MFESB	Worksafe
Explosion	CFA/MFESB	DELWP, Worksafe
Explosive device	Victoria Police	CFA/MFESB
Fire	CFA/MFESB /DELWP	PV, DELWP, AVCG, Worksafe, BOM
<b>HUMAN DISEASE/ILLNESS</b>		
Retail food contamination	DH	
Food/drinking water contamination	DH	Municipal Councils, DELWP
Human disease	DH	
<b>NATURAL EVENT</b>		
Earthquake	VICSES	All
Flood	VICSES	DELWP, CMA's, Water Authorities, Municipal Councils, CFA/MFESB, BOM, PV
Storm	VICSES	BOM, DELWP, PV, CFA/MFESB
Tsunami	VICSES	BOM, All
<b>RESCUE</b>		
Building, structure	CFA/MFESB, VICSES	BC, AV, VicPol, Worksafe
Cave	Victoria Police	VICSES
Land	Victoria Police	VICSES
Lift, crane, scaffolding or amusement structure	CFA/MFESB	VicPol, VICSES, Worksafe, DELWP
Mine/quarry	Victoria Police	DOT, DELWP, CFA, VICSES, Worksafe
Rail, aircraft and industrial	VICSES/ CFA/MFESB	AMSA (aircraft only), Worksafe (rail and industrial only)
Road	VICSES/ CFA/MFESB	AV



Trench or tunnel	CFA/MFESB	
Water	Victoria Police	VICSES, LSV
<b>SEARCH</b>		
Land and Water	Victoria Police	VICSES, others as per VicPol register
Overdue aircraft	AMSA	VicPol, VICSES, Airservices Australia
<b>OTHER</b>		
Aircraft – in-flight emergency	Airservices Australia	ADF
Dam Safety	DELWP	Water Authorities, VICSES, Municipal Councils
Marine casualty – non SAR – (commercial ship) in port – waters	Port Operator, VRCA	MSV, AMSA, CFA/MFESB, VicPol, AV
Marine casualty – non SAR (commercial ship) in coastal waters	Transport Safety Victoria	VRCA/Local port operators, CFA/MFESB, VicPol, AV
Other threats against persons, property or environment	Victoria Police	

## SUPPORT SERVICES AND AGENCIES FOR RESPONSE

A Support Agency is defined as a government or non-government agency that provides essential services, personnel, or material to support or assist a Control Agency, another support agency or affected person.

A key support agency is an agency that has specific skills and resources to support response for a particular emergency. Any agency might be asked to assist in any emergency if it has skills or resources that may contribute to the response. In particular, there are generic support agencies.

The Emergency Management Manual Victoria, Part Seven contains the list of support agencies for various emergencies. These agencies provide their particular support services to any type of emergency where they can contribute to the response effort. Some of these agencies are listed in Part 6 of this Plan.

## COORDINATION OF OTHER RESOURCES

### ***Protocol for Inter-Council Emergency Management Resource Sharing***

Emergencies sometimes require councils to source additional resources to ensure that the affected community is restored to normal functioning as efficiently as possible. Some emergency response agencies have agreements for mutual aid with kindred organisations that allows them to plan appropriately for responding to large scale or complex emergencies, and this protocol is intended to provide a similar agreement for local councils.

Council emergency management resources are generally sourced from within the municipal boundaries where the emergency occurs, which can impact significantly on the resources of the responsible council, particularly for larger or more complex emergencies. The Municipal Association of Victoria (MAV) and the Municipal Emergency Management Enhancement Group (MEMEG) identified a need to determine an agreed position between councils regarding the provision of council resources to assist other councils with response and recovery tasks during emergencies.

The purpose of this protocol is to provide an agreed position between councils for the provision of inter-council assistance for response and recovery activities during an emergency. This protocol details the process for initiating requests for resources from another council and identifies associated operational and administrative requirements.

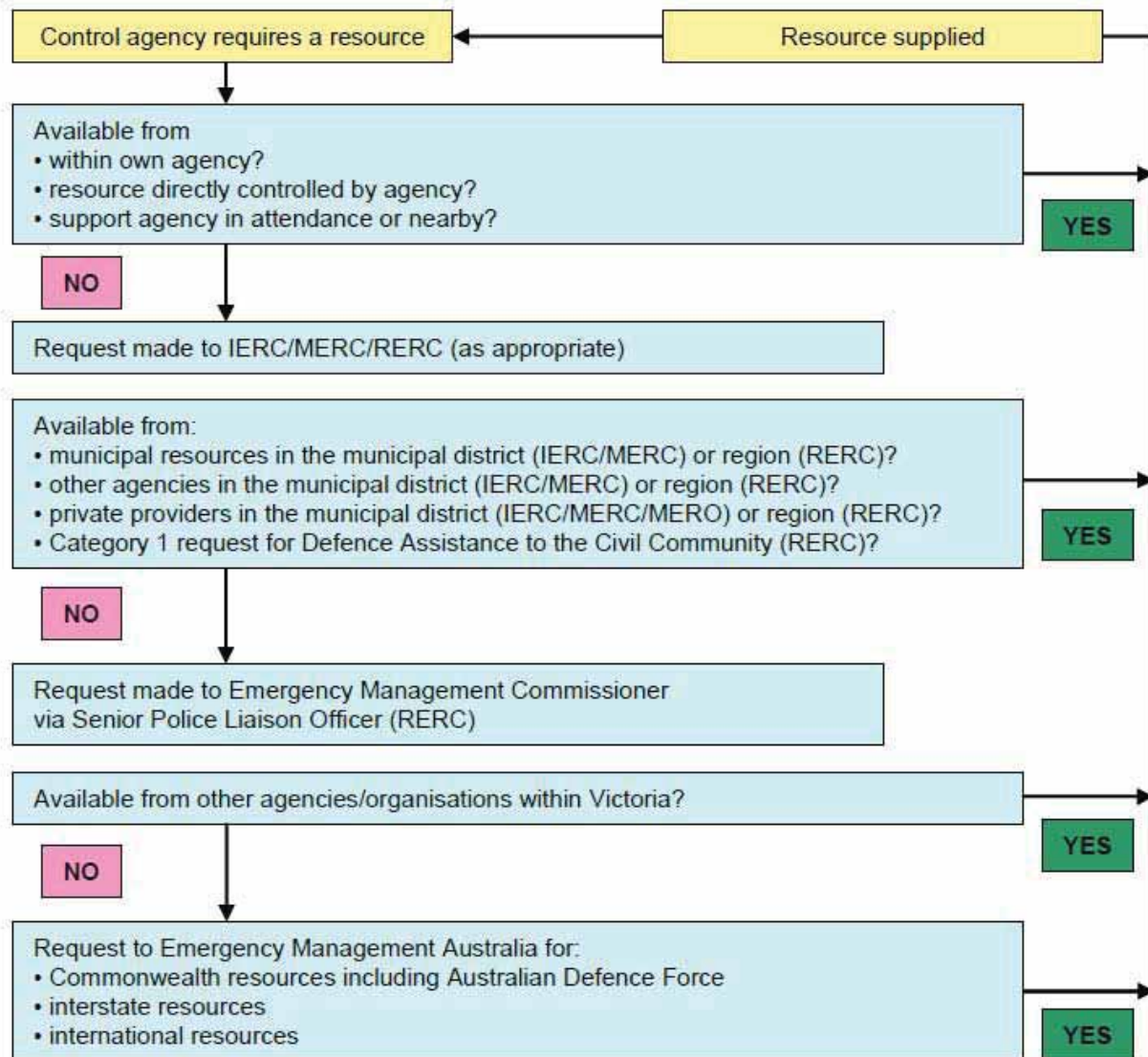
The application of this protocol is expected to enhance the capability of councils to provide the best possible outcomes for emergency management and to support the step up arrangements as detailed in the Emergency Management Manual Victoria (EMMV).

The co-ordination of responding agencies involves the systematic acquisition and application of resources (personnel, equipment and facilities) in accordance with the requirements of the emergency. This protocol will facilitate appropriate timely mustering of resources ready to discharge municipal functions.

The Municipal Association of Victoria Protocol for Inter-Council Emergency Management Resource Sharing was adopted by Moorabool Shire Council on 1 September 2010 and renewed by the Chief Executive Officer in 2014.

## REQUEST PROCEDURES FOR SUPPORT

Any Agency requiring additional support or resources, outside of their own capabilities, should request that support through the Municipal Emergency Response Coordinator (MERC) / Incident Emergency Response Coordinator (IERC) / Regional Emergency Response Coordinator (RERC) who, in consultation with the Municipal Emergency Resource Officer (MERO) will pass on the requests to the Regional Emergency Response Coordinator (RERC) for action.



(EMMV page 3-35)

Flow Chart for Resource Supplementation Source

## PHASES OF ACTIVATION

Response arrangements should be implemented at the earliest possible opportunity if the effects of emergencies are to be minimised and for this reason several phases of activation have been accepted. These are: -

### ALERT

Upon receipt of any warnings or information that an emergency may occur or affect the relevant area of responsibility, the organisation must be alerted to ensure its readiness to act if called upon. Some of the activities that should be considered in this phase are:

- Warning for key personnel.
- Testing of communications arrangements.
- Establish flow of information between Municipality and Control/Support Agencies.
- Ascertain the availability of appropriate staff.

### STANDBY

As the threat, or the effects of the emergency, becomes imminent, members of the relevant organisation or sections are placed on standby, thus being ready to move immediately they are required. Some of the activities that should be considered in this phase are:

- Staff respective emergency centres.
- Prepare equipment and personnel for immediate action.
- Identify assembly areas.

### ACTION

This is the operational phase of the emergency when control and support agencies are committed to contain or control the emergency. Some operations may necessitate moving to the "Action phase" immediately without the "Alert" and/or "Standby" phases being implemented. For this reason, it is mandatory that all organisations having a role in this Plan be in a state of preparedness at all times. Some of the activities that should be considered in this phase are:

- Mobilise personnel/equipment as requested.
- Produce situation reports on a regular basis
- Deploy additional resources as required.
- Ensure Casual Emergency Workers are registered.

### STAND DOWN

Once "Alert", "Stand-by" or "Action" has been implemented, the Municipal Emergency Response Coordinator must declare a "Stand Down". After consultation with the Control Authority and any other relevant agency, and the Municipal Emergency Response Coordinator is satisfied that the response to the emergency has been completed, he/she will advise all participating agencies of 'Stand Down'.

## LEVELS OF EMERGENCY RESPONSE

There are three levels of emergency response relevant to the Incident Management System.

**Level 1** – characterised by being resolved through the use of local or initial response resources only. Control is limited to the immediate area, and the Incident Controller can usually perform all the necessary functions. The operations function may be delegated.

**Level 2** - Implemented when there is a more complex emergency response, either in size, resources or risk. A Level 2 response is generally characterised by the need for either:

- deployment of resources beyond initial response
- the operations being divided into sectors
- the delegation of further IMS functions
- a combination of the above.

**Level 3** - Characterised by degrees of complexity that may require a more substantial organisational structure to manage the emergency. These emergencies will usually involve delegation of all incident management functions.

## COMMUNITY SAFETY

The safety of the community during an emergency is the main priority of the control and support agencies.

Extensive emergency planning with the involvement of local communities should identify the best options for each community, prior to, and during an emergency. Planning needs to consider evacuation and return of communities, sheltering options, neighbourhood safer places and community information guides, where appropriate.

## PUBLIC INFORMATION AND WARNING

Warnings should be used under specific circumstances where community action is necessary primarily to protect lives, and also for the protection of property or the environment. The warning arrangements are set out in the *Victorian Warning Protocol* – referenced in Part 8 of the EMMV Manual.

Sections 42 and 43 of the EM Act 2013 provide for warnings and information in relation to fires in Victoria. The provision of these warnings and information must be consistent with any guidelines, procedures and protocols developed by the EMC.

For all other emergencies the control agency should issue warnings and provide information to the community. (Source: EMMV Part 3, Section 5)

## PREVENTION (BEFORE EMERGENCIES)

Any information released to the public on behalf of the Moorabool Shire Council will be to educate and assist the community to prepare for emergencies. Moorabool Shire policies and plans in relation to the prevention of emergencies are available on Council's website e.g. Municipal Fire Management Plan, Road Management Plan, Municipal Heatwave Plan, Municipal Influenza Plan, Municipal Emergency Flood Management Plan.

## RESPONSE PHASE

The control agency has the responsibility to issue warnings to the potentially affected community and to other agencies. Warnings and the release of other public information should be authorised by the Incident Controller prior to dissemination.

Any information released by the municipality in relation to response activities must be approved by the control agency/police media liaison. General information released by the Municipality must be approved by the MEM/MERO or Chief Executive Officer (policy / financial / political matters). Council's Communications and PR office will assist in preparing and disseminating approved information.

Information can be categorised under the following headings:

### **Pre impact**

To enable the public to take reasonable measures to prevent, or lessen the potential effects of emergencies and to cope during the impact phase of an emergency.

### **During impact**

To produce suitable news releases through the media concerning the effects of the emergency and what action can be taken by the public.

### **Secondary Impact**

To maintain the crucial information flow to those in need of assistance and direction.

## RECOVERY PROCESS

Releasing information will be the responsibility of the Moorabool Shire Council and Department of Health and Human Services. Any information released must be approved by the MEM/MRM (General information) or Chief Executive Officer (Policy / Financial / Political matters). Pending the scale of the emergency and if the Department of Health and Human Services is significantly involved with the Municipality, then direct liaison must take place prior to release of any information to eliminate duplication.

## DISSEMINATION

Immediate use of the media should be made to avoid phone congestion. The public should be advised to direct calls to appropriate agencies and centres with adequate facilities, staff and knowledge to answer questions or disseminate information. Relevant advice lines should be used if possible.



All methods of disseminating information should be considered including;

Warning Systems	<ul style="list-style-type: none"> <li>• Emergency Alert</li> <li>• State Emergency Warning Signal (SEWS)</li> <li>• Sirens</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Local and ABC Radio networks, ethnic networks</li> <li>• Television</li> <li>• Local and regional newspapers (particularly in extended response and recovery phases), ethnic publications</li> <li>• Social media (Facebook, twitter etc.)</li> </ul>
Telephone	<ul style="list-style-type: none"> <li>• VicEmergency Hotline</li> <li>• Flood Emergency SES</li> <li>• VicRoads</li> <li>• Local telephone information lines</li> <li>• Council after hours message</li> <li>• SMS messages</li> </ul>
Community	<ul style="list-style-type: none"> <li>• Community newsletters</li> <li>• Community meetings</li> <li>• Information centres (one stop shops)</li> <li>• Manual door knocks of each residence</li> <li>• Public address system on vehicles</li> <li>• Community organisations</li> <li>• Community Alert Sirens</li> </ul>
Websites	<ul style="list-style-type: none"> <li>• CFA – <a href="http://www.cfa.vic.gov.au">www.cfa.vic.gov.au</a></li> <li>• DELWP – <a href="http://www.delwp.vic.gov.au">www.delwp.vic.gov.au</a></li> <li>• Bureau of Meteorology (BOM) – <a href="http://www.bom.gov.au">www.bom.gov.au</a></li> <li>• Moorabool Shire Council – <a href="http://www.moorabool.vic.gov.au">www.moorabool.vic.gov.au</a></li> <li>• VicRoads - <a href="http://www.vicroads.vic.gov.au">www.vicroads.vic.gov.au</a></li> <li>• SES - <a href="http://www.ses.vic.gov.au">www.ses.vic.gov.au</a></li> <li>• VicPol - <a href="http://www.police.vic.gov.au">www.police.vic.gov.au</a></li> <li>• Mobile applications</li> </ul>

## NON-ENGLISH SPEAKING PERSONS AND PERSONS WITH DISABILITIES

Special considerations need to be given to warning persons with disabilities and non English speaking groups. In the case where information or communication is required with persons unable to speak English, an interpreter service such as the Telephone Interpreter Service may be able to assist.

All agency representatives dealing with this situation should carry a Victorian Interpreter Card, which can be used to establish the language in question. Copies of this card are available from the Victorian Multicultural Commission and can be downloaded at:

<http://www.multicultural.vic.gov.au/projects-and-initiatives/improving-language-services/victorian-interpreter-card>

For persons with a hearing impairment or speech impairment, contact can be made via the [www.relayservice.gov.au](http://www.relayservice.gov.au):

- TTY users phone 133 677 then ask for 03 5366 7100
- Speak and Listen users phone 1300 555 727 then ask for 03 5366 7100
- Internet relay users connect to the NRS <https://internet-relay.nrscall.gov.au/> then ask for 03 5366 7100.



## EMERGENCY BROADCASTERS

The State of Victoria has entered into formal memorandums of understanding (MOU) for the broadcast of emergency warnings and information. Broadcasters that have signed these agreements, and become official emergency broadcasters, include ABC Local Radio, all commercial radio stations in Victoria, SKY NEWS Television and a number of local radio stations.

The arrangements established by the MOUs can greatly increase the reach of emergency warnings in Victoria, and assist the community by enhancing the State's ability to alert people to dangers in their local areas.

The MOUs operate for all hazards, and set out a range of obligations for control agencies and broadcasters. Control agencies have agreed to provide emergency warnings and information to emergency broadcasters in a timely and accurate manner.

The broadcasters, in turn, have agreed to broadcast emergency warnings and information in the form provided by the control agencies, 24 hours a day, 7 days a week, 365 days per year, and to break into programming as required.

A practice note has been developed which outlines how the MOUs operate in practice, titled *Practice Note – Broadcasting of Emergency Warnings and Information* - referenced in Part 8 Appendix 10 of the EMMV.

## TELEPHONE EMERGENCY ALERT SYSTEM (EA)

The telephone alerting system, known as Emergency Alert (EA), allows response agencies to send warning messages via mobile and landline telephones to targeted communities.

EA voice messages are easily identifiable by the Standard Emergency Warning Signal (SEWS) at the start of the message together with the words 'Emergency Emergency'. The SMS (text) messages also commence with 'Emergency Emergency' and display the telephone number 0444 444 444. All messages refer the recipient to where they are able to obtain further information.

Although this system aims to improve the ability to warn communities about emergencies, individuals and communities still need to prepare themselves in case of an emergency.

EA is simply another tool used to warn communities of impending danger. It will not always be used for every emergency.

The principles for use of EA are based on the *Victorian Warning Protocol* – referenced in Part 8 of the EMMV.

## STANDARD EMERGENCY WARNING SYSTEM

The Standard Emergency Warning Signal (SEWS) is an electronic warning signal, to be used in assisting the delivery of public warnings and messages for major emergencies, which is designed to:

- Alert listeners/viewers of radio/television that an official emergency announcement is about to be made concerning an actual or potential emergency which has the potential to affect them.

- Alert the community at large, via a public address system, that an important official emergency announcement is about to be broadcast.

The use of SEWS must be authorised by an Incident Controller.

The guidelines for the use of the Standard Emergency Warning Signal are in Part 8 Appendix 14 of the EMMV.

## COMMUNITY ALERT SIRENS

Community alert sirens are fixed sirens, including community sirens and CFA sirens, used to alert a community of an emergency that may directly affect that community.

All fixed CFA sirens have two purposes, each indicated by the duration of the siren sounding:

- alerting fire brigade members to attend emergency calls (duration no longer than 90 seconds); and
- alerting communities to seek information about a threat (duration at least five minutes).

The community alert siren ‘message’ is for community members to seek information from other sources about the threat.

The guidelines for the use of community alert sirens are detailed in *Policy and Guidelines, Use of Sirens for Brigade and Community Alerting* – referenced in Part 8 Appendix 10 of the EMMV.

## INFORMATION RESOURCES

The following systems are an essential part of these arrangements and should be utilised if and when required:

- Electronic Media
- Police Media Liaison
- Emergency Services Media Liaison (VicPol, CFA, SES etc)
- Literature/Brochure Information
- Print Media
- Moorabool Shire Communications/PR
- Moorabool Shire Website

If an emergency requires concurrent media response through radio, television and newspaper outlets, the Police Media Liaison Section may be contacted through the Municipal Emergency Response Co-ordinator.

The Moorabool Shire Council shall appoint a Media Liaison Officer. This officer is responsible for the coordination of all media releases following an emergency incident.

## INFORMATION CENTRE

If required, a Public Information Centre will be established. All information for the affected community shall be issued from this centre.

## DEBRIEFING ARRANGEMENTS

The Municipal or Regional Emergency Response Coordinator is responsible for ensuring the control agency for the emergency organises an operational debrief with participating agencies as soon as practicable after cessation of response activities.

All agencies, including recovery agencies, who participated in those activities, should be represented with a view to assessing the adequacy of the response and to recommend any changes to the relevant agencies plan(s) and future operational response activities.

The purpose of a debriefing is to:

- ensure participating agencies understand what happened during an operation or emergency, and
- identify problems and highlight areas that were handled well, in order to improve the efficiency, effectiveness and safety of future operations or emergencies.

The EMC is responsible for ensuring a state level debrief is conducted after a major emergency.

Individual debriefing sessions for staff who have been out in the field should be made available.

The results from debriefings are to return to the MEMPC advising of any actions to be undertaken and subsequent results.

## FINANCIAL CONSIDERATIONS

Financial accounting for Municipal resources utilised in emergencies must be authorised by the MEM/MERO or the MRM and shall be in accordance with the normal financial arrangements of the Moorabool Shire Council.

Control agencies are responsible for all costs involved in that agency responding to an emergency. Government agencies supporting the control agency are expected to defray all costs from their normal budgets.

Depending on the magnitude of the emergency some government financial assistance may be available for prevention, response and recovery activities.

The Moorabool Shire Council is accountable for any monies donated as a result of any emergency event and will implement systems to receive and account for all such donations.

## TRANSITION OF CO-ORDINATION FROM RESPONSE TO RECOVERY

Recovery operational planning should commence as soon as possible after the impact of an emergency. Recovery planning and operations are implemented as per the state, regional and municipal recovery arrangements. In large or prolonged emergencies, it may be necessary to continue providing relief services to individuals and families under recovery management arrangements after other response activities have finished. This transition should be seamless, as the municipal council will continue to assume the responsibility for the management of emergency relief centres.

The incident controller, Emergency Response Co-ordinator and recovery manager should commence transition planning as soon as possible following the start of the emergency. The Emergency Management team should be involved in transition planning discussions to ensure a shared and consistent understanding of the planning, timing and expectations for transition.

The decision relating to the timing of the transition of overall co-ordination from response to recovery will be impacted by a number of key considerations, including:

- The nature of the hazard/threat and whether there is a risk of a recurring threat
- The extent of impact on communities, as this may determine if a prolonged transition period needs to be implemented
- The extent of and known level of loss and damage associated with the emergency
- The considerations for the extent of emergency relief required by affected communities
- The considerations for the resources required to be activated for effective recovery arrangements

The Emergency Response Co-ordinator is responsible for advising all agencies involved in the emergency of the time at which response terminates. Following the conclusion of response activities, the effects of the emergency may continue, and recovery activities, the effects of the emergency may continue, and recovery activities will often go on for some time.

The Department of Health and Human Services has been delegated by the Emergency Management Commissioner as the agency responsible for state and regional co-ordinator of relief and recovery. Municipal councils are responsible for relief and recovery management at the municipal level.

While termination of response implies the cessation of the responsibilities of Victoria Police as response co-ordinators they, and other response agencies, may have a previously agreed role to play in recovery activities.

## **HANDOVER OF GOODS/FACILITIES**

In some situations, there may be an actual handover to the recovery co-ordinator or agency of response facilities and/or goods to be utilised in recovery activities. This handover will occur only after agreement has been reached, and after any necessary documentation has been completed to the mutual satisfaction of the response and recovery managers.

Resources acquired for the response, which are not required for recovery, remain under the control of the requesting response agency. That agency is responsible for their return or disposal.

Payment for goods and services used in the Recovery process is the responsibility of the Municipal Recovery Manager through the Municipal Emergency Management Plan arrangements.

If the emergency is of significant size which has resulted in the Department of Health and Human Services being actively involved, then the Municipal/Regional Coordinator will consult with the MERO, the MRM and Recovery Manager from the Department of Health and Human Services to agree on the time and process of response stand down.

## **COMPENSATION OF REGISTERED EMERGENCY WORKERS**

Compensation for Registered Emergency Workers will be as laid down in Part 6 of the Emergency Management Act, 1986. It is the responsibility of the Organisation utilising the Registered Emergency Workers to ensure that all of the Emergency Workers are registered.

## PART FIVE – RELIEF AND RECOVERY ARRANGEMENTS

### 1. INTRODUCTION

Emergency Management is an increasingly important function for every local government, with each council facing growing levels of expectation from their communities. This section is intended to be a guide for council staff in understanding what emergency recovery entails and who should be involved in an emergency recovery operation. We believe that the information in this plan represents good practice and should be read in conjunction with the ***Moorabool Emergency Recovery Operations Sub-Plan***. (a sub-plan of the MEMPlan which outlines how the recovery services will be coordinated and when they will be required)

### 2. EMERGENCY RELIEF AND RECOVERY CONTEXT

#### 2.1 Emergency Relief and Recovery Definition

The Emergency Management Manual Victoria defines Relief as;

**“The provision of assistance to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency”**

The Emergency Management Manual Victoria defines Recovery as;

**“The assisting of persons and communities affected by emergencies to achieve an effective level of functioning”.**

Both relief and recovery begin when an emergency occurs and many response, relief and recovery activities are undertaken concurrently. Typically, relief is provided during and in the immediate aftermath of an emergency. Recovery is generally a longer term process for affected individuals and communities.

Relief and recovery are responsibilities that require collaboration and coordination shared between individuals and communities, non-government organisations, businesses and government agencies. This plan is intended to support and guide the work of that broad relief and recovery sector.

## 2.2 Relief and Recovery Principles

Emergency relief provides for the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency.

The principles for the coordination and delivery of relief in Victoria are:

- Emergency-affected communities receive essential support to meet their basic and immediate needs;
- Relief assistance is delivered in a timely manner in response to emergencies
- Relief promotes community safety and minimises further physical and psychological harm
- Relief and response agencies communicate clear, relevant, timely and tailored information and advice to communities about relief services, through multiple appropriate channels
- Relief service recognise community diversity
- Relief is adaptive, based on continuing assessment of needs
- Relief is well coordinated, with clearly defined roles and responsibilities
- Relief services are integrated into emergency management arrangements.

Agencies with relief responsibilities incorporate these principles into their own planning and delivery of services.

The nationally recognised disaster recovery principles that are fundamental for successful recovery involve:

- Understanding the context
- Focusing on the consequences of the emergency
- Recognising the complexity
- Being community focussed
- Using community-led approaches
- Ensuring coordination of all activities
- Employing effective communication
- Acknowledging and building capacity.

Agencies with recovery responsibilities must incorporate these principles into their planning and delivery of services.

The Moorabool Shire Council is responsible for the coordination of recovery at the Municipal level and endeavours to achieve the following:

- Emphasis on confidentiality relating to the identity, dignity and autonomy of individuals, families and the community impacted on by an emergency will be maintained at all times. Refer to the ***Moorabool Privacy Policy*** for more information on privacy and recovering from emergencies.
- Recovery management will be based on the context of clear and agreed arrangements, involving regular community consultation and cooperation through proven and established communication channels.
- Wherever possible, normal municipal management and administrative structures and practices will be used. This will minimize the risk of increased anxiety amongst the affected community that may result from the introduction of any new processes. It is important however, to ensure that the existing structures and practices do cater for the special needs and circumstances of the affected community.
- Recovery information and recovery services need to be readily accessible to affected

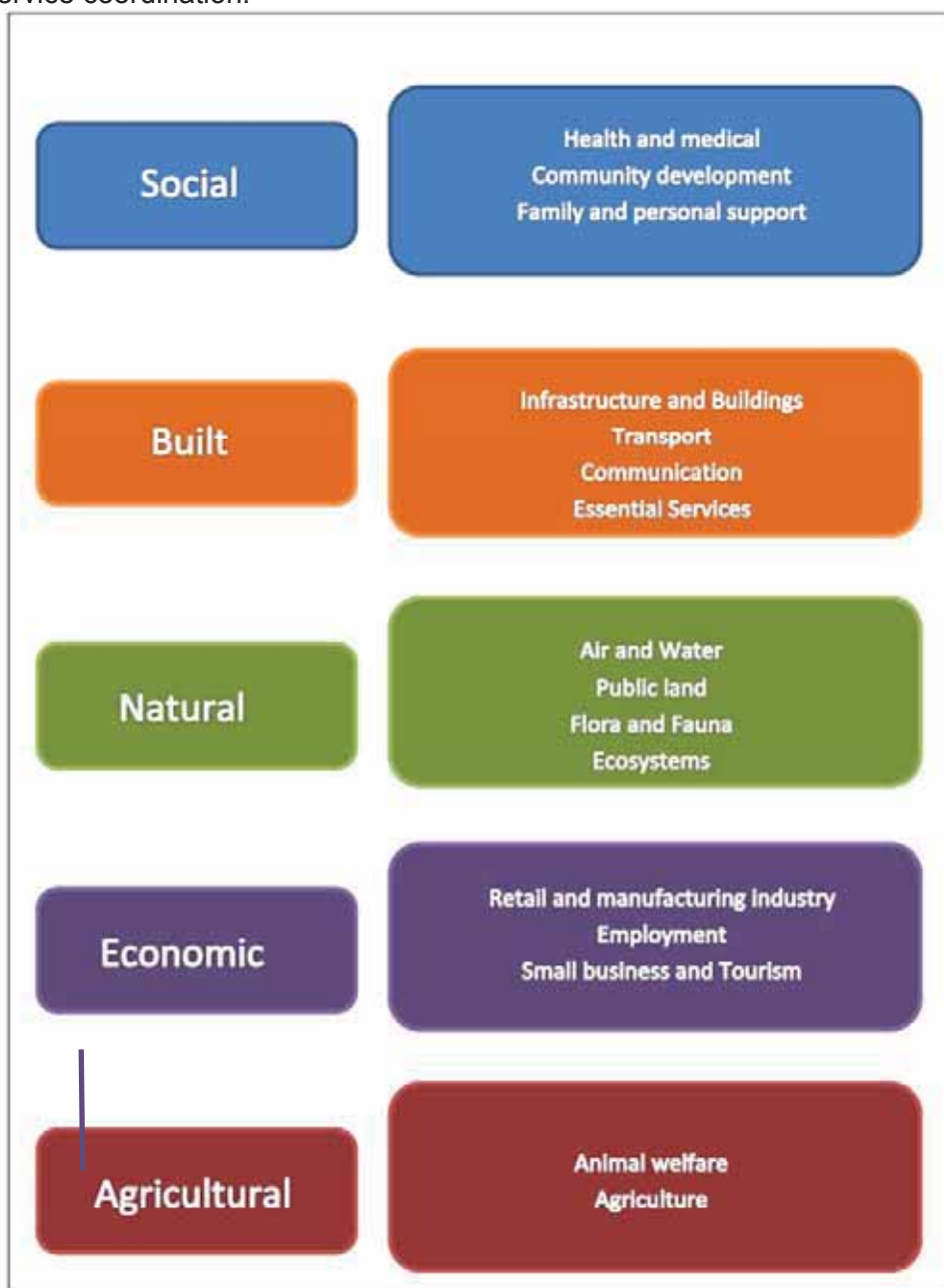


- individuals, families and communities and responsive to their needs and expectations.
- The recovery process may well be protracted and complex, so sufficient time and resources should be provided to allow for completion of the process. It is important to note that, due to the impact of an emergency, normal business timelines and processes cannot always be adhered to by the affected.

### 2.3 Functional Areas of Recovery

Recovery management must consider the following five (5) key functional areas (or environments) when assessing the impact of an emergency upon the community. Effective recovery management is achieved by identifying all of the impacts of an emergency and aligning the recovery services to address the needs. Impact assessments will identify the needs of the affected community and the resources required to undertake the recovery activities.

Each of these functional areas overlap considerably so collaboration between each area would improve service coordination.





## 2.4 Recovery Services and their functional areas

The types of recovery activities likely to be called upon in each of the functional areas are outlined in the table below.

Social, Health & CD	Built	Natural	Economic	Agricultural
Relief Centres	Secondary Impact Assessment	Environmental Health	Economic Development	Primary Producers
Recovery Centres	Clean-up	Public Health	Tourism Promotion	Animal Welfare
Accommodation	Utilities	Water	Financial Assistance	
Personal Support	Transport	Catchments	Primary Producers	
Case Management	Roads and Bridges	Air quality	Small Business Sector	
Financial Assistance	Community Infrastructure	Natural environment	Animal Welfare	
Material Aid	Fencing	Cultural Heritage		
Community Development	Waste Management			
Information Coordination				
Health services				
Disability/Aged Care				
Volunteer Coordination				
Donations Coordination				
Animal Welfare				

### 3. MUNICIPAL RECOVERY PROCESS

There are two phases in the recovery process:

1. Planning and preparedness phase
2. Emergency Recovery operations phase

#### 3.1 Planning and Preparedness

The Municipal Recovery Manager (MRM) is responsible for the development and maintenance of recovery service arrangements within the municipality. Detail on the planning process is covered in section 5 of this plan. Ideally, the planning process should involve the Municipal Relief and Recovery Planning Sub-Committee that meets quarterly.

#### 3.2 Emergency Recovery Operations

The MRM is to initiate recovery activities as soon as possible, or when required, during and following an emergency. The MRM shall convene a meeting of the **Emergency Recovery Committee** as soon as is practical to assess the situation. (details on the recovery operations process are covered in section 6 of this plan)

*NOTE: The magnitude of the event and the subsequent recovery activities will be determined by the data collected during the **secondary impact assessment**.*

## 4. MUNICIPAL RECOVERY MANAGEMENT

Responsibility for the management of recovery in both the planning and recovery operational phases rest with the:

- Moorabool Shire Council Recovery Management Team
- Moorabool Relief and Recovery Planning Committee.
- Municipal Emergency Management Planning Committee.

### 4.1 Moorabool Shire Council Recovery Management Team

Members of this team manage the key Council recovery service areas and are responsible for the provision/coordination of those emergency recovery services. This structured approach assigns responsibility to line managers and team leaders for recovery service provision and streamlines the approval process.

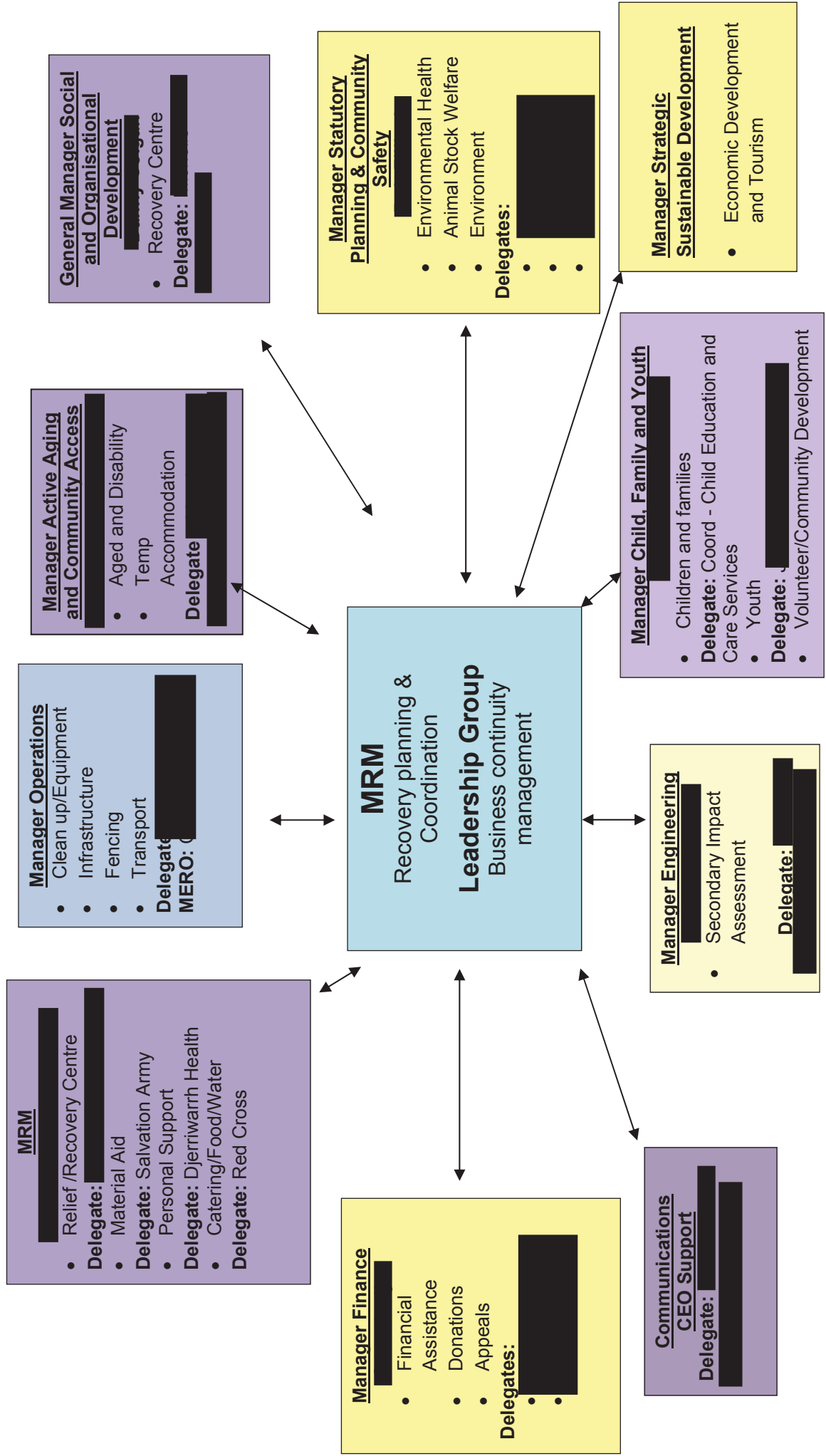
Their responsibilities include:

- ensuring their service responsibilities are delegated to competent and resourced internal staff members
- ensuring they are trained and prepared
- have lines of communication established and maintained across the other service areas; and
- appoint replacement staff to vacant positions when staff leave.

Diagram 2 on the next page titled, '**Moorabool Shire Council Management Structure**', displays the Management positions, the services they are responsible for and their assigned delegates.



DIAGRAM 2 MOORABOOL SHIRE COUNCIL RECOVERY MANAGEMENT STRUCTURE



## 4.2 Moorabool Municipal Emergency Relief and Recovery Planning Sub-Committee

The coordination of recovery planning and service provision across the Council functional areas and external agencies is the responsibility of the ***Moorabool Relief and Recovery Planning Sub-Committee***.

*NOTE: The presence of the Municipal Relief and Recovery Planning Sub-Committee ensures responsibilities are shared across all stakeholders and fully understood. This section of the Recovery Plan sets out the Planning Committee's terms of reference.*

### 4.2.1 Planning Sub-Committee Responsibilities

- Establish and maintain relief & recovery service arrangements in preparation for an emergency.
- Identify and recruit agencies to assist in the relief & recovery process;
- Identify local and external resources available for relief & recovery;
- Identify and involve the community in planning and implementation of the relief & recovery process;
- Liaise and communicate with other sub committees that may be established.
- Establish and maintain a Municipal Relief & Recovery Training Register
- Establish working groups to identify and address the relief & recovery requirements of the municipality.
- Maintain an effective working relationship between municipal and regional service providers.
- Prepare, maintain and develop the relief & recovery component of the MEMP Plan in line with the EMMV.
- To arrange and conduct regular exercises to test relief and recovery arrangements.
- Develop an operational / resource manual that outlines the following:
  - The membership details of the Committee (including all members and phone contacts)
  - Specific roles and responsibilities of the Committee.
  - Policies and standard operating procedures where appropriate.
  - Resources available, where they are, and how to access them.

#### 4.2.2 Membership

The recovery planners include representatives of the Council, key recovery organisations and agencies who may be involved with the recovery process. These include:

- Municipality (MRM, Deputy MRM/s, MERO, MEM and Recovery Service Coordinators)
- Recovery Agencies (Community Health Services, Salvation Army, Red Cross, VCC EM, VFF)
- State Government Departments (Department of Health and Human Services (DHHS), Department of Environment, Land, Water and Planning (DELWP), Department of Economic Development, Jobs, Transport and Resources (DEDJTR), Centrelink)

NOTE: Refer to the Committee's Terms Of Reference (TOR) in *the Recovery Operations Sub-Plan*

#### 4.2.3 Relief and Recovery Planning Sub-Committee Service Coordination

The Moorabool Recovery Management Structure (Diagram 2) outlines the range of recovery services that may be called upon during and following an emergency. Each recovery service has an assigned delegate who is responsible for the coordination of that service. The delegate could be a Council officer or an external agency.

Recovery service delegates report to their manager, but work closely with the MRM as part of the recovery team during an emergency recovery operation. Their role requires them to:

- Represent their service area on the Relief and Recovery Planning Sub-Committee.
- Liaise with other service coordinators to ensure information sharing and cross-service planning occurs.
- Appoint a Deputy Service Coordinator to relieve when they are unavailable.
- Review service arrangements each year.

## 5. PLANNING FOR RECOVERY

*"By failing to prepare, you are preparing to fail..." Benjamin Franklin*

### 5.1 Role of Relief and Recovery Planning Sub-Committee

No emergency recovery operation can succeed without pre-existing plans, recovery operations arrangements and a team of trained service providers. The primary responsibility of the Relief and Recovery Planning Sub-Committee is to ensure those arrangements are in place. During the planning phase this will involve a range of preparatory activities.

The role of the Committee is to:

- Establish and maintain recovery service arrangements in preparation for an emergency. Include business continuity strategies in the planning process.
- Identify and recruit agencies to assist in the recovery process;

- Identify local and external resources available for recovery;
- Identify and involve the community in planning and implementation of the recovery process;
- Liaise and communicate with other sub committees that may be established.
- Establish and maintain a Municipal Recovery Training Register
- Establish working groups to identify and address the recovery requirements of the municipality.
- Maintain an effective working relationship between municipal and regional service providers.
- Prepare, maintain and develop the recovery component of the MEMP Plan.
- Develop an operational / resource manual that outlines the following:
  - The membership details of the Committee (including all members and phone contacts)
  - Specific roles and responsibilities of the Committee.
  - Policies and standard operating procedures where appropriate.
  - Resources available, where they are and how to access them.

## 5.2 Key Recovery Planning Considerations

The Community Emergency Risk Assessment (CERA) identifies the types of risks within the Shire and provides an assessment on their impact and the likelihood of them occurring. Recovery planners should consider the implications of these CERA assessments when they prepare for an emergency recovery operation. As well as the CERA, the Moorabool Shire Council has a number of other key planning factors which influences its ability to effectively manage recovery from an emergency. This Recovery plan identifies those factors so that any planning and preparatory activities can take them into account.

### Memorandums of Understanding (MOU's)

Moorabool has a number of MOU's set up and they are available on Crisisworks or in the MOU Folder.

### Staff Capacity

The Moorabool Shire Council has recognised that, as a medium sized municipality with limited resources, they will struggle to meet the needs of their community should it be impacted by a significant emergency. This recovery plan sets out arrangements that can be addressed 'within' their existing capacity, but also how the recovery operation will be escalated to the regional level should Council capacity be 'exceeded' at any single or



multiple point. The Relief and Recovery Planning Sub-Committee, in their planning process, should regularly review their staffing requirements for each recovery service and consider ways that capacity can be increased, either through the use of volunteers or resource sharing arrangements with neighbouring municipalities.

### **Planning Resources:**

Supporting the MRM and the Municipal Relief and Recovery Planning Sub-Committee are a range of advisors and resources. These include:

- Grampians DHHS
- State Emergency Services (SES)
- Victorian Council of Churches Emergencies Ministry (VCC EM)
- Red Cross
- Municipal Association of Victoria (MAV) provide planning support and training.
- The Grampians Regional Relief and Recovery and Response Planning Committee is a valuable forum.
- Local Government Victoria (LGV)

### **Regional Escalation:**

The Grampians Regional Recovery Plan complements local arrangements and clearly identifies the triggers for a regional escalation. Should an emergency impact on the Shire to a degree where demand exceeds capacity at the local level, or it extends into additional LGAs, then the Regional Recovery Plan will be activated. A copy of the Grampians Region Recovery Plan can be viewed in the ***Recovery Operations Sub-Plan***.

### **Business Continuity**

Arrangements need to be in place so key recovery staff can be moved off-line from their substantive duties to meet the recovery coordination requirements of an emergency recovery operation. Such arrangements, which need to be included in the Moorabool SC Business Continuity Plan (BCP), outline short and long-term strategies. The welfare of recovery workers has also been included within those arrangements.

## Neighbouring Municipalities

Emergencies can impact across municipalities which may require a recovery operation involving recovery team members from multiple municipalities. A coordinated response will depend upon established relationships with neighbouring municipalities and their recovery coordinators as well as a consistent set of recovery protocols and processes.

### 5.3 Recovery Planning Activities

Moorabool Shire Council recognises the importance of training in building and maintaining an effective level of preparedness. A process of review is also essential in maintaining that level of preparedness as well as it being a mandatory part of the MEMP audit process. Records of recovery arrangement reviews and training exercises must be kept to serve as evidence that those actions have taken place. The responsibility for this task lies with the MRM.

Examples of recovery planning activities include:

#### 5.3.1 Training and exercises

A recovery training exercise will be conducted at **least once each calendar year** which utilises recovery operations Standard Operating Procedures (SOP) and brings supporting agencies together in a practical way. These could include:

- Setting up and operating a relief or recovery centre
- Secondary Impact assessment activities (data gathering, data logging, desktop scenarios)
- Desktop discussions focussing on one or more of the recovery functions (Recovery management, outreach, community development, economic development etc)
- Use of the 'CRISISWORKS' database recovery module for managing recovery service data and reporting.

NOTE: The outcomes of each exercise will be documented and kept on file. Follow up actions identified in that report will be acted upon and noted in that file.

#### 5.3.2 Regular review of arrangements

At each of the quarterly Recovery Planning Committee meetings a section of the Moorabool Recovery Plan should be reviewed. This could be an MOU, a Standard Operating Procedure (SOP) or a recovery service function.

### **5.3.3 Support neighbouring municipalities**

Moorabool should consider brokering staff sharing agreements with neighbouring municipalities in recovery service areas that have a standard operating procedure which don't require pre-existing knowledge of the local community. Deploying Moorabool SC staff to neighbouring municipalities in these recovery roles, which assist and relieve staff in those Councils, not only builds a 'greater shared' capacity in staffing numbers and good will, but it offers a valuable 'real time' training opportunity. These roles include:

- Environmental Health
- Secondary Impact Assessment
- Relief Centre Management
- Recovery Centre support staff
- Building surveying
- Infrastructure Assessment

## 6. EMERGENCY RECOVERY OPERATIONS

This section of the recovery plan outlines **what** will happen during an emergency recovery operation, and **who** will be responsible for the provision and coordination of each recovery service. A more detailed plan on **how** and **when** each of those recovery services will be delivered is contained in the **Moorabool Recovery Operations Sub-Plan**.

### 6.1 Activation and Notification

Activation of the Emergency Recovery Team is normally triggered when the community is directly impacted by an emergency. The alternative trigger could be a perceived or real **threat** which has a strong likelihood of occurring.

#### Threat Activation

There are times when emergencies have not occurred, but the threat is powerful and real. These could be triggered by a severe weather warning or an emergency occurring in a neighbouring municipality. Activation of the recovery team may be simply an alert message and escalation to standby as the threat level increases.

#### Emergency Activation

When an emergency occurs and it impacts on the Moorabool Shire community, the MEMP alert procedure is activated. (refer to the Activation Procedure outlined in the Recovery Operations Sub-Plan). Essentially, in terms of recovery, the procedure is for the MRM to be notified by the MERO and briefed on the situation. The MRM will respond to the situation according to the circumstances. This could entail:

- Placing part or all of the Recovery team on alert
- Escalating the team (part or all) to standby as the emergency broadens its impact
- Activating the relief and recovery service teams and their operating plans as required

NOTE: Should the CEOC/MECC open, the MRM (or deputy) will immediately attend the centre and take up their position as member of the Emergency Management Coordination Group (EMCG – MERC, MERO & MRM) which is responsible for the management of the CEOC/MECC. It will be from the CEOC/MECC that the MRM can effectively monitor the development of the emergency and activate the recovery team as required.

*NOTE: The 'Recovery Team Activation Procedure' can be viewed in Recovery Operations Sub-Plan*

### 6.2 Escalation to the Regional Level

Allocation of recovery staff and resources can reach a point where the capacity of Moorabool Shire Council will be exceeded. It is best if this point is determined in advance of it actually occurring. This requires forward planning in the CEOC/MECC and/or by the Emergency Relief and Recovery Sub-Committee as the recovery operation unfolds. When this occurs, the MRM will:

- Determine what additional resources are required
- Notify the EMCG of the circumstances (if this point is reached during the operation of the CEOC/MECC)

- The MRM will forward the request for additional resources to the Grampians DHHS EMLO or the Regional EM Coordinator (if their EMLO is not present in the CEOC/MECC)
- The MRM will continue to liaise with DHHS

### **6.3 Transition from Emergency Response to Recovery**

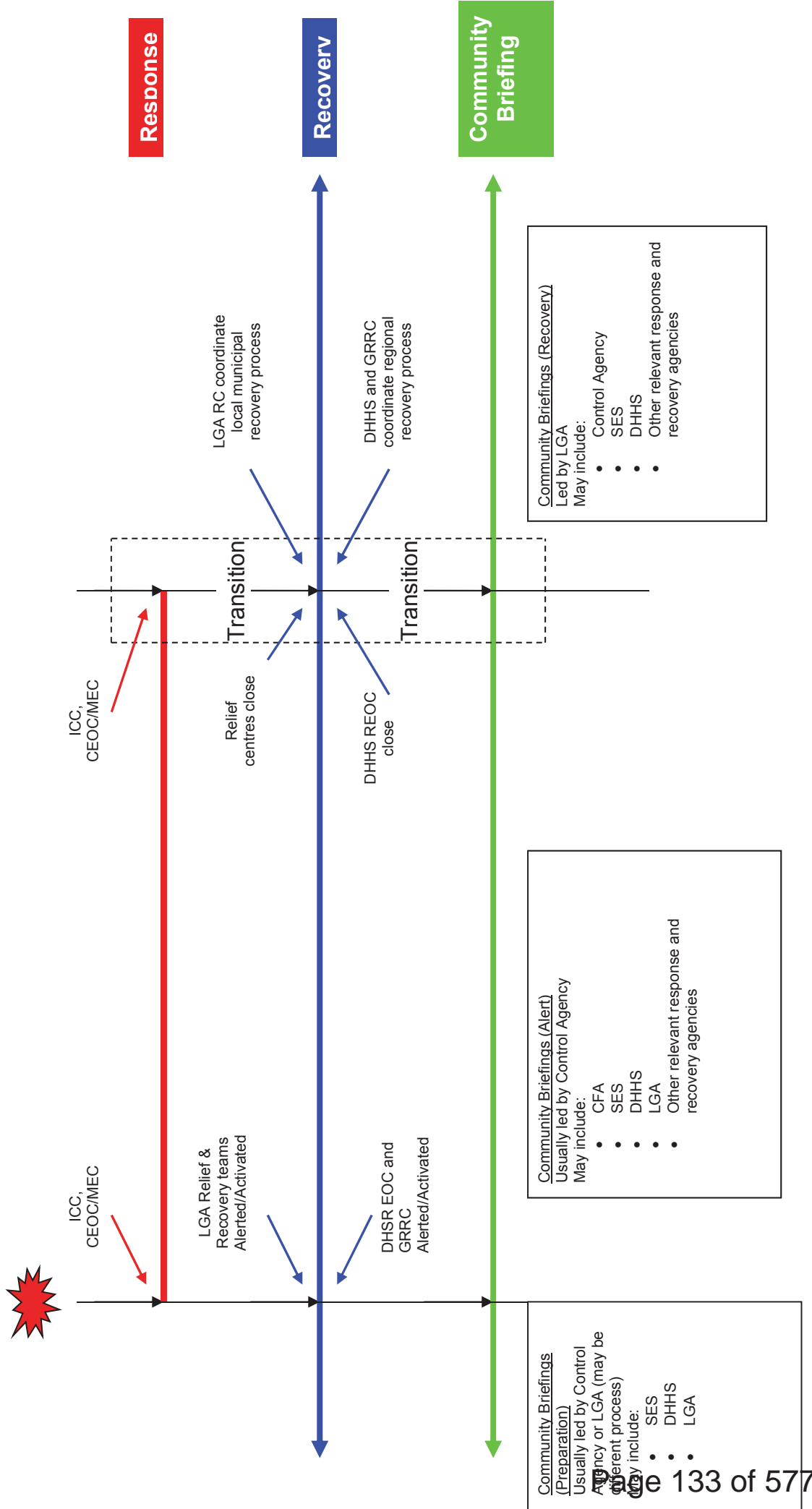
Recovery will begin very soon after an emergency occurs. As the emergency comes under control and containment is achieved, a transition period from response to recovery coordination occurs.

Diagram 3 (Below), **Response/Recovery Interface**, illustrates how the response, relief and recovery processes operate in parallel with each other and then the point where this transition would take place.

The transition from response to recovery requires a level of understanding and cooperation between the respective Emergency Management coordinators. Appropriate arrangements must be negotiated and documented to ensure this occurs.

The Moorabool Shire Council ***'Response to Recovery Transition Agreement Form'*** can be viewed in the ***Recovery Operations Sub-Plan***

**Diagram 3. Response/Recovery Interface**



## 6.4 Recovery Operation Phases

A recovery operation will move along an evolving continuum, often stretching beyond a 12 month period, with the recovery services changing to meet the needs of the affected community. Essentially, some needs will be met earlier in the recovery process (such as relief, material aid, temporary accommodation, clean-up and financial assistance), but others (such as physical reconstruction, community development, economic development and environment rehabilitation) take a much longer time to deliver. This plan has grouped the key recovery services into five primary phases or steps in emergency recovery operations that are related to a time continuum relative to small, medium and large scale emergencies.

The following table is a **summary** of a hypothetical recovery time continuum for a large scale emergency. The time continuum for small and medium scale emergencies may differ from those outlined below, but they will follow the same basic process. A more detailed description of this time continuum can be found in the '**Moorabool Recovery Operations Sub-Plan**'.

### The Five Phases of Emergency Recovery

1. During the incident (usually the response phase);
2. Immediately after the incident (1 – 7 days);
3. Short term (2 – 4 weeks);
4. Medium term (2 – 3 months); and
5. Long term (4 months and onwards: up to 18 months or 2 years depending upon the impact of the incident).



This table outlines the likely recovery activities in each phase and assigns responsibility

<b>1. During The Incident</b>	
<b>Activity</b>	<b>Responsibility</b>
Activate emergency relief arrangements	EMCG
Conduct an Initial Impact Assessment	ICC, CEOC/MECC Planning Unit
Assess the need and plan for Secondary Impact Assessment	CEOC/MECC Planning Unit
Plan for and conduct community response information meetings	ICC
Plan for community recovery information meetings	CEOC/MECC Planning Unit
Assess the need, and plan for, the establishment of a recovery centre.	EMCG
<b>2. Immediately After The Incident (1 – 7 days)</b>	
<b>Activity</b>	<b>Responsibility</b>
Notify State Treasury & Finance that there is an emergency	MSC Finance Director/MEM
Conduct community recovery information meetings	EMCG
Activate a Recovery centre/s if required	MRM & Recovery Centre Coord.
Conduct a Secondary Impact Assessment Recovery operation	MRM & SIAR Coordinator
Emergency Recovery Committee meets to assess needs	MRM & recovery coordinators
Establish recovery task forces to meet those needs	Recovery Committee
Assign case managers to households in need	Personal Support Coordinator
Appoint media liaison coordinator	MRM
Escalate to Regional Recovery Coordination if required	MRM
Manage donation offers and spontaneous volunteers	MRM
Conduct first operational debrief	MRM
<b>3. Short Term (2 – 4 weeks)</b>	
<b>Activity</b>	<b>Responsibility</b>
Task forces submit resource requirements to Vic government	Task force coordinators
Task forces implement recovery action plans	Task force coordinators
Plan for outreach services	Social Environment task force
Plan for community development activities	Social Environment task force
Maintain recovery centre services	MRM & Recovery Centre Coord.
Ensure community needs for shelter and material needs are met	Recovery Committee
<b>4. Medium Term (2 – 3 months)</b>	
<b>Activity</b>	<b>Responsibility</b>
Conduct outreach program	Social Environment task force
Maintain recovery centre services (if required)	MRM & Recovery Centre Coord
Task forces continue action plan implementation	Task force coordinators
Plan for economic development activities (if required)	Recovery Committee
Commence planning for a transition strategy back to normal	Recovery Committee
Continue to conduct recovery service debriefs	MRM
<b>5. Long Term (4 months onwards)</b>	
<b>Activity</b>	<b>Responsibility</b>
Monitor and review the progress of the Recovery Action Plan	Recovery Committee
Celebrate recovery milestones	Recovery Committee
Continue the development of the transition strategy	Recovery Committee
Conduct final debrief	MRM

## 6.5 Recovery Service Activities

This section outlines each of the key recovery activities listed in the table above in the **order** that they are likely to be required. More detail on the operational requirements is contained in the '**Moorabool Recovery Operations Sub-Plan**'.

### 6.5.1 Emergency Relief Services

Typically, emergency relief services are provided at a municipal **Emergency Relief Centre (ERC)** which is a **facility** managed by the Council and supported by the attendance of relief agencies. The ERC's purpose is to provide immediate and basic services to people who have been affected by an emergency. People affected by an emergency may need shelter, information, to connect with others affected, or a combination of all of these.

Essentially, an ERC is a facility for providing:

- Emergency shelter
- Food and water
- Material aid
- Information on the emergency
- Registration in the National Registration and Inquiry System (NRIS)
- Personal support
- First aid and primary health care
- Public health advice
- Reconnection of family members
- Overnight accommodation (if required)
- Animal welfare
- Emergency financial assistance

***It is here that the provision of recovery services begins.***

The call to open an Emergency Relief Centre (ERC) will generally come from the Incident Controller for an emergency, who is located in the Incident Control Centre (ICC). The Emergency Management Control Group (EMCG – MERC, MERO & MRM) in the CEOC/MECC may also activate an ERC in response to a local need. This call will be made when one or more of the following events occur:

- Members of the community are displaced by the emergency and cannot get to their homes until the emergency is brought under control;
- VICPOL evacuate sections of the community which is facing imminent danger;
- Members of the community, in response to reports about an emergency in the media, self-evacuate their homes or workplaces ;

- A request for assistance is received from a neighbouring municipality via the ICC; or
- There is no emergency, but the threat is so extreme that an ERC is opened as a precaution

The activation of an ERC, its setting up and operation is outlined in the **‘Moorabool Recovery Operations Sub-Plan’**. Refer to that for more detail.

### 6.5.2 Communicating with the community

Information is the essence of an effective recovery operation. The MRM needs an Emergency Communications Coordinator with a plan to ensure essential recovery information reaches all members of the community so their needs can be met.

*Getting the right information to the right people at the right time should be the primary goal of the recovery coordinator.*

This can be challenging during a recovery operation because so much information will be circulated from a wide range of sources and some people may be so affected that the messages are not registering with them.

The recovery communication plan needs to take these factors into account and consider the most effective methods available. The Council has a range of options available to them, and these include:

- Community meetings/forums
- Council customer service area
- Recovery centres
- After-hours emergency contact service
- Council website
- Newsletters/letter-drops
- Media releases
- Local community radio / ABC Radio Victoria / other broadcasters including electronic and print media.
- Outreach – visitation to homes and businesses

NOTE: The role of the Council Mayor is paramount, particularly with community meetings and gatherings such as community BBQs.

### 6.5.3 Council Cost Recovery

Procedures for tracking and ultimately recovering the costs incurred by Council related to an emergency need to be implemented as soon as possible. Prompt and accurate record keeping will ensure complete cost recovery and avoid unnecessary strain on the Council budget. This entails:

- Advising Victorian State Department of Treasury and Finance that there is an emergency
- Setting up a cost centre and recording all Council costs (including human resources) to that number

Refer to the MAV Publication 'A Council Guide to The Financial Management of Emergencies' located in the **Recovery Operations Sub-Plan** for more detail. Tracking of resource use can be managed in the CRISISWORKS database.

#### 6.5.4 Recovery Centres

Recovery Centres are set up by Councils following a significant emergency within their local government area to coordinate services to the affected community. Centres such as these are established when the demand for information and recovery services exceeds the capacity of council reception staff and the recovery team to manage.

#### Recovery centre considerations:

- If required, a recovery centre/s should be opened as soon as possible after the event.
- A Recovery Centre is a one-stop shop from which information and support can be provided to impacted people **after an emergency has passed**.
- A Recovery Centre is often located as close to an impacted area as possible, although this may change according to the impact of the event (e.g. in the event of widespread flood, it's likely to be at a local centre that can be accessed readily by impacted people.)
- A Recovery Centre may end up operating over many months, once again, depending on the severity of the impact and the needs of the affected community.
- The Council has responsibility for selecting and managing the facility. They will also provide an information service for the affected community members on Council functions (clean-up, community infrastructure, environmental health, buildings and planning etc) as well as what community recovery activities are currently available. Council will also log requests for assistance and manage the data collected in the centre using the GEOC/MECC Recovery database titled '**Crisisworks**.'

Attending agencies at a minimum should include:

**1. VICDHHS** – emergency and hardship grants

**2. COMDHHS (Centrelink)** - Support services for emergency affected persons in crisis, for example:

- Disaster Relief payments;
- Exceptional Circumstances Relief payments;
- Bereavement Payments; and
- Special Benefit payments.

### **3. Community Health Centre/s**

- Personal Support;
- Psychological First Aid; and
- Temporary accommodation in some cases

### **4. Salvation Army/material aid agency:**

- Material aid items, such as clothes, food and toiletries;
- Financial grants in some cases; and
- Temporary accommodation in some cases

Additional attending agencies can include:

**5. Rural finance advisor** – business advice and low interest loans

**6. DTPLI** – transport planning and local infrastructure

**7. Insurance Advisor** – general insurance advice and advocacy

**8. DEDJTR** – information on public land borders, fence lines and farm support

**9. Fencing Coordinator** – assistance with restoring boundary fences

**10. Telstra Countrywide communications advisor** – mobile phone loans

**11. Catchment management authority advisor** – assistance with restoring catchments

**12.** Others as required

The process for collecting and managing recovery centre data is outlined in the ‘**Moorabool Recovery Operations Sub-Plan**’. This includes a manual and a standard operating procedure for the setting up, staffing and management of a recovery centre.

### 6.5.5 Secondary Impact Assessment

Secondary Impact Assessment - Recovery (SIAR) is the process for determining the impact of an emergency on the built, natural, social and economic environments of the affected community. This assessment is conducted primarily after the emergency when it is safe enough for trained personnel to enter the affected area.

A detailed assessment of the damage to the affected area is essential so that the municipal recovery team can:

- determine what needs to occur to ensure safety to life and property
- identify what relief and recovery requirements are needed
- provide advice to relevant government departments, agencies and the community
- effectively commence their planning and recovery operation.

Emergencies can have a wide-ranging impact on a community. Secondary Impact Assessment, and the ensuing Emergency Recovery operation, is conducted (as mentioned above) across 4 recovery environments:

- Social (assisting people rebuild their lives and getting communities reconnected)
- Built (re-building homes, fences, community structures, roads and utilities)
- Natural (restoring water, national parks, environment and cultural heritage assets)
- Economic (promoting tourism, assisting return of business activity)

Strategies for recovery are developed from the Secondary Impact Assessment report and then implemented by the range of available agencies within the local government boundary and/or region.

#### Who conducts this assessment?

The following organisations, as designated in the Emergency Management Manual of Victoria (August 2014, Part 7 Emergency Management Agency Roles, Recovery Activities), are responsible for conducting SIAR work in the following areas:

- Local Government Authority (LGA) - Where the impact is within an Urban or Industrial area and on Council property
- Department of Environment, Land Water and Planning (DELWP) - Where the impact is upon rural and farming enterprises and where the impact is upon state owned public land.

#### The Four SIAR Stages

Following a significant emergency, and when the SIAR teams are ready to be deployed, there are four clearly defined stages of SIAR data collection and management. The completion of each stage enables the next one to commence.

##### Stage 1: Municipal Infrastructure Impact Assessment:

Designated outdoor Council staff will conduct a rapid assessment of Council infrastructure. This information will be passed back to the Manager of Infrastructure and SIA Coordinator. The Infrastructure Team will have a standard operating procedure for making this assessment and recording loss and damage data, as this is part of their 'every day' work.

This information is essential not just for the Infrastructure team, but for the other members of the PIA team in planning and understanding the area of impact.

## Stage 2: Private Property SIAR

Council and DELWP staff will commence their assessment of the impacted private properties once the Infrastructure data provides a clear picture on the areas safe to enter. Impact data is recorded on the relevant data collection forms (electronic or hard copy) and copies will be collated by the SIAR Coordinator. Damage to any buildings is reported to the EHO and Buildings team.

## Stage 3: Hazards Identification and Assessment

The EHO and Buildings surveyors/assessors, having data on the locations of damaged structures, (damaged buildings/utilities), will conduct their more detailed assessment of those properties with a focus on the hazards which may exist. These hazards will include identification of dangerous substances (eg asbestos), unstable structures as well as damage to water supplies and sewerage systems.

## Stage 4: SIAR Data Management and Reporting

The influx of the secondary impact data from these assessments will need to be collated and stored by the Council. The ability to deliver accurate and timely reports on the impact of emergencies is the primary purpose of SIAR. There will be demands placed upon the Council from numerous directions to do just that. In the past, there has been no clear process on just how this should work which raises the following questions.

- How will all this SIAR data be managed and then used to produce reports?
- Who will want these reports and what data will they require?

**NOTE:** An MOU currently exists between all the organisations involved in the SIAR process as well as support agencies (neighbouring LGAs, SES & CFA) who have agreed to assist the Moorabool SC in the conduct of their Municipal SIAR.

A copy of this MOU sits in *the Recovery Operations Sub-Plan*.

As stated earlier, a more detailed SIAR operational plan is held in the ‘**Moorabool Recovery Operations Sub-Plan**’. This includes a manual and a standard operating procedure for the implementation of a Municipal SIAR operation.

### 6.5.6 Municipal (INCIDENT) Recovery Committee

Where the magnitude of the event requires community input into the recovery process, a Municipal (*INCIDENT*) Recovery Committee may be established within the affected area.

For example, a *BUSHFIRE* Recovery Committee may be established following a severe bushfire. The same would apply for managing the recovery process for a drought or flood, etc.

#### Municipal (INCIDENT) Recovery Committee Membership

The composition of the committee will be essentially members of the Municipal (INCIDENT) Recovery Committee, but will vary depending on the extent and type of emergency (i.e. which of the 5 recovery environments have been impacted?). For example, a fire could impact on the social, natural, built, economic and agricultural environments, but drought will largely impact the social and economic environments.



The membership of the committee could include community leaders and agency representatives:-

- Municipal Recovery Manager
- MERC, MERO and MEM
- Councillors (representing affected persons)
- Recovery Service Coordinators
- Government agencies
- Community groups
- Non-government agencies
- Task Force coordinators

### **Recovery Committee Responsibilities**

- Address the impact of the emergency on the five environments and coordinate the required recovery services. Undertake specific recovery activities as determined by the circumstances and the Committee;
- Monitor the overall progress of the recovery process in the affected community. This can be done by:
  - Receiving feedback from personal support case managers
  - Conducting outreach services to the affected community
  - Monitoring service requests via council reception and/or the recovery Centre
- Identify community needs and resource requirements and make recommendations to appropriate recovery agencies, municipal councils and state government departments;
- Liaise, consult and negotiate on behalf of the affected communities, with recovery agencies, government departments and municipal councils;
- Liaise with DHHS Regional Recovery Coordinator;
- Ensure the affected community is consulted before recovery activities are undertaken;
- Provide leadership and support to staff specifically employed for the recovery effort (e.g. a CDO or business recovery officer).
- Form a 'Community Recovery Committee', made up of interested community members, to develop and implement specific recovery projects.

## Activation

If a Municipal (INCIDENT) Recovery Committee is required to manage the recovery process, the MRM needs to determine;

- Who is the most suitable chair (the MRM or a council member)?
- What is the membership?
- How often should it meet?
- Reporting process
- Authority

### 6.5.7 Personal Support and Case Management

Following an emergency, affected members of the community may require one or more of the following services:

- General personal support
- Case management
- Outreach
- Counselling

Initial personal support services may be general in nature at relief/recovery centres and community meetings. People who have lost their homes may urgently require a case support worker. In all of these cases, the MRM will be advising the Coordinator of Personal Support/Counselling services to activate their part of the Municipal Recovery Plan.

**NOTE:** An MOU currently exists between 2 health services, DHHS, Australian Red Cross, VCC EM and the Moorabool SC for the coordination and provision of personal support and case management.

A copy of this MOU sits in the ***Recovery Operations Sub-Plan***.

#### Implementing the Personal Support Process:

It is important that the post-emergency process is fully understood by all personal support providers and works in conjunction with other recovery services also being provided. The coordination of recovery services is the responsibility of the MRM and the **Municipal (Incident) Recovery Committee** (should it be necessary to convene and again the decision is made by the MRM).

Once all affected citizens (who need assistance) have been assigned a case support worker and community recovery meetings have informed the public of the available services, by about the sixth to the tenth week into the recovery operation, an **outreach activity** (explained further on in this document) may need to be conducted. Planning for this should commence at least two weeks prior to the planned outreach activity so training can be prepared and volunteers recruited.

### **Recovery Milestones:**

People impacted by emergencies may need support over an extended period of time, particularly upon reaching certain milestones ..... 6 week, 6 month and 12 month points in time have proven to be important stages for some people in their recovery process. The Personal and Case Support Coordinator needs to keep these milestones in mind when planning service delivery.

### **6.5.8 Recovery Task Forces and action plans**

Task forces (or recovery workgroups) may be formed within the (INCIDENT) Recovery Committee to develop and implement recovery action plans. They will largely align themselves with the 5 recovery environments (social, built, economic, natural & agricultural), but additional groups may need to be formed where a specific function or community group requires extra coordination. Examples in the past have seen Tourism, Agriculture and Communication task forces formed to prepare and implement specific recovery service action plans.

The formation of these task forces allow the Council staff, agencies and service coordinators, specific to their particular environment (or function), to meet and develop their action plans in a focussed manner.

Each task force will be required to do the following:

- Appoint a Chair for the workgroup – (eg Council engineer for the built environment)
- Assess the needs identified in the Secondary Impact Assessment
- Determine the recovery services required to meet those needs
- Prepare an action plan which sets out an implementation plan and timeline
- Apply for funding through the recovery assistance program on offer at the time
- When ready, implement the recovery action plan
- Meet regularly to monitor progress
- The Chair attends the Emergency Recovery Committee meetings to provide progress reports and liaise with the other task forces

### **6.5.9 Donations and Spontaneous Volunteers Management**

In an emergency, community goodwill may result in a flood of material goods or volunteer offers of help. The MEMP Recovery Plan should have a clear policy on the handling of donations which will need to be implemented by the MRM starting from the GEOC/MECC and continue through the recovery operation.

To ensure the effective management of offers of material aid and volunteer support, it is important that those making offers:

- Receive a professional and courteous response from Council staff;
- Understand the conditions where offers of support will or will not be accepted; and
- Are made aware of ways to get involved in recovery activity (service clubs, volunteer agencies etc).

## Moorabool SC Policy

### Donated Goods

Unsolicited goods and services donations can cause many problems, largely related to logistics and administration overheads needed to manage them. Also, only a small percentage of them end up being useful. The introduction of large quantities of commodities into an affected area can also hurt the local economy if it is already vulnerable.

The following recommendations on goods and services management should help with this potential problem:

- The municipality should refuse offers of donated goods that are unsuitable, will cause resource problems for distribution or will disadvantage local suppliers and businesses.
- An alternative approach could be to record (or log) offers of goods and services with a return contact number. Should the need arise, the donor will then be contacted.
- All donations (when solicited) should become resources to be used in the recovery process where best needed and not subject to conditions by the donor or returned.
- Donors who attempt to donate unsolicited or unsuitable goods, such as clothing, should be directed to community agencies who manage these products. Donors could also be encouraged to sell these goods and donate the cash.
- Corporate donors will be subject to the same guidelines as individuals, but where their offers are accepted, the following should be considered:
  - Consideration be given as to whether these offers will adversely affect local businesses
  - All goods should be labelled and provide an inventory list when shipped
  - All corporate goods must be tracked to their end-point, for transparency and auditing purposes (they are tax deductible for the company)
  - Those donated goods not distributed can be sold and added to the appeal total
  - Recognition of the corporate donors should be considered, so liaise with the Communications Coordinator about positive comments to the media.

**NOTE:** Due to food handling regulations, donations of perishable food **CANNOT** be accepted under any circumstances. Non-perishable food donations could be handled by a local agency if one is available.

### Spontaneous Volunteers

These are people who have the desire to help in emergencies even though they may not have had actual experience, or training.

So what's the difference between a volunteer and a spontaneous volunteer?

A volunteer is:

- affiliated - a member of an organised recognised group
- may have been trained to some degree in emergency management relevant skills

- accountable and responsible (through their organisation)
- a known quantity

A spontaneous volunteer is;

- unaffiliated – not a member of an organised, recognised group
- unlikely to have been trained in emergency management relevant skills
- not responsible or accountable to any given organisation
- an unknown quantity
- possibly a 'previous' volunteer (no longer involved)

Volunteers are an essential resource who need to be used in a recovery operation, but spontaneous volunteers require careful pre-planning and preparation as well as close supervision.

There will be tasks and circumstances where these volunteers can be utilised, and there will be times when their offers will be declined. While the Council may not wish to use spontaneous volunteers in their recovery operations, it needs to take into consideration that people will present themselves regardless. It is wise therefore, to have a pre-arranged agreement about how people who present will be communicated with.

Simply telling people they are not wanted and sending them away can lead to very bad feeling in the community when people perceive (rightly or wrongly) a need. It is more appropriate to direct people to other organisations who may be able to use their services. It is valuable to develop a clear message for spontaneous volunteers in advance of an emergency event. Any message should thank them for their offer and their time, and direct them to actions they can undertake or organisations they can assist with.

Moorabool SC, on those occasions when spontaneous volunteers are not required, the following process will be implemented:

- Individuals wanting to volunteer will be encouraged to affiliate themselves with a responding voluntary agency, or an organised group of their choice. *This could include the 'Volunteering Portal's Emergency Volunteer Register'. For more information on this register refer to the **Donations and Appeals Operations plan**.*
- Unaffiliated volunteers will be discouraged from going directly to any emergency site and informed that their presence may hamper relief and recovery efforts. They will be encouraged to contact voluntary agencies in their area.

### **Monetary Appeals**

The optimum and preferred situation in any emergency recovery situation is to have all individuals and organisations wishing to make monetary donations. This will eliminate the logistics involved in managing goods and services. The funds can be used to purchase what people need which meets their individual preferences and circumstances. Monetary gifts are also the least labour intensive.

The following recommendations should be considered should an appeal be launched:

- Where possible, recruit a non-profit, tax exempt organisation with donation management experience (eg Australian Red Cross) to manage the appeals process.
- Develop a funds management procedure which provides guidelines and criteria on funds collection, storage and distribution. This should include the development of a terms of reference for an Appeals Management Committee.

- Ensure the management process is supported and understood by the Mayor and senior management of the municipality.

If an appeal is launched, then the Moorabool Appeals Committee (refer Terms of Reference) should be convened to activate the:

- Donated cash management procedure
- Grants eligibility criteria

Refer to the **Donations and Appeals** Operations plan for more information on how this should work.

### 6.5.10 Outreach

Outreach services are defined as a visitation process for delivering and gathering of information at the home or business of affected households or individuals. Essentially it is a coordinated door knock with the intention of providing personal support (which is essentially a sympathetic ear to gauge how they are travelling and the provision of recovery services information).

The Outreach model for providing effective personal support services will aim to assist people to recover from emergencies which may have been stressful and traumatic events, whilst supporting and working within the existing service system structure.

A coordinated proactive Outreach model is one of the primary tools which achieve the following:

- The ability to assess the level of needs within the community;
- Ensure key services are been delivered and that they meet community expectations.
- Reduce the number of visits by agencies to affected people.
- Provide effective personal support which may reduce the requirement for counselling and formal mental health services at a later date.

While it is recognised that many homes may be in the geographic area impacted by an emergency, careful prioritising and monitoring will need to be undertaken to maximise the ability to provide outreach to the areas most affected.

When planning the initial outreach visits, consideration needs to be given to:

- local understandings about the community profile
- which areas have experienced severe damage from the event
- the extent of the loss of essential services. Districts without essential services may also have vulnerable people living in those areas

**NOTE: The Personal Support Coordinator has the responsibility for planning and implementing an outreach program in partnership with the Recovery Committee and the Australian Red Cross**

### 6.5.11 Community Development

An emergency can have a range of impacts on a community which may cause social networks to be disrupted or completely break down. These emergencies can range from single incidents (such as a house fire) to catastrophic events (such as a flood or a major bushfire). These impacts may cause losses of:

- primary residences
- essential services (transport, utilities, local store or service station)
- community assets (community hall or sporting facilities)
- volunteer support (due to them being directly impacted or overworked)
- community and sporting networks
- income (through drop in business activity).

One or a combination of these may cause people to 'disconnect' from the community support networks which can add to their stress level and/or trauma. There are a range of recovery activities that can be undertaken to assist with a return to normality. These include:

- Rebuild lost community infrastructure
- Employ a Community Development Officer (CDO) to prepare and implement a plan which encourages people to reconnect, and thus assist them to recover from the emergency
- Send key messages to the impacted community providing information on the community development process and associated activities.

### 6.5.12 Economic Development

An emergency can also have a range of impacts on the business community which may cause economic activity to be disrupted or completely break down. These impacts may cause losses of:

- Building and production infrastructure
- Customer base (negative impact on tourism numbers)
- Supply chain
- Jobs or employees

One or a combination of these may cause a negative impact on economic activity and the community. There are a range of recovery activities that can be undertaken to assist with a return to normality. These include:

- The Council Economic Development Coordinator visit the impacted businesses and note their concerns and provide support information.
- Employ a Business Development Officer (BDO) to prepare and implement a business support plan which will aid their recovery
- Send key messages to the impacted business community providing information on the business development process and associated activities



### 6.5.13 Recovery Personnel and Staff Welfare

The following should be considered when maintaining an effective workforce within the recovery team.

- staffing numbers and workload
- rotations/rosters
- use of volunteers
- mutual aid from neighbouring municipalities

**Note:** Staff will be undertaking multiple roles and functions.

Staff welfare is often overlooked due to the priority given to supporting the management of the recovery operation. It is important to recognise that emergency recovery staff may be emotionally affected, as they are likely to be dealing with people who have been affected by the emergency. In addition, they may have concerns about their own families and friends who have been similarly impacted. Also, their recovery role is unlikely, in some cases, to be part of their normal Council function and they may feel pressured to undertake these daily tasks as well.

As a result, there is a potential for a substantial amount of stress and work overload among the recovery staff. The Moorabool SC Business Continuity Plan, if implemented as it is designed, should address some of the workload issues, but won't resolve all of them. Therefore, the Leadership Group, in conjunction with the Recovery Management Team, should take steps to provide welfare support to recovery staff including:

- Providing a supportive working environment;
- Providing backfill into their substantive role when required;
- Ensuring regular breaks;
- Making available psychological support and counselling;
- Providing information and assistance regarding staff families and related issues;
- Managing workloads;
- Recognising post-event staff needs.

The recovery operation cannot operate without the relevant individuals to source resources and provide support to the recovery operation. As such, the workforce management issues and welfare of staff, including personnel from other agencies, should be paramount.

### **6.5.14 Evaluation and Reporting Requirements**

#### **Evaluation**

At the conclusion of the various recovery activities (eg Relief and Recovery Centres) and the implementation of recovery action plans, a debrief should be held to evaluate how well the recovery functions and the overall operation performed. This process helps identify good practices and areas for future improvement.

The review also allows any issues falling out of the recovery operation to be aired, for affected individuals to be identified and have their welfare needs addressed, and for lessons learned on the way to be included into the future planning arrangements.

The action items arising out of this evaluation need to be documented, placed on file and worked through by the Recovery Planning Committee. Confirmation that those improvement activities were undertaken will be sought during the next MEMP review, which occurs every 3 years.

#### **Reporting**

The Recovery Committee will be required to prepare reports on a range of activities at various stages in the emergency recovery continuum. These include:

- Loss and damage to private and community infrastructure
- Affected households and businesses
- Funded recovery action plans
- Vulnerable people

### **6.6 Recovery service areas and lead agencies**

The following table outlines the key recovery services that may be called upon following an emergency and includes:

- The responsible coordinator for that service
- Supporting service provider agencies

## Moorabool SC Recovery Service Coordination Arrangements



Activation of any of the following services will be via notification from the Municipal Recovery Manager to the Recovery Service Coordinator of that specific area

Recovery Environments:

Social, Health & Community

Built

Natural

Economic

Planning

Additional Environment:

Recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
<b>Temporary Accommodation</b> <ul style="list-style-type: none"> <li>Assist in the provision of temporary accommodation after an incident (up to a week)</li> </ul>	<b>Manager Active Aging and Community Access</b>	<ul style="list-style-type: none"> <li>MSC</li> <li>Red Cross</li> <li>Agencies in neighbouring municipalities</li> </ul>	Refer to Recovery Plan Temp Accommodation Register  For single incident - primary residences only; shopping for supplies  Contact MRM in neighbouring LGA
<b>Aged &amp; Disability Support</b> <ul style="list-style-type: none"> <li>Plan for and co-ordinate the recovery process for aged and disabled people in the Shire.</li> <li>Vulnerable People Register used to prioritise service provision</li> </ul>	<b>Manager Active Aging and Community Access</b>	<ul style="list-style-type: none"> <li>Aged Care Providers</li> <li>HACC</li> <li>Dept of Health and Human Services (DHHS)</li> <li>Rural Access Worker</li> </ul>	Health Services  Liaise with agencies re: possible additional support required



Recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
<p><b>Catering</b></p> <ul style="list-style-type: none"> <li>▪ Provide food services as required for response, field and emergency management staff (and attendees at Emergency Relief Centres).</li> </ul>	<p><b>MRM</b></p>	<ul style="list-style-type: none"> <li>• Red Cross</li> <li>• MSC</li> <li>• Private caterers</li> </ul>	<p>May provide catering in relief centre</p> <p>Coordinates catering for other EM functions</p>
<p><b>Children's and Youth Services</b></p> <ul style="list-style-type: none"> <li>▪ Plan for and co-ordinate the recovery process for young people.</li> </ul>	<p><b>Manager Child, Family and Youth</b></p>	<ul style="list-style-type: none"> <li>• MAST</li> </ul>	<p>MSC and Group of agencies that support Youth Services</p>
<p><b>Children and Families</b></p> <ul style="list-style-type: none"> <li>▪ Provide Childcare to relief/recovery centres.</li> <li>▪ Plan for and co-ordinate the recovery process for children and young people.</li> </ul>	<p><b>Manager Child, Family and Youth</b></p>	<ul style="list-style-type: none"> <li>• Family Day Care Provider</li> <li>• Kindergartens/Schools</li> <li>• Maternal and Child Health Nurse</li> <li>• Child and Family Services</li> </ul>	



<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate and provide accurate information to the public and media after an emergency.</li> </ul> <p><i>NOTE: more detail on the provision of this service is provided in the SOP # in the Recovery Operations Sub-Plan</i></p>	<p><b>Communications CEO Support</b></p>	<ul style="list-style-type: none"> <li>• Media Liaison Officer</li> <li>• Council Mayor</li> <li>• Community Engagement Officer</li> <li>• Local Media</li> </ul>	
<p><b>Social and Organisational Development</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate community events and activities that will assist communities' recovery from the impacts of an emergency.</li> <li>▪ Recovery Centre</li> <li>▪ Employment of a Community Development Officer (CDO) may well be a key part of this recovery service.</li> </ul>	<p><b>General Manager Social and Organisational Development</b></p>	<ul style="list-style-type: none"> <li>• MSC</li> <li>• Community Health Service providers</li> <li>• Dept of Health and Human Services (DHHS)</li> <li>• DELWP and DEDJTR</li> <li>• Community group representatives</li> </ul>	<p>Ballarat Community Health, Beaufort &amp; Skipton and Maryborough Health Services</p> <p>Assistance with gaining funding for Community Development Officer (CDO)</p> <p>Funding provider and coordinator</p>
<p><b>Donations/Appeals Coordination</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate the collection and distribution of donated goods, services and money following an emergency.</li> </ul>	<p><b>Chief Financial Officer</b></p>	<ul style="list-style-type: none"> <li>• Neighbours Place</li> <li>• Red Cross</li> </ul>	<p>May assist with collection and distribution of food</p> <p>Will provide advice and assist with cash donations</p>



<p><b>NOTE: more detail on the provision of this service is provided in the SOP # in the PSC Recovery Operations Sub-Plan</b></p>		<ul style="list-style-type: none"> <li>• Salvation Army</li> </ul>	<p>Will provide material aid</p>
<p><b>Financial Assistance</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate the distribution of information on financial aid to individuals and communities after an emergency.</li> </ul>	<p><b>Chief Financial Officer</b></p>	<ul style="list-style-type: none"> <li>• Bendigo Bank</li> <li>• Media Liaison Officer</li> <li>• MSC</li> <li>• Dept Health and Human Services</li> </ul>	<p>May support and administration of an appeal</p> <p>Newsletters, community meetings</p> <p>Information on grants available</p>
<p><b>Material Aid</b></p> <ul style="list-style-type: none"> <li>▪ Co-ordinate distribution of material aid to affected members of the community following an emergency.</li> </ul>	<p><b>MRM</b></p>	<ul style="list-style-type: none"> <li>• Salvation Army</li> <li>• Local opportunity shops</li> <li>• Local service organisations</li> </ul>	
<p><b>Personal Support</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate the provision of personal support and counselling services during and after an emergency.</li> </ul>	<p><b>MRM</b></p>	<ul style="list-style-type: none"> <li>• Community Health Service providers</li> </ul>	<p>Personal support, case management, outreach services, counselling</p> <p>NOTE: Refer to Personal Support MOU for procedures in a minor incident</p>



<ul style="list-style-type: none"> <li>▪ Case management of affected members of the community will be the preferred approach.</li> <li>▪ Outreach services will be coordinated from this service area</li> </ul> <p><i>NOTE: more detail on the provision of Outreach Services is provided in the SOP # in the Recovery Operations Sub-Plan</i></p>		<ul style="list-style-type: none"> <li>• Regional &amp; State authorities</li> <li>• Victorian Council of Churches Emergencies Ministry (VCC EM)</li> <li>• Red Cross</li> <li>• Beyond Blue</li> </ul>	<p>Personal Support, eg. VicRail in the event of train crash, TAC in the event of road accident</p> <p>Personal support in a relief centre, support for secondary impact assessment and outreach. Support for single incident emergencies.</p> <p>Personal support, outreach services</p> <p>Will provide resources for community events</p>
<p><b>Recovery Centre Management</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate and staff relief and recovery centres as established by the MERO and MRM, and liaise with other Service Coordinators.</li> <li>▪ Regular maintenance of the centre register and support resources is part of the coordinator’s role.</li> </ul> <p><i>NOTE: more detail on the provision of</i></p>	<p><b>MRM</b></p> <ul style="list-style-type: none"> <li>• Identified centre managers and deputies</li> <li>• Dept of Health and Human Services (DHHS)</li> <li>• Community Health service providers</li> <li>• Salvation Army</li> <li>• Centrelink</li> </ul>	<p>MRM usually determines recovery centre activation</p> <p>Recovery centre support; emergency grants, information &amp; coordination</p> <p>Personal support and case management</p> <p>Material aid and grants</p> <p>Financial advice and grants</p>	





<p>this service is provided in the SOP # in the MSC Recovery Operations Sub-Plan</p>		<ul style="list-style-type: none"> <li>Others support Agencies include Rural Finance, Teistra Countrywide, DELWP, Insurance Council of Victoria etc as required</li> </ul>	<p>Provide information and recovery services</p>
<p><b>Relief Centre Management</b></p>	<p><b>MRM</b></p>	<ul style="list-style-type: none"> <li>Red Cross</li> <li>VCC EM</li> <li>Victoria Police</li> <li>Salvation Army</li> <li>Dept. of Health and Human Services</li> </ul>	<p>Registration</p> <p>Personal Support</p> <p>Security</p> <p>Material Aid/bedding</p> <p>Financial assistance</p>
<p><b>Volunteer Co-ordination</b></p> <ul style="list-style-type: none"> <li>Recruit, support and coordinate the work of volunteers after an emergency.</li> <li>Assist other recovery service areas through provision of volunteers as required. (This could include cleaning up, fencing and garden restoration.</li> </ul>	<p><b>Manager Community Development and Recreation</b></p>	<ul style="list-style-type: none"> <li>MSC Community volunteer groups</li> <li>Service Clubs</li> <li>Others as determined</li> </ul>	<p>Progress associations, sporting clubs etc</p> <p>Lions and Rotary</p> <p>Football club etc</p>



Recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
<p><b>Animal/Stock Welfare</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate pets at relief centres</li> <li>▪ Assist/destroy injured stock/wildlife.</li> <li>▪ Co-ordinate disposal of dead stock.</li> <li>▪ Co-ordinate emergency feed/fodder supplies.</li> <li>▪ Identify holding areas for stock/pets etc.</li> <li>▪ Provide cages/leads etc. for animals and relief/recovery centres.</li> <li>▪ Round up escaped stock.</li> </ul>	<p><b>Manager Statutory Planning and Community Safety</b></p>	<ul style="list-style-type: none"> <li>• MSC Community Safety Officer</li> <li>• Department of Economic Development, Jobs, Transport and Resources (DEDJTR)</li> <li>• Environmental Health Officer (EHO)</li> <li>• MSC Manager Operations</li> <li>• RSPCA</li> <li>• Victorian Farmers Federation (VFF)</li> <li>• Parks Victoria</li> <li>• Animal Aid Agencies</li> </ul>	<p>Implement Animal Emergency Management Plan</p> <p>Containment and disposal of stock, feed distribution and advice to farmers</p> <p>Siting of stock pits in consultation with EPA</p> <p>Create stock disposal pits</p> <p>Pet accommodation</p> <p>Assist DEDJTR with farm animal support</p> <p>Wild life assistance</p> <p>Wild life assistance</p>
<p><b>Economic Development and Tourism</b></p> <ul style="list-style-type: none"> <li>• Support local businesses and tourism services and provide information and advice</li> </ul>	<p><b>Manager Strategic and Sustainable Development</b></p>	<ul style="list-style-type: none"> <li>• MSC tourism, events and economic development staff</li> <li>• DEDTJR/RDV</li> <li>• Centrelink</li> </ul>	<p>Economic development and tourism assistance</p> <p>Economic development assistance and planning, grants, marketing</p> <p>Financial assistance</p>



Recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
		<ul style="list-style-type: none"> <li>• Community Service providers</li> <li>• Chamber of Commerce</li> <li>• Rural counsellors</li> </ul>	Business For Beaufort & ABNT Connection with local businesses Business planning advice



Recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
<p><b>Clean up/Equipment Provision</b></p> <ul style="list-style-type: none"> <li>Plan for and coordinate the clean up process after an emergency, including the provision of temporary resources as required, eg. toilets, generators, earthmoving equipment, furniture.</li> </ul>	<p><b>Manager Operations</b></p>	<ul style="list-style-type: none"> <li>MSC Works Department</li> <li>Environmental Health Officer (EHO)</li> <li>Arborists</li> <li>CFA Volunteers</li> <li>Local Contractors (e.g. earthmovers)</li> </ul>	<p>Outdoor staff</p> <p>Health hazard management</p> <p>Tree clean up</p> <p>Volunteer support</p>
<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>Rebuild and restore community infrastructure/utilities after an emergency.</li> </ul>	<p><b>Manager Operations</b></p>	<ul style="list-style-type: none"> <li>MSC Manager of Assets</li> <li>Powercor</li> <li>Local water</li> <li>Telstra</li> <li>Catchment Management Authority (CMA)</li> </ul>	<p>Coordinate restoration of roads, bridges, public infrastructure</p> <p>Restore power supply to properties</p> <p>Restore water supply to properties, repair water supply infrastructure</p> <p>Restore phone connections to properties</p> <p>Protect catchment areas/assets</p>
<p><b>Fencing</b></p> <ul style="list-style-type: none"> <li>Coordinate the services to support the restoration of fencing in the</li> </ul>	<p><b>Manager Operations</b></p>	<ul style="list-style-type: none"> <li>DEDJTR</li> <li>Service clubs</li> </ul>	<p>Support with rural properties</p> <p>Support with coordination of volunteers</p>



Recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
municipality, including volunteer fencing efforts.		<ul style="list-style-type: none"> <li>VFF</li> </ul>	
<b>Transport</b> <ul style="list-style-type: none"> <li>Coordinate and provide advice on public and community transport services</li> </ul>	<b>Manager Operations</b>	<ul style="list-style-type: none"> <li>BlazeAid</li> <li>Department of Economic Development, Jobs, Transport and Resources</li> <li>MSC (HACC)</li> <li>Merrimu Services</li> <li>Health Services</li> </ul>	As per Scotsburn Recovery Information and services  Infrastructure and support  Coordination  Infrastructure and information



Recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>▪ Assess, advise on and repair damage after an event, including tree safety/assessment; replanting/revegetation; erosion prevention and control.</li> </ul>	<p><b>Manager Statutory Planning and Community Safety</b></p>	<ul style="list-style-type: none"> <li>• DELWP/Parks Victoria</li> <li>• Catchment management authorities</li> <li>• Landcare Groups</li> <li>• MSC Works Department</li> <li>• Dept Environment, Land, Water and Planning (DELWP)</li> <li>• Local water authorities</li> <li>• Municipal Environmental Health Officer</li> </ul>	<p>Restoration of public lands and national parks</p> <p>Possible funding for restoration of fence lines and vegetation</p> <p>Volunteer work teams</p> <p>Restoration of Council public open spaces</p> <p>Farm advice and programs for weed and feral animal control</p> <p>Manage local water supply issues</p>
<p><b>Environmental Health</b></p> <ul style="list-style-type: none"> <li>▪ Assess, advise on and minimise the public health impact of an emergency e.g. safe water supply, food safety/disposal, septic systems, safe disposal of waste, provision of temporary toilets/facilities etc.</li> </ul>	<p><b>Manager Statutory Planning and Community Safety</b></p>	<ul style="list-style-type: none"> <li>• Contracted EHO support service</li> <li>• Regional DOH Environmental Health Officer</li> <li>• Municipal Environmental Health Officer</li> <li>• Health Services</li> </ul>	<p>Public Health warnings, advice &amp; info</p> <p>Public Health warnings, advice &amp; info, eg. disposal of hazardous materials</p> <p>Coordinate and address local community health matters</p>



Recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
<p><b>Secondary Impact Assessment</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate assessment of damage and losses following an emergency.</li> <li>▪ The gathered information will greatly assist the recovery planning and service provision in the recovery process.</li> </ul> <p>NOTE: more detail on the provision of this service is provided in the SOP # in the PSC Recovery Operations Sub-Plan</p>	<p><b>Manager Projects</b></p>	<ul style="list-style-type: none"> <li>• Department of Environment, Land Water and Planning (DELWP) &amp; Department of Economic Development, Transport, Jobs and Resources</li> <li>• Municipal Building Inspector</li> <li>• Municipal EHO</li> <li>• Personal Support Coordinator</li> <li>• Support agencies – other LGA staff</li> <li>• SES, CFA</li> <li>• Arborists</li> </ul>	<p>Support agency for rural areas</p> <p>VCC EM, Red Cross, VFF</p> <p>Additional EHO, building surveyor</p> <p>Assessor support</p> <p>Tree safety</p>



## PART SIX – ANCILLARY ARRANGEMENTS

### SUPPORT TASKS AND FUNCTIONAL SERVICE AGENCIES

The undermentioned list of support tasks indicates the primary support agency or managing agency and other support agencies. This list is neither exhaustive nor exclusive as many agencies, including response agencies may have a support role, depending on the effects of the emergency. In the event that local resources cannot be provided to meet support tasks needed, the request should be passed onto the Regional Emergency Response Coordinator via the MERC.

SUPPORT TASK	PRIMARY AGENCY	SECONDARY AGENCY
Food and Water Relief Centre	Red Cross	Salvation Army
Commonwealth resources	Victoria Police	EMA, ADF
Communications	Victoria Police	ESTA, Telstra, WICEN
Deceased persons: identification	Victoria Police	CCoV
Detection of Emergency Locator Transmitters	AMSA	Air services Australia
Emergency call taking and dispatch	ESTA	Telstra
Emergency medical care and/or transport	AV	MFESB, ARFF, ESTA – Others as per SHERP (DHHS)
Environmental impact assessment	EPA	DELWP, PV
Evacuation	Control Agency, Victoria Police	VICSES, Municipal Councils
First Aid and Primary Care	Ambulance Victoria	St Johns Ambulance
Mapping Services/information, including: <ul style="list-style-type: none"> <li>• Digital and hardcopy maps</li> <li>• Aerial photography acquisition</li> <li>• Satellite imagery acquisition</li> <li>• GPS positioning and location</li> </ul>	DELWP	Geoscience Australia
Media relations	Control Agency	Victoria Police
Produce (food) contamination by chemicals of security concern	DEDJTR	
Public warnings	Control Agency, Victoria Police	BOM, Municipal Councils, Telstra (emergency alert)
Relocation	Control Agency	Victoria Police, VICSES, Municipal Councils
Transport, engineering and services support	VicRoads	Others as per TESS Plan
Weather information and forecasting	BOM	
Wildlife Welfare	DELWP	PV, RSPCA
Work place / work related investigations and technical support	Worksafe	

## EMERGENCY RELIEF

At State level Emergency Relief and Recovery arrangements are co-ordinated by Emergency Management Victoria. At the Regional level, Emergency Relief and recovery activities are coordinated by the Department of Health and Human Services. At Municipal level, the coordination rests with the Moorabool Shire Council.

### Aim

To co-ordinate the provision of Emergency Relief to an affected community, and when required, to Control and Support Agencies.

### Role

To establish a system for the provision of any or all of the functional services under Emergency Relief.

### Emergency Relief Management

In the event of requirement for any or all of the functional services of Emergency Relief, the request must be channelled through the Municipal Emergency Response Co-ordinator to the MERO. The MERO will activate the required functional services.

All functional services will operate and report back to the MERO.

## FUNCTIONAL SERVICES

### Catering

At municipal level, the Australian Red Cross Victoria - Grampians Region is responsible for the co-ordination for the provision of food and water at the Relief Centre during an emergency situation. Red Cross may be supported by:-

- CFA Brigade Auxiliaries – Bacchus Marsh and Ballan
- Bacchus Marsh SES Associates
- The Salvation Army

Emergency contact details are listed in Part 7 – Appendix B, of this plan.

#### *Activation for service:*

The provision for such food and water arrangements is to be requested through the Municipal Recovery Manager (MRM) who will ensure Red Cross Grampians Region Emergency Services Liaison Officer (ESLO) is activated.

These procedures must apply where;

- Catering is required for the Relief Centre
- reimbursement for incurred costs are to be claimed by local providers
- where food goods/resources are required to be purchased by an authorised Australian Red Cross Victoria purchasing office.

Part Six – Ancillary Arrangements

Grampians Region of ARCV being the coordinators for the provision of catering arrangements will, in conjunction with any local catering provider already activated, ascertain the degree of support necessary from ARCV to meet the requested needs of the Relief Centre.

Requests for catering for response agencies will be coordinated by the agency themselves.

### **Material Needs**

The Salvation Army is responsible for material needs and will co-ordinate material need providers. They may be supported by:

- St. Vincent De Paul
- Red Cross
- Brotherhood of St. Laurence

Contact details are listed in Part 7 – Appendix B, of this plan.

### **Emergency Accommodation**

The Moorabool Shire Council will coordinate the provision of emergency shelter.

A list of Emergency Relief Centres identified in the Moorabool Shire Council is included in this plan. Refer Appendix G.

Contact details are listed in Part 7 - Appendix B of this plan.

### **Personal Support, Emergency Grants and Temporary Accommodation**

The Moorabool Shire Council will co-ordinate the provision of these services at municipal level. If the above functions are outside of the capabilities of the municipal resources, the responsible agency is Department of Health and Human Services.

Local support can also be obtained from:

- Djerriwarrh Health Services Lead agency
- Supporting agencies
- Ballan District Health and Care and
- Department of Health and Human Services
- Temporary Accommodation - Moorabool Shire Council (Municipal Recovery Manager)
- VCC EM
- Hepburn Health
- Australian Red Cross
- VCC Emergency Ministries

Contact details are listed in Part 7 - Appendix B of this plan.

### **Community Organisations**

Many community organisations will have resources that can be of use in an emergency. It is the responsibility of the Moorabool Shire Council to provide the management system to co-ordinate offers of assistance from these organisations.

Contact details of organisations able to assist will be maintained by the municipality.

## Registration

Victoria Police are responsible for the registration of emergency affected people but have delegated the physical task of the registration process to Red Cross.

Contact details are listed in Part 7 - Appendix B of this plan

## SUPPLY OF RESOURCES

Supply of resources at municipal level occurs when functional services, or control authorities, exhaust their own avenues of supply and there is a requirement for continued supply. Functional Service agencies supplying a service and requiring additional resources will put their request to the MERO. The control and support agencies will make their request through the Municipal Emergency Response Co-ordinator. The MERO will endeavour to obtain those resources through existing municipal arrangements. If unsuccessful, the request will be passed through the Municipal Emergency Response Co-ordinator to the Regional Emergency Response Co-ordinator. The Victoria State Emergency Service Regional Headquarters will action the request on behalf of the Regional Emergency Response Co-ordinator.

## EVACUATION

Evacuation is the planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return. Evacuation may be undertaken by individuals, families and households on their own volition and independent of any advice, or it may be after an assessment of information provided by a Control Agency. *(Source: EMMV Part Three)*

The decision to recommend that people evacuate rests with the control agency in conjunction with Police and available expert advice. The Victoria Police are responsible for evacuation. Consideration must be given to the area, which is to be evacuated, the route to be followed, the means of transport and the location to which evacuees will be asked to attend.

Once the decision to evacuate has been made the Moorabool Shire Council MERO should be contacted to assist in the implementation of the evacuation. The Moorabool Shire Council will provide advice regarding the most suitable Emergency Relief Centre and other resources that may be required (e.g. public health, emergency relief considerations or requirements and special needs groups).

Assistance in an evacuation may be provided by the following agencies:

- VICSES
- VicRoads
- Bus/transport company proprietors
- Moorabool Shire Council
- Ambulance Victoria – specialist needs

### Warning Considerations

The method of alerting people to the need for evacuation will depend on a number of factors. Consideration should be given to:

- The type of emergency
- The number of people affected
- The ethnic origins of the affected people
- Special needs groups

Evacuation Guidelines are included in the Emergency Management Manual Victoria – Appendix 9 and attached as Appendix N to this Plan.

## VULNERABLE PEOPLE FACILITIES

**Appendix K** includes the following information in accordance with Recommendation 3 of the 2009 Victorian Bushfire Royal Commission Final Report.

- Identification and documentation of facilities where vulnerable people are likely to be situated and the inclusion of these documents in Municipal Emergency Management Plans and other relevant plans.
- Compilation and maintenance of a list of services/agencies that is aware of vulnerable people in their community with contact details that can be accessed at any time.
- Provisions of this list to local police and any other relevant agency.

## OTHER FUNCTIONAL AREAS

### Communications

The Victoria Police is delegated the responsibility for communications. This is in accordance with the Emergency Management Manual Victoria (EMMV) which identifies that the Victoria Police are the primary support agency for communications.

#### Aim

To ensure essential communications when requested.

#### General

All agencies having a role in this Plan are responsible for the provision of their own communications systems during emergencies. Any agency not possessing a communications network but requiring communications during an emergency will put their request to the Municipal Emergency Response Coordinator who will arrange for the request to be actioned.

#### Telephone Communications

The Telstra network will be the initial and primary means of communication in the event of an emergency, when it is available, and should be utilised to capacity where possible. When identifying locations for use as CEOC/MECCs, Assembly Areas and Emergency Relief Centres, consideration should be given to the communications facilities already in place at that location.

Additional telephones can be provided by Telstra, upon request to the Municipal Emergency Response Coordinator, who will, in turn, submit such requests to the Regional Emergency Response Coordinator for action. All costs, related to such installations, are the responsibility of the requesting organisation.







## Health and Medical

The Municipal Environmental Health Officer has been delegated the responsibility for health and medical matters.

These Municipal Health and Medical arrangements should be considered in conjunction with the State Health Emergency Response Plan (SHERP), the Municipal Hospital Emergency Plans and the MSC Public Health Emergency Management Sub Plan.

### Aim

The aim of these arrangements is to identify the Health and Medical facilities available within the Moorabool Shire Council and identify the arrangements for activation.

Due to the dual nature of these arrangements, it will be divided into two components; each being addressed accordingly. These components will be **HEALTH** and **MEDICAL**.

### Health

The Environmental Health Officer is responsible for all public health matters in the municipality.

The responsibilities of the Environmental Health Officer in emergencies include:

- Food safety (including donated food)
- Safe and adequate water supply
- Infectious disease control
- Waste collection and disposal
- Waste water management
- Emergency toilet and ablution facilities
- Pest control (vermin and vector)
- Disposal of dead animals
- Pollution of water, land and air
- Supply of sanitary and hygienic accommodation when required

## **Medical**

Implementation of the medical arrangements will be automatic where people are injured or require medical assistance. This automatic response will be by Ambulance Victoria and hospitals within Moorabool and adjoining municipalities.

Ambulance Victoria will be responsible for contacting additional first aid support when required (e.g. St. John Ambulance and Red Cross).

### Management of Medical Response

Medical response management at an emergency scene will be carried out by the most senior medical officer present. This could be any of the following:

- the senior Ambulance Officer present;
- a member of a Medical Team;
- the Area Medical Coordinator.

The role of the Medical Commander at the scene of an emergency is to:

- arrange resources required;
- provide triage, (prioritise patients for treatment);
- coordinate transport of patients; and
- determine destination of patients.

The Ballarat Health Services (Ballarat Base Hospital) and St. John of God Hospital have the ability to cope with a number of casualties. Larger numbers of casualties and more serious injuries will be transported by road or air to other hospitals.

A list of local Medical Practitioners is held at Ballarat Base Hospital, Ballan District Health and Care and Bacchus Marsh and Melton Regional Hospital.

## **Transport and Engineering**

The Works Manager (Deputy MERO) of the Moorabool Shire Council has been delegated the responsibility for transport and engineering matters.

### **Aim**

The purpose of these arrangements is to identify available transport and engineering resources within the municipality. This will include specialist and technical advice and deployment of those resources.

### **Requesting Procedure**

All requests for transport and engineering resources should be directed to the Municipal Emergency Response Coordinator, who will request them through the MERO.

Municipal resources should be used in the first instance, prior to engaging private contractors.

## **Management of Resources**

Responsibility for the management of resources shall rest with the MERO.

The MERO is responsible for maintaining a resource database and contact details

## Secondary Impact Assessment

A Secondary Impact assessment (SIA) is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency. The guidelines are currently being reviewed and may be amended to reflect (SIA) Secondary Impact Assessment. These new guidelines will be attached when released by the State.

A secondary impact assessment should be carried out at the earliest possible opportunity, either during or following the emergency that has created the damage. To facilitate this process the Moorabool Shire Council has established a Secondary Impact Assessment Group, whose role is to carry out the following tasks:

- Convene to determine requirements and actions.
- Survey the extent of damage and document financial and material aid needed.
- Identify priorities for restoration of community needs to assist agencies in the performance of their functions.
- Monitor the acquisition and application of financial and material aid needed or made available in the restoration period.

The Emergency Management Group, in conjunction with the PIA Group, may co-opt persons within the community with the appropriate expertise to assist with the above tasks.

Should the emergency extend beyond the boundaries of the Moorabool Shire Council, the secondary impact assessment may be merged with that of the other affected municipality(s).

## Mutual Aid Arrangements

Moorabool Shire Council is a signatory to the Municipal Associations of Victoria (MAV) Protocol for Inter-Council Emergency Management Resource Sharing

## **PART SEVEN - APPENDICES**

*The following appendices are for operational use only.*

**APPENDIX A - MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE CONTACT LIST**

**APPENDIX B - CONTACT DIRECTORY**

**APPENDIX C - MAPS**

**APPENDIX D - MUNICIPAL EMERGENCY CO-ORDINATION CENTRE STANDARD OPERATING PROCEDURES**

**APPENDIX E - MEMPC TERMS OF REFERENCE**

**APPENDIX F - SPECIAL PLANS AND ARRANGEMENTS – PART PROVIDED**

**APPENDIX G - EMERGENCY RELIEF CENTRES**

**APPENDIX H - COMMUNITY EMERGENCY RISK MANAGEMENT**

**APPENDIX I - MECC ROOM LAYOUT**

**APPENDIX J - REVISION ACKNOWLEDGEMENT FORM**

**APPENDIX K – VULNERABLE PEOPLE FACILITIES AND CONTACTS**

**APPENDIX L - MEMPLAN DISTRIBUTION LIST**

**APPENDIX M – MUNICIPAL EMERGENCY MANAGEMENT EXERCISES**

**APPENDIX N – INTERIM EVACUATION GUIDELINES - EMMV**

**APPENDIX O - GLOSSARY OF TERMS/ABBREVIATIONS – PROVIDED**

## **APPENDIX F - SPECIAL PLANS AND ARRANGEMENTS**

Some special contingency plans have been developed to address recognised municipal issues.

Copies are held by various groups and agencies as listed.



**Places of Last Resort**

**Neighbourhood Safer Places**

**Egans Reserve, Greendale - Ballan Road, Greendale**, is the place of last resort for all residents in and around the Dales Creek and Greendale areas.

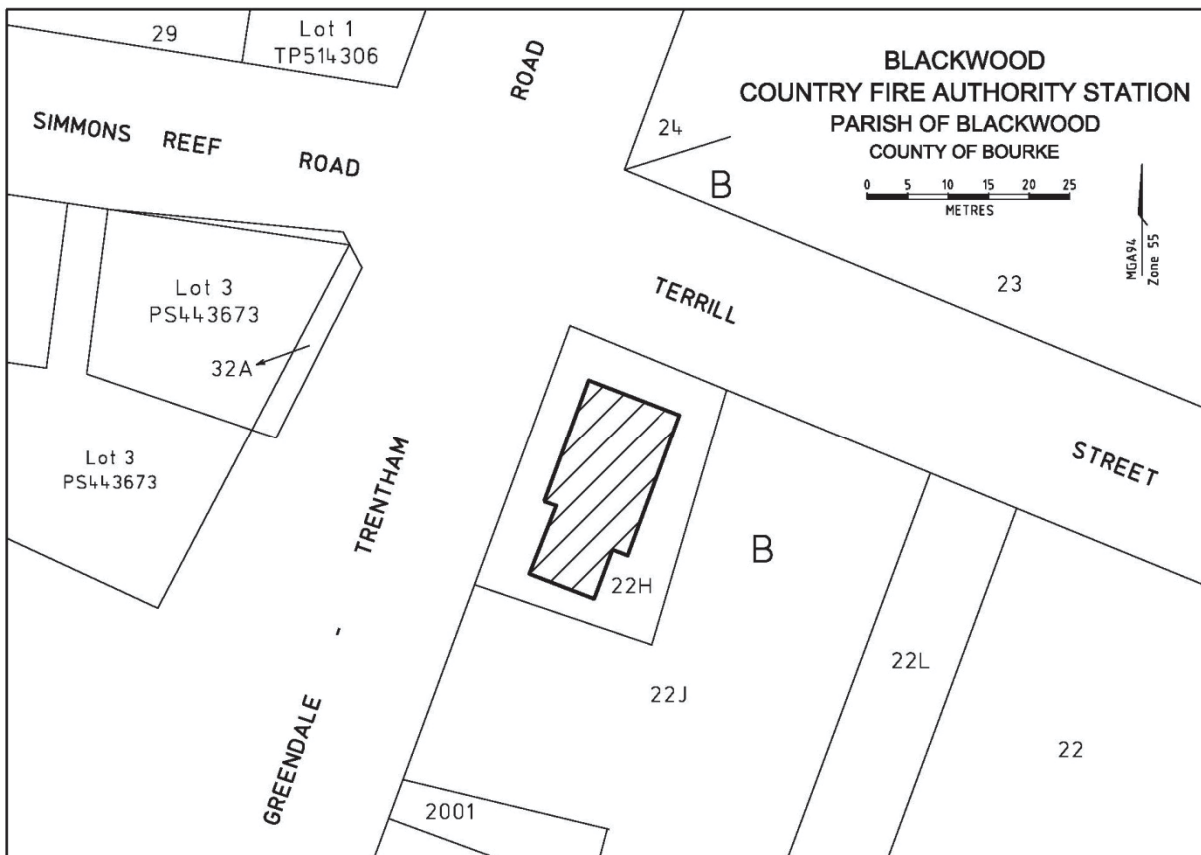
**Gordon Community Hall, Main Road, Gordon**, is the place of last resort for all residents in and around the Gordon area.

**Darley Civic and Community Hub (Former Secondary School Campus) Oval, Halletts Way, (opposite Myers Street)** is the place of last resort for all residents in and around the Darley area.

**Shelter Options**

**Community Fire Refuge**

Municipality	Township	Name	Location	Address
Moorabool	Blackwood	Blackwood Community Fire Refuge	Blackwood Country Fire Authority (CFA) Fire Station	2 Terrill Street, Blackwood



## APPENDIX O - GLOSSARY OF TERMS/ABBREVIATIONS

The glossary defines or explains terms which have a restricted or technical meaning in the context of the emergency management arrangements. It does not include all of the words, titles or phrases which are defined or described elsewhere in the Plan.

<b>Action</b>	The executive command to mount an operation whereby all required personnel are called to their posts.
<b>Affected Area</b>	An affected area for the purposes of managing response and recovery is the entire geographic area affected in any significant way by an emergency.
<b>Agency</b>	Means a Government agency or a non-Government agency.
<b>Alert</b>	That period when the Regional or Local Emergency Response Co-ordinator, or the Chief Officer of a control agency, believes an emergency may occur and requires all, or designated, Functional Services specified in EMMV to increase their level of preparedness to cope with the emergency.
<b>Assembly Area</b>	A designated location used for the assembly of emergency affected persons.
<b>Coordination</b>	The bringing together of agencies and elements to ensure effective response to emergencies and is primarily concerned with the systematic acquisition and application of resources (agency, manpower and equipment) in accordance with the requirements imposed by the emergency or emergencies. Co-ordination relates primarily to resources and operates; <ul style="list-style-type: none"> <li>• vertically, within an agency, as a function of the authority to command,</li> <li>• horizontally, across agencies as a function of the authority to control.</li> </ul>
<b>Coordinator</b>	At Regional level, a Police Officer appointed by the State Emergency Response Coordinator as Regional/Deputy Regional Emergency Response Coordinator. At local level, it shall be the Officer in Charge of the Police Station or the senior member of the Police Force at the scene of the emergency who shall act as the Emergency Response Coordinator.
<b>Control Agency</b>	The agency identified in EMMV, which is primarily responsible for responding to a specified emergency.
<b>Command</b>	The direction of members and resources of an agency in the performance of the organisation's role and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency.
<b>Control</b>	The overall direction of response activities in an emergency situation. Authority for control is established in legislation or in an emergency response plan, and causes with it the responsibility for tasking and co-ordinating other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies.
<b>Controller (VICSES)</b>	The person appointed to manage and administer a local volunteer Unit of the Victoria State Emergency Service (VICSES)
<b>Counselling</b>	The provision of psychological support and advice to persons affected by an emergency.
<b>DISPLAN</b>	The Short Title of the Victoria State Emergency Response Plan.
<b>DISPLAN Agency</b>	Means a government or non-government agency committed to DISPLAN.
<b>DISPLAN Committee</b>	The emergency response planning committee ensuring the Co-ordinated response to emergencies by all agencies having roles and responsibilities under EMMV.

## Part Seven – Appendices

<b>Emergency</b>	<p>Emergency means an emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage any property in Victoria, including, without limiting the generality of the foregoing;</p> <ul style="list-style-type: none"> <li>• an earthquake, flood, windstorm or other natural event; and</li> <li>• a fire; and</li> <li>• an explosion; and</li> <li>• a road accident or any other accident; and</li> <li>• a plague or an epidemic; and</li> <li>• a warlike act, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; and</li> <li>• a hi-jack, siege or riot</li> </ul>
<b>Emergency Area</b>	Means an emergency area declared under Section 36A of the Emergency Management Act.
<b>Emergency Coordination Centre (ECC)</b>	The Centre established at Regional or Municipal level to co-ordinate resources and conduct operations ancillary to the control agency, during the response phase.
<b>Emergency Grant</b>	The provision of finance to affected persons as dictated by Government Policy, during Emergency Relief.
<b>Emergency Management Group</b>	The group formed to assist the municipality in the performance of its Municipal Emergency Management functions.
<b>Emergency Operations Centre (EOC)</b>	The centre established by each agency for the command/control function within their own agency. e.g. Police Operations Centre (POC), Fire Control Centre (FCC).
<b>Emergency Relief</b>	Relief is the provision of immediate life support and human needs of persons affected by, or responding to, an emergency.
<b>Emergency Relief Centres</b>	Centres established to provide groups of persons with any or all of the services, of the functional areas of emergency relief.
<b>Emergency Services Liaison Officer</b>	An Officer designated by his agency to represent it and who is empowered to commit or to arrange the commitment of resources of the agency to the countering of emergencies, and to provide a communication link with his agency.
<b>Emergency Shelter</b>	Group shelter provided for affected persons in a community hall or suchlike, including "relief centres". It is provided during the emergency relief stage and is separate to temporary accommodation.
<b>Evacuation</b>	The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return. The decision to evacuate rests with the control agency in conjunction with police and available expert advice.
<b>Evacuation Centre</b>	See Assembly Area and/or Emergency Relief Centre.
<b>Field Emergency Response Coordinator</b>	Senior member of the Police Force at the scene of an emergency.
<b>Financial Assistance</b>	See Emergency Grant.

## Part Seven – Appendices

<b>Functional Areas</b>	The categorisation of services required for Emergency Relief for the purposes of allocating responsibility to nominated agencies. These are: <ul style="list-style-type: none"> <li>• Catering</li> <li>• Community Organisations</li> <li>• Emergency Accommodation</li> <li>• Emergency Grants, Counselling &amp; Temporary Accommodation</li> <li>• Material Needs</li> <li>• Registration (National Registration &amp; Inquiry System, NRIS)</li> </ul>
<b>Government Agency</b>	Means- <ul style="list-style-type: none"> <li>• anybody corporate or unincorporated constituted by or under any Act for a public purpose; and</li> <li>• any member or officer of such a body.</li> <li>• Any person in the service of the Crown in the right of the State of Victoria upon whom any function, power, duty or responsibility is conferred by or under the Act</li> </ul>
<b>Incident Control Point</b>	The control point established by the Control Agency in proximity to the emergency and used by the incident controller for forward command/control functions.
<b>Incident Controller</b>	An officer appointed by the control authority responsible for the resolution of an emergency. This title shall also extend to the person appointed under the provisions of Section 16 of the Emergency Management Act.
<b>Lead Agency</b>	The agency designated to co-ordinate the provision of a functional area of emergency relief and supply
<b>Material Needs</b>	The provision of clothing, bedding and personal requisites, during "Emergency Relief".
<b>Municipal Emergency Response Coordinator</b>	The Officer in Charge of the local Police Station or the senior police officer at the scene of the emergency.
<b>Municipal Emergency Management Planning Committee</b>	The Committee which, at municipal level, is responsible for the formation and maintenance of a Municipal Emergency Management Plan.
<b>Municipal Emergency Resource Officer (MERO)</b>	The person appointed by the Municipality responsible to council for the co-ordination of municipal owned or controlled resources in emergencies.
<b>Municipal Recovery Manager</b>	The person appointed by the Municipality responsible to council for the co-ordination of municipal recovery activities after emergencies.
<b>Municipal Emergency Manager</b>	The Municipal Emergency Manager is a senior officer, responsible to the Chief Executive for the effective management of the Council's emergency management activities.
<b>Municipal Fire Prevention Officer</b>	The Municipal Emergency Manager is a senior officer, responsible to the Chief Executive for the effective management of the Council's emergency management activities.

<b>Municipality</b>	The area contained within the defined boundaries for local Government responsibility of a Shire, Borough, Town or City.
<b>National Registration &amp; Inquiry System (NRIS)</b>	The Commonwealth/State's arrangements for the recording of emergency victims and for satisfying inquiries regarding the whereabouts of persons so affected.
<b>Neighbourhood Safer Place</b>	Place of last resort during an emergency. Neighbourhood Safer Places have been designated by the CFA in conjunction with Council for residents to go to in cases of emergencies.
<b>Non Government Agency</b>	Means a voluntary organisation or any person or body other than a government agency.
<b>Primary Support Agency</b>	The agency to be first considered by a Emergency Response Coordinator for support in a DISPLAN role.
<b>Recovery</b>	The process by which affected persons and communities are helped to recover to a proper level of functioning. It commences as soon as practicable after the impact of an emergency, and usually continues long after cessation of response activities. Refer also to the Emergency Management Manual Victoria.
<b>Recovery Agency</b>	A recovery agency is an agency or person which assists individuals, families and communities to attain a proper level of functioning, by providing information, specialist services and resources, and may include Commonwealth, State and local government and non-government agencies.
<b>Region</b>	A geographic area comprising a number of municipal districts and specific Victorian waters.
<b>Divisional Emergency Response Plan</b>	The Emergency Response Plan prepared by the Regional Emergency Response Plan Committee.
<b>Divisional Emergency Response Plan Committee</b>	The committee which at regional level is responsible for the formation and maintenance of a regional Emergency Response Plan for response to emergencies, the chairman being the Regional Emergency Response Co-ordinator or, in his absence, his Deputy Emergency Response Co-ordinator.
<b>Relief Centres</b>	Centres established to provide groups of persons with any or all of the services, of the functional areas of Emergency Relief.
<b>Relief Stage</b>	The immediate secondary impact stage of an emergency, preceding the recovery phase. For the purposes of this Plan, the end of relief will be when "stand down" is advised by the Emergency Response Co-ordinator.
<b>Response</b>	The control of an emergency and the provision of emergency relief, including rescue and the needs of affected persons.
<b>Staging Area</b>	A location designated and used during emergencies for the assembly of control or support personnel prior to deployment.
<b>Stand-Down</b>	The order given by the Regional or Municipal Emergency Response Co-ordinator that allows personnel to cease operations reflecting the termination of the emergency.
<b>Standby</b>	That period normally following alert when the Regional or Municipal Emergency Response Co-ordinator, or the Chief Officer of a control agency, believes that the occurrence or the effects of the emergency, are imminent. Members of the relevant agencies are placed on "Standby", thus being ready to respond immediately.
<b>Support Agency</b>	A government or non-government agency, which provides essential, services, personnel, or material to support or assist a control agency or affected persons.



<b>Temporary Accommodation</b>	Accommodation provided for individuals or families affected by an emergency. It is separate to emergency shelter. This accommodation includes caravans and suchlike, and will normally be arranged by the recovery agency. In some cases this will occur during the Response Phase.
<b>Community Information Guides</b>	Community Information Guides have been produced by CFA in conjunction with Council for various townships within the Shire. They are to be used in cases of emergencies.
<b>Volunteer Emergency Worker</b>	Means a volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of the chief executive (however designated), or of a person acting with the authority of the chief executive, of an agency to which DISPLAN or the state emergency recovery plan applies.

### Abbreviations -

ASA	Air Services Australia
AV	Ambulance Victoria
BOM	Bureau of Meteorology
CFA	Country Fire Authority
CWA	Country Women's Association
DELWP	Department of Environment, Land, Water and Planning
DEDJTR	Department of Economic Development, Jobs, Transport and Resources
EHO	Environmental Health Officer
EMA	Emergency Management Australia
EMMV	Emergency Management Manual Victoria
EPA	Environmental Protection Authority
ESLO	Emergency Services Liaison Officer
DHHS	Department of Health and Human Services
MAV	Municipal Association of Victoria
CEOC/MECC	Municipal Emergency Coordination Centre/Council Emergency Operations Centre
MEMEG	Municipal Emergency Management Enhancement Group
MEMPC	Municipal Emergency Management Planning Committee
MEMP	Municipal Emergency Management Plan
MERO	Municipal Emergency Resource Officer
MRM	Municipal Recovery Manager
MEM	Municipal Emergency Manager
MEMP	Municipal Fire Management Plan
MFPO	Municipal Fire Prevention Officer
MSC	Moorabool Shire Council
NRIS	National Registration and Inquiry System
NSP	Neighbourhood Safer Place – Place of Last Resort
OIC	Officer in Charge
PTC	Public Transport Corporation
RSPCA	Royal Society for the Prevention of Cruelty to Animals
RWC	Rural Water Corporation
SITREP	Situation Report
SOP	Standard Operating Procedure
CIG	Town Protection Plan
VICSES	Victoria State Emergency Service
VICPOL	Victoria Police
WICEN	Wireless Institute Civil Emergency Network

## Bibliography

The following references were used during the preparation of this plan:

Australian Bureau of Statistics (2011)

Department of Justice - Emergency Management Manual Victoria (EMMV)

Emergency Management Act 1986.

Emergency Management Act 2013

Moorabool Shire Council Community Profile

<http://profile.id.com.au/Default.aspx?id=219&pg=210>

Moorabool Shire Council Road Management Plan (2013)

Victoria State Emergency Service Act, 1987.

Victoria State Emergency Service (2010) MEMPlan Workbook (Audit Tool and Evidence Guide)  
January 2014 and May 2017

Municipal Fire Management Plan

Essential Services Commission – <http://www.esc.vic.gov.au/public/>

Moorabool Shire Council - Municipal Data

SES State/Regional Flood Plans

DELWP – Midlands Fire Protection Plans

Inspector General Emergency Management

Emergency Management Victoria

State Health Emergency Response Plan



## 10.3 SOCIAL AND ORGANISATIONAL DEVELOPMENT

### 10.3.1 Community Grants Program Summer 2017

#### Introduction

File No.: 06/03/004  
Author: Kirsty Doncon  
General Manager: Danny Colgan

#### Background

The purpose of this report is to present the Council with an assessment of applications received under the "Summer 2017" round of Community Grants.

Community grants totalling \$140,000 per annum are available in two separate funding rounds of \$70,000 each. The Summer round of the Community Grants Program opened on the 1 February and closed on the 28 February 2017.

At the Ordinary Meeting of Council on Wednesday 4 September 2013, the Council adopted the revised Community Grants Policy and Guidelines. The policy will be reviewed again in 2017. The Summer 2017 Community Grant Program represents the eighth round under the revised Community Grant Policy.

The Summer 2017 Community Grants Round was the first round where community groups were able to submit their applications online. The response from community members in using the online grant application was very positive with an 88 per cent uptake of community groups submitting online grants.

This round 9 applications were received from applicants that were unsuccessful in the Winter 2016 round. Each of the 9 applications had been revised based on assistance and advice provided by Community Development staff. The improvement in the applications was reflected with each of the applications receiving a higher score compared to their score in the previous round.

Council's Community Grants program enables not for profit community groups to apply for funding under the following three program categories:

- Community Strengthening Grants: Community projects, programs and initiatives with a specific focus on connecting communities and building community capacity (\$50,000 available per round).
- Events Grants: Non-recurrent, seed funding designed to encourage and promote the development of sustainable local events (\$10,000 available per round).
- Arts Grants: Supporting local artists and organisations to use a creative approach to the development of community projects and initiatives (\$10,000 available per round).

Community groups and organisations can apply for up to \$5,000 for Community Strengthening Grants and up to \$3,000 for Arts and Events Grants. Groups also need to demonstrate a cash or in-kind contribution toward the cost of their project on a ratio of \$1 for \$1 (Council \$1: Group \$1). Small Community Strengthening Projects under \$1,000 are not required to demonstrate a contribution.

The categories under the Community Grants Program recognise the diverse range of activities that community groups in Moorabool are engaged in and the areas in need of financial support from Council.

The Community Grants Program Policy Guidelines state that applicant groups must demonstrate the support of the committee responsible for management of the proposed facility/service. This includes demonstrating that proposed projects are consistent with the service or facilities' Master Plan, Strategic Plan or Business Plan.

The total amount available for this round of Community Development Grants is \$70,000.

#### **Policy Assessment Criteria:**

- a. Project Description and why the applicant wants to do the project – 10%
- b. What will this project achieve? – 20%
- c. Why is this project needed in your community? – 20%
- d. Who will be involved in the project? 15%
- e. How will you carry out your project? (including risk management) – 15%
- f. Project budget and explanation of how the group arrived at the costs? 20%

Each criterion is given a score between 0 and 10 and this score is weighted according to the criteria percentage. The maximum possible score for any application is 100.

#### **Application Support**

The Community Grants Program Policy specifies that applicant groups are encouraged to meet with a Community Development Officer prior to lodging an application. The majority of applicant groups for the Summer 2017 round of Community Grants received support and advice from Community Development Officers.

#### **Number of applications and amount requested**

In total, 33 applications were received across the three program categories: Community Strengthening (27), Events (4) and Arts (2). A total of \$112,813 was requested with \$70,000 available (\$50,000 for Community Strengthening, \$10,000 for Events, \$10,000 for Arts).

<b>Category</b>	<b>Applications Received</b>	<b>Amount Requested</b>	<b>Amount recommended</b>	<b>Amount Available</b>
Community Strengthening	27	<b>\$97,963</b>	<b>\$55,913</b>	\$50,000
Events	4	<b>\$11,350</b>	<b>\$11,350</b>	\$10,000
Arts	2	<b>\$3,550</b>	<b>\$3,550</b>	\$10,000
<b>Total</b>	<b>33</b>	<b>\$112,863</b>	<b>\$70,813</b>	<b>\$70,000</b>

Council received a relatively low number of Arts applications due to a number of factors. Six arts applications were started in the Summer 2017 round but due to time constraints and other factors the applicants decided to hold back their applications until the Winter 2017 round. It is therefore expected that there will be more Arts applications in the Winter 2017 round. It is recommended that the unallocated money from the Arts round be split between the Events grants (\$1,350) and Strengthening grants (\$5,100). It is proposed that Council resolve to fund an additional \$813 in the Strengthening Category to enable Elaine Tennis Club to complete their project in full.

### **Assessment**

Assessment of applications was conducted by a panel of officers and ranked according to the extent to which the application addressed Council's policy assessment criteria.

### **Proposal**

Based on the above process and funding criteria, it is proposed that the Council allocate the grants for the "Summer 2017" round of Community Grants as follows:

**Community Strengthening Grants:**

Groups demonstrating Council Policy criteria of, or better than, a score of 70.9 may be provided with funding if Council so determine.

Name of Organisation/ Artist	Project Name	Brief Project Description	Requested Amount	Project Total Value	Progressive Total	Policy Score	Previous Community Grant awarded
Darley Cricket Club	DCC Net Extension	New practice cricket nets	\$5,000	\$71,150	\$5,000	92.7	Winter 2015
Bacchus Marsh Basketball Association	Laptop	Purchase of laptop for basketball team administration	\$998	\$998	\$5,998	90.2	No
Bacchus Marsh RSL Auxiliary	New BBQ and Fire Blanket	Purchase of BBQ and fire blanket	\$832	\$832	\$6,830	90	No
Mt Egerton Recreation Reserve Committee of Management	Toilet Block Upgrade	Redevelopment of toilet block	\$5,000	\$11,737	\$11,830	88.9	No

Name of Organisation/ Artist	Project Name	Brief Project Description	Requested Amount	Project Total Value	Progressive Total	Policy Score	Previous Community Grant awarded
Upper Williamson's Creek Landcare Group Inc.	Upskilling the Scotsburn Community	Educational property maintenance workshops for landholders	\$1,878	\$3,968	\$13,708	87.6	No
Bacchus Marsh Community College Inc.	Protecting your Community Facility	New Security system	\$3,000	\$6,017	\$16,708	85	No
Friends of the Werribee River through Bacchus Marsh	Werribee River Community Seating	Installation of seating along Peppertree Park walking track	\$5,000	\$10,000	\$21,708	83.9	No

Name of Organisation/Artist	Project Name	Brief Project Description	Requested Amount	Project Total Value	Progressive Total	Policy Score	Previous Community Grant awarded
Mt Egerton Mechanics Hall	Safety Improvements Hall Roof	Safety improvements to hall roof	\$3,250	\$6,500	\$24,958	82.6	No
Blacksmiths Cottage and Forge Special Committee	Front Porch Renewal	Construction of heritage porch	\$5,000	\$10,000	\$29,958	80.6	Summer 14
Navigators History Group	Electronic management of history of Navigators	Purchase of computer equipment to electronically record the history of Navigators	\$3,327.45	\$6,927	\$33,285	79.2	No

Name of Organisation/ Artist	Project Name	Brief Project Description	Requested Amount	Project Total Value	Progressive Total	Policy Score	Previous Community Grant awarded
Mount Wallace Hall and Reserve	Upgrade to Playground and Visitor Facilities	Upgrade of playground and visitor facilities	\$5,000	\$10,000	\$38,285	78.3	No
Ballan District Vintage Machinery and Vehicle Club Inc.	Let's Cut the Grass	Purchase of new slasher	\$1,215.50	\$2,431	\$39,501	77.4	No
Bacchus Marsh Men's Shed	Internet Usability	Purchase of new computer	\$1,000	\$1,450	\$40,501	76.7	No
Darley Neighbourhood House and Learning Centre	Safe as Houses	New fencing and landscaping	\$4,250	\$8,590	\$44,751	75.1	No



Name of Organisation/ Artist	Project Name	Brief Project Description	Requested Amount	Project Total Value	Progressive Total	Policy Score	Previous Community Grant awarded
Greendale Reserves Management Committee	Fitness circuit, sensory garden enhancement and main signage	Fitness circuit, sensory garden enhancement and main signage	\$4,000	\$8,000	\$48,751	74.2	No
Wallace Rec Reserve	Netball viewing area pavement	Paving and pathways between viewing area and courts to keep courts clean and safe	\$4,603.50	\$9,207	\$53,354	72.6	Summer 15
Elaine Tennis Club	Ball machine	Purchase of new ball machine	\$2,559	\$5,118	\$55,913	70.9	Winter 15
Rotary Club of Bacchus Marsh	TagLess	Community graffiti removal program	\$2,200.00	\$6,041	\$58,113	68.4	Summer 2015 Strengthening, Winter 2016 Arts

Name of Organisation/ Artist	Project Name	Brief Project Description	Requested Amount	Project Total Value	Progressive Total	Policy Score	Previous Community Grant awarded
Elaine Mechanics Institute Hall Committee of Management	Building Elaine Community through Information and Events	New Website and hall upgrades for events	\$5,000	\$10,000	\$63,113	67.1	No
Acrofun	Tumble Track	New tumble track gymnastic equipment	\$5,000	\$10,000	\$68,113	63	Winter 14, Summer 16
Ballan Cemetary Trust	Lawn Section Number 4	Creating new grave sites	\$4,850	\$9,750	\$72,963	62.2	No
Mt Egerton Pilates	Pilates exercise program	Community Pilates exercise group	\$4,000	\$8,035	\$76,963	61.5	No

Name of Organisation/ Artist	Project Name	Brief Project Description	Requested Amount	Project Total Value	Progressive Total	Policy Score	Previous Community Grant awarded
Elaine Cricket Club Inc	Tennis club water project	Water harvesting of Elaine Tennis Courts	\$5,000	\$10,000	\$81,963	61.5	Summer 15, Summer 16
Greendale Wombat Landcare Group	Group Connectivity and Weed Control	Chemical users course for Landcare and farmers	\$3,000	\$6,000	\$84,963	60.5	No
Morrison's Cemetery	Morrison's Cemetery Community Enhancement	Improvements to Morrison's Cemetery	\$5,000	\$15,508.90	\$89,963	60.5	No
Ballan District Health & Care	Activity Courtyard	Redeveloping dementia courtyard	\$5,000	\$14,233	\$94,963	57.6	Winter 15 strengthening Summer 2016 Arts
Scotsburn Recovery Committee	Community Share Trailer	Purchase of trailer that will be made available for the whole community	\$3,000	\$6,118	\$97,963	56.7	No
		<b>Total:</b>	<b>\$97,963</b>	<b>\$268,611</b>			

**Events Grants:**

Groups demonstrating Council Policy criteria of, or better than, a score of 71.10 may be provided with funding if Council so determine.

Name of Organisation	Project Name	Brief Description of Project	Requested Amount	Project Total Value	Progressive Total	Policy Score	Previous Community Grant awarded
Pentland Hills Landcare Group	Myrmion Landowners Community Connection Event	Networking event for isolated farmers	\$2,650	\$5,300	\$2,650	79.20	Summer 2012
Refugee Realities Ballan	Refugee Realities	Community event celebrating diversity and promoting understanding of refugees	\$3,000	\$6,000	\$5,650	74.10	No
Mt Egerton Mechanics Hall Committee of Management	Mt Egerton Community Barn Dance	Community Social Dance event	\$2,700	\$7,300	\$8,350	72.00	No

Name of Organisation	Project Name	Brief Description of Project	Requested Amount	Project Total Value	Progressive Total	Policy Score	Previous Community Grant awarded
Gordon Community Fair	Gordon Community Fair	Annual Community Fair in Gordon	\$3,000	\$38,000	\$11,350	71.10	No
<b>Total:</b>			<b>\$11,350</b>	<b>\$56,600</b>			

**Arts Grants:**

Groups demonstrating Council Policy criteria of, or better than a score of 70.10 may be provided with funding if Council so determine.

Name of Organisation/ Artist	Project Name	Brief Project Description	Requested Amount	Project Total Value	Progressive Total	Policy Score	Previous Community Grant awarded
Friends of Maddingley Park	Maddingley Park Arts in the Park Workshops	Community Engagement Art Workshops	\$2,550	\$5,498	\$2,550	80.60	No
Gordon News	Photographic Competition	Photographic Completion for Spring Edition of Gordon News	\$1,000	\$1,800	\$3,550	70.10	No
<b>TOTAL</b>			<b>\$3,550</b>	<b>\$7,298</b>			

**Policy Implications**

The 2013 - 2017 Council Plan provides as follows:

<b>Key Result Area</b>	Community Wellbeing
<b>Objective</b>	Community Self Reliance
<b>Strategy</b>	Provide community development support and partnership projects

The proposed allocation of grants under the Community Grants Summer 2017 Program is consistent with the 2013-2017 Council Plan.

**Financial Implications**

Consistent with the Community Grants Policy and 2016/17 budget allocation, a total of \$70,000 is available for allocation in the Summer 2017 round:

- \$55,100 for Community Strengthening (including \$5,100 carried over from unallocated Arts grant funding from the Summer 2017 round)
- \$11,350 for Events(including \$1,350 carried over from unallocated Arts grant funding from the Summer 2017 round)
- \$3,550 for Arts

It is proposed that Council resolve to fund an additional \$813 in the Strengthening Category to enable Elaine Tennis Club to complete their project in full.

The total of grants being recommended for allocation in this round is therefore \$70,813.

**Risk & Occupational Health & Safety Issues**

<b>Risk Identifier</b>	<b>Detail of Risk</b>	<b>Risk rating</b>	<b>Control/s</b>
Project timelines	Grant recipients exceeding prescribed timelines	Medium	-Terms and conditions agreements required to be signed by grant recipients -Scheduled monitoring of projects
Financial	Grant recipients appropriate expenditure of Council funds	Medium	- Terms and conditions agreements required to be signed by grant recipients -Grant acquittal required upon completion of projects



### Community Engagement Strategy

Level of Engagement	Stakeholder	Activities	Location	Date	Outcome
Consult	Community Groups	Meetings with applicant groups	Various	February 2017	Applicants groups supported to submit applications

### Communications and Consultation Strategy

Applicants for the Summer 2017 round of the Community Grants Program will be advised that they will be notified of the outcomes of their grant applications in May 2017.

Community Development Officers will provide feedback to unsuccessful applicant groups via meetings or phone contact. Feedback will include:

- Advice to applicant groups of the relative strengths and areas for improvement in their Community Grant applications
- Options for alternative funding
- Supporting a group to re-lodge their application in the next appropriate round of Community Grants Program.

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

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Danny Colgan*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – Kirsty Doncon*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

## Conclusion

Applications received under the “Summer 2017” round of Community Grants are reflective of the diverse range of activities that community groups are engaged in and the areas in need of financial support from Council. In total, 33 applications were received across the three program categories: Community Strengthening (27), Events (4) and Arts (2).

This is the eighth round of Community Grants under the revised Community Grants Policy and Guidelines, adopted by the Council on 4 September 2013. This round was the first round where applicants were able to submit their applications online. The community response to the online application process was positive with 88% of applicants completing their application on line.

### Recommendation:

1. **That the Council Allocates the following grants in the Community Strengthening Grant category.**

Name of Organisation	Project Name	Grant Amount
Darley Cricket Club	DCC Net Extension	\$5000
Bacchus Marsh Basketball Association	Laptop	\$998
Bacchus Marsh RSL Auxiliary	New BBQ and Fire Blanket	\$832
Mt Egerton Recreation Reserve Committee of Management	Toilet Block Upgrade	\$5000
Upper Williamson’s Creek Landcare Group Inc.	Upskilling the Scotsburn Community	\$1878
Bacchus Marsh Community College Inc.	Protecting your Community Facility	\$3000
Friends of the Werribee River through Bacchus Marsh	Werribee River Community Seating	\$5000
Mt Egerton Mechanics Hall	Safety Improvements Hall Roof	\$3250
Blacksmiths Cottage and Forge Special Committee	Front Porch Renewal	\$5000

Name of Organisation	Project Name	Grant Amount
Navigators History Group	Electronic management of history of Navigators	\$3327.45
Mount Wallace Hall and Reserve	Upgrade to Playground and Visitor Facilities	\$5000
Ballan District Vintage Machinery and Vehicle Club Inc.	Let's Cut the Grass	\$1215.50
Bacchus Marsh Men's Shed	Internet Usability	\$1000
Darley Neighbourhood House and Learning Centre	Safe as Houses	\$4250
Greendale Reserves Management Committee	Fitness Circuit, Sensory Garden Enhancement and main signage	\$4000
Wallace Rec Reserve	Netball viewing area pavement	\$4603.50
Elaine Tennis Club	Ball machine	\$2559

**2. That the Council allocates the following grants in the Community Events Grant category**

Name of Organisation	Project Name	Grant Total
Pentland Hills Landcare Group	Myrniong Landowners Community Connection Event	\$2650
Refugee Realities Ballan	Refugee Realities	\$3000
Mt Egerton Mechanics Hall Committee of Management	Mt Egerton Community Barn Dance	\$2700
Gordon Community Fair	Gordon Community Fair	\$3000

3. That the Council allocates the following grants in the Community Arts Grant category.

Name of Organisation/Artist	Project Name	Grant Total
Friends of Maddingley Park	Maddingley Park Arts in the Park Workshops	\$2550
Gordon News	Photographic Competition	\$1000

4. That all applicants be notified in writing of the outcome of their application.
5. That Council staff provide feedback to unsuccessful groups and provide suggestions for alternative funding, or how the group may choose to improve and re-develop their application for submission to the next appropriate round of the Community Grants Program.

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#### Report Authorisation

Authorised by: 

**Name:** Danny Colgan  
**Title:** General Manager, Social & Organisational Development  
**Date:** Monday 10 April 2017

### 10.3.2 Rental of Darley Civic and Community Hub – Apple FM

#### Introduction

File No.: 412600  
Author: Danny Colgan  
General Manager: Danny Colgan

The purpose of this report is to recommend that the Council approve the rental of space at the Darley Civic and Community Hub by Bacchus Marsh Community Radio (Apple FM).

#### Background

At the Ordinary Meeting of Council on the 1 March 2017, the Council resolved to “enter into a licence agreement with Apple FM for an initial period of three years with a further option of two years at full commercial rent.” An offer in writing was subsequently sent to the Bacchus Marsh Community Radio (Apple FM).

On the 17 March 2017, Apple FM wrote to the Council advising that it “would very much like to occupy the premise however, unfortunately, must decline your offer. The rent amount involved equates to almost our entire annual revenue. Were we to accept, our door would close that day”. The fee payable would have been \$17,304 per annum plus outgoings of \$1,760.

At the Ordinary Meeting of Council held on the 5 April 2017, the Council resolved “that a report come back to Council with possible alternative recommendations in regards to the opportunity for Apple FM to rent unused space at Darley hub”.

#### Proposal

Apple FM proposes to use space at the Darley Civic and Community Hub for office accommodation and the operation of the community radio station. The station provides a voice for a broad range of individuals and community groups to be involved in broadcasting and governance of the organisations. The station operates in Moorabool and provides for local content.

Apple FM have requested that they pay a peppercorn rental. The Guidelines for the rental of space at the Darley Civic and Community Hub adopted by the Council at its meeting on the 6 August 2014, includes three rental categories – peppercorn; discounted market rent; and market rent. The guidelines also include the payment of outgoings by groups and organisations.

In summary, the key criteria for assessment of eligibility for a peppercorn, discounted market rental and full market rental is as follows:

**Peppercorn rental** – approved use and meets all relevant eligibility criteria; provides significant community benefit; and has limited revenue-raising capacity. A peppercorn rental is \$1 per annum payable on request.

**Discounted market rental** – approved use; meets all compulsory criteria and at least six of the ten eligible service organisation criteria; or has revenue raising capacity or receives external funding assistance e.g. receives some State Government funding. The guidelines provide for discounts from between 30 per cent to 70 per cent. Based on a full market rental of \$140 per square metres and the total floor space that Apple FM are seeking; the full rental would be \$17,304. If a discount of 30 per cent was applied the discounted rental would be \$12,112 per annum; 50% discount (\$8,652) and a 70 per cent discount (\$5,191).

**Full market rental** – approved use; does not meet the compulsory organisation criteria and compulsory facility management and development criteria; provides services that are not targeted to the Moorabool community; is substantially funded by other agencies or governments; or is a Government department or agency. Based on the total floor space being sought by Apple FM and the full market square metre rate of \$140, the annual rent would be \$17,304.

Apple FM meets the criteria for rental of the space on a peppercorn basis in that the group is a not for profit community based and governed organisation run by volunteers; providing community benefit by providing opportunities for people to gain experience and learn technical and broadcasting skills; and has limited revenue raising capacity.

It is proposed that the Council enter into a licence agreement with the Bacchus Marsh Community Radio (Apple FM) for use of space at the Hub as contained in Attachment 10.3.2 on the basis of a peppercorn rental plus outgoings. The total floor space is 123.6 square metres.

**Policy Implications**

The 2013 - 2017 Council Plan provides as follows:

<b>Key Result Area</b>	Community Wellbeing
<b>Objective</b>	Community self-reliance and resilience
<b>Strategy</b>	Provide community development support and partnership projects.

The proposal use of space at the Darley Civic and Community Hub is consistent with the 2013-2017 Council Plan.

**Financial Implications**

The licence with Apple FM will be at a peppercorn rental plus a share of the outgoings. The share of outgoings is calculated at approximately \$1,760.

**Risk & Occupational Health & Safety Issues**

Risk Identifier	Detail of Risk	Risk Rating	Control/s
Limited space for community groups and organisations	There is currently limited space for community groups in the Shire.	Medium	Complete expression of interest process.

## Communications Strategy

The outcomes of this report will be communicated to Apple FM via a letter and in a formal licence agreement.

## Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

## Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

### *General Manager – Danny Colgan*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

### *Author – Danny Colgan*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

## Conclusion

Apple FM have submitted an expression of interest to rent space at the Darley Civic and Community Hub. Apple FM proposes to use the facility for office accommodation and the operation of the community radio station. The station provides a voice for a broad range of individuals and community groups to be involved in broadcasting and governance of the organisations. The station operates in Moorabool and provides for local content.

Apple FM have requested that they pay a peppercorn rental plus outgoings. It is proposed that the council enter into peppercorn rental plus outgoings with Bacchus Marsh Community Radio (Apple FM).

## Recommendation:

**That the Council enters in a licence agreement with Bacchus Marsh Community Radio (Apple FM) for an initial period of three years with a further option of two years under a peppercorn rental plus outgoings.**

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## Report Authorisation:

Authorised by:

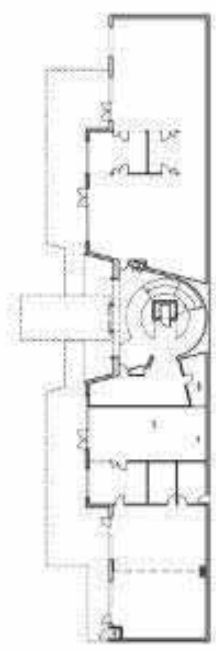


**Name:** Danny Colgan  
**Title:** General Manager Social & Organisational Development  
**Date:** Wednesday, 26 April 2017

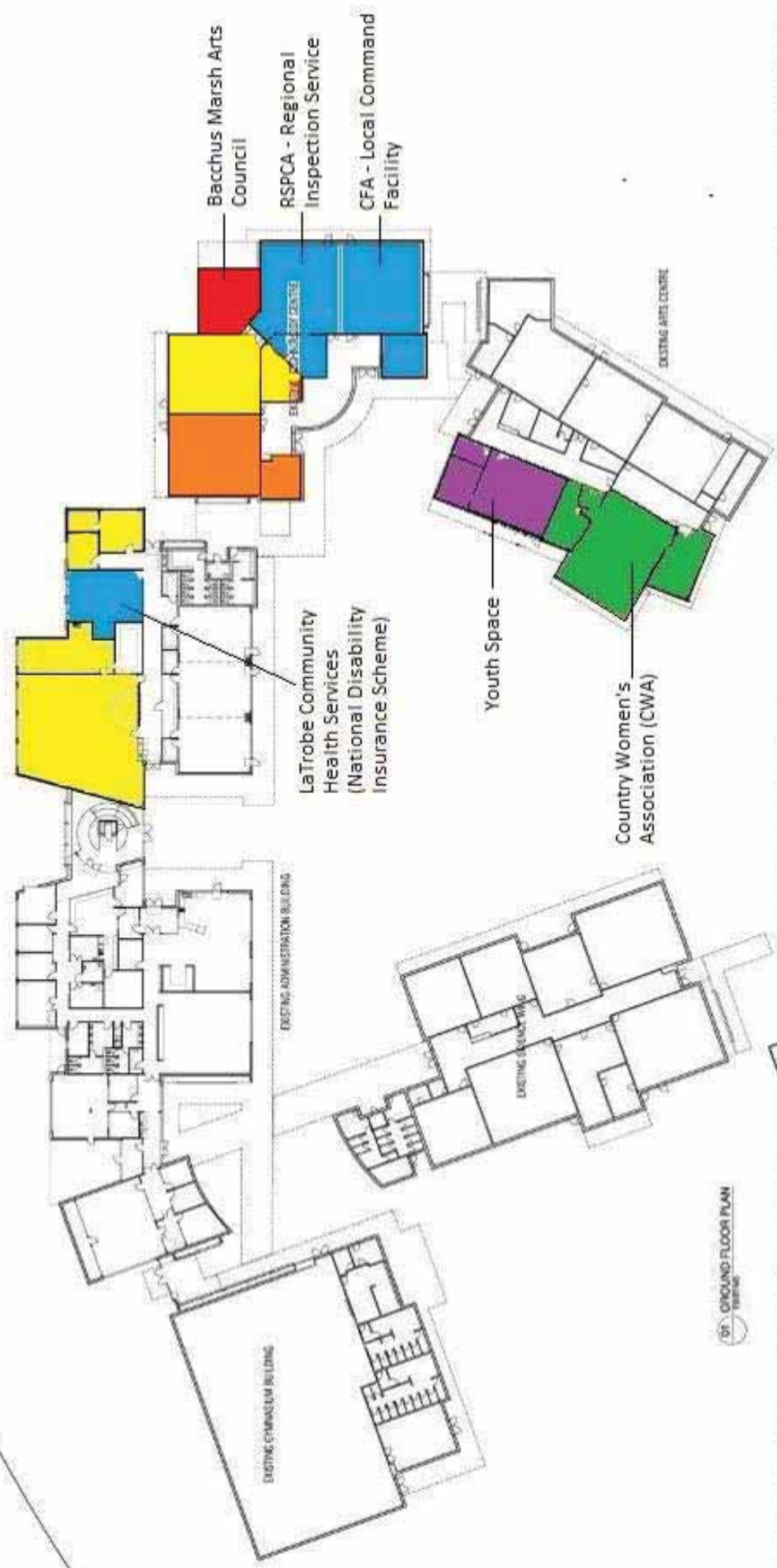
# Attachment - Item 10.3.2



- Space reserved for priority services
- Proposed User - Apple FM



01 LOWER GROUND FLOOR PLAN  
EXISTING



02 GROUND FLOOR PLAN  
EXISTING

<p>01 LOWER GROUND FLOOR PLAN EXISTING</p>		<p>02 GROUND FLOOR PLAN EXISTING</p>	
<p>PROJECT INFORMATION          CLIENT: BACCHUS MARSH COUNCIL          PROJECT NO: 1500/03/01          PROJECT NAME: BACCHUS MARSH CIVIC &amp; COMMUNITY HUB          PROJECT ADDRESS: 25 Northwood Road, Bacchus Marsh, VIC 3040          PROJECT START: 2015          PROJECT END: 2016</p>		<p>CLIENT: BACCHUS MARSH COUNCIL          PROJECT NO: 1500/03/01          PROJECT NAME: BACCHUS MARSH CIVIC &amp; COMMUNITY HUB          PROJECT ADDRESS: 25 Northwood Road, Bacchus Marsh, VIC 3040          PROJECT START: 2015          PROJECT END: 2016</p>	
<p>DESIGNER: H2O ARCHITECTURE          25 Northwood Road, Bacchus Marsh, VIC 3040          T: 08 8347 7000          F: 08 8347 7011          WWW.H2OARCHITECTURE.COM.AU</p>		<p>ARCHITECT: H2O ARCHITECTURE          25 Northwood Road, Bacchus Marsh, VIC 3040          T: 08 8347 7000          F: 08 8347 7011          WWW.H2OARCHITECTURE.COM.AU</p>	
<p>DATE: 22.04.10</p>		<p>DATE: 22.04.10</p>	
<p>SCALE: 1:500</p>		<p>SCALE: 1:500</p>	
<p>PROJECT NO: 1500/03/01</p>		<p>PROJECT NO: 1500/03/01</p>	
<p>PROJECT NAME: BACCHUS MARSH CIVIC &amp; COMMUNITY HUB</p>		<p>PROJECT NAME: BACCHUS MARSH CIVIC &amp; COMMUNITY HUB</p>	
<p>PROJECT ADDRESS: 25 Northwood Road, Bacchus Marsh, VIC 3040</p>		<p>PROJECT ADDRESS: 25 Northwood Road, Bacchus Marsh, VIC 3040</p>	
<p>PROJECT START: 2015</p>		<p>PROJECT START: 2015</p>	
<p>PROJECT END: 2016</p>		<p>PROJECT END: 2016</p>	
<p>DESIGNER: H2O ARCHITECTURE</p>		<p>DESIGNER: H2O ARCHITECTURE</p>	
<p>ARCHITECT: H2O ARCHITECTURE</p>		<p>ARCHITECT: H2O ARCHITECTURE</p>	
<p>DATE: 22.04.10</p>		<p>DATE: 22.04.10</p>	
<p>SCALE: 1:500</p>		<p>SCALE: 1:500</p>	
<p>PROJECT NO: 1500/03/01</p>		<p>PROJECT NO: 1500/03/01</p>	
<p>PROJECT NAME: BACCHUS MARSH CIVIC &amp; COMMUNITY HUB</p>		<p>PROJECT NAME: BACCHUS MARSH CIVIC &amp; COMMUNITY HUB</p>	
<p>PROJECT ADDRESS: 25 Northwood Road, Bacchus Marsh, VIC 3040</p>		<p>PROJECT ADDRESS: 25 Northwood Road, Bacchus Marsh, VIC 3040</p>	
<p>PROJECT START: 2015</p>		<p>PROJECT START: 2015</p>	
<p>PROJECT END: 2016</p>		<p>PROJECT END: 2016</p>	
<p>DESIGNER: H2O ARCHITECTURE</p>		<p>DESIGNER: H2O ARCHITECTURE</p>	
<p>ARCHITECT: H2O ARCHITECTURE</p>		<p>ARCHITECT: H2O ARCHITECTURE</p>	

### 10.3.3 Appointment of Members to Recreation Committees of Management

File No.: 17/02/007  
Author: Ian Waugh  
General Manager: Danny Colgan

#### **Background**

The purpose of the report is to recommend that the Council appoint community members to the Bacchus Marsh District Trails Advisory Committee; Maddingley Park Committee of Management; Bacchus Marsh Racecourse and Recreation Reserve Committee of Management; Greendale Recreation Reserves Committee of Management and suspend the operation of the Moorabool Recreation and Leisure Strategic Advisory Committee for review at the next Statutory meeting of the Council.

Nominations for the committees have been sought through public advertisement and directly to user groups in accordance with Council's Appointments and Delegations Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves).

#### Bacchus Marsh District Trails Advisory Committee

The purpose of the Bacchus Marsh Districts Trails Advisory Committee is to advise Council on the development and integration of community trails in the Bacchus Marsh district in order to promote community capacity, a healthy lifestyle and well-being, and the discovery of the district's environmental and historic assets.

Membership of the Advisory Committee comprises of:

- Appointed Council Representative
- Community Members:
- Council Officers - (non-voting)

At the Statutory meeting of the Council held on the 7 November 2016, the Council appointed Cr Bingham to the Bacchus Marsh District Trails Advisory Committee.

#### Maddingley Park Committee of Management

Maddingley Park Committee of Management has delegated responsibility for the management, usage and maintenance of the reserve under Council's Appointment and Delegations Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves).

The term of the appointed members concludes on the 5 May 2017 and a new nomination process has been completed.

The Maddingley Park Committee of Management consists of:

- Bacchus Marsh Tennis Club (1 representative)
- Bacchus Marsh Football Netball Club (1 representative)
- Bacchus Marsh Junior Football Netball Club (1 representative)
- Bacchus Marsh Cricket Club (1 representative)

- Community Representatives (3 representatives)
- Appointed Councillor Representative

The two year term of the Council appointed Committee Chairperson, Mr Russ Hendry expired on the 2 December 2016.

Under the terms of the Council's Appointments and Delegations Policy(Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves), the Committee can appoint the Chairperson and other office bearers from its own members at its biennial general meeting. It is proposed that the Committee elect the Chairperson from the members of the Committee.

#### Bacchus Marsh Racecourse and Recreation Reserve Committee of Management

The Bacchus Marsh Racecourse and Recreation Reserve Committee of Management has delegated responsibility for the management, usage and maintenance of the reserve under Council's Appointment and Delegations Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves).

The term of the appointed members concluded on the 3 March 2017 and a new nomination process has been completed.

The Committee of Management consists of:

- Bacchus Marsh Pony Club (1 representative)
- Bacchus Marsh Camp Drafters Club (1 representative)
- Bacchus Marsh West Golf Club (1 representative)
- Bacchus Marsh and Melton Poultry Club (1 representative)
- Footscray Poultry Club (1 representative)
- Bacchus Marsh BMX Club (1 representative)
- Community Representatives (3 representatives)
- Appointed Councillor Representative

At the Statutory meeting of the Council held on the 7 November 2016, the Council appointed Cr Bingham to the Bacchus Marsh Racecourse & Recreation Reserve Committee of Management.

Under the terms of the Council's Appointments and Delegations Policy(Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves) , the Committee can appoint the Chairperson and other office bearers from its own members at its biennial general meeting. The Council can also appoint a Chairperson if it chooses.

The Council at its meeting held on the 4 March 2015 resolved to "appoint Mr. Patrick Griffin as Chairperson of the Bacchus Marsh Racecourse and Recreation Reserve Committee of Management which comes into force immediately and remains in force until Council determines to vary or revoke it".

### Greendale Recreation Reserves Committee of Management

The Greendale Recreation Reserves Committee of Management has delegated responsibility for the management, usage and maintenance of the reserve under Council's Appointment and Delegations Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves).

Membership of this Committee comprises of:

- Community Representatives (5 representatives)
- Appointed Councillor Representative

At the Statutory meeting of the Council held on the 7 November 2016, the Council appointed Cr Toohey to the Greendale Recreation Reserves Committee of Management.

### Instrument of Delegation

The Maddingley Park Committee of Management; Bacchus Marsh Racecourse & Recreation Reserve Committee of Management; and Greendale Recreation Reserves Committee of Management operate under an instrument of delegation authorised by the Council as required under Section 86 of the Local Government Act 1989.

The Instrument of Delegation contains the members of the Committee appointed by the Council; powers and functions; and exceptions, conditions and limitations.

### Moorabool Recreation and Leisure Strategic Advisory Committee

The Moorabool Recreation and Leisure Strategic Advisory Committee provides strategic advice into the planning and provision of recreation and leisure services and facilities across the municipality.

Membership of the Advisory Committee comprises of:

- Three Councillors appointed by resolution of Council with one of those Councillors appointed as Chairperson; these appointments to be reviewed annually at the Statutory and Annual Appointments special meeting of Council.
- Six community representatives
- The General Manager Social & Organisational Development, the General Manager Growth & Development, the General Manager Infrastructure and the Manager Recreation and Youth or their delegates; appointed on an ex-officio basis.

At the Statutory meeting of the Council held on the 7 November 2016, the Council appointed Cr Dudzik; Cr Edwards; and Cr Toohey to the Recreation and Leisure Strategic Advisory Committee.

## **Proposal**

It is proposed that Council makes appointments to the Bacchus Marsh District Trails Advisory Committee; Maddingley Park Committee of Management; Bacchus Marsh Racecourse and Recreation Reserve Committee of Management; and Greendale Recreation Reserves Committee of Management and suspend the operation of the Moorabool Recreation and Leisure Strategy Advisory for review at the next Statutory Meeting of the Council.

### **Bacchus Marsh District Trails Advisory Committee**

It is proposed the following community members be appointed to the Committee for a 2 year term:

- Mark Peterson
- Theo Parks
- Stuart Deagan
- Verity McLucas
- Paul Barrett
- Colin Evans
- Greg Ley
- Leon Newton
- Heidi Mikulic
- Belinda Delios

### **Maddingley Park Committee of Management**

It is proposed the following members be appointed to the Committee for a two year term.

#### **User Group Representatives**

- |                    |   |
|--------------------|---|
| • Peter Sutherland | Bacchus Marsh Football and Netball Club |
| • Darren Smith     | Bacchus Junior Football Netball Club    |
| • Peter Wakefield  | Bacchus Marsh Cricket Club              |
| • Michael Love     | Bacchus Marsh Tennis Club               |

#### **Community Representatives**

- Russell Hendry
- Pamela Pinney
- Heather Chambers
- Dotty Hazell

It is proposed that the Committee elect the Chairperson from the members of the Committee.

An Instrument of Delegation for the Maddingley Park Committee of Management is contained in Attachment 10.3.3(a).

### **Bacchus Marsh Racecourse and Recreation Reserve Committee of Management**

It is proposed that Council appoints the following members to the committee for a two year term.

#### **User Group Representatives**

- Dean Cowan Bacchus Marsh West Golf Club
- Robert Young Bacchus Marsh Harness Club
- Deidre Davey Bacchus Marsh Pony Club
- Mike Fitzpatrick Bacchus Marsh Camp Drafters
- George Rogers Bacchus Marsh & Melton Poultry Club
- Jan Motherwell Footscray Poultry Club
- Les Stewart Bacchus Marsh BMX Club

#### **Community Representatives**

- Pat Griffin Community Representative
- Stuart Deagan Community Representative
- Allan Comrie Community Representative
- Noel Stanley Bacchus Marsh Soccer Club
- Darren Fowlie Bacchus Marsh Cricket Club

It is proposed that the Council seek nominations for the Chairperson of the Bacchus Marsh Racecourse and Recreation Reserve Committee of Management through public advertisement and a further report be presented to the Council proposing appointment to the position of Chairperson. The rationale being that the reserve is large in scale, has a variety of uses and is set to undergo a significant redevelopment over the next few years.

An Instrument of Delegation for the Bacchus Marsh Racecourse and Recreation Reserve Committee of Management is contained in Attachment 10.3.3(b).

### **Greendale Recreation Reserves Committee of Management**

It is proposed that Council appoints the following members to the committee for a two year term.

- Paul Hilder Community Representative
- Nick Myrianthis Community Representative (Treasurer)
- Philip O'Keefe Community Representative (Chairperson)
- Eddie Salwe Community Representative
- John Speed Community Representative (Secretary)

An Instrument of Delegation for the Greendale Reserve Committee of Management is contained in Attachment 10.3.3(c).



**Moorabool Recreation and Leisure Strategic Advisory Committee**

During the last 2 years, the Committee provided extensive input into the development of the Council’s Recreation and Leisure Strategy, Recreation Reserve Management Framework and Associated Policies and the master plan for the Bacchus Marsh Racecourse & Recreation Reserve. Given the volume of strategic planning work undertaken in the past 2 years, there is not expected to be any further work undertaken in this year that would be presented to the Committee for input. Given this, it is proposed that the Council suspend the operation of the Moorabool Recreation and Leisure Strategy Advisory for review at the next Statutory Meeting of the Council and thank in writing the three nominees who lodged nominations for membership of the Committee.

**Policy Implications**

The appointment of members to the delegated committees is in accordance with Council’s Appointments and Delegations Policy (Section 86 Delegated Committees of Council for Public Halls, heritage facilities and Recreation Reserves). The appointments to the Bacchus Marsh District Trails Advisory Committee is consistent with Section 86 of the Local Government Act 1989.

The Moorabool Shire 2013-17 Council Plan provides also includes reference to the need to provide for appropriate representation and leadership of our community as follows:

<b>Key Result Area</b>	Representation and Leadership of our Community
<b>Objective</b>	Leadership through best practice community engagement
<b>Strategy</b>	Pursue strategic alliances, stakeholder forums and advisory committees that assist Council in policy development and service planning.

The appointment of members to the committees is consistent with the 2013-2017 Council Plan.

**Financial Implications**

The support and resourcing of the Committees will be undertaken within existing budget resources.

From time to time the committees may make recommendations to Council that have financial implications or require additional resources.

## Risk & Occupational Health & Safety Issues

Risk Identifier	Detail of Risk	Risk Rating	Control/s
Advisory Committee Governance Requirements	Inefficient operation of the Advisory Committee	Low	Implement Advisory Committee terms of reference

## Communications and Engagement Strategy

Nominations for membership of the Moorabool Recreation and Leisure Strategic Advisory Committee; Bacchus Marsh District Tracks and Trails Advisory Committee; Maddingley Park Committee of Management; Bacchus Marsh Racecourse Committee of Management, and Greendale Recreation Reserves Committee of Management, were sought through a public advertisement processes and invitation to where relevant each user group to nominate a representative.

Successful nominees will be notified in writing upon appointment by the Council.

## Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

## Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Danny Colgan*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – Ian Waugh*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

## Conclusion

The nomination process for the following committees has been completed:

- Moorabool Recreation and Leisure Strategic Advisory Committee
- Bacchus Marsh District Trails Advisory Committee
- Maddingley Park Committee of Management
- Bacchus Marsh Racecourse Reserve Committee of Management
- Greendale Recreation Reserves Committee of Management



**Recommendation:****That the Council:**

1. **Appoint the following community representatives to the Bacchus Marsh District Trails Advisory Committee for a period of two years.**

- **Mark Peterson**
- **Theo Parks**
- **Stuart Deagan**
- **Verity McLucas**
- **Paul Barrett**
- **Colin Evans**
- **Greg Ley**
- **Leon Newton**
- **Heidi Mikulic**
- **Belinda Delios**

2. **Appoint the following members to the Maddingley Park Committee of Management for a period of two years and authorises the Instrument of Delegation.**

**User Group Representatives**

- **Peter Sutherland**    **Bacchus Marsh Football and Netball Club**
- **Darren Smith**    **Bacchus Junior Football Netball Club**
- **Peter Wakefield**    **Bacchus Marsh Cricket Club**
- **Michael Love**    **Bacchus Marsh Tennis Club**

**Community Representatives**

- **Russell Hendry**
- **Pamela Pinney**
- **Heather Chambers**
- **Dotty Hazell**

3. **Thank in writing the outgoing Chairperson of the Maddingley Park Committee of Management, Mr Russ Hendry for his service to the committee and community.**
4. **Appoint the following members to the Bacchus Marsh Racecourse and Recreation Reserve Committee of Management for a period of two years and authorises the Instrument of Delegation.**

**User Group Representatives**

- **Dean Cowan**    **Bacchus Marsh West Golf Club**
- **Robert Young**    **Bacchus Marsh Harness Club**
- **Deidre Davey**    **Bacchus Marsh Pony Club**
- **Mike Fitzpatrick**    **Bacchus Marsh Camp Drafters**
- **George Rogers**    **Bacchus Marsh & Melton Poultry Club**
- **Jan Motherwell**    **Footscray Poultry Club**
- **Les Stewart**    **Bacchus Marsh BMX Club**

### Community Representatives

- **Pat Griffin**            **Community Representative**
  - **Stuart Deagan**       **Community Representative**
  - **Allan Comrie**        **Community Representative**
  - **Noel Stanley**        **Bacchus Marsh Soccer Club**
  - **Darren Fowlie**      **Bacchus Marsh Cricket Club**
5. **Seek nominations for the Chairperson of the Bacchus Marsh Racecourse and Recreation Reserve Committee of Management through public advertisement and a further report be presented to the Council proposing appointment to the position of Chairperson.**
6. **Appoint the following members to the Greendale Reserve Committee of Management for a period of two years and authorises the Instrument of Delegation.**
- **Paul Hilder**            **Community Representative**
  - **Nick Myrianthis**      **Community Representative**
  - **Philip O'Keefe**       **Community Representative**
  - **Eddie Salwe**          **Community Representative**
  - **John Speed**           **Community Representative**
7. **Suspend the operation of the Moorabool Recreation and Leisure Strategic Advisory Committee for review at the next Statutory Meeting of the Council and thank in writing the three nominees who lodged nominations for membership of the Committee.**

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### Report Authorisation

Authorised by: 

**Name:** Danny Colgan  
**Title:** General Manager Social & Organisational Development  
**Date:** Wednesday, 26 April 2017

# Attachment - Item 10.3.3 (a)

## Council Resolution

### Appointments and Delegations (Special Committees)

---

In exercise of the powers conferred by sections 86 of the *Local Government Act 1989* (the Act), Council resolves that:

1. As of 3 May 2017, there be established as a Special Committee, the Maddingley Park Committee of Management Special Committee known as the Maddingley Park Committee of Management.
2. The purposes of the Committee are those set out in the schedule to this resolution.
3. The members of the Committee are:

#### User Group Representatives

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Peter Sutherland	Bacchus Marsh Football and Netball Club
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Darren Smith	Bacchus Marsh Junior Football Netball Club
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Peter Wakefield	Bacchus Marsh Cricket Club
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Michael Love	Bacchus Marsh Tennis Club
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#### Community Representatives

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Russell Hendry
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Pamela Pinney
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Heather Chambers
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Dotty Hazell
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<b>TOTAL 8</b>
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4. There be delegated to the Committee the powers, duties and functions set out in the attached Instrument of Delegation (**the Instrument**).
5. The Instrument:
  - 5.1 comes into force immediately; and
  - 5.2 remains in force until Council determines to vary or revoke it.
6. The members of the Committee must adhere to the conditions contained in the Council's Appointments and Delegation Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves).

7. The powers, duties and functions conferred on the Committee by the Instrument must be exercised in accordance with any guidelines or policies Council may from time to time adopt.
8. Committees will be appointed for a term of 2 years.

## **Instrument of Delegation and Schedule (Special Committee)**

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### **Moorabool Shire Council Instrument of Delegation Maddingley Park Committee of Management**

Moorabool Shire Council delegates to the Special Committee established by resolution of Council passed on 3 May 2017 and known as the Maddingley Park Committee of Management (**the Committee**), the powers and functions set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 3 May 2017;
2. the delegation:
  - 2.1 Comes into force immediately;
  - 2.2 Remains in force until Council resolves to vary or revoke it; and
  - 2.3 Is to be exercised in accordance with the Council Appointments and Delegations Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves) and other guidelines or policies which Council from time to time adopts; and
3. all members of the Committee will have voting rights.

CHIEF EXECUTIVE OFFICER:  
PRINT NAME:  
**DATE:**

# **SCHEDULE TO INSTRUMENT OF DELEGATION**

## **Powers and functions**

To exercise Council's functions and powers to perform Council's duties in relation to the management of the Maddingley Park and for those purposes:

1. To do all things necessary or convenient to be done for or in connection with the performance of those functions, duties and powers in accordance with the Council Resolution and associated Schedule and all guidelines as amended from time to time.
2. Facilitate the entering into user agreements with users of the Facility.
3. To manage the facility on a day to day basis and to resolve any disputes between various users of the facility.
4. To prepare draft forward plans for the development and improvement of the facility for consideration by Council when approving its budgets.

## **Exceptions, conditions and limitations**

The Committee must adhere to the Council's Appointments and Delegations Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves)

The Committee is not authorised by this Instrument to:

5. Enter into contracts, or incur expenditure, for an amount which exceeds in total the amount approved in Council's annual budget and allocated to the Maddingley Park Committee of Management as an annual operating grant together with other income including grants, sponsorship, unless done so with prior approval in writing by the Council.
6. Exercise the powers which, pursuant to Section 86(4) of the Act, cannot be delegated.
7. Enter into any employment agreement with any individual without prior approval from Council.

# Attachment - Item 10.3.3 (b)



## Council Resolution

### Appointments and Delegations (Special Committees)

---

In exercise of the powers conferred by sections 86 of the *Local Government Act 1989* (the Act), Council resolves that:

1. As of 3 May 2017, there be established as a Special Committee, the Bacchus Marsh Racecourse & Recreation Reserve Committee of Management Special Committee known as the Bacchus Marsh Racecourse & Recreation Reserve Committee of Management.
2. The purposes of the Committee are those set out in the schedule to this resolution.
3. The members of the Committee are:

#### User Group Representatives

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Dean Cowan	Bacchus Marsh West Golf Club
Robert Young	Bacchus Marsh Harness Club
Deidre Davey	Bacchus Marsh Pony Club
Mike Fitzpatrick	Bacchus Marsh Camp Drafters
George Rogers	Bacchus Marsh & Melton Poultry Club
Jan Motherwell	Footscray Poultry Club
Les Stewart	Bacchus Marsh BMX Club

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#### Community Representatives

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Pat Griffin	Community Representative
Stuart Deagan	Community Representative
Allan Comrie	Community Representative
Noel Stanley	Bacchus Marsh Soccer Club
Darren Fowlie	Bacchus Marsh Cricket Club

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**TOTAL 12**

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4. There be delegated to the Committee the powers, duties and functions set out in the attached Instrument of Delegation (**the Instrument**).
5. The Instrument:

- 5.1 comes into force immediately; and
  - 5.2 remains in force until Council determines to vary or revoke it.
- 6. The members of the Committee must adhere to the conditions contained in the Council's Appointments and Delegation Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves).
  - 7. The powers, duties and functions conferred on the Committee by the Instrument must be exercised in accordance with any guidelines or policies Council may from time to time adopt.
  - 8. Committees will be appointed for a term of 2 years.

# Instrument of Delegation and Schedule (Special Committee)

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## **Moorabool Shire Council Instrument of Delegation Bacchus Marsh Racecourse & Recreation Reserve Committee of Management**

Moorabool Shire Council delegates to the Special Committee established by resolution of Council passed on 3 May 2017 and known as the Bacchus Marsh Racecourse & Recreation Reserve Committee of Management (**the Committee**), the powers and functions set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 3 May 2017;
2. the delegation:
  - 2.1 Comes into force immediately;
  - 2.2 Remains in force until Council resolves to vary or revoke it; and
  - 2.3 Is to be exercised in accordance with the Council's Appointments and Delegation Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves) and other guidelines or policies which Council from time to time adopts; and
3. all members of the Committee will have voting rights.

CHIEF EXECUTIVE OFFICER:  
PRINT NAME:  
**DATE:**

# **SCHEDULE TO INSTRUMENT OF DELEGATION**

## **Powers and functions**

To exercise Council's functions and powers to perform Council's duties in relation to the management of the Bacchus Marsh Racecourse & Recreation Reserve and for those purposes:

1. To do all things necessary or convenient to be done for or in connection with the performance of those functions, duties and powers in accordance with the Council Resolution and associated Schedule and all guidelines as amended from time to time.
2. Facilitate the entering into user agreements with users of the Facility.
3. To manage the facility on a day to day basis and to resolve any disputes between various users of the facility.
4. To prepare draft forward plans for the development and improvement of the facility for consideration by Council when approving its budgets.

## **Exceptions, conditions and limitations**

The Committee must adhere to the Council's Appointments and Delegations Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves)

The Committee is not authorised by this Instrument to:

5. Enter into contracts, or incur expenditure, for an amount which exceeds in total the amount approved in Council's annual budget and allocated to the Bacchus Marsh Racecourse and Recreation Reserve Committee of Management as an annual operating grant together with other income including grants, sponsorship, unless done so with prior approval in writing by the Council.
6. Exercise the powers which, pursuant to Section 86(4) of the Act, cannot be delegated.
7. Enter into any employment agreement with any individual without prior approval from Council.

# Attachment - Item 10.3.3 (c)

# Council Resolution

## Appointments and Delegations (Special Committees)

---

In exercise of the powers conferred by sections 86 of the *Local Government Act 1989* (the Act), Council resolves that:

1. As of 3 May 2017, there be established as a Special Committee, the Greendale Recreation Reserves Committee of Management Special Committee known as the Greendale Recreation Reserves Committee of Management.
2. The purposes of the Committee are those set out in the schedule to this resolution.
3. The members of the Committee are:

**Community Representatives**

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Philip O’Keefe (Chairperson)	
Nick Myrianthis (Treasurer)	
John Speed (Secretary)	
Paul Hilder	
Eddie Salwe	
<b>TOTAL</b>	<b>5</b>

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4. There be delegated to the Committee the powers, duties and functions set out in the attached Instrument of Delegation (**the Instrument**).
5. The Instrument:
  - 5.1 comes into force immediately; and
  - 5.2 remains in force until Council determines to vary or revoke it.
6. The members of the Committee must adhere to the conditions contained in the Council’s Appointments and Delegations Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves).
7. The powers, duties and functions conferred on the Committee by the Instrument must be exercised in accordance with any guidelines or policies Council may from time to time adopt.
8. Committees will be appointed for a term of 2 years.

# Instrument of Delegation and Schedule (Special Committee)

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## Moorabool Shire Council Instrument of Delegation Greendale Recreation Reserve Committee of Management

Moorabool Shire Council delegates to the Special Committee established by resolution of Council passed on 3 May 2017 and known as the Greendale Recreation Reserves Committee of Management (**the Committee**), the powers and functions set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 3 May 2017;
2. the delegation:
  - 2.1 Comes into force immediately;
  - 2.2 Remains in force until Council resolves to vary or revoke it; and
  - 2.3 Is to be exercised in accordance with Council's Appointments and Delegations Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves) and other guidelines or policies which Council from time to time adopts; and
3. all members of the Committee will have voting rights.

CHIEF EXECUTIVE OFFICER:  
PRINT NAME:  
**DATE:**

# **SCHEDULE TO INSTRUMENT OF DELEGATION**

## **Powers and functions**

To exercise Council's functions and powers to perform Council's duties in relation to the management of the Greendale Recreation Reserves and for those purposes:

1. To do all things necessary or convenient to be done for or in connection with the performance of those functions, duties and powers in accordance with the Council Resolution and associated Schedule and all guidelines as amended from time to time.
2. Facilitate the entering into user agreements with users of the Facility.
3. To manage the facility on a day to day basis and to resolve any disputes between various users of the facility.
4. To prepare draft forward plans for the development and improvement of the facility for consideration by Council when approving its budgets.

## **Exceptions, conditions and limitations**

The Committee must adhere to the Council's Appointments and Delegations Policy (Section 86 Delegated Committees of Council for Public Halls, Heritage Facilities and Recreation Reserves).

The Committee is not authorised by this Instrument to:

5. Enter into contracts, or incur expenditure, for an amount which exceeds in total the amount approved in Council's annual budget and allocated to the Greendale Recreation Reserve Committee of Management as an annual operating grant together with other income including grants, sponsorship, unless done so with prior approval in writing by the Council.
6. Exercise the powers which, pursuant to Section 86(4) of the Act, cannot be delegated.
7. Enter into any employment agreement with any individual without prior approval from Council.



### **10.3.4 Library Policies – Library Policy; Public Access Technology – Conditions of Use; and Unattended Children in the Library**

#### **Introduction**

File No.: 06/04/004  
Author: Danny Colgan  
General Manager: Danny Colgan

The purpose of this report is recommend that the Council adopt the Library Policy; Public Access Technology – Condition of Use Policy and Unattended Children in the Library Policy.

#### **Background**

The Council previously considered this item at the Ordinary Meeting of Council held on the 5 April 2017 where it was resolved to lay the Draft Library Policy; Draft Public Access Technology – Condition of Use Policy and Draft Unattended Children in the Library Policy on the table for further consideration at the next meeting of Council.

The policy protocol relating to the consideration of items which affect beyond the current year is applied for consideration of matters whose impact or influence will extend to directly affect the activities and/or financial planning of Council for a period beyond the term of the Current Council Budget, and whether relating to Council policy pronouncements or specific projects.

The Library previously had two existing policies – Conduct of Library Users and Conditions of Membership. The language and content of these was felt to be cumbersome and unnecessarily complicated, therefore they have been revised and combined into one “Library Policy” contained in Attachment 10.3.4 (a).

The “Unattended Children in the Library policy” contained in Attachment 10.3.4 (b) is also a revision of an existing policy.

The “Public Access Technology –Conditions of Use Policy” contained in Attachment 10.3.4(c) is a new policy in line with the Library becoming an eSmart Library. In light of a number of community issues raised in the media around such issues as cyberbullying and identity theft it was felt that the Library needs to have clear guidelines and standards around online safety and acceptable use of technologies.

The main purpose of the new and revised policies is to simplify the language and streamline processes. They aim to clarify Council’s expectations for the community regarding:

- use of, and behaviour in, the library
- membership requirements
- supervision and safety of young children in the library
- appropriate behaviour whilst in the library in order to maintain a safe, respectful environment
- patron safety when using the library’s internet facilities.

In addition the new policies will provide council staff working in the libraries with clear guidelines and support:

- when dealing with difficult situations
- to assist them in explaining procedures and policies to patrons who might question them.

### **Proposal**

The policies provide the following information to support both staff and community access to the library:

Library Policy:

- Conditions for use and membership of the library
- Conditions for borrowing of library items
- Conduct by the community in the library

Public Access Technology –Conditions of Use Policy

- General guidelines around using technology in the library
- Information about prohibited and inappropriate use
- Limitations to the usage of technology
- Staying safe online
- Privacy considerations

Unattended Children in the Library Policy

- Information about the age restrictions regarding when a child can and cannot be left unsupervised by a parent in the library
- Procedures for staff to manage incidents when children are left unattended in the Library.

Feedback was sought on the draft policies through making them available on Have Your Say, Council's on line engagement portal; at the Bacchus Marsh and Ballan Libraries and Service Centres. At the closing date on the 24 April, the feedback received related to the Draft Library Policy, Section 6. Enforcement of this policy as follows:

### **Draft Library Policy**

#### **Section 6. Enforcement of this Policy**

Any person who (whether wilfully or not) does not abide by the requirements of this Policy may be requested to give his/her name and address to an Authorised Staff Member and may be asked to immediately leave the library. If the person concerned refuses to leave the Library the police may be called to assist.

It was proposed that a second staff member be available to assist in these situations. It is proposed that the clause be amended to include the following "A second Authorised Staff Member will, at all times, be available to assist in decision making and to support a colleague in any action taken".

It is proposed that the Council adopt the Library Policy with a proposed change; with no changes to the Public Access Technology – Condition of Use Policy and Unattended Children in the Library Policy.

### Policy Implications

The 2013 – 2017 Council Plan provides as follows:

<b>Key Result Area</b>	Community Wellbeing
<b>Objective</b>	Community self-reliance and resilience
<b>Strategy</b>	Pursue initiatives that promote lifelong learning, literacy and information needs of the community.

The proposed Library Policies are consistent with the 2013 – 2017 Council Plan.

### Financial Implications

The draft policies were prepared within existing budgetary resources.

### Risk & Occupational Health & Safety Issues

Risk Identifier	Detail of Risk	Risk Rating	Control/s
Unattended children in library	Children left unsupervised in the library	Medium	Policy adopted and applied
Use of public computers	Users using public access computers to access inappropriate websites	Medium	Policy adopted and applied

### Communications and Consultation Strategy

Feedback was sought on the draft policies through making them available on Have Your Say, Council's on line engagement portal; at the Bacchus Marsh and Ballan Libraries and Service Centres. If adopted, all users of the library services will be advised of the policies.

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

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Danny Colgan*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – Danny Colgan*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

**Conclusion**

The Library Policies provide information and guidelines for the library staff to support the community to utilise the library in a safe and supportive environment.

Having resolved on the 5 April 2017 that the policies lay on the table for further consideration at the next Ordinary Meeting of Council, the Library Policy; Public Access Technology – Condition of Use Policy and Unattended Children in the Library Policy are now placed before the Council for adoption.

**Recommendation:**

**That the Council in accordance with Moorabool Shire Council Policy Protocol, ‘Consideration of items which Affect beyond the Current Year’, now adopts the Library Policy; Public Access Technology – Condition of Use Policy and Unattended Children in the Library Policy with the following amendment to the Library Policy, Section 6. Enforcement of this policy to read:**

**“A second Authorised Staff Member will, at all times, be available to assist in decision making and to support a colleague in any action taken”.**

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**Report Authorisation**

**Authorised by:** 

**Name:** Danny Colgan

**Title:** General Manager Social & Organisational Development

**Date:** Wednesday, 26 April 2017

# Attachment - Item 10.3.4 (a)

## Library Services



<b>Policy No.:</b>	LS - 1	<b><i>Library Policy</i></b>
<b>Review Date:</b>	2020	
<b>Revision No.:</b>		
<b>Policy Manual Version No.:</b>		
<b>Adopted by:</b>	Council	<i>Date: May 2017</i>

### Purpose

Moorabool Shire Council (MSC) Libraries are for the use and enjoyment by the whole community. This policy is to ensure that:

- The library service operates effectively and efficiently.
- Members of the community enjoy the facilities in a way that does not infringe upon the rights of other users or of staff.

MSC Libraries actively supports the *Charter of Human Rights and Responsibilities Act 2006* (Vic.), listing 20 substantive rights, notably those of direct relevance to the role and function of public libraries including freedom of thought, conscience, religion and belief, freedom of expression, taking part in public life and cultural life.

### Scope

This policy applies to all Officers and Councillors and users of the MSC Libraries Service.

### Definitions

Term/ Abbreviation	Definition
Borrow	To take an item from a library in accordance with the conditions of borrowing.
Institution	Any institute, association, corporation, society, business, collective or agency.
Authorised Staff Member	Any person officially employed by Council to work for MSC Libraries.
Library	All or any library outlet under the management and control of the Council and includes all buildings or portions thereof, and other areas, facilities and vehicles used in connection with the provision of the library service.
Moorabool Shire Council (MSC) Libraries	All Library facilities, resources, services and activities provided by Moorabool Shire Council.
Coordinator	The person who is responsible for the day to day operations of the library service.
Member	A person or institution holding a membership card issued in accordance with the MSC Libraries Policy.

Membership Card	A current and valid card issued to a member in accordance with this policy as authority to borrow Library material.
Restricted Areas	Areas within the Library to which access is restricted to officers and employees of the Library.
User	Any person whether or not a member, making use of the library service.
<i>Note: Words importing the masculine gender include the feminine, words in the singular number include the plural words in the plural number include the singular number.</i>	

## Policy statement

### 1. Administration of the library

- (a) The Coordinator is responsible for the management and administration of the Library Service in accordance with the policies and directions of the Council.
- (b) Any person using MSC Libraries shall obey the lawful directions of an Authorised Staff Member.

### 2. Admission and Use

- (a) Users may only enter the Library at times of opening, as fixed by Council. These opening hours will be prominently displayed inside and outside the Library and advertised by other methods as shall be determined by the Coordinator.
- (b) Any person may enter the Library (other than Restricted Areas) for the purpose of using the services and facilities on the premises during the hours it is open to the public. After hours use of meeting rooms is covered by the associated Rental Agreement.
- (c) Subject to the provisions of this policy members may have access to the Library for the purpose of borrowing library materials and using the facilities in accordance with Sections 4 and 5 of this Policy.
- (d) No person, other than library staff or persons duly authorised by the Library Coordinator or the Council, shall enter or remain in the Library during the hours when the Library is not open for use by the public.
- (e) Children are welcome to use the library under the following conditions:
  - (i) Children 7 years old and under must be supervised by a parent or guardian at all times. Supervision is defined as the child being within sight of the Parent/Guardian at all times.
  - (ii) Children 8 to 11 years old may use the library on their own but should not be left unattended for extended periods of time. Children in this situation should always have contact details for parent/guardian with them.
  - (iii) Children over the age of 12 years may use the library service without being supervised provided they maintain acceptable library behaviour at all times.

### 3. Membership

- (a) Any individual may apply to become a member of the Library by providing proof of identity and current residential address. Membership is free. Preferably proof will be photographic, as in a Drivers Licence. If not a Medicare Card and a Utilities bill or rates notice is required.
- (b) An Authorised Staff Member may, at his or her absolute discretion, allow any association, society, institution, business or agency, to become a member of the Library provided that such body's premises, predominant area of service or activity, or normal place of meeting is within the municipality.
- (c) If an Institution wishes to borrow library materials the Institution shall have a representative complete and sign an application form, on behalf of the Institution, which shall include an undertaking that the Institution will comply with the provisions of this policy.
- (d) If a person under the age of 18 wishes to be a member, the person must have a parent or guardian provide proof of identity as per 3(a) and sign a guarantee by which that person guarantees to:
  - (i) pay for the loss or damage to any item while in the young member's use or possession;
  - (ii) agree not to hold the library responsible for the suitability of items chosen by the young member;
  - (iii) accept responsibility as a guarantor until receipt of a notice of withdrawal of guarantee has been received by an Authorised Staff Member.
  - (iv) accept responsibility as a guarantor for the young member's use of the internet or WiFi.
- (e) Every member on being issued with a membership card shall:
  - (i) be responsible for the custody of the card;
  - (ii) produce the card or suitable identification to Library Staff whenever an item is borrowed;
  - (iii) notify any change of address to the Library;
  - (iv) surrender the card to an Authorised Staff Member on ceasing to be eligible for membership; and
  - (v) report the loss of the card to the Library immediately such loss is discovered.
  - (vi) a member may nominate a relative to borrow on their behalf. The proxy's name and date of birth are entered on their record.
- (f) Library Staff may issue a replacement card:
  - (i) immediately upon payment of such fee as may be determined by Council; or



- (ii) under special circumstances, without charge.
- (g) Institutional members must report the loss of the card, in writing, to an Authorised Staff Member who may then issue a replacement card without charge or delay.
- (h) Membership is current for a period of two years unless it is surrendered or cancelled before this. At the end of two years personal details are checked and the card re-activated. A person whose membership has lapsed will be required by an Authorised Staff Member to re-register before borrowing items.
- (i) Membership cards are not transferable and the holder of the membership card is responsible for all items borrowed on that card.
- (j) An Authorised Staff Member may suspend or cancel the membership of any member who fails to comply with any obligation of membership of the Library.

#### **4. Borrowing of Library Items**

- (a) The Council shall determine the number of items (in total and of a particular type) which may be borrowed by an individual member during a borrowing period and will also determine the overdue charges that will apply to items returned late.
- (b) The usual period allowed for a member to retain an item shall be determined by Council, and the date for return of each item shall be clearly indicated to the member. The time allowed for retaining an item may be varied at the discretion of an Authorised Staff Member.
- (c) A member is responsible for safe care of every item borrowed on his/her membership card and for its return to the library by the due date.
- (d) There is no onus on the Library to send to any member a notice that an item has not been returned by the due date. Failure to send such notice is not an excuse for non-return of items. Library Staff may require that overdue items be returned before any other item is issued.
- (e) A member may apply by telephone, the Library website or in person for an extension to the time allowed for retaining an item. The number of extensions available will be determined by an Authorised staff member. Such extension will not be granted if the item has been placed on hold by another member or another library.
- (f) Any item in the lending stock of the Library may be placed on hold for a member, free of charge. The Library will notify the member when the item is available.
- (g) A member may recommend the Library purchase an item which is not in stock of the library, or may request the Library to borrow an item from another library for him/her. Items requested by a member for loan from another library are only made available subject to the conditions of loan applied by that lending library and may incur a fee.
- (h) A member is responsible for reporting to a Library Staff member any damage discovered in any item on loan to him/her. This damage shall be reported at the time of issue or immediately on return.
- (i) If an item is lost or damaged beyond repair, while borrowed by a member, or it is stolen from a member, the member shall pay to the Council the full replacement value of the item including the cost of cataloguing and processing.

- (j) Failure to receive a notice concerning overdue charges is no excuse for non-payment of such charges. Liabilities incurred by a member for the loss of items shall be discharged before any further item is issued.
- (k) The Council or any of its officers may take action for the recovery of an item or for its value, at any time after the item becomes overdue.
- (l) Items stolen or lost remain the property of the Library although replaced or paid for.
- (m) All users of MSC Libraries are entitled to consult all Library items located at the Library, except for Library items to which are on restricted access because of:
  - (i) the rarity of the Library item;
  - (ii) the physical condition of the Library item;
  - (iii) any condition imposed by the donor of the Library item; or
  - (iv) any relevant legislation.
- (n) An Authorised Staff Member may require a member to make a statutory declaration concerning the loss of an item.

### **5. Conduct in the Library**

- (a) Users must:
  - (i) Conduct themselves in a responsible and reasonable manner whilst in the library, showing consideration for the rights of other users and staff.
  - (ii) When leaving the Library, open any container or bag brought into the library, for inspection, on the request of an Authorised Staff Member.
  - (iii) Leave the Library at closing time or at the request of an Authorised Staff Member.
- (b) Users must not:
  - (i) Behave in the Library in such a manner as may cause serious inconvenience or discomfort to any other user or staff member in the library.
  - (ii) Bring into the Library any animal, other than a guide dog for the blind.
  - (iii) Drink alcohol or smoke in any Library.
  - (iv) Deface, mutilate, break, damage or interfere with any part of any Library building, furniture, fittings, computers, equipment, books, or materials belonging to, or in the care of, the Library Service.
  - (v) Solicit or collect gifts of money or subscriptions or sell or expose for sale any goods in the library.
  - (vi) Conduct any form of gambling within the Library.

- (vii) Conduct any “for profit” business within the Library itself. The use of meeting rooms is covered separately by the Room Hire Rental Agreement
- (viii) Remain in the Library after being requested to leave the premises by an Authorised Staff Member.
- (ix) Use the internet to download or view offensive material, as per the MSC Libraries Public Access Technology – Conditions of Use.

(c) A person will be automatically asked to leave the library:

- (i) If they engage in any activities listed in section (b) above
- (ii) If the person is a child parent/carer will be asked to remove them
- (iii) If the child is unattended the “Unattended Children in the Library Policy” will be applied.

Users wishing to book any meeting rooms within the Library must apply to Council Customer Service using the prescribed application form. Charges apply.

### 6. Enforcement of this Policy

Any person who (whether wilfully or not) does not abide by the requirements of this Policy may be requested to give his/her name and address to an Authorised Staff Member and may be asked to immediately leave the library. If the person concerned refuses to leave the Library the police may be called to assist. A second Authorised Staff Member will, at all times, be available to assist in decision making and to support a colleague in any action taken.

Failure to comply with this Policy may result in:

- (i) the suspension of a person’s Library privileges for a period of time
- (ii) banning by the Council CEO, communicated by letter
- (iii) if necessary, referral to the Police for further action.

### 7. Privacy

*Information gained as a result of membership registration, book circulation or participation in any library activity will not:*

*be made available to outside enquirers (except by a Court order), or be used by library staff for any purposes other than follow-up of unreturned books borrowed from the library service, or for statistical purposes. Note: This includes information held in files outside the library and in computer files. Membership and circulation statistics shall not be identifiable with individual members except where this agreed to by users for operational reasons such as the home library service.*

### 8. Related documents

- *MSC Public Access Technology – Conditions of Use*
- *Unattended Children in the Library Policy*
- *MSC Libraries Strategic Plan*
- *Charter of Human Rights and Responsibilities Act 2006 (Vic)*

**9. References**

<b>Dept</b>	Department
<b>MSC</b>	Moorabool Shire Council

# Attachment - Item 10.3.4 (b)



<b>Policy No.:</b>	LS - 3	<b><i>LS3 – Unattended Children in the Library</i></b>
<b>Review Date:</b>	2020	
<b>Revision No.:</b>	3	
<b>Policy Manual Version No.:</b>		
<b>Adopted by:</b>	Council	<i>Date: May 2017</i>

## Unattended Children in the Library

### 1. Purpose

Moorabool Shire Council (MSC) Libraries welcomes children of all ages, and their carers, to our libraries and events.

MSC Libraries has a duty of care to all library users and staff to ensure their safety, comfort and wellbeing and that no one is placed in a situation where they are at risk.

This policy details the responsibilities of staff; if and when unattended children are deemed to be at risk in any of the MSC libraries or at a MSC Libraries event.

### 2. Scope

This policy applies to all Moorabool Shire Council library buildings including the Lerderderg Library and Ballan Library.

An Authorised Staff Member has the authority to decide if a child is unattended. Children develop and mature at different rates and so whilst 12 years and under is determined as a child that should be supervised by a parent or carer; discretion and judgment will apply when deciding if a child is vulnerable and at risk, or old enough to be alone in the library and / or sent out of the building. Factors that inform decision-making include the time of day.

### 3. Definitions

Unattended Child	a person who is under the age of twelve (12) years and not in the apparent care of a responsible person (as per ALIA Standards and Guidelines for Australian Public Libraries – Services for Young People)
Parent/Carer	the legal guardian of the child or a responsible person over the age of 16 years who has been delegated responsibility for the child by its parent or legal guardian.
Authorised Staff Member	Any person officially employed by Council to work for MSC Libraries

#### 4. Policy

For the safety and comfort of children, a responsible parent / carer should accompany children whilst they are using the library services. Parents / carers are responsible for a child's welfare as well as monitoring and regulating their behaviour.

Children are welcome to use the library under the following conditions:

- (i) Children 7 years old and under must be supervised by a parent or guardian at all times. Supervision is defined as the child being within sight of the Parent/Guardian at all times.
- (ii) Children 8 to 11 years old may use the library on their own but should not be left unattended for extended periods of time. Children in this situation should always have contact details for parent/caregiver with them and maintain acceptable library behaviour at all times.
- (iii) Children over the age of 12 years may use the library service without being supervised provided they maintain acceptable library behaviour at all times.

MSC Libraries will not take responsibility for the direct supervision of children left unattended in the library or at library events. However, out of concern for the welfare of the child, Library staff will therefore seek out parents / guardians when:

- an unattended child is found distressed in the library
- an unattended child is perceived to be endangering themselves or another
- an unattended child exhibits inappropriate behaviour
- an unattended child has not been met by a responsible parent / carer at closing time

If a parent / guardian is not located within the library or at the library event:

- they will be contacted by phone and asked to pick up the child within an agreed time
- they will be informed that if they do not arrive within the agreed time that the police will be called
- they will be given a copy of this policy upon their arrival to pick up the child
- an incident form will be completed by the staff member

If the parent / guardian does not arrive to pick up the child within the agreed time, or the parent/carer cannot be contacted:

- the police will be called and requested to attend the library – the estimated time of their arrival will be noted
- the staff member will continue to try to contact the parent / carer

If the parent / guardian does not arrive to pick up the child at closing time:

- the police will be called and requested to attend the library – the estimated time of their arrival will be noted
- staff will continue to try to contact the parent / carer
- the shift supervisor and one other staff member will wait with the child on library premises or at the event until they are collected by a parent / carer
- staff will not, under any circumstances drive the child to any location

If there are repeated incidents of the same child being left unattended:

- the parent / carer will be given a copy of this policy when they collect the child and informed by the staff member that the police may be called if this happens again

If there are repeated incidents of the same child being left unattended and being collected by the police:

- the parent / carer will be sent a copy of this policy and notified in writing that the police will be called every time the child is left unattended

#### 5. Related Policies

- MSC Library Policy

#### 6. Legislation

- Children's, Youth and Families Act 2005 (VIC)

#### 7. References

<b>Dept</b>	Department
<b>MSC</b>	Moorabool Shire Council



# Attachment - Item 10.3.4 (c)



<b>Policy No.:</b>	LS - 2	<b>Public Access Technology – Conditions of Use</b>
<b>Review Date:</b>	2020	
<b>Revision No.:</b>		
<b>Policy Manual Version No.:</b>		
<b>Adopted by:</b>	Council	<i>Date: May 2017</i>

## 1. PUBLIC ACCESS TECHNOLOGY

Moorabool Shire Council (MSC) Libraries is committed to the provision of high quality library services, to equitable access of services for all library users and to the freedom of access to information.

MSC Libraries provides public access to technology resources within its libraries. Facilities include public access computers with access to the internet and Microsoft Office software, Wi-Fi access and online library catalogues (OPACs). Public access internet, Wi-Fi and OPACs are available at Lerderderg Library.

As an eSmart Library MSC Libraries is committed to providing a positive, safe and healthy digital and physical environment to library users that is free of harassment, bullying or exposure to inappropriate behaviour or content.

## 2. CONDITIONS OF USE

All users of the Library’s public access technology must adhere to the conditions of use outlined in this Policy. Breaches of these conditions may result in the Library immediately terminating use of the facility and restricting future use for a determined period of time.

## 3. GENERAL

- 3.1 A current MSC Libraries membership card and PIN are required to use the library PCs. A “guest pass” is available to visitors who are not members of the library and who do not live within the Shire.
- 3.2 A parent or guardian must register as guarantor for members under 18 years of age and are solely responsible for supervising their child’s access to internet and technology resources in the library.
- 3.3 Users are expected to be able to use the computers without staff assistance.
- 3.4 MSC Libraries cannot guarantee that access to the Internet or other features will be available at all times
- 3.5 Printing facilities are available at a cost. Users must abide by the copyright laws. Material may only be printed on paper supplied by the Library.
- 3.6 Whilst the library computer equipment has antiviral software installed, MSC Libraries is not responsible for any data loss or damage caused by the transmission of computer viruses.

- 3.7 MSC Libraries is not responsible for equipment malfunction, damage to storage devices, data or electronic transactions of any type including data loss.
- 3.8 Library users are responsible for ensuring any personal equipment used within the library is in good condition and used in a safe manner. MSC Libraries reserves the right to prevent any equipment deemed unsafe from being used in the library.

#### 4. PROHIBITED AND INAPPROPRIATE USE

- 4.1 Public access technology is not to be used for any activities of an illegal or fraudulent nature, including such activities as defined under any applicable Federal, State and Local laws. Relevant legislation includes, but is not limited to, the Australian Copyright Act 1968 & Amendments 2006, Victorian Privacy and Data Protection Act 2014.
- 4.2 Activities that are unlawful or inappropriate are prohibited. These activities include, but are not limited to:
- Gaining access to any material that is pornographic, offensive or objectionable and therefore deemed unsuitable for a public audience.
  - Engaging in any conduct that offends Federal or State laws and regulations.
  - Cyberbullying, harassment (sexual or otherwise) or intimidation of another person.
  - Engaging in any defamatory message, including reading and then forwarding a message of which you are not the author.
  - Sending or forwarding any material that is abusive, sexist, racist, pornographic, offensive or otherwise illegal.
  - Engaging in activities of an illegal or fraudulent nature.
- 4.3 MSC Libraries may disclose information relating to the use of public access technology where the Council is required or authorised to do so by law or other regulation.

#### 5. USAGE LIMITATIONS

- 5.1 Users are not permitted to interfere with Library computer equipment; this includes installing, deleting or changing anything on the Library's computer equipment.
- 5.2 The Library's computer network may not be used:
- To disseminate, view or store, destructive code (e.g. viruses, self-replicating programs).
  - To access sites for the purpose of Hacking, Proxy Avoidance or other security risks.
  - For commercial or profit gaining purposes, including gambling.

#### FACILITIES, SERVICES AND ACCESS

- 5.3 MSC Libraries is not responsible for the material available on the Internet and cannot guarantee the authority or accuracy of any of the information found on it, nor can it accept responsibility for any material it contains which may be considered offensive by some users. Users can make complaints to the Australian Communications and Media Authority about prohibited content or potential prohibited content at [www.acma.gov.au](http://www.acma.gov.au)
- 5.4 MSC Libraries accepts no responsibility for security on the internet. Sending information on the Library's computer equipment via the internet, including information relating to any financial transaction, is undertaken at the user's sole risk.

- 5.5 MSC Libraries cannot guarantee that access to computers and the internet will be available at all times. MSC Libraries reserves the right to limit daily access times, restrict access to certain file types and limit bandwidth and download size.

### ONLINE PUBLIC ACCESS TERMINALS (OPAC)

- 5.6 These terminals may be used for browsing the library catalogue, viewing your library card details, renewing items on loan and placing reservations only.
- 5.7 The use of portable storage devices is prohibited on OPACs.

### Wi-Fi ACCESS

- 5.8 Access to the Wi-Fi service is via your own personal device.
- 5.9 Wi-Fi access is provided free of charge during normal library opening hours.
- 5.10 Printing is not available via the Wi-Fi service.
- 5.11 Information sent to and from a user's personal equipment via the Wi-Fi service may be captured by anyone with a wireless receiver. Sending information via the Wi-Fi service is undertaken at the user's own risk.
- 5.12 Assistance with Wi-Fi access is limited to general guidance on how you can connect to the service.

### STAYING SAFE ONLINE

It is strongly recommended that all users of public access technology take the following precautions:

- 5.13 Protect personal information by not sharing phone numbers, date of birth, email address or passwords.
- 5.14 Be careful opening files, emails, chat messages or pictures from people you don't know or trust. These can cause problems as they may be offensive or contain malicious viruses.
- 5.15 Regularly check your security and privacy setting on social media sites. These can change without notice.
- 5.16 If you feel unsafe or threatened online tell someone. You can report the person to the website administrator or ask library staff for assistance.

### 6. PRIVACY

- 6.1 Access to this service is provided in a public place and through publicly available facilities. Users should be aware that no guarantee of privacy can be made.
- 6.2 MSC Libraries has the right to monitor and log any activity on its computer equipment. Activity is monitored in accordance with the *Victorian Privacy and Data Protection Act 2014*.
- 6.3 MSC Libraries has the right to, and may be required to, utilise software to identify and block access to Internet sites containing material deemed inappropriate in a public place.
- 6.4 For information regarding the use and disclosure of personal information collected in relation to the use of public access technology please refer to the MSC Privacy Policy, available at [www.moorabool.vic.gov.au/privacy](http://www.moorabool.vic.gov.au/privacy).

### 7. NOTICE OF INDEMNITY

Users acknowledge that in the event that any legal action is threatened or commenced Moorabool Shire Council bears no responsibility whatsoever for the conduct or outcome of the legal action, arising out of or connected with their use of the library internet service. Users also agree to indemnify MSC against any and all damages, costs and expenses arising out of any action settlement or compromise, connected with their use of this internet service.

### 8. ENFORCEMENT OF THIS POLICY

Any person who (whether wilfully or not) does not abide by the requirements of this Policy may be requested to give his/her name and address to an Authorised Staff Member and may be asked to immediately leave the library.

Failure to comply with this Policy may result in:

- (i) the suspension of a person's Library privileges for a period of time
- (ii) banning by the Council CEO, communicated by letter
- (iii) if necessary, referral to the Police for further action.

### 9. References

<b>Dept</b>	Department
<b>MSC</b>	Moorabool Shire Council

### 10.3.5 Moorabool Health and Wellbeing Plan 2013-2017 – Year Three Review

#### Introduction

File No.: 12/01/001  
Author: Tania Barry  
General Manager: Danny Colgan

The purpose of this report is to present the Council with the annual review of the Moorabool Health and Wellbeing Plan 2013-2017.

#### Background

The Victorian Public Health and Wellbeing Act 2008 requires that the Council conduct an annual review of the Municipal Public Health Plan, which is the Moorabool Health and Wellbeing Plan 2013-2017. The Department of Health has developed a guide for Councils in undertaking the annual review process. The guide specifies that conducting an annual review entails making sure that the actions identified in the plan are being implemented satisfactorily and that they remain the best way for council to invest in health and wellbeing over the life of the plan.

The Moorabool Health and Wellbeing Plan 2013-2017 is a four year plan for enhancing the health and wellbeing of our residents. The plan aims to capture the health and wellbeing status of our community and present a plan in partnership with local health providers and community organisations, to improve the health of the Moorabool community.

Under section 26 of the Public Health and Wellbeing Act 2008, the Council is required to develop a Health and Wellbeing Plan within 12 months of a Council Election. The Health and Wellbeing Plan must be consistent with the Council Plan and the Municipal Strategic Statement and be reviewed annually and evaluated at the end of the four year period. The Plan was adopted by the Council at the Ordinary Meeting of Council on the 6th November 2013.

The review and development of this report was undertaken through the following:

- a review of the Council's Health and Wellbeing Committee meetings for the past 12 months
- a review of the third year action plan
- a workshop with the Health and Wellbeing Committee members
- an analysis of the Department of Health Annual review guidelines
- benchmarking against other council review processes

The outcomes of the third year as shown in attachment 10.3.5 are as follows:

- Thirteen actions were completed in the twelve months being:
  - In partnership with external agencies and Council staff prepare a report for Council consideration, to identify the key components of a new and dedicated youth space including the size and type of space required, governance and management arrangements, capital costs, operating costs, location and potential funding sources.

- Continue to promote the positive health benefits of increased education and employment opportunities in the community.
  - Provide opportunities through youth service program and events to recognise the achievements of young people and help enhance community understanding of the contribution young people make to the community.
  - Increase access to school facilities and other buildings for community use.
  - Develop and build an Early Years Hub in Darley.
  - Consult with the community, particularly young families, young people, older people and children about making facilities user friendly and accessible.
  - Ensure there are adequate kindergarten places for all children living in Moorabool, including increasing the number of 3 and 4 year old kindergarten places.
  - Advocate to the Government to improve access to affordable childcare for Moorabool residents.
  - Advocate to the State and Federal Government for increased access to drug and alcohol counselling services.
  - Implement State Government Legislation relating to smoking in public places.
  - Provide opportunities for inclusion and participation in the community for people with disabilities.
  - Promote market gardener/locally grown food as a healthy choice for residents.
  - Improve the breastfeeding rates for the Shire by promoting breastfeeding friendly spaces and providing information /education on the importance of breastfeeding.
- Two year 2 actions are still in progress.
    - Adopt a leadership statement on the issue of violence against women to increase community awareness and demonstrate Council's commitment to the issue.
    - Promote existing transport options and links to current services and activities through the Moorabool website.
- Three year 3 actions are still in progress
    - Promote existing walking trails through an online guidebook or 'app'
    - Increase support available to residents by advocating for religious groups to continue to provide pastoral care to the community.
    - Build sustainable partnerships with community groups i.e. sports clubs to implement programs that promote health eating i.e. Breakfast Clubs.
- Three year 1-4 actions are long term and are in still in progress:
    - Continue to promote the Council as employer of young people through apprenticeships
    - Promote prevention of violence against women and gender equity to the community through local media and events

- Promote opportunities for families to access existing physical activity programs in the community i.e. community sporting clubs
- One action was not completed, however it emerged during the review process this was no longer necessary:
  - Produce a Strengthening Diversity Plan – it has been recommended that diversity, in all its forms, should be included in all Council strategies.

**Health Profile**

Overall the data included in the health profile is still considered relevant and current. Work is currently being undertaken to develop the 2017-2021 Moorabool Health and Wellbeing Plan; and as part of this process, a new health profile will be developed, incorporating information from the Victorian Population Health Survey, the VicHealth Indicators Survey, the Chief Health Officer’s Report and other health information as related to the *Victorian Public Health and Wellbeing Plan 2015-2019*.

**Proposal**

Following the completion of the review of the third year of the Moorabool Health and Wellbeing Plan 2013-2017, there are no recommended changes to the Plan to be considered by the Council:

**Policy Implications**

The 2013 - 2017 Council Plan provides as follows:

<b>Key Result Area</b>	Community Wellbeing
<b>Objective</b>	Inclusive, responsive and accessible community service
<b>Strategy</b>	Ensure Council’s services and facilities are accessible

The proposed Moorabool Health and Wellbeing Plan 2013-2017 annual review is consistent with the 2013-2017 Council Plan.

**Financial Implications**

There are no financial implications from the recommendations proposed.



### Risk & Occupational Health & Safety Issues

Risk Identifier	Detail of Risk	Risk Rating	Control/s
Health and Wellbeing Plan	Council is required to review the Health and Wellbeing Plan annually under the Public Health and Wellbeing Act 2008	Low	Council to review the Health and Wellbeing Plan annually.

### Communications and Consultation Strategy

The following community engagement activities have been undertaken, in accordance with the Council's Community Engagement Policy and Framework:

Level of Engagement	Stakeholder	Activities	Outcome
Involve	Health and Wellbeing Committee	Review Workshop Submissions on draft report	Committee provided feedback and endorsed recommendations

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

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Danny Colgan*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – Tania Barry*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

### Conclusion

The annual review determined of the Moorabool Health and Wellbeing Plan 2013-2017 demonstrates progress has been made on the implementation of the plan. The development of the new Health and Wellbeing Plan is currently under development.

**Recommendation:**

**That the Council receives the Moorabool Health and Wellbeing Plan 2013-2017 third year review report.**

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**Report Authorisation**



**Authorised by:**

**Name:** Danny Colgan  
**Title:** General Manager Social & Organisational Development  
**Date:** Wednesday, 12 April 2017

# Attachment - Item 10.3.5

# Moorabool Health and Wellbeing Plan Action Plan – Year 3

A: Progress status

Not started
Completed
In progress
Deferred

## Year 3 Actions

### Priority Area 1: Community Connectedness

1.1 Improve the Health and Wellbeing outcomes for the Moorabool Community

Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
Promote safe communities, cultures and organisations where all relationships are equal, respectful and non-discriminatory.	Adopt a leadership statement on the issue of violence against women to increase community awareness and demonstrate Council's commitment to the issue	A draft Leadership statement has been prepared and will be presented to the Council for consideration in 2017.  Council has support for staff experiencing family violence built into the Moorabool Shire Council Enterprise Agreement No 7-2013  Moorabool Shire Council is a member of Women's Health Grampians Communities of Respect and Equality Alliance	Preventing Violence Against Women
To further support young people's connectedness to self, community and future pathways.	In partnership with external agencies and Council staff prepare a report for Council consideration, to identify the key components of a new and dedicated youth space including the size and type of space required, governance and management arrangements, capital costs, operating costs, location and potential funding sources	The Council in September 2016 adopted a report on the feasibility of establishing a youth space/spaces in Moorabool.  In March 2017, the Council resolved to allocate the use of rooms at the Darley Civic and Community Hub for use by young people and associated services.	Children's and Youth

Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
<p>Promote an inclusive social environment across Council that values people in all their diversity.</p>	<p>Produce a Strengthening Diversity Plan</p>	<p>Provide feedback into Council plan so that diversity, in all its forms, is included all current Council strategies.</p> <ul style="list-style-type: none"> <li>• Marquee set up at Youth Week to raise awareness of White Ribbon campaign. Male staff volunteered in the marquee to take pledges.</li> <li>• Information on White Ribbon Day was sent to all sporting clubs in Moorabool</li> <li>• Violence against women posters were put up in Council offices and in the pubs around Bacchus Marsh.</li> <li>• White Ribbon Day display at the Lerderderg Library</li> <li>• White Ribbon car magnets displayed on Council cars during White Ribbon week</li> <li>• Moorabool Shire Council's support of White Ribbon was in Moorabool News</li> <li>• Moorabool Shire Council Social club held 2 White Ribbon morning teas for staff to take the pledge and raise funds. Over \$400 was raised and 44 pledges taken. All pledges have been recorded on the White Ribbon Day website</li> <li>• Expressions of Interest were sought from the community for suggestions/contributions to a Harmony Day event.</li> <li>• A community event was held at the Lerderderg Library, which had 30 people attend.</li> </ul>	<p>Service Improvements</p> <p>Moorabool Shire Council</p>

Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
<p>Promote the positive health benefits of increased education and employment opportunities in the community.</p>	<p>Continue to promote the positive health benefits of increased education and employment opportunities in the community.</p>	<ul style="list-style-type: none"> <li>• Harmony Day display at the Lerderderg Library</li> <li>• A NAIDOC Week Committee was formed and 4 events were held during the week:               <ul style="list-style-type: none"> <li>- Flag raising and smoking Ceremony held-20 people.</li> <li>- NAIDOC Family Day (funded by a grant from the Department of Premier and Cabinet NAIDOC Grants) - 40 people</li> <li>- NAIDOC Movie Day-20 people</li> <li>- NAIDOC week Colouring Competition-60 entrants</li> </ul> </li> <li>• NAIDOC Week events made front page of the Moorabool News</li> <li>• NAIDOC Week display at Lerderderg Library</li> </ul> <ul style="list-style-type: none"> <li>• Council adopted an Economic Development Strategy in 2015</li> <li>• The Urban Growth Framework (currently in development with the Victorian Planning Authority) has identified employment growth areas within the Shire.</li> <li>• The Retail Strategy was adopted in April 2016 which has led to a renewed focus on activity centres as service hubs.</li> </ul> <p>In an effort to influence the home learning environment, Council is participating in the 1000 Books Before School early literacy program. The program was launched on 8 March 2017.</p> <p>Staff are working with adult learning centres within the Shire to promote the courses available to the community. Operational grants are</p>	<p>Moorabool Shire Council</p>

	Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
			<p>provided to learning centres which helps with promotion.</p> <p>Following a resolution of the Council in February 2017, the Council has written to the Victorian Education Minister seeking urgent action to address the relatively low levels of post compulsory education and year 12 completion rates in Moorabool. Further work is to be undertaken with local schools, organisations, government departments and agencies.</p>	
	<p>Provide employment opportunities to young people.</p>	<p>Investigate ways of promoting</p> <ul style="list-style-type: none"> <li>• Work experience</li> <li>• Student placement</li> <li>• Internships</li> <li>• Apprenticeships</li> </ul>	<p>Four service areas of Council have been identified as potential employers of young people through apprenticeships or for work experience - Active Ageing and Community Access, Early Years. Parks and Garden currently have apprentices on staff</p> <p>Twelve student placements were undertaken in 2016</p> <p>Ongoing and as above</p>	<p>Children's and Youth</p>
		<p>Continue to promote the Council as employer of young people through apprenticeships.</p>	<p>Ongoing and as above</p>	<p>Children's and Youth</p>

### 1.2 Create spaces and activities that support creativity, cultural diversity and arts development in the community

	Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
	Support the arts and culture community	Identify art spaces and potential art spaces in the Shire	<p>The following Art and potential art spaces in the Shire have been identified:</p> <ul style="list-style-type: none"> <li>Arts Council exhibition space at the shopping centre</li> <li>Bacchus Marsh Public Hall</li> </ul> <p>Ballan Community House: turning arts studio into exhibition space</p> <p>The Council at its meeting in March 2017 resolved to allocate a space at the Darley Civic and Community for use by the Bacchus Marsh Arts Council for an arts workshop.</p>	Arts and Culture

### 1.3 Address social inclusion issues through improved communication and information

	Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
	Enhance participation in community life by children and young people across all Council areas	Provide opportunities through youth service program and events to recognise the achievements of young people and help enhance community understanding of the contribution young people make to the community.	<p>2015 Youth Awards</p> <ul style="list-style-type: none"> <li>7 nominations</li> <li>5 awarded plus 2 special awards presented</li> </ul> <p>2016 Youth Awards</p> <ul style="list-style-type: none"> <li>5 nominations</li> <li>5 awarded</li> <li>Special award to the Elaine CFA</li> </ul> <p>Moorabool Children's Plan</p>	Children's and Youth



	Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
	Support organisational change on the prevention of violence against women and gender equity	Promote the prevention of violence against women message through local print, radio and television media.	<p>Women's Health Grampians (WHG) and Council distributed over 200 Campaign' flyers to health services, community halls and venues, MSC public toilets, sports clubs and Council buildings.</p> <p>Council promoted the WHG Prevention of Violence Against Women info graphics and White Ribbon on social media.</p> <p>Moorabool's Families and Children's Facebook page involved in 16 Days of Activism Against Gender-Based Violence by posting related information for 16 days. The days of activism is an international campaign to challenge violence against women and girls. The campaign runs every year from 25 November, the International Day for the Elimination of Violence against Women, to 10 December, Human Rights Day. Ongoing posts continue to appear on the Families &amp; Childrens Facebook page about this topic</p> <p>Newspaper articles about the Women's Health Grampians Communities of Respect and Equality (CoRE) Strategy and White Ribbon were published. Moorabool Shire Council is a signatory to the CoRE Alliance</p> <p>35 White Ribbon Day signed pledges from community</p> <p>46 staff took the White Ribbon Day oath at Moorabool Shire</p>	Prevention of Violence Against Women

## Priority Area 2: Healthy and safe built environments

2.1 Plan for state of the art infrastructure ensuring a place and space for future service provision that promotes Community Health and Wellbeing

	Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
	Strengthen the social inclusion approach of schools and other buildings for community use.	Increase access to school facilities and other buildings for community use.	<ul style="list-style-type: none"> <li>The draft Community Infrastructure Framework has mapped all facilities in and outside of the Shire and facilities that could meet shortfalls have been identified.</li> <li>Travel accessibility standards (drive time and walkability) have been defined and used to inform gap analysis showing area of good/poor accessibility</li> </ul>	Healthy Lifestyle and Infrastructure
	Support the provision of infrastructure that supports early learning.	Develop and build an Early Years Hub in Darley	The Darley Early Years Hub opened its doors to the Community in January 2016.	Moorabool Shire Council

2.2 Advocate for increased transport options that connect people with social activities and services

	Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
	Provide opportunities for inclusion and participation in the community including for people with disabilities	Promote existing transport options and links to current services and activities through the Moorabool website.	<ul style="list-style-type: none"> <li>The draft Community Infrastructure Framework Travel Accessibility Standards defines maximum journey times/distances the community can reasonably be expected to travel to access different facilities. Information can be accessed internally but not yet in public format.</li> <li>The draft Community Infrastructure Framework provides a complete database of community facilities in Moorabool, and within 20 minutes' drive of Shire boundary. This data is compared to the Travel Accessibility Standards to</li> </ul>	Healthy Lifestyle and Infrastructure

	Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
			determine locations where the standards are or are not met. The results will be reported through the Community Infrastructure Plan in 2017.	

2.3 Involve the community in creating a 'sense of place' for their community

	Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
	Identify opportunities to make facilities more user friendly and accessible.	Consult with the community, particularly young families, young people, older people and children about making facilities user friendly and accessible.	<ul style="list-style-type: none"> <li>All new sports facilities and upgrades to become all access/inclusive.</li> <li>Darley Early Years Hub has inclusive facilities and signage. Children had input into the design of the building</li> <li>Realistic Race Event planning in progress. To be delivered in 2017.</li> </ul>	Healthy Lifestyle and Infrastructure
	Promote and encourage the community's participation in outdoor activities.	Promote existing walking trails through an online guidebook or 'app'	Investigations are taking place on how the Council information on local tracks and trails can be integrated into state government mapping and information which promotes trails and paths.	Healthy Lifestyle and Infrastructure

### Priority Area 3: Accessible Services

#### 3.2 Work in partnership with key agencies to improve access to early childhood services for families.

	<b>Strategic Objective</b>	<b>Actions Year 3 – Dec 2016</b>	<b>Review to December 2016</b>	<b>Lead</b>
	Provide increased opportunities for families to access quality early years learning programs.	Ensure there are adequate kindergarten places for all children living in Moorabool, including increasing the number of 3 and 4 year old kindergarten places.	<ul style="list-style-type: none"> <li>The Darley Early Years Hub which opened in January 2017 created an additional 54 kindergarten places. The wait list for kindergarten placements in Darley/Bacchus Marsh has been removed.</li> <li>A Central Enrolment System for all Moorabool Kindergartens was implemented in 2016.</li> </ul>	Children's and Youth
		Advocate to the Government to improve access to affordable childcare for Moorabool residents.	<ul style="list-style-type: none"> <li>Two child care centres opened in 2016 (including the Darley Hub) resulting in more childcare places available and more choices for the community.</li> <li>A planning permit has been issued for a new centre, providing an additional 120 spaces.</li> </ul>	Children's and Youth

#### 3.3 Enhance community access to primary medical, health care, community support and medical specialist services

	<b>Strategic Objective</b>	<b>Actions Year 3 – Dec 2016</b>	<b>Review to December 2016</b>	<b>Lead</b>
	Minimise and prevent alcohol and drug related harm	Advocate to the State and Federal Government for increased access to drug and alcohol counselling services.	<ul style="list-style-type: none"> <li>The Moorabool Drug Action Group has written to the Victorian and Federal Government Health Ministers on the urgent need to invest in the establishment of new and expanded drug and alcohol services in Moorabool</li> <li>The Moorabool Drug Action group in conjunction with Council was successful in obtaining an ICE Community Education Grant and has subsequently delivered</li> </ul>	Service Improvements

	Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
			<p>education sessions to in excess of 150 people</p> <ul style="list-style-type: none"> <li>The North Western Primary Health Network has provided funding for Anglicare Victoria to deliver a drug and alcohol service in Bacchus Marsh</li> </ul>	
	Create supportive settings that encourage healthy lifestyles and behaviours.	Increase support available to residents by advocating for religious groups to continue to provide pastoral care to the community.	All services that provide pastoral care will be listed in the online database.	Service Improvements

## Priority Area 4: Supporting healthy lifestyles and being active

### 4.1 Increase participation in active lifestyle programs that enhance community wellbeing

Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
Encourage independent and autonomous living for those in the home and community care target group	Provide opportunities for inclusion and participation in the community for people with disabilities.	An Age Friendly grant was obtained from Department of Human Services to provide programs for older people in the community that live in rural areas, encouraging them to take a leadership role within their community.	Moorabool Shire Council
Promote tobacco free living	Implement State Government Legislation relating to smoking in public places.	As a regulatory requirement No Smoking Signage for the Darley Early Years has been installed.	Healthy Lifestyles and Infrastructure
Develop targeted approaches to increase physical activity in the community.	Promote opportunities for families to access existing physical activity programs in the community i.e. community sporting clubs	Information in contained on Council's website on the sporting facilities available across the municipality inclusive of a large number or recreation and sporting clubs and organisations.	Healthy Lifestyles and Infrastructure

### 4.2 Increase opportunities for people to make healthy eating choices to improve their health

Strategic Objective	Actions Year 3 – Dec 2016	Review to December 2016	Lead
Develop targeted approaches to increase healthy eating and healthy lifestyle choices in the community	Build sustainable partnerships with community groups i.e. sports clubs to implement programs that promote healthy eating i.e. Breakfast Clubs.	The Youth services team works with the Bacchus Marsh College and the Lions to deliver a breakfast club, ensuring students have breakfast and promoting social interaction.	Healthy Lifestyles and Infrastructure
	Promote market gardener/locally grown food as a healthy choice for residents.	Local food options and markets are promoted in Moorabool 365 brochure and on Council's website and Facebook pages.	Healthy Lifestyles and Infrastructure
Increase the rates and duration of breastfeeding in the Shire.	Promote breastfeeding friendly spaces and provide information/education on the importance of breastfeeding.	This is now ongoing in the Early Years team as part of core service delivery.	Moorabool Shire Council

### 10.3.6 Third Quarter (January - March) Report – 2016/17 Council Plan Actions

#### Introduction

File No.: 02/02/002  
Author: John Whitfield  
General Manager: Danny Colgan

#### Background

The 2013-2017 Council Plan was revised and adopted by Council in June 2016. As part of the development of the framework of the Council Plan, Council determines appropriate actions which will support the framework, delivering agreed outcomes for the Community.

- The Council Plan outlines three key result areas (KRA) or main themes that guide new initiatives and continuing services these being: Representation and leadership of our community;
- Community Wellbeing; and
- Enhanced infrastructure and Natural and Built Environment.

Each KRA has a set of strategic objectives or desired outcomes with sets of strategies to be undertaken over the planned 4 years to achieve the objectives.

All Council actions aligned with the strategies are linked back to the Council Plan. The Council Plan is reviewed annually with its final review adopted by Council in June 2016

#### Discussion

The 2016/17 Council Plan Actions Third Quarter Progress Report contained in Attachment 10.3.6 shows each of the actions and their progress comments for the 2016/17 Financial Year. Overall there are 32 actions with 25 actions having reached 90% or greater of their target in the January-March period, with 4 actions having achieved between 60 and 90% of target.

Three actions remain at less than 60% of their target, with actions:

- 1.1.1.52 - Finalise General Local Laws;
- 1.3.1.1 - Investigate ways to increase TV and Radio availability; and
- 1.7.4.1 - Implement the Council endorsed level of service review for 2016/17 year - Aged & Disability Services

unlikely to be completed by the end of the financial year.

The following table summarises the status of the 2016/17 Council Plan Actions for this quarter:

Key Result Area	Not Started	In Progress	Deferred	Completed	Total
<b>1 Representation and Leadership of our Community</b>	1	6		2	<b>9</b>
<b>2 Community Wellbeing</b>		2		2	<b>4</b>
<b>3 Enhanced Infrastructure and Natural Built Environment</b>		15		4	<b>19</b>
<b>Totals</b>	<b>1</b>	<b>23</b>	<b>0</b>	<b>8</b>	<b>32</b>

### Proposal

This report is to inform Council and the community on the progress of key Council Plan actions for the 2016/17 Financial Year.

### Policy Implications

The 2013–2017 Council Plan provides as follows:

<b>Key Result Area</b>	Representation and Leadership of our community
<b>Objective</b>	Effective strategic and business planning for a growing community
<b>Strategy</b>	Develop service plans consistent with Business Excellence principles that reflect systems thinking and value for the community.

### Financial Implications

There are no financial implications from this report.

### Risk & Occupational Health & Safety Issues

There are no Risk or Occupational Health and Safety issues in relation to this report.

### Communications and Consultation Strategy

Specific projects may have their own communications strategy nevertheless this report will be displayed on Council's website and the annual progress will be reported in Council's Annual Report.



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

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### **Officer's Declaration of Conflict of Interests**

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Danny Colgan*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – John Whitfield*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

### **Conclusion**

Council is making good progress in all areas of the Council Plan for this Third quarter. Overall there are 32 actions with 25 actions having reached 90% of their action target for the January-March period, with 4 actions having achieved between 60 and 90% of target. All 3 remaining actions that sit below 60% of their respective targets are unlikely to be completed by the end of the financial year.

### **Recommendation:**

**That Council receives the Third Quarter (January-March) 2016/17 Council Plan Actions Progress Report.**

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### **Report Authorisation**

**Authorised by:** 

**Name:** Danny Colgan  
**Title:** General Manager Social and Organisational Development  
**Date:** Wednesday 12 April 2017

# Attachment - Item 10.3.6

# 2016/17 Council Plan Actions Third Quarter (January - March) Progress Report



## Moorabool Shire Council *PREMIUM Action and Task Progress Report*

July 2016 - March 2017

Report Filters:

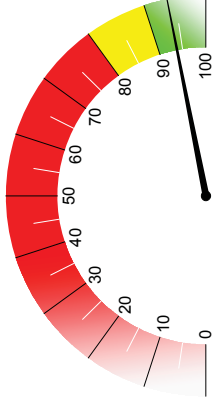
Date From :01-07-2016

Date To :31-03-2017

Display Task : No

Action Filter : Council Plan

## Action Progress Against Targets






- 32 Actions reported on
- 25 At least 90% of action target achieved
- 4 Between 60 and 90% of action target achieved
- 3 Less than 60% of action target achieved
- 0 Actions with no target set

### Key Result Area: 1 Representation and Leadership of our Community

**Objective: 1.1 Good governance through open and transparent processes and strong accountability to the community.**


**STRATEGY:** 1.1.1 Ensure policies and good governance are in accordance with legislative requirements and best practice.

Action	Action Status	Start Date	End Date	% Comp.	Target	% On Target
1.1.1.52 Finalise General Local Laws	In Progress	1/07/2014	30/06/2017	55%	93%	
<b>Activity</b> Local Laws Compliance Robert Fillisch - Manager Statutory Planning & Community Safety <b>Budget Type</b> Recurrent <b>Budget</b> YTD Budget <b>YTD Actual</b> <b>YTD Variance</b>						
<b>Linked action filters:</b> Council Plan <b>Action Progress Comments</b> The draft local law has been sent to the lawyers for review and requires some minor changes. The next step is for the draft to be recirculated to internal departments by the end of April for final comment prior to community consultation in May/June this year. Last Updated - 05/04/2017						
Action	Action Status	Start Date	End Date	% Comp.	Target	% On Target
1.1.1.73 Develop and implement a candidate information program in preparation for the October 2016 election.	Completed	1/07/2016	30/10/2016	100%	100%	
<b>Activity</b> Corporate Services Governance Natalie Abbott - Manager Customer & Business Services <b>Budget Type</b> Recurrent <b>Budget</b> YTD Budget <b>YTD Actual</b> <b>YTD Variance</b>						
<b>Linked action filters:</b> Council Plan <b>Action Progress Comments</b> Candidate information session arranged through the MAV and held on 12 July 2016. VEC candidate information session held 13 September 2016. Last Updated - 03/10/2016						




<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
1.1.1.74 Develop and implement an induction program for the council elected in October 2016.	Completed	1/07/2016	30/11/2016	100%	100%	
<b>Activity</b> Dianne Elshaug - Coordinator, Communications & Office of the CEO		<b>Budget</b>		<b>YTD Actual</b>	<b>YTD Budget</b>	<b>YTD Variance</b>
Corporate Services Governance		Recurrent				
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
Councillor induction program developed. Program implemented during November 2016, and was completed with the conduct of the bus tour of the Shire on Monday 20 February and Thursday 23 February.						
Last Updated - 10/04/2017						
<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
1.1.1.75 Continue to provide assistance to the people affected by the Scotsburn fire, including the provision of personal support, case management and all aspects of recovery for the community, individuals, stock and land management.	In Progress	1/07/2016	30/06/2017	75%	75%	
<b>Activity</b> Cherie Graham - Chief Emergency Officer		<b>Budget</b>		<b>YTD Actual</b>	<b>YTD Budget</b>	<b>YTD Variance</b>
Municipal Emergency Management		Recurrent				
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
Case Management continues for approximately 21 affected residents in the Scotsburn fire area. Second round outreach occurred using Victorian Council of Churches and Red Cross working with Council staff on 13 and 14 October. Anniversary Picnic and Art Exhibition held in December. Currently working on rebuilding processes for community and supporting community requests for further funding for support, and a grant has been obtained for the rebuilding of the Clarendon Hall. Fire Recovery Coordinator position further funding provided until November 2017.						
Last Updated - 04/04/2017						
<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
1.1.1.76 Review & implement the after hours response system as approved by Council.	In Progress	1/07/2016	30/06/2017	50%	50%	
<b>Activity</b> Vanessa O'Toole - Manager People and Organisational Development		<b>Budget</b>		<b>YTD Actual</b>	<b>YTD Budget</b>	<b>YTD Variance</b>
Personnel Management		Recurrent				
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
Infrastructure directorate has been piloting a model of after-hours support and documentation has been developed in respect to managing after-hours issues to ensure consistency in approach. A report is being developed regarding the outcome of the pilot with the next stage to determine the opportunity for creating a centralised after -hours model which includes Community Safety.						
Last Updated - 12/04/2017						

**Objective: 1.3 Advocate for services and infrastructure that meet the Shire's existing and future needs.**



**STRATEGY:** 1.3.1 Advocate on behalf of the community to improve services and infrastructure within the Shire.

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
1.3.1.1 Investigate ways to increase TV and Radio availability in the shire to cover local issues.	Not Started	1/07/2016	30/06/2017	0%	40%	 RED
<b>Activity</b>		<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Sustainability		Recurrent				
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
Work on this action is scheduled to commence June 2017.						
Last Updated - 05/04/2017						

**Objective: 1.7 Effective strategic and business planning for a growing community.****STRATEGY: 1.7.4 Critically review the services provided by Council**

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
1.7.4.1 Implement the Council endorsed level of service review for 2016/17 year - Aged & Disability Services.	In Progress	1/07/2016	30/06/2017	50%	75%	
<b>Activity</b>		<b>Budget</b>		<b>YTD Actual</b>	<b>YTD Budget</b>	<b>YTD Variance</b>
Assessment and Care Management		Recurrent				
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
The service review has commenced with a draft paper being prepared for presentation to Council in June 2017. Final draft report following community engagement will be presented to the August meeting of the Council for adoption.						
Last Updated - 21/04/2017						
<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
1.7.4.2 Implement the Council endorsed level of service review for 2016/17 year - Parks & Gardens.	In Progress	1/07/2016	30/06/2017	70%	50%	
<b>Activity</b>		<b>Budget</b>		<b>YTD Actual</b>	<b>YTD Budget</b>	<b>YTD Variance</b>
Parks and Gardens		Recurrent				
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
A level of service review is currently being undertaken in relation to the management and maintenance of Council's parks and gardens. A draft management plan will be presented to the Place Making Committee in May 2017, and following endorsement will then be presented to the Ordinary Meeting of Council. Following that, the implementation of the new service levels will occur.						
Last Updated - 05/04/2017						
<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
1.7.4.3 Implement the Council endorsed level of service review for 2016/17 year - School Crossings.	In Progress	1/07/2016	30/06/2017	75%	75%	
<b>Activity</b>		<b>Budget</b>		<b>YTD Actual</b>	<b>YTD Budget</b>	<b>YTD Variance</b>
Community Safety		Recurrent				
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
The service review is about to be undertaken and will commence with a team meeting of all school crossing supervisors in the first week of term 2.						
Last Updated - 12/04/2017						


**Key Result Area: 2 Community Wellbeing****Objective: 2.2 Inclusive, responsive and accessible community services****STRATEGY: 2.2.3 Advocate, support and provide aged and disability services.**

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
2.2.3.2 Implement a council adopted response to the roll out of the National Disability Insurance Scheme (NDIS).	Completed	1/07/2016	31/12/2016	100%	100%	
<b>Activity</b> Robyn Sait - Manager Active Ageing and Community Access		<b>Budget</b>		<b>YTD Actual</b>	<b>YTD Budget</b>	<b>YTD Variance</b>
Assessment and Care Management		Recurrent				
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
At the Ordinary Meeting of Council held on the 7 September 2016, the Council resolved to: (i) continue to provide aged care services to people over 65 through the Commonwealth Home Support Program; (ii) continue to provide services to people under 65 through the Victorian HACC Younger People; (iii) continue to strengthen its role in making Moorabool a more inclusive and accessible community and advocating for the needs of people with disabilities; (iii) not register as a provider under the National Disability Insurance Scheme; and (v) work with Latrobe Community Health Services as the Local Area Coordination Service in the Central Highlands Region to support clients to transition to the National Disability Insurance Scheme and mainstream support services. Council staff are working with the Department of Health and Human Services, National Disability Insurance Agency; Latrobe Community Health and NDIS providers to facilitate the movement of clients onto the National Disability Insurance Scheme with the rollout of the scheme effective 1 January 2017.						
Last Updated - 24/01/2017						
<b>STRATEGY: 2.2.4 Ensure Council's services and facilities are accessible.</b>						
<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
2.2.4.1 Finalise the Digital Strategy and implement key actions including the corporate website and information management officer to improve communications and customer service outcomes.	Completed	1/07/2016	30/06/2017	100%	75%	
<b>Activity</b> Natalie Abbott - Manager Customer & Business Services		<b>Budget</b>		<b>YTD Actual</b>	<b>YTD Budget</b>	<b>YTD Variance</b>
Corporate Services Governance		Recurrent				
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
The Digital Strategy has been finalised and the corporate website went live on 13 September 2016. An information management officer has been appointed. The website will be further developed over the coming months.						
Last Updated - 20/01/2017						




**Objective: 2.3 Increase and encourage participation in a range of sport, recreation and leisure activities**

**STRATEGY:** 2.3.1 Promote community health and well-being through the provision of recreation facilities, open space, programs and activities.

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
2.3.1.3 Implement the Reserve Management Framework and associated policies being the : draft Community Facilities Funding Policy; draft Recreation Reserve User Fees & Charges Policy; draft Recreation Reserve Leases & Licences Occupancy Policy; Draft Recreation Reserves Capital Works Contribution Policy and Revised draft Appointments and Delegations Policy	In Progress	1/07/2016	30/06/2017	55%	75%	 YELLOW
<b>Activity</b>		<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Recreation Development		Recurrent				
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
The reserve Management Framework and associated policies have been printed and distributed amongst the Reserve Management and user group network across the Moorabool Shire. Training sessions and direct meetings with key stakeholders were planned and booked to commence prior to the end of February 2017, but were put on hold. The project was behind schedule due to the resignation of the previous manager and Recreation Development Officer , and due to limited staff time and resources the project has been put on hold until new staff are in place which is expected to be in May/June 2017.						
Last Updated - 12/04/2017						

**Objective: 2.4 A safe community**


**STRATEGY:** 2.4.1 Support the community in emergency management planning, response, recovery and in the prevention and mitigation of all hazards and works towards community resilience.

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
2.4.1.5 Undertake Community Emergency Management Planning (CEMP) Pilots in Moorabool	In Progress	1/07/2016	30/06/2017	75%	75%	 GREEN
<b>Activity</b>		<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
Municipal Emergency Management		Recurrent				
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
Planning continues with the Blackwood CEMP Committee with the first draft plan being communicated to agency staff for input. Planning with EMV for a scenario exercise for the community to run is being planned by a sub committee for 26 March with DELWP and CFA working with EMV on Phoenix Modelling for exercise. Exercise held in Blackwood on 26 March with approximately 50 community members present and facilitated by EMV on behalf of the community CEMP Committee.						
Last Updated - 04/04/2017						


### Key Result Area: 3 Enhanced Infrastructure and Natural Built Environment




Objective: 3.1 Effective and integrated strategic planning in place to create sustainable communities.


**STRATEGY:** 3.1.2 Development of Urban and Rural Growth Strategies in conjunction with other related plans.

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.1.2.4 Undertake Bacchus Marsh Urban Zone review based on the Housing and Retail Strategies	Completed	1/07/2015	31/08/2016	100%	100%	 GREEN
Andrew Goodsell - Mgr, Strategic Planning & Development						
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Strategic Land Use Planning	Recurrent					
<b>Linked action filters:</b>	Council Plan					
<b>Action Progress Comments</b>	The review has been completed. Both the Retail and Housing Strategies have been adopted. A report on a planning scheme amendment to implement Council's adopted housing strategy, Housing Bacchus Marsh to 2041, was presented to the March 2017 OMC.					
Last Updated - 10/04/2017						


**STRATEGY:** 3.1.3 Advocate and lobby government for increased infrastructure funding and ensure state land use plans are in line with the Moorabool community needs.

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.1.3.1 Continue to advocate for funding of Stage 3 - Bacchus Marsh Traffic Improvements Package (Package of Works)	In Progress	1/07/2016	30/06/2017	75%	75%	 GREEN
Rob Croxford - Chief Executive Officer						
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Corporate Projects	Recurrent					
<b>Linked action filters:</b>	Council Plan					
<b>Action Progress Comments</b>	East facing freeway ramps at Halletts Way at a cost of \$12.5M is currently out to tender by VicRoads. It is expected the contract will be awarded and for works to commence in February 2017.					
Ongoing discussions continue with VicRoads and VPA re designation of a route for the eastern bypass of Bacchus Marsh . This is a long term project requiring ongoing advocacy.						
It is clear that the balance of funds for the package of works previously announced by the State Government are no longer available to the Bacchus Marsh community.						
VicRoads and Council Officers continue to work on road capacity improvements, particularly for Gisborne Road and Grant Street. Designs will be progressed and advocacy to government will continue consistent with the Bacchus Marsh Integrated Transport Strategy .						
Last Updated - 05/04/2017						

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.1.3.2 Continue to advocate for the servicing of small towns across the shire.	In Progress	1/07/2016	30/06/2017	75%	75%	
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
CEO's Office	Recurrent					
<b>Linked action filters:</b>	Council Plan					
<b>Action Progress Comments</b>	Following the adoption of the Small Towns Strategy by Council in September 2016, approaches have now been made to CHW to include the Bungaree and Wallace sewerage project in its next Water Plan.					
The multitude of projects listed and key strategic directions for each of the small towns in the Shire will now be progressed through future budgets and advocacy to government.						
Last Updated - 05/04/2017						
<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.1.3.3 Advocate strongly for a solution for the rebuilding of Fiskville training facilities in the Ballan area.	In Progress	1/07/2016	30/06/2017	75%	75%	
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
CEO's Office	Recurrent					
<b>Linked action filters:</b>	Council Plan					
<b>Action Progress Comments</b>	Awaiting advice from the Minister for Emergency Services on the success of securing a parcel of land in close proximity to the Ballan township .					
The \$450,000 grant from RDV is to be applied to the extension of Haddon Drive in the Ballan Industrial Estate following the Council decision of 7 December, 2016.						
Last Updated - 05/04/2017						
<b>STRATEGY:</b>	<b>3.1.4 Undertake integrated infrastructure and land use planning to guide future growth and development of our towns and settlements.</b>					
<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.1.4.6 Participate in the Ballarat Rail-line Action Committee (BRAC) to advocate for improved rail services for our communities.	In Progress	1/07/2016	30/06/2017	75%	75%	
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
CEO's Office	Recurrent					
<b>Linked action filters:</b>	Council Plan					
<b>Action Progress Comments</b>	Following the announcement of the \$513M investment into the electrification of Melton, the Committee has now met and is developing a paper to inform each council of the pros and cons for communities along the line of works proposed.					
The outcome of the Infrastructure Victoria report on rail opportunities will also be an important hold point .						
Last Updated - 05/04/2017						

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.1.4.7 Prepare and adopt 5 year Action Plan for Moorabool growth planning and development, which include following but not limited to: - Bacchus Marsh Future Framework plan, - Small Town Strategy, - Bacchus Marsh Civic square and Darley plaza Hub Urban Design Framework, - Bulky goods Precinct Planning, - Ballan Structure Plan incorporation into Planning Scheme.	In Progress	1/07/2016	30/06/2017	75%	75%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Strategic Land Use Planning	Recurrent					
<b>Linked action filters:</b>	Council Plan					
<b>Action Progress Comments</b>						
Council authorised amendments in March 2017 for the following: - Bacchus Marsh Housing Strategy - Small Towns Strategy Amendment The Ballan Strategic Directions document will be tabled in May OMC 2017 to secure a resolution to enable informal exhibition to occur.  The Urban Growth Framework is likely to be tabled for final adoption in August/Sept 2017 and then implemented via Amendment into the Scheme.  Last Updated - 04/04/2017						

**Objective: 3.2 Enhance and protect the long term integrity and biodiversity of the natural environment.****STRATEGY: 3.2.1 Pursue initiatives to reduce greenhouse gases, energy and water consumption.**


<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.2.1.1 Prepare a Water Asset Strategy including allocations for sports grounds and irrigation.	In Progress	1/07/2015	30/06/2017	10%	86%	
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Management	Recurrent					

**Linked action filters:** Council Plan

**Action Progress Comments**

A brief has been prepared, forwarded to suitably qualified consultants and submissions received. This project is anticipated to commence in the coming months.  
Last Updated - 03/04/2017

**STRATEGY: 3.2.4 Implement the Domestic Wastewater Management Plan in accordance with new ministerial guidelines.**

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.2.4.2 Investigate frameworks for cost recovery in terms of ongoing monitoring of Domestic Wastewater Management Plan	In Progress	1/07/2015	30/06/2018	60%	58%	
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Environmental Health Investigation, Inspection & Education	Recurrent					



**Linked action filters:** Council Plan

**Action Progress Comments**

Inspections for the Domestic Wastewater Management Plan are on track. Options for cost recovery are currently being investigated.  
Last Updated - 12/04/2017




**Objective: 3.3 Ensure current and future infrastructure meets the needs of the community.**

**STRATEGY:** 3.3.1 Develop long term social and physical infrastructure plans and funding modelling as part of the Moorabool 2041 Framework including opportunities for development contributions.


<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.3.1.1 Complete a Moorabool 2041 framework based on Council adopted work program	In Progress	1/07/2015	30/06/2017	80%	88%	 GREEN
Andrew Goodsell - Mgr, Strategic Planning & Development						
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Strategic Land Use Planning	Recurrent					
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
Council has made significant progress with the M2041 framework. This includes adoption of the Bacchus Marsh Housing Strategy and the Small Towns Strategy. Urban Growth Framework is in preparation and will be tabled with Council in mid 2017. Informal consultation occurred in Feb/March 2017 and full set of documentation will be prepared in coming months.						
Last Updated - 04/04/2017						
<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.3.1.2 Complete the Community Infrastructure Plan	In Progress	1/07/2015	30/06/2017	89%	89%	 GREEN
Andrew Goodsell - Mgr, Strategic Planning & Development						
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Strategic Land Use Planning	Recurrent					
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
Part B informally approved at AOC in March. Now consulting with service managers to identify final priority infrastructure needs. Aiming for OMC in June for adoption.						
Last Updated - 04/04/2017						



**STRATEGY:** 3.3.3 Construct physical infrastructure to appropriate standards.

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.3.3.20 Finalise key infrastructure projects: - Halletts Way	In Progress	1/07/2016	30/04/2017	75%	90%	 YELLOW
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Management	Recurrent					
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b> The Halletts/O'Leary Way southern extension project is progressing well with bulk earthworks continuing on site as well as pavement construction and kerb installation . Bridge construction has substantially progressed along with stormwater drainage and widening of Werribee Vale Road . Installation of the Maddingley pump station is now complete. The project is anticipated to be completed in May 2017. Last Updated - 03/04/2017						
<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.3.3.21 Finalise key infrastructure projects: - Early Years Hub	Completed	1/07/2016	31/12/2016	100%	100%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Project Management	Recurrent					
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b> The scope of this project included the construction of Darley Early Years Hub at the Darley Civic and Community Hub . The integrated facility includes kindergarten, occasional care, multipurpose space, toy library, maternal and child health and staff offices. Work is now complete, with kindergarten programs now commenced in the new facility. Last Updated - 10/04/2017						
<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.3.3.22 Finalise key infrastructure projects: - Sports pavilion development	Completed	1/07/2016	31/12/2016	100%	100%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Project Management	Recurrent					
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b> The scope of this project included the construction of a Multi purpose facility at the Darley Civic and Community Hub. The facility supports sporting and community activities on the site and includes change space, amenities, social room and kitchenette. The project is now complete. Last Updated - 09/01/2017						




Action		Action Status	Start Date	End Date	% Comp.	Target	% On Target
3.3.3.23 Commence Stage 1 of the Moorabool Regional Community Sports Hub (formerly referred to as Racecourse Reserve Upgrade (Bacchus Marsh) - subject to successful grant applications.  Measure: Stage 1 scope approved by Council. Design completed.		In Progress	1/07/2016	30/06/2017	50%	75%	
<b>Activity</b> Project Management		<b>Budget Type</b> Recurrent	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
<b>Linked action filters:</b> Performance Objective, Council Plan							
<b>Action Progress Comments</b> A revised project scope has been developed and approved at the February Ordinary Meeting of Council . A design brief is now being drafted , with the design process scheduled to commence in June. Last Updated - 12/04/2017							

**Objective: 3.5 Promote and enhance places of heritage, landscape and environmental significance.**


**STRATEGY:**

- 3.5.1 Develop future planning policy to ensure it:
  - Preserves the unique character and sense of place
  - Maintains the rural setting of the Shire
  - Provides a sense of connection with the town's origins and familiarity with the country town feel
  - Ensures environmentally sensitive areas such as Lerdererg State Park and remnant vegetation are protected in accordance with appropriate legislation.

Action	Action Status	Start Date	End Date	% Comp.	Target	% On Target
3.5.1.7 Progress the West Moorabool Heritage Study in 2016/17	In Progress	1/07/2016	30/06/2017	90%	75%	 GREEN
Activity		Budget	YTD Budget	YTD Actual	YTD Variance	
Strategic Land Use Planning						
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
West Moorabool Heritage Study will be retabled at the May OMC 2017, together with the advice from Heritage Vic stating that the Strategy should be adopted .						
A funding bid has been made to 2017/2018 budget. Subject to the outcomes of the budget, a further report will be presented to Council.						
Last Updated - 04/04/2017						


**Objective: 3.6 Management of assets and infrastructure.**

**STRATEGY:** 3.6.1 Develop Asset Management Plans for all assets classes.


<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.6.1.9 Develop a State of the Assets Report and revision of Assets Policy.	In Progress	1/07/2016	30/06/2017	90%	75%	 GREEN
<b>Activity</b>		<b>Budget Type</b>		<b>Budget</b>		<b>YTD Variance</b>
Asset Management		Recurrent				
<b>Linked action filters:</b> Council Plan						
<b>Action Progress Comments</b>						
Draft documents will be presented to the May Audit Committee						
Last Updated - 05/04/2017						




**Objective: 3.7 Effective and efficient land use planning and building controls.****STRATEGY:** 3.7.1 Implement high quality, responsive, and efficient processing systems for planning and building applications.

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.7.1.15 Complete an Information and Communication Technology (ICT) framework and systems review to produce Strategy and Service plans that will provide for services, systems and information management towards 2021.	In Progress	1/07/2016	30/06/2017	70%	66%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Information Communication & Technology	Recurrent					
<b>Linked action filters:</b>	Council Plan					
<b>Action Progress Comments</b>	The final staff workshops were completed in late February and review of the draft list of initiatives by the project review group completed at the end of March . Final prioritisation with financial costs is scheduled for review in mid April and a complete draft report provided at the end of April .					
Last Updated - 06/04/2017						

**STRATEGY:** 3.7.3 Ensure that development is sustainable, resilient to change and respects the existing character.

<b>Action</b>	<b>Action Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>% Comp.</b>	<b>Target</b>	<b>% On Target</b>
3.7.3.1 Prepare and implement Investment Attraction Plan for Parwan Employment Precinct, including incentives, agencies commitments and private funding models.	In Progress	1/07/2016	22/12/2017	50%	54%	 GREEN
<b>Activity</b>	<b>Budget Type</b>	<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>	
Strategic Land Use Planning	Recurrent					
<b>Linked action filters:</b>	Council Plan					
<b>Action Progress Comments</b>	Regional Development Victoria (RDV) have commissioned SED Advisory Services to undertake a detailed business case with land owners in Parwan . Council has secured Victorian Planning Authority funding for a range of investigations , including for a Project Officer in Parwan. Council have sought clarification from the Victorian Planning Authority (VPA) on priorities noting the concurrent work on the Urban Growth Framework.					
Last Updated - 05/04/2017						

Action		Action Status	Start Date	End Date	% Comp.	Target	% On Target
3.7.3.2 Work with Central Highlands Water to implement the Blackwood Localised Septic Program.		Completed	1/07/2016	30/06/2017	100%	75%	 GREEN
<b>Activity</b> Robert Fillisch - Manager Statutory Planning & Community Safety		<b>Budget Type</b> Recurrent		<b>Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD Variance</b>
<b>Linked action filters:</b> Council Plan							
<b>Action Progress Comments</b> The Blackwood Localised Septic Program has been implemented. The program is funded for two years and is currently 9 months into the program. The second round of contracts are to be awarded in April. Last Updated - 05/04/2017							

### 10.3.7 Discontinuance of a portion of Bradshaw Street, Ballan.

#### Introduction

File No.: 1027  
Author: John Whitfield  
General Manager: Danny Colgan

#### Background

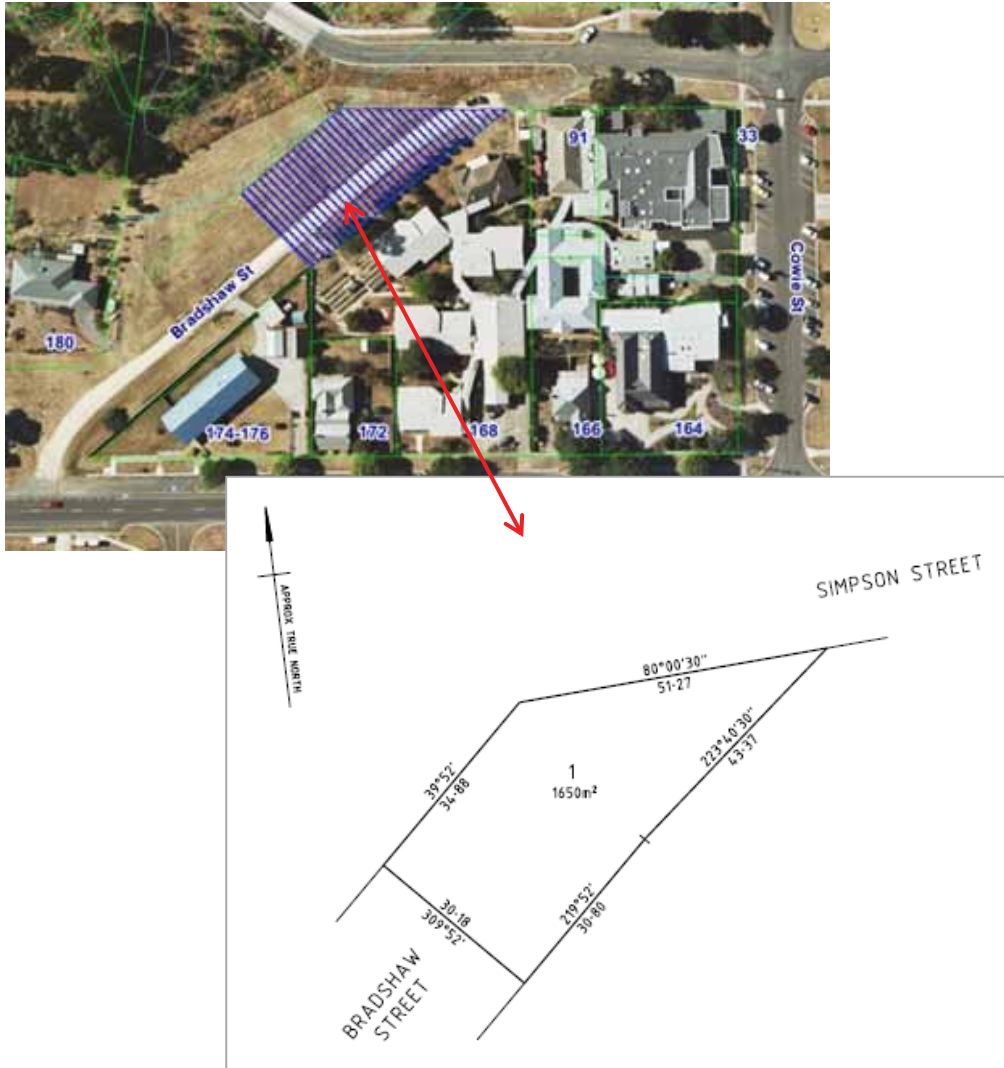
Ballan District Health and Care have a proposal to expand their aged care facilities. In order to facilitate this development, Ballan District Health and Care have requested Council discontinue a portion of government road reserve identified as Bradshaw Street, Ballan which abuts its land to the north.

At the Ordinary Meeting of Council on Wednesday 5 November 2014, Council resolved to advertise its intention to discontinue a portion of government road reserve identified as Bradshaw Street, Ballan and seek public submissions under sections 207A and 223 of the *Local Government Act* 1989 (the Act). This portion of road abuts two land parcels being PC352995 and TP122251 to the north.

It is considered that with the bollards at the eastern end of Bradshaw Street having been in place for many years now that this portion of Bradshaw Street is no longer reasonably required for general public use or for the purpose it was originally set aside for and that the land be better utilised by the adjoining property owner the Ballan & District Soldiers Memorial Hospital (known as Ballan District Health and Care).

If discontinued, the land in a government road becomes unalienated Crown land. Council will liaise with the Department of Environment, Land, Water and Planning (DELWP) to commence transactions to on-sell the area to the abutting property owner for consolidation into their existing certificate of title with the purchaser to bear all costs associated with the sale.

The area as highlighted on the plan provided below extends from the eastern boundary of the Victoria Police facility though to the bollards at the intersection of Simpson Street and Bradshaw Street.



Following the November 2014 meeting resolution, the Council advertised its intentions in the local (Moorabool News) and regional (Ballarat Courier) newspapers in March 2015 and on Council’s website inviting public submissions on the proposed portion of road discontinuance being considered under schedule 10 clause 3 of the Act.

Preliminary consultation with DELWP and abutting property owners prior to the formal exhibition period was undertaken seeking approval of the proposal to discontinue a portion of government road reserve identified as Bradshaw Street, Ballan.

At the close of the public submission period, no submissions were received.

The next step in this process, a report to formally discontinue this portion of Bradshaw Street, was delayed as the proposed purchaser did not provide to the Council a clear commitment to purchasing the land once it became available as unalienated Crown land. That commitment has now been received and this process has re-commenced.

### **Proposal**

As there has been a two year delay in implementing this proposal, this report recommends that Council re-advertise the proposal to discontinue this portion of Bradshaw Street in the local (Moorabool News) and regional (Ballarat Courier) newspapers as it did in March 2015 in order to ensure there has been no change of opinion by any member of the community.

If there are no objections to the proposal, then a further report will be presented to Council to formally resolve to discontinue this portion of Bradshaw Street in accordance with schedule 10 clause 3 of the Act, and advertise this discontinuance in the next available edition of the Victorian Government Gazette.

The landowners on either side of Bradshaw Street have been contacted in recent weeks and they have no objection to the proposal to discontinue this portion of Bradshaw Street.

### **Policy Implications**

The 2013-2017 Council Plan (Revised 2016) provides as follows:

<b>Key Result Area</b>	Representation and Leadership of our Community
<b>Objective</b>	Advocate for services and infrastructure that meet the Shire's existing and future needs
<b>Strategy</b>	Advocate on behalf of the community to improve services and infrastructure within the Shire

The proposal for Council to discontinue a portion of government road reserve identified as Bradshaw Street, Ballan is consistent with the 2013-2017 Council Plan (Revised 2016).

### **Financial Implications**

Council's financial implications to date have been advertising costs and officer's time. The intended purchaser has agreed to meet the preliminary costs involved in discontinuing the road and to purchase the land once it becomes available to do so.

### **Risk & Occupational Health & Safety Issues**

There are no perceived risks or occupational health and safety issues related to this proposal.



## **Communications Strategy**

A report relating to the proposed discontinuance of a portion of government road reserve identified as Bradshaw Street, Ballan, was considered at an open Council Meeting in November 2014 and the public submission process was advertised in local and regional newspapers in March 2015.

The public submission process will be undertaken again due to the delay in proceeding to the next step. Under section 207(A) of the Act, a person has the right to make a submission under section 223 of the Act in respect of Council proposing to discontinue a road within its municipality.

Section 223 of the Act allows Council to advertise its intentions in a newspaper circulating generally within the Municipality inviting public submissions for a period of no less than 28 days after the date of the publication of the public notice in the newspaper and on Council's website. Council must then consider any submissions received in accordance with the Act.

Preliminary consultation with DELWP and abutting property owners prior to the formal exhibition period has been undertaken.

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

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

## **Officer's Declaration of Conflict of Interests**

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Danny Colgan*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – John Whitfield*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

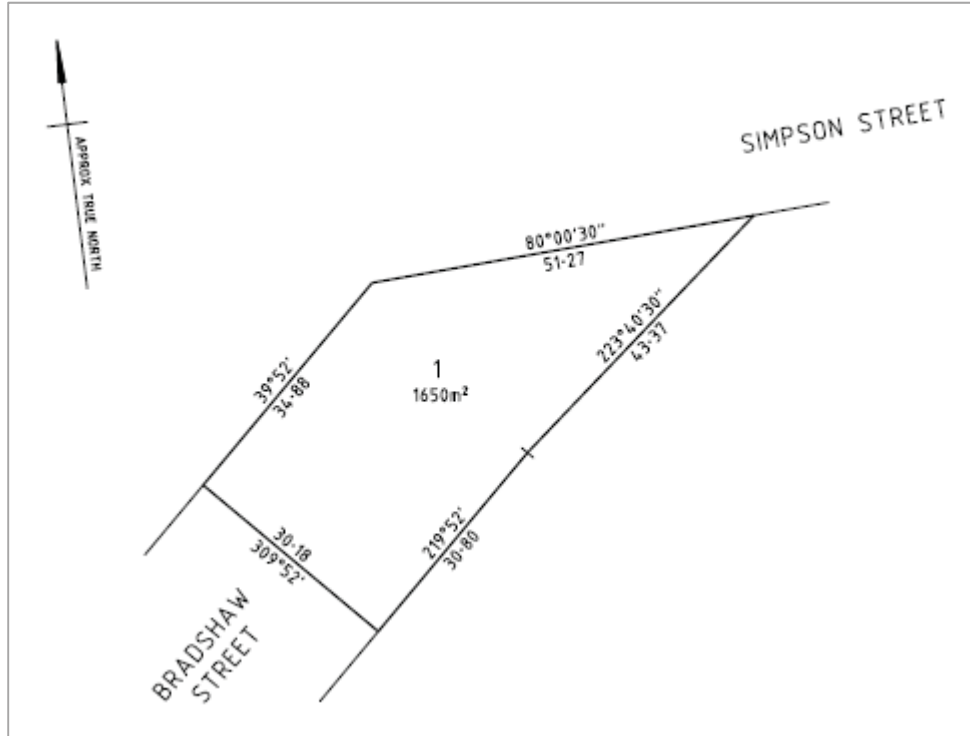
## **Conclusion**

In view of the limited use of this portion of the Bradshaw Street road reserve and the benefit that extended open space will provide to Ballan District Health and Care, it is recommended that Council authorise officers to give public notice in accordance with section 207A of the Act of its intention to discontinue a portion of Bradshaw Street, Ballan under section 206 and Schedule 10 clause 3 of the Act 1989 and seek public submissions.

**Recommendation:**

**That Council:**

1. under Schedule 10 clause 3(a) of the Local Government Act 1989, authorises officers to give public notice in local and regional newspapers circulating generally throughout the municipality, of its intention to discontinue a portion of road reserve known as Bradshaw Street, Ballan (as shown on the plan below) seeking public submissions under section 207A of the Local Government Act 1989 on the proposal of road discontinuance.



2. following the completion of the public submission process receives an officer’s report to be presented to Council considering all public submissions received.

**Report Authorisation**

Authorised by: *Danny Colgan*

**Name:** Danny Colgan  
**Title:** General Manager Social and Organisational Development  
**Date:** Wednesday 12 April 2017

## 10.4 INFRASTRUCTURE SERVICES

### 10.4.1 Capital Improvement Program Quarterly Report (March 2017)

#### Introduction

File No.: 16/01/001  
Author: Sam Romaszko  
General Manager: Phil Jeffrey

#### Background

The delivery of the Capital Improvement Program (CIP) is an important function of Council's operations and represents a significant portion of Council's overall expenditure. Accordingly, the status of the overall program is reported to Council every quarter.

#### Proposal

This quarterly report provides Council with an overview of the progress of Council's 2016/2017 Capital Improvement Program to 31 March 2017.

#### Implementation of the 2016/2017 Capital Improvement Program

The 2016/2017 Capital Improvement Program currently consists of 70 projects, of which there are 11 projects which will be delivered by others and 4 of are inactive and cannot commence. Therefore the table below reports on the 55 active projects in terms of percentage. This number will be adjusted throughout the year as other projects become active.

This list incorporates projects from various sources including but not limited to the following:

- Projects carried forward from 2015/2016 program
- 2016/2017 Council budgeted projects
- Grant funded projects

Also for simplicity sake the reseal, final seal, gravel road resheet and shoulder resheet programs have been listed as 4 projects in total rather than listing each individual road under each respective program.

The Engineering Services Unit nominates 6 key stages of the project delivery process and will report with reference to these stages in regard to the overall program status. The table below summarises the overall program status as at 31 March 2017.

CIP Program Delivery Stage	Actual as of 31 December 2016	
	No. of Projects	%
Not Commenced (inactive)	4	-
Projects delivered by others	11	-
Not Commenced	0	0.0
Documentation/Design Preparation	4	7.3
Tender/Quote Stage	0	0.0
Project Awarded – Waiting Commencement	4	7.3
In Progress/Under Construction	15	27.3
Complete	32	58.2
<b>TOTAL</b>	<b>55</b>	<b>100.00</b>

The attached report details the proposed timeframe and progress of each individual project. In addition the report also provides specific comments in relation to each project and its status.

#### Program Status

At this stage of the financial year the program is generally tracking well, with over 85% of the entire program either complete or currently under construction.

#### Project Updates

##### *Butter Factory Road*

The road rehabilitation and bridge replacement works were combined into one contract to achieve cost efficiencies. As part of the bridge replacement works, the contractor discovered unsuitable material to establish suitable bridge foundations that has resulted in delays due to re-design. The project will now be carried forward to next financial year to avoid inclement weather with construction now anticipated to commence in September 2017.

##### *Navigators Tennis Club, Fencing Improvements*

This project includes the construction of a retaining wall and replacement of tennis court fencing. This project was funded through the Community Development Fund with external funding bids unsuccessful. The budget shortfall has now been included into the draft 2017/2018 Capital Improvement Program for consideration.

##### *Maddingley Park Pavilion*

The Maddingley Park Pavilion project involves the construction of an outdoor pavilion area adjacent to the existing social space which also includes an alfresco area, an outdoor bar, male and female amenities and a storage room.

The Maddingley Park Committee of Management (CoM) has received quotations in excess of the available construction budget of \$140,000 and has now formally written to Council confirming they are now unable to deliver the project within this allocated budget.

Council officers in consultation with the CoM have agreed to refer the project to the draft 2017/2018 CIP to consider funding the budget shortfall.

The Maddingley Park Committee of Management (CoM) has also requested that Council deliver the project.

Additional Projects

*Elaine - Footpath Construction*

The construction of a 1.5m wide footpath linking the township of Elaine to the Elaine Recreation Reserve has been funded by VicRoads and will be delivered by Council. The project will include a combination of asphalt and granitic sand surfacing with a formalised crossing point across the Midland Highway and include kerb and channel and lighting installation. This project is scheduled for delivery by 30 June.

**Policy Implications**

The 2013-2017 Council Plan provides as follows:

<b>Key Result Area</b>	Enhanced Natural and Built Environment
<b>Objective</b>	Ensure current and future infrastructure meets the needs of the community.
<b>Strategy</b>	Construct physical infrastructure to appropriate standards.

The Capital Improvement Program reporting is consistent with the 2013-2017 Council Plan.

**Financial Implications**

Reporting of the Capital Improvement Program has been resourced as part of Council’s budget; accordingly there are no additional financial implications. At this point in time, the program is within budget parameters.

**Risk & Occupational Health & Safety Issues**

There are no irregular Risk and Occupational Health and Safety issues identified in this report. Specific risk elements are analysed and dealt with as part of the delivery of each individual project.

**Communications Strategy**

Progress on the Capital Improvement Program will be reported in the following formats:

- Infrastructure update on active projects      Weekly
- Update on major projects                      Monthly
- Moorabool Matters                                Quarterly
- Moorabool News                                  As required
- Report to Council                                  Quarterly

Specific projects are communicated to the community and affected residents as required through a range of methods including but not limited to advertisements, mail outs and letter drops.

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

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### **Officer's Declaration of Conflict of Interests**

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Phil Jeffrey*

In providing this advice to Council as General Manager, I have no interests to disclose in this report.

*Author – Sam Romaszko*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

### **Conclusion**

This report provides a summary of the progress of the Capital Improvement Program for the third quarter of the 2016/2017 period for the information of Councillors.

### **Recommendation:**

**That Council Receives the Capital Improvement Program quarterly report to 31 March 2017.**

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### **Report Authorisation**

**Authorised by:**

**Name:** Phil Jeffrey  
**Title:** General Manager Infrastructure  
**Date:** Wednesday 12 April 2017



# Attachment - Item 10.4.1

# SEALED ROADS PROGRAM

## Halletts Way/O'Leary Way, Darley - Construction

From Stonehill Estate to existing Halletts Way

Task	Start Date	End Date	% Complete	Budget	Budget Status
Construction of Southern Extension	11/04/2016	30/06/2017	80	\$9,129,428	

Project has been awarded to Winslow Constructors Pty Ltd. Construction is currently underway and is scheduled for completion in June 2017.

## Egerton-Ballark Road, Bungal – Road Rehabilitation

Ch 6.07 – 7.90km  
South of Magnus Lane

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation	16/01/2017	31/03/2017	100	\$450,000	

Project was carried out by the Operations Department and was completed in March 2017.

## Ballan-Meredith Road, Mount Wallace – Road Rehabilitation

Ch 21.4 – 23.24km  
From Egerton-Bungeeltap Road to  
Bungeeltap South Road

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation	21/11/2016	10/02/2017	100	\$515,000	

Project was awarded to Bitu-Mill (Civil) Pty Ltd and completed in February 2017.

## Dunnstown-Yendon Road, Dunnstown – Road Rehabilitation

Ch 0.12 – 1.304km  
South of Dunnstown Yendon Road /  
Old Melbourne Road Roundabout

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation	02/11/2016	9/12/2016	100	\$380,000	

Project was awarded to Bitu-Mill (Civil) Pty Ltd and completed in December 2016.

## Navigators Road, Navigators – Road Rehabilitation

Ch 1.72 – 2.55km  
North of Mullanes Road

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation	5/12/2016	27/01/2017	100	\$265,000	

Project was awarded to Bitu-Mill (Civil) Pty Ltd and completed in January 2017. The over expenditure was due to unexpected poor subgrade material which required significant treatment.

## Bacchus Marsh-Balliang Road, Balliang - Road Rehabilitation

Ch 18.81 – 20.84km  
From Davis Lane to Footes Lane

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation	12/12/2016	30/01/2017	100	\$649,600	

Project was awarded to Downer EDI Works Pty Ltd and completed in January 2017.

## Butter Factory Road, Wallace - Road Rehabilitation

Ch 0.79 – 1.46km  
West of Moorabool River West Branch

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation	11/09/2017	22/12/2017	0	\$230,000	

This project has been awarded to Fulton Hogan Industries Pty Ltd. The road rehabilitation and bridge replacement works were combined into one contract to achieve cost efficiencies. As part of the bridge replacement works, the contractor discovered unsuitable material to establish suitable bridge foundations that has resulted in delays due to re-design. The project will now be carried forward to next financial year to avoid inclement weather with construction now anticipated to commence in September 2017.

## Lesters Road, Bungaree - Road Widening

Ch 1.13 – 2.43km  
South of Railway Line to Old Melbourne Road

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Widening	07/11/2016	23/12/2016	100	\$180,200	

Project was carried out by the Operations Department and was completed in December 2016.



Berry Street – Old Ballanee Road to Spencer Road  
Spencer Road – Berry Street to Densley Street

### Berry Street/Spencer Road, Ballan – Road Widening

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Widening – Construction	20/02/2017	28/04/2017	60	\$395,400	

Project has been awarded to Bitu-Mill (Civil) Pty Ltd. Construction is currently underway and is scheduled for completion in April 2017.

### Cairns Drive, Darley - Road Rehabilitation

Ch 0.0 - 0.94km  
From Robertsons Road to Albert Street

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation	16/01/2017	03/02/2017	100	\$605,000	

Project was awarded to Bitu-Mill Road Maintenance Pty Ltd and completed in February 2017.

### Maddison Circuit, Darley – Road Rehabilitation

Ch 0.54 – 0.58km  
North of Grey Street

Task	Start Date	End Date	% Complete	Budget	Budget Status
Rehabilitation Works	30/05/2016	01/08/2016	100	\$150,000	

Project was awarded to Enoch Civil Pty Ltd and works were completed in August 2016. There were a number of variations as a result of latent conditions that largely related to unsuitable material and the adopted treatment to reconstruct the road pavement. This resulted in an over expenditure of approximately \$65,000 from the original estimated cost. This over expenditure was absorbed in the 2015/16 CIP.

### Old Melbourne Road, Millbrook – Preplanning

Ch 15.55 – 19.00km  
From Boundary Road to McGuigans Road

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation – Preplanning Allocation	05/09/2016	27/01/2017	100	\$40,000	

Project was awarded to Techrds Design Pty Ltd and completed in January 2017..

### Dunnstown-Yendon Road, Dunnstown - Preplanning

Ch 1.56 – 3.42km  
South of the Walsh's Quarry Entrance

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation – Preplanning Allocation	05/09/2016	27/01/2017	100	\$33,000	

Project was awarded to Techrds Design Pty Ltd and completed in January 2017.

### Carween Lane, Ballan – Preplanning

Ch 0.00 – 0.64km  
West of Ballanee Road

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Rehabilitation – Preplanning Allocation	05/09/2016	24/03/2017	100	\$33,000	

Project was awarded to Driscoll Engineering Services Pty Ltd and completed in March 2017.

### Halletts Way, Darley – Preplanning

Western Freeway Overpass

Task	Start Date	End Date	% Complete	Budget	Budget Status
Preplanning of council infrastructure to compliment new ramps at the Western Freeway overpass	01/07/2016	24/03/2017	100	\$33,000	

This project was included in the design package undertaken by VicRoads for the new ramps at the Western Freeway overpass.

### Sutherland Street, Bacchus Marsh – Asphalt Overlay

Ch 0.00 – 0.12km  
From Gisborne Road to End

Task	Start Date	End Date	% Complete	Budget	Budget Status
Asphalt overlay	21/11/2016	25/11/2016	100	\$18,000	

Project was awarded to Bitu-Mill Road Maintenance Pty Ltd and completed in November 2016.

### Bacchus Marsh Balliang Road / Glenmore Road Roundabout Construction, Rowsley – Blackspot

Intersection of Glenmore Road and Bacchus Marsh-Baliang Road

Task	Start Date	End Date	% Complete	Budget	Budget Status
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New Roundabout Construction	23/05/2016	02/09/2016	100	\$1,234,080	
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Project was awarded to Bitu-Mill (Civil) Pty Ltd and completed in September 2016.

### Station Street, Bacchus Marsh – Road Widening

From Grant Street to Bond Street

Task	Start Date	End Date	% Complete	Budget	Budget Status
Road Widening – Construction	03/01/2017	30/06/2017	75	\$462,500	

Project has been awarded to Rustel Pty Ltd. Construction commenced in January 2017 and were put on hold in March due to NBN and V-Line unresolved issues. The construction of the south side has recommenced and is anticipated to be complete by May 2017. Following a resolution with NBN & V-Line, the construction of the north side will proceed.

## RESEAL PROGRAM

### Reseal Contract

Various Locations

Task	Start Date	End Date	% Complete	Budget	Budget Status
Reseal works on various roads	07/11/2016	16/12/2016	100	\$559,048	

Project was awarded to Primal Surfacing Pty Ltd and completed in December 2016.

### Final Seals

Various Locations


Task	Start Date	End Date	% Complete	Budget	Budget Status
Final Sealing of various roads	07/11/2016	16/12/2016	100	\$139,762	

Project was awarded to Primal Surfacing Pty Ltd and completed in December 2016.

## SHOULDER RESHEETING PROGRAM

### Shoulder Resheeting Program

Various Locations

Task	Start Date	End Date	% Complete	Budget	Budget Status
Resheeting of road shoulders throughout the Shire	14/11/2016	31/03/2017	100	\$142,000	


Project was carried out by the Operations Department and completed in March 2017. The program consists of 5 roads covering 7.1km of the sealed road network.

- Ballanee Road, Ballan Complete
- Glenmore Road, Mount Wallace Complete
- Mount Blackwood Road, Myrniong Complete
- Mount Wallace-Ballark Road, Mount Wallace Complete
- Spargo Creek Road, Bolwarrah Complete

## UNSEALED ROADS PROGRAM

### Gravel Road Resheeting Program

Various Locations

Task	Start Date	End Date	% Complete	Budget	Budget Status
Resheeting of gravel roads through the Shire	05/09/2016	14/04/2017	90	\$1,004,750	

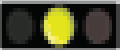
Project is currently being carried out by the Operations Department with completion anticipated in April 2017. The program consists of 23 roads covering 21.3km of the unsealed road network.

- Reids Road, Balliang Complete
- Beremboke Road, Beremboke Not commenced
- Bates Road, Blackwood Complete
- Handley Street, Blackwood Complete
- Hills Road, Blackwood Complete
- Matheson Lane, Blackwood Complete
- Skidders Road, Blackwood Complete
- Ratcliffe Lane, Buninyong Complete
- Scarffs Road North, Buninyong Complete
- Brougham Street, Gordon Complete
- Ingliston-Settlement Road, Ingliston Complete
- Back Settlement Road, Korweinguboora Complete
- Horgan Track, Korweinguboora Complete
- Slaters Road, Mollongghip Complete
- Elaine-Egerton Road, Morrisons Complete
- Church Street, Mount Egerton Complete
- Trounces Lane, Mount Egerton Complete
- McCarthys Road, Navigators Not commenced
- Whelans Lane, Parwan Complete
- Whelans Road, Parwan Complete
- Bowmans Lane, Pentland Hills Complete
- Pope Street, Yendon Complete
- Triggs Road, Yendon Complete

## BRIDGES AND CULVERTS PROGRAM

### Bridge Deck Overlays – Preplanning

Various Locations


Task	Start Date	End Date	% Complete	Budget	Budget Status
Design of deck overlays and structural elements on five of Council's bridges	03/10/2016	28/04/2017	95	\$100,000	

Project has been awarded to TGM Group Pty Ltd. Design works are currently in progress with completion anticipated for April 2017.

- Ballan-Egerton Road, Mount Egerton
- Ballan-Meredith Road, Morrisons
- Egerton-Ballark Road, Bungal
- Glenmore Road, Glenmore
- Old Melbourne Road, Ballan

### Butter Factory Road, Wallace – Bridge Replacement


Over Moorabool River West Branch

Task	Start Date	End Date	% Complete	Budget	Budget Status
Replacement of 100 year old bridge	11/09/2017	22/12/2017	0	\$476,362	

This project has been awarded to Fulton Hogan Industries Pty Ltd. The road rehabilitation and bridge replacement works were combined into one contract to achieve cost efficiencies. As part of the bridge replacement works, the contractor discovered unsuitable material to establish suitable bridge foundations that has resulted in delays due to re-design. The project will now be carried forward to next financial year to avoid inclement weather with construction now anticipated to commence in September 2017.

### Beremboke Road, Beremboke – Bridge Replacement

North of Leveretts Lane

Task	Start Date	End Date	% Complete	Budget	Budget Status
Replacement of existing structure	06/02/2017	31/05/2017	60	\$307,650	

Project is currently being carried out by the Operations Department and is scheduled for completion in May 2017.

## PATHWAYS PROGRAM

### Inglis Street, Ballan – Streetscape Improvements

Stead Street to Fisken Street

Task	Start Date	End Date	% Complete	Budget	Budget Status
Streetscape improvements	20/03/2017	14/04/2018	0	\$420,000	

This project is currently in the design phase. A funding application is being prepared through the Regional Jobs and Infrastructure Fund program with a view to expand the scope of the project.

### Gell Street, Bacchus Marsh – Streetscape Improvements

Main Street to Car Park entrance (West side only)

Task	Start Date	End Date	% Complete	Budget	Budget Status
Streetscape improvements	23/01/2017	28/02/2017	100	\$45,000	

Project was awarded to Rustel Pty Ltd and completed in February 2017. The over expenditure is due to unexpected service alterations costs.

### Martin Street, Blackwood – Asphalt Overlay to Footpath

Adjacent to the Blackwood Hotel

Task	Start Date	End Date	% Complete	Budget	Budget Status
Overlay of existing asphalt footpath	10/10/2016	18/11/2016	100	\$12,500	

Project was carried out by the Operations Department and was completed in November 2016. Over expenditure of 14% was due to bollards installed to provide further protection for pedestrian within the vicinity of the Blackwood Hotel.

### DDA Upgrade Program

Various locations

Task	Start Date	End Date	% Complete	Budget	Budget Status
Upgrade pedestrian crossings and footpaths to ensure DDA compliance	27/03/2017	24/04/2017	0	\$21,115	

Project will be carried out by the Operations Department and is scheduled to commence in April 2017. The project consists of DDA improvements at the following locations

- Intersection of Clarinda St & Turner Street, Bacchus Marsh
- Intersection of Inglis Street & Duncan Street, Ballan.

### Jonathan Drive to Holts Lane, Darley – Shared path construction

Jonathan Drive to Holts Lane

Task	Start Date	End Date	% Complete	Budget	Budget Status
Shared path construction from Jonathon Drive to Holts Lane, Darley	01/03/2017	21/04/2017	50	\$70,000	

Project has been awarded to Rustel Pty Ltd. Construction is currently underway and is scheduled for completion in April 2017.

### Elaine Township – Footpath Construction

Pearsons Road to Elaine Recreation Reserve


Task	Start Date	End Date	% Complete	Budget	Budget Status
Footpath construction from Pearsons Rd to the Elaine Recreation Reserve.	01/06/2017	30/06/2017	0	\$100,000	

Document preparation is currently underway with project commencement scheduled for June 2017

## KERB AND CHANNEL PROGRAM

### Sutherland Street, Bacchus Marsh – Kerb and Channel Replacement


Gisborne Road to End

Task	Start Date	End Date	% Complete	Budget	Budget Status
Kerb and Channel replacement	19/09/2016	21/10/2016	100	\$140,000	

Project was carried out by the Operations Department and was completed in October 2016.

### Inglis Street, Ballan – Kerb and Channel Replacement

Stead Street to Duncan Street

Task	Start Date	End Date	% Complete	Budget	Budget Status
Kerb and Channel replacement including formalisation of school crossing and angle parking	16/01/2017	24/02/2017	100	\$324,000	

Project was awarded to Enoch Civil Pty Ltd and completed in February with tree replacement works anticipated in April 2017.

## COMMUNITY LAND PROGRAM

### Maddingley Park - lighting of pathway

Task	Start Date	End Date	% Complete	Budget	Budget Status
Lighting improvements to Maddingley Park, Maddingley	20/02/2017	26/05/2017	50	\$138,000	

Project has been awarded to Bewired Pty Ltd. Construction is currently underway and is scheduled for completion in May 2017.

### Masons Lane Recreation Reserve, Shade Sail Installation

Task	Start Date	End Date	% Complete	Budget	Budget Status
New shade sails for Athletics	28/09/2016	28/10/2016	100	\$32,620	

Project was awarded to Sails that Shade Pty Ltd and completed in October 2016. Over expenditure of 24% was due to inclement weather which required further resurfacing works around the new structures.

### Parkside Avenue, Maddingley – Construction of New Playground

Task	Start Date	End Date	% Complete	Budget	Budget Status
Installation of new playground in Essence Estate	22/09/2016	07/10/2016	100	\$20,000	

Project was awarded to A Space Pty Ltd and completed in October 2016. In order to achieve an acceptable outcome for the community there was an over expenditure of 19%.

### Avenue of Honour, Bacchus Marsh – Walking Trail Feasibility

Task	Start Date	End Date	% Complete	Budget	Budget Status
Avenue of honour feasibility study for footpath works	20/03/2017	26/05/2017	10	\$35,000	

Project has been awarded to Mesh Consulting Pty Ltd. Investigative works are currently underway and is scheduled for completion in May 2017.

### Bacchus Marsh Racecourse Recreation Reserve, Active Sports Precinct Design

Task	Start Date	End Date	% Complete	Budget	Budget Status
BMRRR - Active sports precinct	01/05/2017	30/06/2017	0	\$293,087	

Document preparation is currently underway with design works anticipated to commence in May 2017.

### Masons Lane Recreation Reserve, pathway construction

Task	Start Date	End Date	% Complete	Budget	Budget Status
Construction of Granitic Sand Pathway	18/04/2017	19/05/2017	0	\$19,034	

Project has been awarded to BJE Constructions Pty Ltd, with commencement anticipated in April 2017 and scheduled for completion in May 2017.


### Dunnstown Recreation Reserve, Dunnstown

Task	Start Date	End Date	% Complete	Budget	Budget Status
Lighting upgrade to netball/tennis courts	03/11/2016	31/03/2017	100	\$77,478	

Project was awarded to Ben Clark Electrical Pty Ltd and completed in March 2017.


## COMMUNITY BUILDINGS PROGRAM

### Dunnstown Standpipe, Replacement of Tank Stand

Task	Start Date	End Date	% Complete	Budget	Budget Status
Replacement of steel tank stand	5/12/2016	23/12/2016	100	\$30,000	


Project was awarded to WBW Metal Fabrication Pty Ltd and completed in December 2016.

### Bacchus Marsh Swimming Pool, Plant Upgrade

Task	Start Date	End Date	% Complete	Budget	Budget Status
Plant and machinery testing/replacement	04/09/2017	13/10/2017	0	\$94,920	


Documentation preparation is currently underway with the project to be completed prior to the commencement of the next pool season.

### Ballan Swimming Pool, Plant Upgrade

Task	Start Date	End Date	% Complete	Budget	Budget Status
Plant and machinery testing/replacement & replacement of main pool pump	04/09/2017	13/10/2017	0	\$96,120	


Documentation preparation is currently underway with the project to be completed prior to the commencement of the next pool season.

### Wallace Recreation Reserve, Accessible Toilet

Task	Start Date	End Date	% Complete	Budget	Budget Status
Conversion of umpires room into accessible toilet	27/02/2017	14/04/2017	50	\$52,650	


Project has been awarded to DRAR Construction Pty Ltd. Construction is currently underway and is scheduled for completion in April 2017.

### Darley Hub Precinct, Sporting Pavilion Construction

Task	Start Date	End Date	% Complete	Budget	Budget Status
Construction of Sporting Pavilion	16/05/2016	02/12/2016	100	\$908,500	


Project was awarded to Macneil Group Pty Ltd and completed in December 2016.

### Darley Hub Precinct, Early Years Hub Construction

Task	Start Date	End Date	% Complete	Budget	Budget Status
Construction of Early Years Hub	01/02/2016	02/12/2016	100	\$2,307,288	

Project was awarded to Macneil Group Pty Ltd and completed in December 2016.

### Masons Lane Recreation Reserve, Western Pavilion design

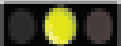
Task	Start Date	End Date	% Complete	Budget	Budget Status
Detailed design of Western Pavilion	01/03/2017	30/06/2017	20	\$75,000	

Project has been awarded to Four18 Architecture Pty Ltd. Design works are currently underway and is scheduled for completion in June 2017.



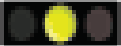
## CORPORATE BUILDINGS PROGRAM

### Ballan Depot, Preplanning for New Facility

Task	Start Date	End Date	% Complete	Budget	Budget Status
Ballan Depot preplanning	05/12/2016	30/06/2017	40	\$214,081	

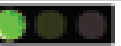
Project has been awarded to JMA Architects Pty Ltd. Design works are currently in progress.

### Darley Hub Precinct, Lift Improvements

Task	Start Date	End Date	% Complete	Budget	Budget Status
Design and construction of Lift	25/04/2016	25/11/2016	100	\$237,000	

Project was awarded to Macneil Group Pty Ltd and completed in December 2016.

### Lerderberg Library Acoustics

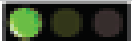
Task	Start Date	End Date	% Complete	Budget	Budget Status
Improvements to acoustics within the library	05/09/2016	30/09/2016	100	\$47,500	

Project was awarded to Sound Fix Acoustics Pty Ltd and completed in September 2016.

# BUS SHELTER PROGRAM

## Bus Shelter/Bus Route Development Program

Various Locations

Task	Start Date	End Date	% Complete	Budget	Budget Status
Improve Bus Shelter locations within the Shire	06/03/2017	31/03/2017	100	\$8,000	

Improvements to the Spencer Rd, Ballan Bus Stop have been undertaken in conjunction with the road rehabilitation contract currently under construction.

## NON COUNCIL LAND/BUILDINGS PROGRAM

### Ballan Mechanics Institute, Hall Improvements

Task	Start Date	End Date	% Complete	Budget	Budget Status
Improvements to heating and cooling, painting of hall	13/01/2017	28/04/2017	50	\$56,500	

The heating and cooling component has been awarded to GJ Bradding Pty Ltd and was complete in February with the painting component scheduled for completion by Legend Painting Services Pty Ltd in April 2017.

### Mount Wallace Hall & Recreation Reserve, Toilet Refurbishment

Task	Start Date	End Date	% Complete	Budget	Budget Status
Refurbishment of toilet amenities including restumping.	06/03/2017	21/04/2017	50	\$50,000	

Project has been awarded to MKM Constructions Pty Ltd. Construction is currently underway and is scheduled for completion in April 2017.

### Lal Lal ANZAC Memorial, Lal Lal

Task	Start Date	End Date	% Complete	Budget	Budget Status
New ANZAC Centenary Memorial	16/01/2017	30/03/2017	100	\$27,000	

Project was awarded to Andrew Gillespie Earthmoving Pty Ltd and completed in March 2017.


### Korweinguboorra Recreation Reserve, Shade Sail and Seating

Task	Start Date	End Date	% Complete	Budget	Budget Status
Recreation Reserve Improvements	16/01/2017	31/03/2017	100	\$16,366	

Project had delivery from several contractors including Sails that Shade Pty Ltd, Premier Fencing Pty Ltd and also D&A Younger Pty Ltd. The project included shade sails, fencing works and table setting installation all of which were completed by March 2017..


## PROJECTS TO BE DELIVERED BY OTHERS

### Maddingley Park, Change Room Refurbishment

Task	Start Date	End Date	% Complete	Budget	Budget Status
Refurbishment of change rooms to make provision for female participants	28/11/2016	23/12/2016	100	\$30,000	


Project was delivered by the Maddingley Park Committee of Management and completed in December 2016.

### Maddingley Park Pavilion, Extension

Task	Start Date	End Date	% Complete	Budget	Budget Status
Refurbishment of social rooms			0	\$140,000	


This project is on hold pending insufficient budget. The budget shortfall will be referred to the draft 2017/2018 CIP for consideration.

### Ballan Recreation Reserve, Kitchen Upgrade

Task	Start Date	End Date	% Complete	Budget	Budget Status
Kitchen upgrade	06/02/2017	21/04/2017	100	\$22,969	


This project was delivered by the Ballan Recreation Reserve Committee of Management and completed in April 2017.

### Ballieng Public Hall, Outdoor Space

Task	Start Date	End Date	% Complete	Budget	Budget Status
BBQ and seating improvements			0	\$28,000	

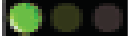
This project will be delivered by the Committee of Management.

### Coimadai Fire Brigade, Community Facility

Task	Start Date	End Date	% Complete	Budget	Budget Status
Redevelopment of the former fire station into a community facility	25/07/2016	11/11/2016	100	\$25,000	

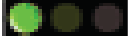
Project was delivered by the Country Fire Authority and completed in November 2016.

### Darley Park, Ball Protection Fencing

Task	Start Date	End Date	% Complete	Budget	Budget Status
Construction of ball protection fencing	24/10/2016	28/10/2016	100	\$30,000	


Project was delivered by the Darley Football & Netball Club and completed in October 2016.

### Ballan Golf Club, Water Consolidation

Task	Start Date	End Date	% Complete	Budget	Budget Status
Water consolidation program	1/02/2017	30/03/2017	100	\$25,000	


Project was delivered by the Ballan Golf Club and completed in March 2017..

### Avenue Bowling Club, Resurfacing of Green

Task	Start Date	End Date	% Complete	Budget	Budget Status
Resurfacing of Lorna Lucas Green	15/08/2016	30/09/2016	100	\$25,000	

Project was delivered by the Avenue Bowling Club and completed in September 2016.

### Gordon Recreation Reserve, Kitchen Upgrade

Task	Start Date	End Date	% Complete	Budget	Budget Status
Kitchen Upgrade	13/02/2017	28/04/2017	90	\$37,615.10	

This project is currently being delivered by the Gordon Recreation Reserve Committee of Management and is scheduled for completion in April 2017.

### Wallace Recreation Reserve, Netball / Tennis Court Lighting Improvements

Task	Start Date	End Date	% Complete	Budget	Budget Status
Lighting upgrade to netball/tennis courts	23/01/2016	24/03/2017	100	\$34,705	

Project was delivered by the Wallace Recreation Reserve Committee of Management and was completed in March 2017.

### Clarendon Recreation Reserve, Community Hub

Task	Start Date	End Date	% Complete	Budget	Budget Status
Construction of a new Community Hub	19/06/2017	15/12/2017	0	\$333,096	

This project will be delivered by the Clarendon Recreation Reserve Committee of Management with assistance from Moorabool Shire Council. The CoM are currently progressing through the design documentation phase, with construction anticipated to commence later this year.

## INACTIVE / ON HOLD PROJECTS

### Navigators Tennis Club, Fencing Improvements

Task	Start Date	End Date	% Complete	Budget	Budget Status
Fencing upgrade				\$20,665	

This project was funded through the Community Development Fund. External funding bids have been unsuccessful, and as a result the budget shortfall required to deliver this project has been referred to the draft 2017/2018 CIP for consideration.

### Masons Lane Recreation Reserve, Lighting Upgrade

Task	Start Date	End Date	% Complete	Budget	Budget Status
Lighting Upgrade to Oval 1				\$240,000	

The project has been funded through the 2015/16 CIP. External funding through SRV has recently been successful with a funding agreement pending. Tender evaluation is currently underway and once the funding agreement has been finalised the preferred contractor will be engaged.

### Ballan Recreation Reserve, Netball/Tennis Court Reconstruction

Task	Start Date	End Date	% Complete	Budget	Budget Status
Reconstruction of Netball/Tennis courts and drainage improvements				\$165,000	

This project has been funded through the 2015/16 CIP and is currently on hold pending an external funding contribution.

### Bacchus Marsh BMX Club, New Track Construction

Task	Start Date	Task	Start Date	Task	Start Date
BMX Racetrack Development			0	\$25,000	

This project has been funded through the 2015/16 Community Development Fund. External funding through SRV has been successful with a funding agreement pending. Once the funding agreement has been finalised the project will form part of the Bacchus Marsh Racecourse Recreation Reserve planning project.

**10.4.2 Quarterly Financial Report (March 2017)**

**Introduction**

File No.: 07/01/004  
 Author: Steve Ivelja  
 General Manager: Phil Jeffrey

This Quarterly Financial Report covers the period of 1 July 2016 to 31 March 2017. The report outlines the year to date financial position of Council and forecast projections for the full year results.

The forecast result at the end of the financial year is an increase in the surplus by \$0.307m. Please refer to the attached report for a detailed review of the financials.

**Background**

Under section 138 – Quarterly Statements, of the Local Government Act (1989), Council is to receive a quarterly report on progress against the adopted budget.

**Proposal**

That Council receives the Quarterly Financial Report – March 2017.

**Policy Implications**

The adoption of the Quarterly Financial Report – March 2017 meets Council’s statutory obligations under section 138 – Quarterly Statements of the Local Government Act (1989).

The 2013-2017 Council Plan provides as follows:

<b>Key Result Area</b>	Representation and Leadership of our Community
<b>Objective</b>	Sound, long term financial management
<b>Strategy</b>	Develop and maintain a long term financial planning, management and reporting system, which ensures resources to deliver services and manage Council’s assets.

## **Amended Budget**

Generally, at the end of the financial year it is not uncommon for projects (both Capital projects and Operating projects) to be incomplete. This can happen for a number of reasons, such as delays in construction due to weather or other events, deferral of projects due to operational matters, late receipt of government funding for one off projects, lack of internal resources to complete one off new initiatives due to staff turnover etc.

Throughout this report Council will be reporting on the Amended Budget rather than the Adopted Budget. The Amended Budget contains carry forwards from the 2015/16 financial year. These include grant funded one off projects, Council approved New Initiatives from prior years that are not yet complete, and incomplete/deferred capital projects. The following schedule provides an overview at a high level of the items that have been added to the Adopted Budget to arrive at the Amended Budget.

### **Impact on Cash on hand**

Based on the aggregate of both the Operating Budget and Capital Budget carry forward, plus other adjustments, a sum of \$5.826m in cash will be required to fully fund the requirements of the Amended Budget. These are made up of the following:

Net Operating Budget Carry forwards	\$1.135m
Net 2015/16 CIP Carry Forwards	\$5.588m
Sale of Council Land	(\$0.940m)
Other	<u>\$0.042m</u>
<b>Total cash required</b>	<b>\$5.826m</b>

As at the 30 June 2016, Council held \$12.452m in cash and cash equivalents. Cash holdings were high in part due to the impact of these uncompleted projects.

### **Operating Budget**

The net effect on the Operating Budget is a favourable variance of \$2.842m.

Net Operating Surplus in the Adopted 2016/17 Budget	\$8.494m
Net New Initiatives / Grant Funded Projects	(\$1.135m)
2015/16 Carry Forward Capital Grants	\$4.090m
Net Result of Sale of Council Land	(\$0.051m)
New Grants Identified Since Adoption of Budget	\$0.016m
Other Minor Adjustments	<u>(\$0.078m)</u>
<b>Amended Operating Budget Surplus</b>	<b>\$11.336m</b>



### **Capital Budget**

The effect on the capital budget is an increase in expenditure of \$9.657m.

2016/17 Adopted Budget for Capital Expenditure	\$17.414m
Add:	
2015/16 Carry Forward Capital Projects	\$9.677m
New Grants Identified Since Adoption of Budget	\$0.016m
Other Minor Adjustments	<u>(\$0.037m)</u>
<b>Amended Capital Budget</b>	<b>\$27.071m</b>

The attached Quarterly Financial Report, Attachment 10.4.2, provides an explanation of the Income Statement, Balance Sheet, Cash Flow Statement and Capital Works Statement with the year-to-date actuals compared to the year-to-date amended budget, and the amended annual budgets compared to the annual forecasts.

### **Income Statement**

The main changes within the Income Statement are as follows:

- Increase in "Grants - Operating" (\$0.609m) mainly due to new grants received since the adoption of the budget. These include: Parwan Precinct Structure Plan, Rural Access Initiative, Scotsburn Recovery Coordinator, One Million Trees Project, and Roadside Weeds and Pest Management;
- Decrease in "Grants - Capital" (\$0.471m) which is primarily due to a reduction in the expected grant for Bacchus Marsh Racecourse Reserve (the original budget was \$0.500m, however the actual grant to be received will be \$0.200m, but not until 2017/18);
- Favourable in "Other Income" (\$1.853m) primarily due to reimbursements for the Flood/Storm event of September;
- Favourable in "Employee Costs" (\$0.752m) mainly due to a predicted saving in the cost of employee leave provisions (\$0.300m) and a saving in Council's Workcover Premium (\$0.160m);
- Increase in "Materials and Services" (\$2.557m). The bulk of the overspend directly relates to costs associated with the September Storms/Flood event, with the majority of costs to be reimbursed. There are also continuing costs relating to the Scotsburn Fires (also mostly reimbursed) and new funding received since adoption of the budget.

The net effect of these changes and other minor variances causes the total surplus for the year to increase by \$0.307m to \$11.643m.

### **Cash**

The forecast cash balance at 30 June 2017 has increased by \$3.424m to \$10.121m in comparison to the amended budget.

### **Capital Improvement Program (CIP)**

The total cash expenditure forecast for the CIP at this stage has decreased by \$3.116m to \$23.955m. This is mainly due to identifying a number of projects that will be carried forward to next financial year. The carry forward estimate at this stage is \$3.608m.

### **Risk & Occupational Health & Safety Issues**

There are no identified risks associated with this process.

### **Communications Strategy**

To Council, through the Ordinary Meeting of Council on 3 May 2017, and to the Audit Committee meeting on 10 May 2017.

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

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### **Officer's Declaration of Conflict of Interests**

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Phil Jeffrey*

In providing this advice to Council as the Manager, I have no interests to disclose in this report.

*Author – Steve Ivelja*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

### **Conclusion**

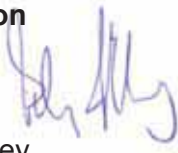
The Quarterly Financial Report – March 2017 has been prepared in accordance with Section 138 – Quarterly Statements of the Local Government Act (1989) for review and receiving by Council.

### **Recommendation:**

**That Council receives the Quarterly Financial Report – March 2017.**

**Report Authorisation**

**Authorised by:**



**Name:** Phil Jeffrey  
**Title:** General Manager Infrastructure  
**Date:** Wednesday 12 April 2017

# Attachment - Item 10.4.2

# MOORABOOL SHIRE COUNCIL

*Out in the Country...  
Close to the World*



## 2016/17 Quarterly Financial Report - March 2017

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# 1 Amended Budget

Generally, at the end of the financial year it is not uncommon for projects (both Capital projects and Operating projects) to be incomplete. This can happen for a number of reasons, such as delays in construction due to weather or other events, deferral of projects due to operational matters, late receipt of government funding for one off projects, lack of internal resources to complete one off new initiatives due to staff turnover etc.

Throughout this report Council will be reporting on the Amended Budget rather than the Adopted Budget. The Amended Budget contains carry forwards from the 2015/16 financial year. These include grant funded one off projects, Council approved New Initiatives from prior years that are not yet complete, and incomplete/deferred capital projects. The following schedule provides an overview at a high level of the items that have been added to the Adopted Budget to arrive at the Amended Budget.

## 1.1 Impact on Cash on hand

Based on the aggregate of both the Operating Budget and Capital Budget carry forward, plus other adjustments, a sum of \$5.826m in cash will be required to fully fund the requirements of the Amended Budget. These are made up of the following:

Net Operating Budget Carry Forwards	\$1.135m
Net CIP Carry Forwards	\$5.588m
Sale of Council Land	(\$0.940m)
Other Minor Adjustments	\$0.042m
<b>Total Cash Required to Complete Carry Forwards</b>	<b>\$5.826m</b>

As at the 30 June 2016, Council held \$12.452m in cash and cash equivalents. Cash holdings were high in part due to the impact of these uncompleted projects.

## 1.2 Operating Budget

The net effect on the Operating Budget is a favourable variance of \$2.842m.

Net Operating Surplus in the Adopted 2016/17 Budget	\$8.494m
Net New Initiatives / Grant Funded Projects	(\$1.135m)
2015/16 Carry Forward Capital Grants	\$4.090m
Net Result of Sale of Council Land	(\$0.051m)
New Grants Identified Since Adoption of Budget	\$0.016m
Other Minor Adjustments	(\$0.078m)
<b>Amended Operating Budget Surplus</b>	<b>\$11.336m</b>

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### 1.3 Capital Budget

The effect on the capital budget is an increase in expenditure of \$9.657m.

2016/17 Adopted Budget for Capital Expenditure	\$17.414m
2015/16 Carry Forward Capital Projects	\$9.677m
New Grants Identified Since Adoption of Budget	\$0.016m
Other Minor Adjustments	(\$0.037m)
<b>Amended Capital Budget</b>	<b>\$27.071m</b>



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## 2 Operating Performance

### Year to Date Operating Performance 31 March 2017

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#### 2.1 Overall:

For the nine months to 31 March, the Net Result was a Surplus of \$16.750m with a favourable variance of \$1.116m compared to the year to date amended budget.

#### 2.2 Operating Income [\$0.977m favourable]:

Grants - operating – Favourable by \$498,000 overall mainly due to new funding received since the adoption of the budget. This includes:

- Parwan Precinct Structure Plan - \$223,000
- Rural Access Initiative - \$102,500
- Roadside Weeds and Pest Management Program - \$35,000
- One Million Trees Project Bald Hill - \$18,000
- Ice Education Program - \$10,000
- H30 Challenge - \$10,000

There has also been an increase in funding for Maternal and Child Health Service (\$36,000).

All of this new funding or increased funding has been incorporated into the year end forecast and has offsetting expenditure in 'Employee costs' and/or 'Materials and services'.

Grants - capital – Favourable by \$319,000 overall primarily due to new funding received since the adoption of the budget for Clarendon Community Hub (\$300,000).

Other income – As at the end of March is favourable by \$188,000 mainly due additional funding received for the Blackwood Localised Septic Program (\$150,000). This project will run over a number of years and there will be offsetting expenditure in 'Employee costs' and 'Materials and services'.

There are various other small timing variances and some forecast adjustments have been made and are discussed further in section 2.4 (including a large claim for Flood/Storm damage in September 2016).

Interest received – Unfavourable by \$45,000 mainly as a result of an expected decline in the amount received from cash investments (\$34,000). Interest rates have remained low throughout the first nine months of the financial year and the overall return on investments is expected to be under budget. This has been incorporated into the year end forecast.

#### 2.3 Operating Expenses [\$0.139m favourable]:

Employee costs – Favourable variance of \$555,000 which mainly relates to a saving in the cost of employee leave provisions (\$256,000 – year to date). This concerns mainly Long Service Leave and relates to the turnover of some long term employees since the start of the financial year. This has been incorporated into the current forecast.

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Other significant favourable variances relate to vacancies in various departments across Council (including; Statutory Planning, Recreation, Economic Development, and Maternal and Child Health). Some of these savings have been used to fund the use of contractors engaged to cover various vacant positions. This will result in an increase to 'Materials and services' and is included in the current forecast and discussed further in section 2.5.

Materials and services – Unfavourable variance of \$478,000 which mainly relates to costs incurred for Flood/Storm Damage in September 2016 (\$763,000). The bulk of these works will be reimbursed to Council and the estimated overall cost is detailed further in section 2.5.

There is also an increase for the Blackwood Localised Septic Program (\$132,000). This project is fully funded and has been included in the forecast.

These unfavourable variances are offset by the timing of various contracts, projects and operational costs. Some of the larger variances include the following:

- Leisure Services - \$107,500
- Bacchus Marsh Transfer Station - \$70,000
- Sealed Roads Maintenance - \$54,000
- Powerline Clearance - \$52,000
- Line Marking - \$34,000

There are also many other minor variances mainly relating to Council services, one off projects, and grant funded new initiatives. Where savings have been identified they have been included in the forecast.

Other expenses – Favourable by \$104,000 as at March mainly due to the timing of lease payments for Servers (\$54,000) and Computer Upgrades (\$41,000). New agreements are being entered into and there are not expected to be any major variances to the forecast at year end.

Net gain (loss) on disposal of property, infrastructure, plant and equipment – Unfavourable by \$43,000 due to the timing of the sale of Councils plant and vehicles. There are still some items scheduled for replacement over the next few months and there are not expected to be any significant changes to the forecast.

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## Forecast Results for Year Ending 30 June 2017

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As at 31 March, the Forecast Surplus for the year has increased by \$0.307m. The Forecast is now expected to be a surplus of \$11.643m. Major variances are the following:

### 2.4 Operating Revenues [\$1.950m favourable]:

Grants – operating – Forecast to be higher than budget by \$609,000 predominantly due to new external funding received since adoption of the budget. These include:

- Parwan Precinct Structure Plan - \$223,000
- Rural Access Initiative - \$135,000
- Scotsburn Recovery Coordinator - \$80,000
- One Million Trees Project - \$49,500
- Roadside Weeds and Pest Management - \$35,000
- Ice Education Program - \$10,000
- H30 Challenge - \$10,000

The new funding listed above will all have matching expenditure in 'Employee Costs' and/or 'Materials and services'.

Other increases relate to Maternal and Child Health (\$45,500) and Community Support Officer (\$24,500).

Grants – capital – Forecast to be unfavourable by \$471,000 which is primarily due to a reduction in the expected grant for Bacchus Marsh Racecourse Reserve (the original budget was \$500,000, however the actual grant to be received will be \$100,000, but not until 2017/18). Other projects with capital funding deferred to 2017/18 are Ballan Recreation Reserve Netball/Tennis Courts (\$125,000) and Maddingley Park Pavilion Improvements (\$114,000).

These are offset by new funding received since the adoption of the budget for Clarendon Community Hub (\$300,000).

Other income – Expected to be \$1.854m favourable at year end mainly due to reimbursements for the Flood/Storm events of September 2016 (\$1.550m). This is only an estimate at this stage with further assessments to follow and the first claim lodged during the next month.

There is also an expected increase in reimbursements received this year for the Blackwood Localised Septic Program (\$300,000).

### 2.5 Operating Expenses [\$1.643m unfavourable]:

Employee costs – Forecast to be favourable by \$752,000 mainly due to a predicted saving in the cost of employee leave provisions (\$300,000). This means an expected reduction in Council's provision for Long Service Leave at year end. The reduction is the result of a number of long term employees leaving Council since the start of the financial year.

There is also a significant saving in Council's Workcover Premium (\$160,500). This saving in Workcover is due to some large older claims no longer being taken into account in the calculation of Council's premium. Council's performance rating is now 28% better than the industry average.

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Other savings relate to vacancies in various departments across Council. Some of these savings have been used to fund any small forecast budget overspends or the cost of contractors filling vacant positions.

Materials and services – Materials and Services are forecast to be \$2.557m over budget at year end. However, the bulk of the overspend directly relates to costs associated with the Flood/Storm event in September 2016. At this stage, it is estimated that all but \$50,000 of the total cost (\$1.600m) is expected to be reimbursed. Council will have a more accurate estimate of the costs over the next few months when the first claim is lodged.

There are also increases relating to the continued cost of the Scotsburn Fires (\$259,000), and other increases funded from savings in employee costs. These include; OHS System (\$100,000), Planning Scheme Amendments (\$30,000), and Bacchus Marsh Urban Growth Strategy (\$28,000).

Increases relating to new funding received include;

- Blackwood Localised Septic Program - \$294,000 (total funding increase is \$300,000 with the balance being covered in 'Employee costs')
- Rural Access Initiative - \$87,500 (total funding increase is \$135,000 with the balance being covered in 'Employee costs')
- One Million Trees Project - \$49,500
- Roadside Weeds & Pests - \$35,000

There are also forecast overspends for items not included in the original budget. These include Lal Lal Wind Farm (\$35,000), and an increase in postage costs (\$30,000).

Finance costs – Favourable variance of \$116,000 which relates to the expected take up of new borrowings for 2016/17 being later in the year than originally budgeted.

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## 3 Balance Sheet

### Forecast as at 30 June 2017

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The Balance Sheet shows the movements from the Budget to the Forecast, as well as the current year to date balance (at 31 March 2017) compared to the same time last year (31 March 2016).

#### 3.1 Assets

Cash assets – the year to date cash balance is \$1.657m less than the same time last year, mainly as a result of the timing of the completion of major capital works projects. The first nine months of 2016/17 saw the completion of Darley Early Years Hub and the continuation of the Halletts Way Project. Also, the budgeted borrowings of \$2.790m have not been taken up yet and are expected in May/June 2017.

Current receivables – the balance is \$2.176m more which mainly relates to increases in non-rates debtors. Of the total increase, \$1.100m relates to grants yet to be received for the Halletts Way project. In addition to this, other non-rate related debtors account for a further increase of \$0.350m as compared with the same time last year. Additional rates debtors account for \$0.770m of the \$2.176m.

Non-current assets classified as held for sale – the balance is forecast to be zero at June 30 2017 due to the sale of surplus land that Council owns.

Other assets – the balance is \$0.180m more than March last year due to the accrual of a large reimbursement for costs incurred by Council for the Scotsburn Fires.

Property, infrastructure, plant and equipment – the balance is \$33.161m more than last year primarily due to the revaluation of Infrastructure Assets in the 2015/16 financial year.

#### 3.2 Liabilities

Payables – the increase of \$203,000 relates to the timing of the final supplier payment run in March 2017.

Trust funds – a decrease overall of \$198,000 from March last year relates mainly to a decline in the amount of deposits held for Subdivisions.

Provisions – the net balance is less than this time last year by \$338,000 overall (current and non-current) primarily due to a decrease in the provision for Long Service Leave.

Interest-bearing liabilities – the net balance is greater by \$3.035m overall (current and non-current) compared to the same time last year. This relates to the net impact of debt redemption and new loans of \$4.476m being taken up in 2015/16.

#### 3.3 Equity

Accumulated surplus – the increase of \$14.248m since March last year reflects Council's operating result during the 2015/16 financial year and the first nine months of 2016/17.

Asset revaluation reserve – the increase of \$15.707m relates to the revaluation of infrastructure assets during the 2015/16 financial year.

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Statutory and other reserves – the increase of \$1.208m relates to the net movement of transfers to and from Reserves at the end of the 2015/16 financial year.

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## 4 Forecast Cash Flows

### 4.1 Overall

The overall cash forecast for 30 June 2017 is \$10.121m and \$3.424m more than the amended budget.

This forecast is a result of movements in each of the three types of cash flows as follows:

### 4.2 Operating Cash Flows [\$0.211m favourable]:

Operating grants – Favourable by \$609,000 mainly due to new funding received since the adoption of the budget. These projects and any other adjustments are highlighted earlier in section 2.4.

Capital grants and contributions – Unfavourable by \$471,000 mainly due to a reduction in the expected grant for Bacchus Marsh Racecourse Reserve (\$500,000). This and other adjustments are mentioned earlier in section 2.4.

Other revenue – Favourable by \$1.854m primarily due to reimbursements for the Flood/Storm Damage that occurred in September 2016. There is also expected to be a further \$300,000 received for the Blackwood Localised Septic Program.

Employee costs – Favourable by \$752,000 mainly due to savings for employee leave provisions (\$300,000) and Council's Workcover premium (\$160,500). Other variances are highlighted earlier in section 2.5.

Materials and consumables – Unfavourable by \$2.557m mainly due to costs associated with the Flood/Storm event (\$1.600m). Other changes and increases relating to increased grant funding are highlighted earlier in section 2.5.

### 4.3 Investing Cash Flows [\$3.096m favourable]:

Payments for property, plant and equipment, infrastructure – Decreased by \$3.116m mainly due to identifying a number of projects that will be carried forward to next financial year. The carry forward estimate at this stage is \$3.608m and some of the larger projects include;

- Bacchus Marsh Racecourse Reserve - \$843,000
- Butter Factory Rd, Wallace (Bridge Works) - \$476,000
- Haddon Drive Extension - \$400,000
- Inglis Street, Ballan (Footpath) - \$374,000
- Clarendon Community Hub - \$333,000
- Masons Lane Training Lighting - \$238,000
- Butter Factory Road, Wallace (Road Rehabilitation) - \$230,000
- Ballan Recreation Reserve Netball/Tennis Courts - \$165,000

There are also some other smaller variances and new funding received as discussed earlier.

### 4.4 Financing Cash Flows [\$0.116m favourable]:

Borrowing costs – Forecast to be favourable by \$116,000 due to the borrowings for 2016/17 expected to be taken up later in the year than originally budgeted.

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## 5 Investment Activity Report

In line with Council's Investment Policy (adopted February 2010), a quarterly report on investment activity will be presented to Council as part of the quarterly financial report.

For the quarter ending:        March 2017

### On call balances:

<b>Month ending</b>	<b>Amount</b>	<b>Rate</b>	<b>Interest Paid</b>
January 2017	\$5,291,585	1.40%	Quarterly
February 2017	\$7,836,585	1.40%	Quarterly
March 2017	\$6,404,353	1.40%	Quarterly

Interest paid in the quarter:                        \$17,641

### Term deposits:

<b>Institution</b>	<b>Amount</b>	<b>Rate</b>	<b>Maturity Date</b>
Suncorp	\$1,000,000	2.32%	24/04/2017
BOQ	\$1,000,000	2.05%	24/04/2017
IMB	\$1,000,000	2.55%	23/05/2017

Interest paid in the quarter:                        \$1,571



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## 6 Rating & Debtors Information

### 6.1 General Rating Information

The Total Rates and Charges raised for the 2016/17 year, as at 31 March, is \$31.007m, compared to the year to date Amended Budget of \$31.043m.

### 6.2 Rates & Sundry Debtors Outstanding

For the year to date, 78.5% of the 2016/17 Rates & Charges raised have been collected. In addition, the level of Sundry and Other Debtors has increased from \$1.200m (1 January 2017) to \$2.324m (31 March 2017).

Current Receivables as at 31 March 2017, as shown in the Balance Sheet, consist of:

• Rates & Charges*	\$	8.887m
• Sundry Debtors	\$	1.949m
• GST Receivable	\$	0.375m
	\$	<b>11.211m</b>

The outstanding Rates & Charges\* consist of:

• Current Year Rates and Charges	\$	6.563m
• Arrears (prior to 2016/17)	\$	2.036m
• Pensioner Rebate Claim (DHS)	\$	0.288m
	\$	<b>8.887m</b>

\* Does not include Fire Services Levy

### 6.3 Property Rate Debt Management Policy

Council first adopted this policy on 5 December 2007, with the requirement for Quarterly reporting on all applications made under this policy. The policy has since been updated and adopted on 1 July 2015. For the quarter to 31 March 2017, the table on the following page displays the applications that have been received.

Please note that this table also includes the following information:

- Rates outstanding by differential rate category
- Sundry debtors outstanding
- Infringement status

# Property Rate Debt Management as at 31 March 2017

Type/Function	Authority Limit	Delegation	at 31 March	Year to Date	Approved	Value Denied	Value	Comments
			Number	Applications	Value	Value		
Special Payment Arrangements	All Arrangements	Revenue Service Unit	769					
Escalation of Accounts to Debt Collection	All outstanding accounts	Revenue Services Co-ordinator	123					
Value of Penalty Interest Calculated Year to Date	All calculations	Revenue Services Co-ordinator	\$3,687.75					
Waiver of Interest and Costs	Up to \$500	Revenue Services Co-ordinator	11	11	\$1,453.00	\$1,453.00	\$0.00	
Waiver of Interest and Costs	>\$500 and <\$1,000	Finance Manager	0	0	\$0.00	\$0.00	\$0.00	
Waiver of Interest and Costs	>\$1,000	General Manager - Infrastructure Services	1	1	\$1,466.71	\$143.05	\$1,323.66	
Waiver of Rates and Charges	All applications	Council via resolution (Closed Session)	1	1	\$402.85	\$402.85		
Application for Financial Hardship	Reviewed	Council via resolution (Closed Session)	7	7	\$27,890.91	\$23,028.91		
Application for Financial Hardship	Being reviewed by CAFS	Council via resolution (Closed Session)	1	1	\$5,820.20	\$5,820.20		
Appeal of Decision	All appeals	Council via resolution (Closed Session)	NIL					
Sale of Property for Unpaid Rates	All sales	Council via resolution (Closed Session)	8	8	\$153,401.80			Progressing
Sale of Property for Unpaid Rates	All sales	Council via resolution (Closed Session)	9	9	\$56,372.22			Sold and settled
Applications for partial Waiver - Cultural and Recreational Land	50% General Rate	Revenue Service Co-ordinator/Finance Manager	6	6	\$10,356.71			
<b>Other General Revenue Statistics</b>								
<b>Function</b>	<b>Year To Date</b>	<b>Rate Category</b>	<b>Current</b>	<b>1 Year</b>	<b>2 Years</b>	<b>3 Years</b>	<b>Over 3 Years</b>	<b>Total</b>
Percentage of Rates Collected	78.50%	General	5,322,110.53	792,096.78	406,943.43	217,710.17	315,431.71	7,054,292.62
Land Information Certificates	1044	Residential Retirement	33,646.00	756.40	0.00	0.00	0.00	34,402.40
Value of Supplementary Rates Levied	\$273,409	Commercial/Industrial	568,432.37	42,819.65	11,417.12	10,342.49	9,475.98	642,487.61
<b>Objections Lodged (Closing Date 04 November 2016)</b>		Vacant Land Commercial/Industrial	53,966.64	9,045.10	708.35	0.00	0.00	63,720.09
Under Review	0	Extractive Industry	42,067.00	0.00	0.00	0.00	0.00	42,067.00
Recommendation Notices	46	Farm	459,624.94	38,956.48	14,059.56	10,268.54	27,259.28	550,168.80
Disallowance Notices	15	Vacant Land General	229,704.59	46,987.34	24,353.18	13,237.77	51,012.40	365,295.28
<b>Total Objections</b>	<b>61</b>	Vacant Land FZ or RCZ	167,002.75	24,069.54	9,681.73	7,180.13	58,014.72	265,948.87
<b>Pension Rebates</b>		Vacant Land GRZ	300,017.28	33,416.96	17,321.21	10,681.44	10,854.67	372,291.56
Total Pensioners as at end of last quarter	2,531	Non Rateable FSP/Livable and Garbage Only	5,602.20	2,424.71	1,060.75	261.85	0.00	9,349.51
Changes	36	<b>Grand Total Rates Outstanding</b>	<b>7,182,174.30</b>	<b>990,572.96</b>	<b>485,545.33</b>	<b>269,682.39</b>	<b>472,048.76</b>	<b>9,400,023.74</b>
Closing Balance	2,567	<b>Penalty Infringement Overview</b>						
<b>Sundry Debtor Overview</b>		<b>Infringement Status @ March Audit</b>	<b># Infringements</b>	<b>\$ Infringements</b>				
<b>Sundry Debtors</b>	<b>Balance</b>	<b>% Outstanding</b>						
Current	1,182,190.92	73.0%						
30 Days	83,784.07	5.2%	892	206,496.31				
60 Days	35,541.11	2.2%						
90 Days	62,366.54	3.8%	9	1,319.30				
120+ Days	256,042.30	15.8%						
<b>Total Outstanding</b>	<b>1,619,924.94</b>	<b>100.0%</b>	12	4,696.50				
			1	177.60				
			13	6,802.20				
			98	86,660				
			35	22,564				
			<b>1,060</b>	<b>328,716.46</b>				
			<b>Grand Total of Infringement Trial Balance</b>					

## 7 Financial Statements as at 31 March 2017

### Income Statement

	Last Year \$'000	Year to Date		Annual		
		Amended \$'000	Actual \$'000	Variance \$'000	Forecast \$'000	Variance \$'000
						%
<b>Income</b>						
Rates and charges	29,331	31,043	31,007	(36)	31,010	0%
Statutory fees and fines	552	518	547	29	693	6%
User fees	1,814	1,295	1,305	10	1,904	1%
Grants - operating	6,518	6,948	7,446	498	9,776	7%
Grants - capital	4,699	6,399	6,718	319	8,604	5%
Contributions - monetary	1,254	75	90	15	100	20%
Contributions - non-monetary assets	5,481	0	0	0	4,635	0%
Other income	2,181	1,134	1,322	188	3,568	17%
Interest received	431	254	209	(45)	362	-18%
<b>Total Income</b>	<b>52,261</b>	<b>47,667</b>	<b>48,644</b>	<b>977</b>	<b>60,652</b>	<b>2%</b>
<b>Expenses</b>						
Employee costs	17,729	13,259	12,704	555	17,788	4%
Materials and services	15,854	10,559	11,037	(478)	18,359	-5%
Depreciation	7,398	7,471	7,471	0	9,961	0%
Finance costs	724	505	506	(1)	790	0%
Other expenses	1,049	512	408	104	770	20%
Net gain (loss) on disposal of property, infrastructure, plant and equipment	1,682	(273)	(230)	(43)	1,407	16%
<b>Total Expenses</b>	<b>44,436</b>	<b>32,033</b>	<b>31,894</b>	<b>139</b>	<b>49,009</b>	<b>0%</b>
<b>Surplus (deficit) for the year</b>	<b>7,825</b>	<b>15,634</b>	<b>16,750</b>	<b>1,116</b>	<b>11,643</b>	<b>7%</b>
						<b>3%</b>

## Balance Sheet

	Last Year \$'000	Last Year \$'000	Year to Date Current \$'000	Change \$'000	Change %	Amended \$'000	Forecast \$'000	Annual Forecast \$'000	Variance \$'000	Variance %
<b>Assets</b>										
<b>Current Assets</b>										
Cash assets	12,452	11,500	9,843	(1,657)	-14%	6,697	10,121	3,424	51%	
Receivables	4,978	9,035	11,211	2,176	24%	5,035	5,035	0	0%	
Non-current assets classified as held for sale	991	991	991	0	0%	991	0	(991)	-100%	
Other assets	1,433	2	182	180	8587%	1,433	1,301	(132)	-9%	
<b>Total current assets</b>	<b>19,854</b>	<b>21,527</b>	<b>22,226</b>	<b>699</b>	<b>3%</b>	<b>14,156</b>	<b>16,457</b>	<b>2,301</b>	<b>16%</b>	
<b>Non-current assets</b>										
Receivables	126	126	132	6	5%	126	117	(9)	-7%	
Other non-current assets	0	0	0	0	0%	0	0	0	0%	
Property, infrastructure, plant and equipment	463,135	439,405	472,566	33,161	8%	482,139	480,013	(2,126)	0%	
<b>Total non-current assets</b>	<b>463,261</b>	<b>439,531</b>	<b>472,698</b>	<b>33,167</b>	<b>8%</b>	<b>482,265</b>	<b>480,130</b>	<b>(2,135)</b>	<b>0%</b>	
<b>Total Assets</b>	<b>483,115</b>	<b>461,059</b>	<b>494,925</b>	<b>33,866</b>	<b>7%</b>	<b>496,422</b>	<b>496,587</b>	<b>165</b>	<b>0%</b>	
<b>Liabilities</b>										
<b>Current liabilities</b>										
Payables	3,795	590	793	203	34%	4,083	3,967	(116)	-3%	
Trust funds	781	817	619	(198)	-24%	534	534	0	0%	
Provisions	4,164	3,971	4,134	163	4%	4,164	4,078	(86)	-2%	
Interest-bearing liabilities	1,431	376	367	(9)	-2%	1,364	1,364	0	0%	
<b>Total current liabilities</b>	<b>10,171</b>	<b>5,754</b>	<b>5,914</b>	<b>160</b>	<b>3%</b>	<b>10,145</b>	<b>9,943</b>	<b>(202)</b>	<b>-2%</b>	
<b>Non-current liabilities</b>										
Provisions	909	920	419	(501)	-54%	1,480	1,541	61	4%	
Interest-bearing liabilities	13,611	10,567	13,611	3,044	29%	15,037	15,037	0	0%	
<b>Total non-current liabilities</b>	<b>14,520</b>	<b>11,487</b>	<b>14,030</b>	<b>2,543</b>	<b>22%</b>	<b>16,517</b>	<b>16,578</b>	<b>61</b>	<b>0%</b>	
<b>Total Liabilities</b>	<b>24,692</b>	<b>17,241</b>	<b>19,944</b>	<b>2,703</b>	<b>16%</b>	<b>26,662</b>	<b>26,521</b>	<b>(141)</b>	<b>-1%</b>	
<b>Net Assets</b>	<b>458,423</b>	<b>443,818</b>	<b>474,981</b>	<b>31,163</b>	<b>7%</b>	<b>469,759</b>	<b>470,066</b>	<b>306</b>	<b>0%</b>	
<b>Represented by:</b>										
Accumulated surplus	138,035	140,537	154,785	14,248	10%	149,371	147,277	(2,094)	-1%	
Asset revaluation reserve	314,680	298,973	314,680	15,707	5%	314,680	314,680	0	0%	
Statutory and other reserves	5,708	4,307	5,515	1,208	28%	5,708	8,108	2,400	42%	
<b>Total Equity</b>	<b>458,423</b>	<b>443,818</b>	<b>474,981</b>	<b>31,163</b>	<b>7%</b>	<b>469,759</b>	<b>470,066</b>	<b>306</b>	<b>0%</b>	

## Cash Flow Statement

	Last Year \$'000	Year to Date		Annual		
		Amended \$'000	Actual \$'000	Variance \$'000	Forecast \$'000	Variance \$'000
						%
<b>Cash flows from operating activities</b>						
<b>Receipts</b>						
Rates and charges	29,209	25,207	24,928	(279)	31,174	(33)
Operating grants	6,518	6,948	7,507	559	9,776	609
Capital grants and contributions	4,699	6,399	6,718	319	8,604	(471)
User fees and charges	1,546	1,295	1,112	(183)	1,904	(47)
Statutory fees and charges	448	518	547	29	692	50
Other revenue	4,173	1,209	2,412	1,203	3,669	1,854
Interest received	431	254	309	55	362	(12)
Net GST refund/payment	2,555	0	0	0	0	0
	<b>49,579</b>	<b>41,831</b>	<b>43,534</b>	<b>1,703</b>	<b>56,181</b>	<b>1,950</b>
						<b>4%</b>
<b>Payments</b>						
Employee costs	(17,394)	(13,849)	(13,223)	626	(17,969)	752
Materials and consumables	(19,774)	(12,049)	(13,045)	(996)	(15,982)	(2,557)
Other expenses	(1,177)	(512)	(408)	104	(770)	65
	<b>(38,346)</b>	<b>(26,410)</b>	<b>(26,676)</b>	<b>(266)</b>	<b>(34,721)</b>	<b>(1,739)</b>
						<b>5%</b>
<b>Net cash provided by (used in) operating activities</b>	<b>11,233</b>	<b>15,421</b>	<b>16,858</b>	<b>1,437</b>	<b>19,510</b>	<b>211</b>
						<b>1%</b>
<b>Cash flows from investing activities</b>						
Proceeds from sale of property, plant and equipment, infrastructure	364	273	230	(43)	1,334	(20)
Payments for property, plant and equipment, infrastructure	(13,606)	(22,165)	(18,128)	4,037	(27,074)	3,116
	<b>(13,242)</b>	<b>(21,892)</b>	<b>(17,897)</b>	<b>3,995</b>	<b>(25,717)</b>	<b>3,096</b>
						<b>-12%</b>
<b>Cash flows from financing activities</b>						
Borrowing costs	(724)	(505)	(506)	(1)	(906)	116
Proceeds from interest bearing liabilities	4,476	0	0	0	2,790	0
Repayment of interest bearing liabilities	(1,464)	(1,064)	(1,064)	0	(1,431)	0
	<b>2,287</b>	<b>(1,569)</b>	<b>(1,570)</b>	<b>(1)</b>	<b>452</b>	<b>116</b>
						<b>26%</b>
Net increase (decrease) in cash and cash equivalents	279	(8,041)	(2,609)	5,432	(2,331)	3,424
Cash and cash equivalents at the beginning of the financial year	12,173	12,452	12,452	0	12,452	0
						<b>0%</b>
<b>Cash and cash equivalents at the end of the financial year</b>	<b>12,452</b>	<b>4,411</b>	<b>9,843</b>	<b>5,432</b>	<b>10,121</b>	<b>3,424</b>
						<b>51%</b>

## Capital Works Statement

	Last Year \$'000	Amended \$'000	Actual \$'000	Year to Date Actual \$'000	Variance \$'000	Variance %	Amended \$'000	Forecast \$'000	Annual Forecast \$'000	Variance \$'000	Variance %
<b>Property</b>											
Land	50	0	0	0	0	0%	0	0	0	0	0%
Buildings	2,084	3,892	3,739	153	153	4%	4,153	3,857	296	296	7%
<b>Total Property</b>	<b>2,134</b>	<b>3,892</b>	<b>3,739</b>	<b>153</b>	<b>153</b>	<b>4%</b>	<b>4,153</b>	<b>3,857</b>	<b>296</b>	<b>296</b>	<b>7%</b>
<b>Plant and equipment</b>											
Plant, machinery and equipment	1,382	548	651	(103)	(103)	-19%	1,688	1,688	0	0	0%
Computers and telecommunications	12	0	0	0	0	0%	0	0	0	0	0%
Library books	100	0	0	0	0	0%	99	99	0	0	0%
<b>Total plant and equipment</b>	<b>1,494</b>	<b>548</b>	<b>651</b>	<b>(103)</b>	<b>(103)</b>	<b>-19%</b>	<b>1,787</b>	<b>1,787</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Infrastructure</b>											
Roads	7,674	14,591	11,894	2,697	2,697	18%	17,024	16,844	180	180	1%
Bridges	809	764	191	573	573	75%	884	408	476	476	54%
Footpaths and cycleways	826	93	138	(45)	(45)	-49%	623	349	274	274	44%
Drainage	144	0	0	0	0	0%	0	0	0	0	0%
Recreational, leisure and community facilities	280	750	219	531	531	71%	2,268	378	1,890	1,890	83%
Parks, open space and streetscapes	4	165	40	125	125	76%	165	165	0	0	0%
Other infrastructure	242	63	57	6	6	10%	167	167	0	0	0%
<b>Total infrastructure</b>	<b>9,978</b>	<b>16,425</b>	<b>12,539</b>	<b>3,886</b>	<b>3,886</b>	<b>24%</b>	<b>21,131</b>	<b>18,310</b>	<b>2,821</b>	<b>2,821</b>	<b>13%</b>
<b>Total capital works expenditure</b>	<b>13,606</b>	<b>20,865</b>	<b>16,929</b>	<b>3,936</b>	<b>3,936</b>	<b>19%</b>	<b>27,071</b>	<b>23,955</b>	<b>3,116</b>	<b>3,116</b>	<b>12%</b>
<b>Represented by:</b>											
New	2,271	8,222	6,752	1,470	1,470	18%	11,542	10,336	1,206	1,206	10%
Renewal	8,781	8,642	6,450	2,192	2,192	25%	10,978	9,744	1,234	1,234	11%
Expansion	0	0	0	0	0	0%	0	0	0	0	0%
Upgrade	2,554	4,001	3,728	273	273	7%	4,552	3,875	677	677	15%
<b>Total Capital Works</b>	<b>13,606</b>	<b>20,865</b>	<b>16,929</b>	<b>3,936</b>	<b>3,936</b>	<b>19%</b>	<b>27,071</b>	<b>23,955</b>	<b>3,116</b>	<b>3,116</b>	<b>12%</b>

### 10.4.3 Draft Municipal Rating Strategy 2017/18

#### Introduction

File No.: 09/02/2010  
Author: Steven Ivelja  
General Manager: Phil Jeffrey

#### Background

In May 2014, Council adopted the Municipal Rate Strategy after a number of workshops, community consultation and benchmarking against other like type councils. The Municipal Rate Strategy was the culmination of approximately 6 months of work by the Council.

The Council adopted the strategy for an initial period of two years. In May 2016, after review of the adopted strategy, the Council adopted the existing Strategy for a further 12 months, taking the current expiry of the strategy to May 2017.

In addition to the expiry of Moorabool Shire's current Rating Strategy in May 2017, the Local Government Act review is currently underway and may have an impact on future iterations of Moorabool Shires Rating Strategy.

A proposal to conduct a formal Rating Strategy review (at an estimated cost of \$100k) has been put forward as part of the 2017/18 Budget. The proposal is currently not funded within the 2017/18 budget and has not been recommended in light of other competing project priorities proposed for 2017/18 and beyond.

It is recommended that Council re-adopt the current Rating Strategy for a further 12 months.

#### Proposal

There are a number of issues for the council to consider prior to undertaking a formal review of the Rating Strategy. Some of these issues date back to previous Rating Strategy reviews and other issues (such as the imposition of rate capping) have come about in the last 12 months.

For example, one of the sticking points from the development of the 2014 Rating Strategy review was the number of true farming properties versus hobby or lifestyle farming properties and the impact this would have on the distribution of rates from farming to residential categories. As a result, two new initiatives were put forward to Council as part of the 2015/16 Budget, one of which was to conduct a formal review and re-application process of all properties receiving the farm rate. This project was put forward as an essential precursor to a future Rating Strategy review. Neither of the new initiatives were funded in the 2015/16 Adopted Budget due to the costs involved in undertaking such a review. Instead, Council has adopted a process of progressively reviewing eligibility for a farm rate exemption as properties change hands.



In undertaking a new Rating Strategy review in future years, Council needs to consider the background, the issues and the likely consequences for future reviews prior to undertaking a new process.

In addition to some of the administrative issues highlighted above, there are a number of other issues relating to the Rating Strategy that warrant close consideration;

- Is the purpose of the Rating Strategy review to provide lower rates for all categories? If so, does the rate capping framework now achieve this objective?
- Does Council believe there are inequities in the adopted differential system? The tables in the current strategy demonstrate the four times rule and possibly unintended consequence of changing one category.
- Are councillors keen to vary one or more differential rate categories higher or lower for e.g. lowering the differential for farm properties?
- Are councillors keen to introduce other differential categories e.g. lifestyle farmer, rural living, heavy industry?
- What has changed since the conversations of 2014 in relation to the Strategy?

Due to the complexity of the legislative framework and associated complexities of rating, a full and complete Rate Strategy including appropriate benchmarking and community consultation could take up to six months to come to fruition.

As mentioned above, an important development that has occurred since the previous Rating Strategy review is the imposition of rate capping. Going forward, if Council chooses to stay within the rate cap, average rate increases going forward will likely increase at a rate of CPI. On this basis, it is arguable whether Council will derive significant additional benefit from undertaking a further Rating Strategy review.

### ***Community Consultation***

Keeping the required timeframe in mind to undertake a full Rate Strategy review, below is an overview of the community consultation from 2014 and associated feedback from the community.

The community consultation from the development of the 2014 strategy included:

- a direct mail out to all residents;
- print media advertising;
- an online survey; and
- feedback was sought at a range of community events from Council representatives.

The extensive consultation resulted in:

- 293 Site Visits to 'Have Your Say'
- 180 people downloaded the survey information documents
- 57 people downloaded the Draft Rate Strategy Document
- 71 surveys were completed
- 43 online surveys at 'Have your say'
- 28 at Community Events



In relation to the community consultation results, a high level snapshot revealed the following conclusions from respondents:

- 78.3% of respondents felt that the current rate categories resulted in an appropriate apportioning of rates across the municipality;
- 79.7% of respondents felt that there were an appropriate number of categories;
- 72.3% of respondents felt that the level of each category was appropriate; and
- 81.6% of respondents supported the current rating strategy as their 1st preference.

Additional to the above feedback, there were seven comments from completed surveys asking Council to consider a Rural Residential/Hobby Farm rate to recognise that these properties do not get the same services as residential properties and the lack of infrastructure in our rural townships.

In summary, the results of the community consultation demonstrated community support for the current rating structure in comparison to the alternative proposals put forward as part of the Rating Strategy review.

### ***Review of the Local Government Act 1989***

The Local Government Act Review Directions Paper, "Act for the Future - Directions for a new Local Government Act" outlines a number of key reforms proposed to develop the legislative framework for Victorian local government for the future. The proposed directions aim to achieve greater consistency and transparency in rating policy and to embed the principles of sound financial management as the basis for all commercial and financial decisions that councils make. They include mandating a single land valuation system for rating to enable comparable assessment of rating effort. They also include review and modernisation of the exemptions framework to bring it into line with modern legislation and contemporary community standards.

For example, currently the Act allows a council to use site value (SV), net annual value (NAV) or capital improved value (CIV) for the purposes of raising general rates where:

- SV is the value of the land
- CIV is the value of the land and any improvements on the land
- NAV is 5% of the CIV or for commercial/industrial assessments it is the net annual rental value.

Under the proposed amendments to the Local Government Act, it is proposed that capital improved value (CIV) will be the single uniform valuation system for raising general rates. In addition to this, the proposed amendments seek to make changes to municipal charges and a number of other elements related to the rating provisions of the Local Government Act.

Similar to most Victorian Councils, Moorabool Shires uses CIV and differential rating categories as the basis for valuing land and distributing the rating burden across different classes of properties.

Under the changes proposed to the LGA, the capital improved method of valuation and the differential rating provisions will continue to be core elements of the new act once it comes into force. As a result, any future review of the Rating Strategy needs to carefully consider the legislative context.

### ***Rate Capping***

For 2017/18, the Minister for Local Government announced that the rate cap will be set at a rate of 2.0%. Furthermore, Moorabool Shire did not apply for a rate cap exemption for the 2017/18 year. As a result, Council has indicated that it will work within the Ministers Rate cap of 2.0% for the 2017/18 year.

In addition to this, 2017/18 is a non revaluation year. This means that general rates will increase by 2.0% for all ratepayers within Moorabool Shire for the 2017/18 year. This is on the proviso that Council does not make changes to its current Rating Strategy. For example, if Council decided to alter its differential rate categories for 2017/18, could result in a certain differential rating categories increasing by greater than 2.0% and others less than 2.0%.

### ***Option for Council to consider***

On the basis of the discussion above, there are a number of potential options that Council can consider in the context of the Rating Strategy going forward;

1. **Council adopts the current Rating Strategy for a further 1 year and conducts a full Rating Strategy review in 2017/18 at a cost of \$100k in 2017/18** - A proposal to conduct a formal Rating Strategy review (at an estimated cost of \$100k) has been tabled but is not currently recommended for funding within the 2017/18 Budget. If Council wishes to conduct a full Rating Strategy review, it will need to re-prioritize expenditure on other initiatives proposed for 2017/18.
2. **Council re-adopts the current Rating Strategy for a further 4 years** – If the Council believes that the current Rating Strategy results in a fair and equitable sharing of the rating burden and that the current strategy has broad community support, it could choose to adopt the current strategy for a further 4 years.
3. **Council adopts the current Rating Strategy for a further 1 year and undertakes an internal review of the Rating Strategy in 2017/18** – Under this option, the Council adopts the current Rating Strategy for a further 1 year and undertakes an internal desktop review of the Rating Strategy based on the current differential rating structure and with the rate modelling tools previously developed by staff. Under this option, a more simplified Rating Strategy review would be conducted based its existing differential rate categories and model the impact of altering the rate differential across different categories to achieve a more equitable sharing of the rating burden.

In choosing the option most suitable going forward, Council needs to consider the extent to which change is required. For example, past Councils have been apprehensive to make major changes to the current Rating Strategy in light of the complexity and difficult financial trade off that the Council is required to make.

For this reason, spending \$100k on conducting a Rating Strategy review may not be the best use of rate payer's funds in light of the rate cap and the financial challenges faced by Moorabool Shire. Equally, the Council may believe that adopting the Rating Strategy for a further 4 years may not be prudent in the first year of a new term until it has had the opportunity to further understand and reflect on the challenges faced by Moorabool Shire.

### **Policy Implications**

The 2013 - 2017 Council Plan provides as follows:

<b>Key Result Area</b>	Continuous improvement in Council Services
<b>Objective</b>	Effective strategic and business planning for a growing community
<b>Strategy</b>	Develop, implement and maintain relevant strategic and business plans.

The proposal to adopt Council's Rate Structure is consistent with the 2013-2017 Council Plan.

### **Financial Implications**

2017/18 is a non revaluation year. As a result, this means that general rates will increase by about 2.0% for all ratepayers within Moorabool Shire for the 2017/18 year. This is on the proviso that Council does not make changes to its current Rating Strategy. For example, if Council decided to alter its differential rate categories for 2017/18, could result in a certain differential rating categories increasing by greater than 2.0% and others decreasing by less than 2.0%. It has not been common practice for past Councils to alter the differential rate categories on a year to year basis outside of a formal Rating Strategy review.

### **Risk & Occupational Health & Safety Issues**

There are no identified risks or occupational health and safety issues identified with this initiative.

### **Community Engagement Strategy**

The Draft 2017/18 Budget is scheduled for community consultation between the 9<sup>th</sup> May and the 6<sup>th</sup> June. During this time, ratepayers will have the opportunity to make a formal written submission on elements of the Draft 2017/18 Budget including the Rating Strategy. A Special Meeting of Council will be convened on the 21<sup>st</sup> June to hear and consider any budget submissions. The budget is scheduled to be adopted on the 5<sup>th</sup> July.

### **Communications Strategy**

The Draft 2017/18 Budget will be supported by advertising in local newspapers in addition to links on council's website and Have your Say Moorabool. The Rating Strategy once adopted will be published on Council's website.

## Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

#### *General Manager – Phil Jeffrey*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

#### *Manager Finance – Steven Ivelja*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

### Conclusion

Based on the current budget timelines, there is no scope for Council to conduct a full Rating Strategy review in preparation for the 2017/18 Budget. It is recommended that council adopts its existing differential rating structure for a further period of 12 months and defers any formal review to a future financial year.

### Recommendation:

1. **That Council adopts its existing Rating Strategy which incorporates the following rate structure and associated levels;**

Rate Category	Level of Rate
General	1.00
Residential Retirement	0.90
Commercial/Industrial	1.60
Commercial/Industrial Vacant Land	2.60
Extractive Industry	3.12
Farm	0.78
Vacant Land General	2.10
Vacant Land FZ or RCZ	1.00
Vacant Land GRZ	2.50

2. **That Council resolve not to declare a municipal charge for the period that the strategy remains in place.**

3. That Council adopt the Rate Strategy document appended as an attachment to this report for a period of 1 year.
  4. That Council resolves to undertake an internal review of the Rating Strategy in the 2017/18 year as proposed by Option 3 in this report.
- 

**Report Authorisation**

**Authorised by:**



**Name:** Phil Jeffrey  
**Title:** General Manager Infrastructure  
**Date:** Wednesday 12 April 2017

# Attachment - Item 10.4.3



# Municipal Rate Strategy

**Initially Adopted by Council: 21 May 2014**

**Expiry: 20 May 2016**

**Reviewed: May 2016**

**Extended to: May 2017**

**Proposed Extension to: May 2018**

## Vision

**Vibrant and resilient communities with unique identities**

## Mission

**Working with our people to deliver valued outcomes that improve community wellbeing and are economically responsible**

## Values

<b>Value</b>	<b>What does it mean?</b>
<b>Respect</b>	<b>Treat others the way you want to be treated</b>
<b>Integrity</b>	<b>Do what is right</b>
<b>Practicality</b>	<b>Always be part of a solution</b>
<b>Excellence</b>	<b>Continually improve the way we do business</b>
<b>Equity</b>	<b>Fair distribution of resources</b>

***Out in the Country. Close to the World.***



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## 1. INTRODUCTION

### 1.1 Council Plan

The Rating Strategy has been reviewed in line with the 2013-2017 Council Plan within the following Key Result Area and Strategic Objective:

Key Performance Indicator Representation and Leadership of our Community

Strategic Objective: Sound, long term financial management  
Develop and maintain a long term financial planning, management and reporting system, which ensures resources to deliver services and manage Council's assets.

### 1.2 Background

Council initially adopted the Rate Strategy on the 21 May 2014 for an initial two year period and then on 4 May 2016 again adopted the strategy for a further twelve months. The strategy was initially adopted after a number of Councilor workshops and extensive community consultation.

As a result of the Councilor workshops, a number of rate models were presented to the community for consultation. Although the strategy has now been in force for a period of three years, when the strategy was initially presented it was recommended that it be formally adopted for a four year period. It is still deemed that the review and engagement undertaken at the time of preparation would be sufficient to enable a further one year extension of the strategy.

### 1.3 Purpose of Rating Strategy

A Rating Strategy is the method by which Council can systematically consider the factors of importance that inform its decisions about the rating system and structure. The rating system determines how Council will raise money from properties within the municipality.

A Rating Strategy comprises a number of components including:

- Related research and benchmarking;
- The development of definitions;
- Rate modeling against current property data;
- The development of required documentation; and
- Opportunity for public review/consultation.

By undertaking a Rating Strategy it provides the opportunity to:

- Consider whether current differential rate structures facilitate a fair and equitable distribution of rates and charges;
- Review and consider the various charges available to Council to levy under the Local Government Act 1989;
- Ensure consideration of the Differential Rate Guidelines; and
- Review Moorabool's rating comparability to similar type municipalities within Victoria.

## **2. THE RATING FRAMEWORK IN ACCORDANCE WITH THE LGA 1989**

The legislative framework set down in the Local Government Act determines Council's ability to develop a rating system. This framework provides Council with significant flexibility to tailor a system to suit its requirements. Various sections of the Local Government Act provide guidelines to the types of charges that can be levied which are summarized in Section 155 of the Act, as follows:

- General Rates (Section 158);
- Municipal Charges (Section 159);
- Service Rates and Charges (Section 162); and
- Special Rates and Charges (Section 163).

### **2.1 General Rates (Section 158)**

At least once within each financial year (by 30 June) a Council must declare:

- The amount which the Council intends to raise by general rates, municipal charges, service rates and charges;
- Whether the general rates will be raised by the application of:
  - i. A uniform rate (Section 160); or
  - ii. Differential rates (Section 161); or
  - iii. Urban farm rates, farm rates or residential use rates (Section 161A)

### **2.2 Municipal charge (Section 159)**

A municipal charge may be levied on all rateable properties within a municipality "to cover some of the administrative costs of the Council".

The municipal charge in any one financial year must not exceed 20% of the total revenue raised from the combination of municipal charge and general rates.

As with the Waste Management Service Charge and State Landfill Charge levied by Council, when considering the application of a municipal charge, Council needs to be aware that Farm Land properties that form one Farming Enterprise can apply for an exemption of the municipal charge on more than one assessment.

### **2.3 Service Rates and Charges (Section 162)**

Enables the Council to declare a service rate or an annual service charge for the following services:

- The provision of a water supply;
- The collection and disposal of refuse;
- The provision of sewage services;
- Any other prescribed service.

The charge may be declared on the basis of any criteria specified by the Council in the rate or charge but should be relative to the total cost of the service.

Currently, Council levies the Waste Management Service Charge and State Landfill Levy under this section of the Act.

### **2.4 Special Rates and Charges (Section 163)**

A Council can declare a special rate or charge for the purpose of:

- Defraying any expenses; or
- Repaying (with interest) any advance made to or debt incurred or loan raised by the Council

In relation to the performance of a function or the exercise of a power of the Council, if the Council considers that the performance of the function or the exercise of the power is or will be of special benefit to the persons required to pay the special rate or special charge.

Council cannot impose a special rate or charge without meeting certain public notice requirements as described within the Act which provides opportunity for the affected person(s) to object to the special rate or charge.

## **2.5 Essential Services Commission (Rate Capping)**

Since the initial adoption of this Rate Strategy the Government has considered and passed legislation which is now known as Part 8A of the LGA 1989 which stipulates what a Council's annual rate increase will be, the provisions for applying for a variation above the stipulated cap and the calculation for determining total annual rate revenue.

### **3. RATING OPTIONS AND CONSIDERATIONS**

#### **3.1 Rating**

Part 1A, Section 3C of the *Local Government Act 1989* sets out the “Objectives of a Council”, which include objectives to ensure:

- That resources are used efficiently and effectively (sub section 2(b)); and
- The equitable imposition of rates and charges (sub section 2(f))

In addition, under “Principles of sound financial management” in Section 136 (sub section 2(b)), “a Council must pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden.”

The Act provides Council with a number of choices in how rates are spread across the community.

#### **3.2 The Rate Calculation**

Part 8 of the *Local Government Act 1989* outlines and describes the options of Council to determine, declare, levy and collect rates and charges.

The formula for determining a Council’s rate revenue is:

- The identification of rateable land (Section 154);
- What rates and charges may be declared (Section 155);
- Determining the valuation to be used for the levying of rates (Section 157);
- Multiplied by the rate declared by Council (Sections 158-163).

Council can use one of three valuations for the purpose of levying their declared rates and charges;

- Site Value;
- Capital Improved Value (CIV)
- Net Annual Value (NAV)

Any decision of Council to alter the valuation under which they levy their rates and charges must be published via a public notice of its decision to review the valuation under which they levy their rates, with the opportunity for the community to make a submission about the decision.

#### **3.3 Uniform Rates or Differential Rates? (Section 160 & 161)**

Council can declare that general rates will be raised by the application of a uniform rate by specifying the percentage as the uniform rate and applying that to any rateable land by multiplying the percentage against the valuation of the land.

On the other hand, differential rates allow Council to apply different rates in the dollar for different types of property as long as Council “considers that the differential rate will contribute to the equitable and efficient carrying out of its functions”.

By declaring differential rates, Council must specify the objectives of each rate which must remain consistent with equitable and efficient carrying out of Council’s functions. When declaring differential rates, Council must ensure that the highest differential rate is no more than four (4) times higher than the lowest differential rate in the municipal district.

#### **3.4 Rebates and Concessions (Section 169)**

Council may offer rebates or concessions for a number of reasons as described in Section 169, primarily “to assist the proper development of the municipal district” or to assist in the “preservation and/or restoration of places of historical or environmental interest”.

Additional to Council declared rebates, Section 171 provides for concessions applicable under the State Concessions Act 1986. Concessions under this provision are for the primary place of residence for eligible pensioners. This rebate is determined and funded by the State Government, with the administration and application of the rebate administered by the Council.

### 3.5 Special Rates and Charges (Section 163)

The purposes for which a special rate and charge may be used are not limited and can include:

- Kerb and channeling;
- Footpath provision;
- Construction of private streets;
- Shopping Centre promotion and marketing;
- Security services;
- Group advertising; or
- Other matters desired by specific groups within the community.

The difference between **special** rates and charges and **service** rates and charges is that the former category is not limited to specified services but revenue collected must be spent on that specific function. Service rates and charges on the other hand can be simply included as general revenue.

### 3.6 Cultural and Recreational Lands Consideration

Council has adopted a formal Cultural and Recreational Lands Policy which provides for eligible properties within the definition of 'recreational land' per the Cultural and Recreational Lands Act 1963 a partial waiver of their general rate component.

For further information and specifics of the available waiver, please refer to the adopted Policy document.

#### 4. CURRENT COMPOSITION OF REVENUE

Moorabool Shire Council levies rates on the Capital Improved Value of property and at the commencement of this Rate Strategy review had the following differential rate categories with varying levels of application:

Rate Category	Current Level of Rate	Number of Properties	% of Total Rate Revenue 15/16*
General	1.00	12,128	68%
Residential Retirement	0.90	189	1%
Commercial/Industrial	1.60	545	7%
Commercial/Industrial Vacant Land	2.60	60	1%
Extractive Industry	3.12	14	1%
Farm	0.78	1,409	12%
Vacant Land General	2.10	525	3%
Vacant Land FZ or RCZ	1.00	698	3%
Vacant Land R1Z & R2Z	2.50	625	5%

\* Revenue and property numbers as at 10 April 2017 Rate Models

When considering the level of rates for each of the categories, the only restriction under the Local Government Act is that the highest level differential rate must not be more than four (4) times higher than the lowest level differential rate.

Based on the above table, the lowest level rate is the Farm rate with a level of 0.78 whilst the highest rate is the Extractive Industry rate with a level of 3.12. This means that the rate for Extractive Industries is currently at the highest level allowed under Section 161 of the Local Government Act 1989.

In relation to current rating levels, the levels have historically been higher on the vacant land categories to try and encourage development of the assessments within these categories, whilst the higher levels for the commercial and industrial type categories have been based on an assumption that these type of properties are making an income from the properties which would result in a higher capacity to pay.



## 5. THE RATE STRUCTURE

### 5.1 Proposal for the imposition of a Municipal Charge

As part of the Rating Strategy review conducted in 2014, Council discussed the option of implementing a Municipal Charge. By definition, the municipal charge is a contribution to the fixed costs of governance (LGA Section 159). The adoption of a municipal charge could be justified on the basis of the “common benefit principle”, i.e. that all ratepayers benefit from Council services and should contribute a similar amount. A 20% of total revenue ceiling is imposed by legislation. Where rates are a variable charge levied on CIV at a rate in the dollar, the municipal charge is a fixed contribution on all ratepayers.

The effect of implementing a municipal charge would be to decrease the rate in the dollar value used to calculate rates. In general terms, the imposition of a municipal charge has the impact of lowering the rate increase on high value properties and increasing rates on lower value properties. Additionally, due to the fixed nature of the charge (i.e. a standard charge on all rateable properties irrespective of property values) it has an overall effect of reducing (but not eliminating) sharp fluctuations in rate outcomes that are caused by changes in property valuations as part of municipal revaluations.

As part of the 2014 review into Council's rating structure, community feedback was sought to gauge the level of support, if any, for the application of a municipal charge.

### 5.2 Adopted Rate Structure

In 2014 when the strategy was adopted, the following differential rate structure was adopted and has been applied since with relevant supplementary valuations processed and previous budget increases applied.

Rate Category	Number Properties	Rate Level
General	11,808	1.00
Residential Retirement	175	0.90
Commercial/Industrial	531	1.60
Vacant Land Commercial/Industrial	66	2.60
Extractive Industry	14	3.12
Farm	1,443	0.78
Vacant Land General	562	2.10
Vacant Land FZ or RCZ	699	1.00
Vacant Land GRZ	655	2.50

### 5.3 2016/17 Considered Models

With the implementation of rate capping for the 2016/17 financial year, Council was presented with three different models, one at the rate cap increase of 2.5% and two other models at varying increases which was utilized as part of the Rate Cap variation consultation with Moorabool's community.

Below is a table which summarizes the rate increase shifts amongst the current nine differential rates which is deemed as Council's rate structure, showing the varying impacts of the different model increases.

Rate Category	Number properties	Rate Level	2.5% Increase	3.5% Increase	4.15% Increase
General	11,808	1.00	1.8%	2.8%	3.4%
Residential Retirement	175	0.90	0.0%	1.0%	1.6%
Commercial/Industrial	531	1.60	7.4%	8.5%	9.2%
Vacant Commercial/Industrial	66	2.60	2.9%	3.9%	4.5%
Extractive Industry	14	3.12	-4.2%	-3.2%	-2.6%
Farm	1,443	0.78	3.6%	4.6%	5.3%
Vacant Land General	562	2.10	3.9%	4.9%	5.6%
Vacant Land FZ or RCZ	699	1.00	4.5%	5.6%	6.2%
Vacant Land GRZ	655	2.50	2.5%	3.5%	4.1%

#### 5.4 2016/17 Adopted Model

After taking into consideration the feedback from the Moorabool Community, Council applied to the Essential Services Commission for a Rate Cap Variation of 1.0% above the general ordered cap of 2.5%. This application was approved and applied for the 2016/17 financial year.

#### 5.5 2017/18 Proposed Model

After consultation with councilors, Council made the decision not to apply for a further rate cap variation for the 2017/18 financial year. The rate cap set by the Minister for the 2017/18 financial year is set at 2%. Based on data as at 10 April 2017, the below table outlines what the community will be levied in general rates for the 2017/18 financial year:

Rate Category	Number Properties	Rate Level	Average Rate
General	12,128	1.00	\$1,556.12
Residential Retirement	189	0.90	\$847.04
Commercial/Industrial	545	1.60	\$3,568.96
Commercial/Industrial Vacant Land	60	2.60	\$3,068.18
Extractive Industry	14	3.12	\$20,564.79
Farm	1,409	0.78	\$2,271.56
Vacant Land General	525	2.10	\$1,605.91
Vacant Land FZ or RCZ	698	1.00	\$1,103.40
Vacant Land GRZ	625	2.50	\$2,170.47

## 6. BENCHMARKING ANALYSIS

In undertaking the 2014 Rate Strategy review the following Council's which are either part of the Super 11 Group or directly bordering Moorabool Shire Council were deemed as the analysis group.

Council	Council	Council
Ararat	Hepburn	South Gippsland
Campaspe	Macedon	Surf Coast
Colac Otway	Mitchell	Swan Hill
Corrangamite	Moira	Wellington
Golden Plains	Moyne	

The analysis of 2013/14 budgets of the above Councils obtained the following information:

- What the average valuation and rates in each category was (excluding all garbage charges);
- What level each Council levied the differential rate at; and
- Whether the Council levied a Municipal Charge as part of their rate structure.

Although there are a range of differential rates levied across the analysis group of Council's, the key areas that the benchmarking had been focused on, was as follows:

- General/Residential;
- Residential Retirement Village;
- Commercial/Industrial;
- Commercial/Industrial Vacant Land
- Farm;
- Vacant Land General/R1Z/R2Z; and
- Vacant Land Other.

The benchmarking document was reviewed by Council and was used to provide an evidence base for the 5 rate models that were prepared for public consultation.

The detailed benchmarking analysis has been appended as an attachment and can be found in Section 10 - Appendix A of this document.

## 7. RATE DEFINITIONS

Below are the current rate definitions for each of Council's 9 differential rate categories.

### 7.1 General Developed Land

#### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

#### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

#### Definition:

Any land:

- on which a dwelling is lawfully erected and occupied for the principal purpose of physically accommodating persons; and
- which does not have the characteristics of:
  - o Commercial and Industrial Land;
  - o Vacant Commercial and Industrial Land;
  - o Extractive Industry Land;
  - o Farm Land
  - o Residential Retirement Villages Land;

- Vacant General Land;
- Vacant FZ and RCZ Land; or
- Vacant R1Z and R2Z Land.

## 7.2 Residential Retirement Village Land

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

### Definition:

Any land:

- Which is defined as a Retirement Village land under the *Retirement Villages Act 1986*.

### **7.3 Commercial and Industrial Land**

#### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

#### **Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

#### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

#### **Geographic Location:**

Wherever located within the municipal district.

#### **Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

#### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

#### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

#### **Definition:**

Any land which is lawfully used:

- for the principal purpose of carrying out the manufacturing or productions of goods; or
- for the principal purpose of carrying out trade in goods or services.

## **7.4 Vacant Commercial and Industrial Land**

### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

### **Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### **Geographic Location:**

Wherever located within the municipal district.

### **Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### **Definition:**

Any land:

- located within an Industrial or Business zone under the Moorabool Planning scheme; and
- which is vacant; or
- not lawfully developed for the principal purpose of carrying out the manufacturing or production of goods or trade in goods or services; and
- which does not have the characteristics of General Developed Land.

## 7.5 Extractive Industry Land

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

### Definition:

Any land;

- which is used primarily for the extraction or removal of minerals, earth or stone including the treatment of minerals, earth or stone; or
- on which activities for the extraction or removal of minerals, earth or stone including the treatment of minerals earth or stone have been discontinued but which has not yet been rehabilitated to environmental standards as required by law.



## **7.6 Farm Land**

### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

### **Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### **Geographic Location:**

Wherever located within the municipal district.

### **Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

### **Definition:**

Any land;

- which is “farm land” within the meaning of section 2(1) of the Valuation of Land Act 1960.

## 7.7 Vacant General Land

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### Definition:

Any land;

- on which no building is lawfully erected; and
- which does not have the characteristics of;
  - o Vacant commercial and Industrial Land; or
  - o Vacant FZ and RCZ Land; or
  - o Vacant GRZ Land.

## 7.8 Vacant FZ and RCZ Land

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### Definition:

Any land;

- on which no building is lawfully erected; and
- which is located within the Farm Zone (FZ) or Rural Conservation Zone (RCZ) under the Moorabool Planning Scheme; and
- which does not have the characteristics of Farm Land.

## **7.9 Vacant GRZ Land**

### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

### **Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### **Geographic Location:**

Wherever located within the municipal district.

### **Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### **Definition:**

Any land;

- on which no dwelling is lawfully erected; and
- which is located within the General Residential Zone (GRZ) under the Moorabool Planning Scheme.

## 8. COMMUNITY CONSULTATION

### 8.1 2014 Community Engagement Strategy

The Community Engagement Strategy adopted by Council entailed the following consultation:

What Consultation	How it was achieved
Mail out to ratepayers advising of their opportunity to have a say on the rate strategy for upcoming years	DL Insert "Have Your Say" issued to instalment ratepayers with 3 <sup>rd</sup> instalment notice, further mail out to all other ratepayers
Media	Public Notice advising ratepayers of their opportunity to provide comment on proposed models within Ballarat Courier, Moorabool News and Moorabool Matters
Have your say website	Information pack overview and online survey
Attendance of Officers at Community Events	The following events were attended: <ul style="list-style-type: none"> <li>• Bacchus Marsh Harvest Festival</li> <li>• Myrniong Music in the Park</li> <li>• Ballan Autumn Festival</li> </ul>
Direct Communication with key advisory groups	Letters were issued directly to the Rural Advisory Committee and Ballan Chamber of Commerce encouraging members to complete survey

### 8.2 What was the consultation

Through the community consultation, Council prepared a survey which asked for ratepayers feedback on:

- What category the ratepayers property was being rated under;
- Whether they felt the current rate categories resulted in an appropriate apportioning of rates and whether there were other rate categories that should be considered;
- Whether there were too many rate categories and whether some of the existing categories should be consolidated;
- Whether the levels associated with each rate category were appropriate and whether they thought there should be changes within the levels; and
- Ranking the five (5) proposed rate models in order of preference.

A copy of the information pack and the survey document are contained within Section 11 - Appendix B of this document.

### 8.3 What interest was expressed during consultation

As a result of the consultation undertaken, Council had:

- 293 Site Visits to 'Have Your Say'
- 180 people downloaded the survey information documents
- 57 people downloaded the Draft Rate Strategy document
- 71 surveys were completed (43 online and 28 at community events)

#### 8.4 Where the completed surveys came from

The following table shows the number of properties within each rate category and where the results from completed surveys came from.

Rate Category	Number Properties	% as Overall rate base	Survey respondents	Respondents as %
General	11,187	73.3%	61	85.9%
Residential Retirement	106	0.7%	1	1.4%
Commercial/Industrial	512	3.4%		
Vacant Land Commercial/Industrial	71	0.5%		
Extractive Industry	14	0.1%		
Farm	1,507	9.9%	7	9.9%
Vacant Land General	587	3.8%	1	1.4%
Vacant Land FZ or RCZ	647	4.2%	1	1.4%
Vacant Land R1Z or R2Z	641	4.2%		

#### 8.5 What the completed surveys told Council

The completed survey data indicated that:

- 78.3% of respondents felt that the current rate categories resulted in an appropriate apportioning of rates across the municipality
- 79.7% of respondents felt that there were an appropriate number of rate categories
- 72.3% of respondents felt that the level of each category was appropriate
- 81.6% of respondents supported the current rating strategy as their first preference
- 66.6% of respondents supported rate proposal 2 as their second preference

#### 8.6 Other feedback received

Comments from the surveys indicated that ratepayers would like to see:

- A Rural/Residential differential rate;
- The consolidation of some of the vacant land categories;
- The removal of the Residential Retirement rate category;
- Higher rates for the Extractive Industry sector;
- Rate relief for commercial/industrial sector; and
- Rate relief for farm sector.

Some of the key general comments within the responses which had support across the board were:

- Rate distribution and levels
  - Low level of support for providing rate relief to farms, commercial/industrial and extractive industry properties at the expense of the general ratepayers;
  - Rates are too high and affordability for some residents
- Keep rate structure the same
  - Support from respondents to keep the rating strategy unchanged
- Improve Services and Infrastructure
  - Implement a green waste collection and yearly hard rubbish collection;
  - Increase in rates must improve the amenity of the towns;
  - Improving the level of services/infrastructure is more important than cutting costs.

## 8.7 Rate Cap Consultation

Officers prepared and presented to Councilors and the community three rate models of varying rate increases to determine the communities preferred rate structure for the 2016/17 financial year moving into year one of a municipal rate cap environment. The three models that were presented to the community were as follows:

- Option A      Rate Increase of 2.5% (Rate Cap – no variation)
- Option B      Rate Increase of 4.15% (Rate Cap of 2.5% plus variation of 1.65%)
- Option C      Rate Increase of 3.5% (Rate Cap of 2.5% plus variation of 1.0% above cap)

The community engagement on the three rate cap options involved the following activities:

- 8.7.1 The primary means of engagement was undertaken through a statistically valid telephone survey complemented by other community engagement methods. The telephone survey of 402 people was conducted between the 5-9 March. The key objectives of the research was to:
  - o examine resident satisfaction with community and transport infrastructure;
  - o the level of service provided by Council in the local area;
  - o determine levels of support and preference for the three proposed rate cap variations;
  - o understand awareness levels and modes of awareness for the rate cap variations; and
  - o identify the key challenges facing the Moorabool Shire Council area.
- 8.7.2 24 Listening Posts were held across the municipality between 1-17 March which allowed the community to discuss the proposed rate models and what a rate cap would mean for them.
- 8.7.3 Council's On Line Engagement Portal – Have Your Say provided with opportunity to lodge written submissions in relation to the proposal to seek a higher rate cap.
- 8.7.4 A letter from the Chief Executive Officer was sent to all households and non-resident ratepayers providing information on Council's budget, proposed application for a higher rate cap, and encouraging community members' participation in the community engagement.
- 8.7.5 Local Media (Moorabool News, Council's website, Have Your Say, Facebook Page and Twitter).

## 8.8 What the rate cap consultation told Council

### 8.8.1 Telephone Survey

In summary residents were most supportive of 'Option B' with 61% of residents 'somewhat supportive' to 'very supportive' of this option compared with 57% of residents for both 'Option A' and 'Option C' respectively.

When asked to indicate their preference, 64% indicated an option that included a rate variation i.e. Options B and C:

- o 37% preferred 'Option B', believing it was 'important to maintain infrastructure i.e. roads' and 'necessary to invest into the future of Moorabool'.

- 36% preferred 'Option A' as their first preference, primarily because of 'affordability', 'questioning Council's use of funds', and 'poor/uneven service provision'.
- The remaining 27% preferred 'Option C' also equally placing importance on 'infrastructure' and 'the future investment of Moorabool', as well as considering the 'user pay' principle to be fairer and equitable.

#### 8.8.2 Listening Posts

A total of 51 responses were received at the listening posts in respect of the three rate options in the reply paid vote card.

Option	Number Responses	Responses as %
A	14	27%
B	10	20%
C	27	53%
<b>Total</b>	<b>51</b>	<b>100%</b>

#### 8.8.3 Reply Paid Vote card

A total of 462 responses were received in the mail in respect of the three rate options in the reply paid vote card.

Option	Number Responses	Responses as %
A	296	64%
B	40	9%
C	126	27%
<b>Total</b>	<b>462</b>	<b>100%</b>

#### 8.8.4 Have Your Say

A total of 107 responses were received in response to the poll on the three rate options.

Option	Number Responses	Responses as %
A	78	72.9%
B	13	12.1%
C	16	15.0%
<b>Total</b>	<b>107</b>	<b>100.0%</b>



## 9. RESOLUTIONS AND POLICY STATEMENT OUTCOMES

As a result of this strategy review, Council has adopted the following differential rate structure and associated rate levels.

Differential Rate Category	Rate Level
<b>General</b> Properties with an occupancy permit, primarily utilized for residential living	1.00
<b>Residential Retirement</b> Properties which are defined as a Retirement Village land under the Retirement Villages Act 1986	0.90
<b>Commercial/Industrial</b> Properties primarily utilized for retail, manufacturing, industry, etc	1.60
<b>Vacant Commercial Industrial</b> Properties within Business or Industrial zones which have not yet been developed	2.60
<b>Extractive Industry</b> Properties which extract or remove minerals, earth or stone including the treatment of minerals, earth or stone	3.12
<b>Farm</b> Properties utilized for farming in accordance with the definition of Farm land from Valuation of Land Act 1960	0.78
<b>Vacant Land General</b> All other vacant land properties not described within other vacant land categories	2.10
<b>Vacant Land FZ or RCZ</b> All land which does not have an occupancy permit which is located within the Farm or Rural Conservation Zones	1.00
<b>Vacant Land GRZ</b> All land which does not have an occupancy permit which is located within the General Residential Zones	2.50

The above descriptions of the differential rate categories is a summary only, full details of the category definition should be referred to.

Council have resolved not to declare a Municipal Charge for the period in which the Strategy remains in place.

Council adopted this Rate Strategy on the 4<sup>th</sup> May 2016 for a further period of 1 year.

## 10. APPENDIX A – BENCHMARK DATA AND ANALYSIS

Moorabool Shire Council (MSC) does not have a municipal charge in contrast to most of the benchmarked councils. The average Municipal Charge of benchmarked councils for the 2013/14 financial year is \$204.

### 10.1 Key Observations (tables 1-6):

Differential Rate Category	General
MSC Rate in \$ vs Benchmark Rate in \$	-0.37%
MSC Average Rate Charge	\$1,333
Benchmark Average Charge (excluding Municipal Charge)	\$1,167
Benchmark Average Charge (Including Municipal Charge)	\$1,316
MSC Variance to Average	1%
MSC Ranking	7
Average Valuation Variation	0%

Differential Rate Category	Commercial/Industrial
MSC Rate in \$ vs Benchmark Rate in \$	12.80%
MSC Average Rate Charge	\$3,050
Benchmark Average Charge (excluding Municipal Charge)	\$2,443
Benchmark Average Charge (Including Municipal Charge)	\$2,579
MSC Variance to Average	18%
MSC Ranking	3
Average Valuation Variation	-9%

Differential Rate Category	Farm
MSC Rate in \$ vs Benchmark Rate in \$	2.29%
MSC Average Rate Charge	\$2,010
Benchmark Average Charge (excluding Municipal Charge)	\$2,101
Benchmark Average Charge (Including Municipal Charge)	\$2,256
MSC Variance to Average	-11%
MSC Ranking	9
Average Valuation Variation	-9%

Differential Rate Category	Vacant Land*
MSC Rate in \$ vs Benchmark Rate in \$	12.47% - 37%
MSC Average Rate Charge	\$1,625
Benchmark Average Charge (excluding Municipal Charge)	\$1,208
Benchmark Average Charge (Including Municipal Charge)	\$1,372
MSC Variance to Average	18%
MSC Ranking	2
Average Valuation Variation	-4%

\* There are different types of vacant land rates across the benchmarked Councils, above are as an average

### 10.2 Rate Revenue Composition

Rate Revenue Generation	MSC	Benchmarked Average
General/Residential	65.41%	66.43%
Commercial/Industrial	6.93%	9.37%
Farm	13.47%	24.18%

## 10.3 Benchmark Data – Tables 1 to 6

Table 1	Benchmark Comparisons - Rate in Dollar by Category, 2013-14										
	1	2	3	4	5	6	7	8	9	10	
2013-14	Rate in \$ by Category, 2013-14										Municipal Charge \$
	General Rate	Vacant Land General/ R1Z/R2Z	Vacant Land Others (Note-1)	Commercial/ Industrial	Commercial/ Industrial Vacant	Extractive Industry Rate	Farm Rate	Residential Retirement Villages	Cultural/ Recreational Land	Others (Note-2)	
Moorabool	0.004055	0.008515 - 0.01037	0.004055	0.006488	0.010543	0.012976	0.003244	0.003649	-	-	-
Swan Hill	0.006310 - 0.006563	0.013126	-	0.008204	-	-	-	-	-	0.005679	-
Moyne Shire	0.001965	-	-	-	-	-	-	-	0.000491	-	220
Golden Shire	0.003527 - 0.003728	0.007054 - 0.007255	0.003527 - 0.003728	0.003527 - 0.003728	-	-	0.003174 - 0.003375	-	-	-	200
Ararat	0.006634	-	-	0.008624 - 0.010614	-	-	0.003980	-	-	-	80
Campaspe	0.004675	-	-	0.005423	-	-	0.004208	-	-	-	50
Colac-Otway	0.003429 - 0.004034	-	-	0.005648 - 0.006656	-	-	0.003187	-	-	-	161
Corrangamite	0.003077	-	-	-	-	-	0.002923	-	0.001539	-	228
Hepburn	0.004254	0.005318	0.004254	0.004935	-	-	0.002765	-	0.002127	0.002127 - 0.004935	-
Macedon	0.002829	-	-	0.003395	-	-	0.002263	0.001414	0.001414	0.002829	185
Mitchell	0.003237	0.006474	-	-	-	-	0.002589 - 0.002913	-	-	0.006474	299
Moira	0.003647	0.007294	-	0.005106	0.007294	-	0.003647	0.001851	0.003535	-	295
Sth Gippsland	0.003797	0.005696	0.003797	0.003797	-	-	0.003418	-	0.001519	-	344
Surf Coast	0.002304	0.004607	-	0.004377	-	-	0.001728	-	-	-	177
Wellington	0.005199	-	-	-	-	-	0.004159	-	-	-	-
<b>AVERAGE</b>	<b>0.004070</b>	<b>0.007571</b>	<b>0.003872</b>	<b>0.005752</b>	<b>0.008919</b>	<b>0.012976</b>	<b>0.003171</b>	<b>0.002305</b>	<b>0.001771</b>	<b>0.005511</b>	<b>204</b>
<b>Moorabool Shire DEVIATION</b>	<b>-0.37%</b>	<b>12.47% - 37%</b>	<b>4.72%</b>	<b>12.80%</b>	<b>18.21%</b>	<b>-</b>	<b>2.29%</b>	<b>58.33%</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Moorabool Shire Ranking</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>1</b>			

## Key Observations:

- The rate in the dollar for all categories apart from the general rate (i.e. residential rate) is higher than the benchmarked average. This is due in large part to the municipal charge being levied at the majority of benchmarked Councils, which has the impact of reducing the rate in the dollar
- For the 3 other Councils who currently do not adopt a municipal charge being Swan Hill, Hepburn and Wellington Shire Council, the rate in the dollar for most categories are higher than the rate in the dollar adopted by Moorabool Shire Council

Table 2	Benchmark Comparisons - Rate Differential by Category, 2013-14									
	1	2	3	4	5	6	7	8	9	10
2013-14	Rate Differential by Category, 2013-14									
	General Rate	Vacant Land General/ R1Z/R2Z	Vacant Land - Others (Note-1)	Commercial /Industrial	Commercial/ Industrial Vacant	Extractive Industry Rate	Farm Rate	Residential Retirement Villages	Cultural/ Recreational Land	Others (Note-2)
Moorabool	100%	210% - 255%	100%	160%	260%	320%	80%	90%	-	-
Swan Hill	100% - 104%	208%	-	130%	-	-	-	-	-	90%
Moyne Shire	100%	-	-	-	-	-	-	-	25%	-
Golden Shire	100% - 106%	200% - 206%	100% - 106%	106%	-	-	90% - 96%	-	-	-
Ararat	100%	-	-	130% - 173%	-	-	60%	-	-	-
Campaspe	100%	-	-	116%	-	-	90%	-	-	-
Colac-Otway	100% - 117%	-	-	165% - 194%	-	-	93%	-	-	-
Corrangamite	100%	-	-	-	-	-	95%	-	50%	-
Hepburn	100%	125%	100%	116%	-	-	65%	-	50%	50% - 116%
Macedon	100%	-	-	120%	-	-	80%	50%	50%	100%
Mitchell	100%	200%	-	-	-	-	80% - 90%	-	-	200%
Moira	100%	200%	-	140%	200%	-	100%	51%	97%	-
Sth Gippsland	100%	150%	100%	100%	-	-	90%	-	40%	-
Surf Coast	100%	200%	-	190%	-	-	75%	-	-	-
Wellington	100%	-	-	-	-	-	80%	-	-	-
<b>AVERAGE</b>	102%	195%	101%	142%	230%	320%	84%	64%	52%	111%
<b>Moorabool Shire Ranking</b>	<u>4</u>	<u>1</u>	<u>2</u>	<u>4</u>	<u>1</u>	<u>1</u>	<u>8</u>	<u>1</u>		

### Key Observations:

- The average level farm rate differential across the benchmarked councils was 84%. Moorabool Shire Council's farm rate differential currently sits at 80% in comparison to the average rate. The lowest farm rate differential was 60% (Ararat) and the highest was set at 100% (Moira Shire).
- Moorabool Shire Council's differential for retirement villages (90%) was significantly greater than the differential set by the 2 other Councils who adopted a rate for residential retirement villages (50% and 51% respectively)
- Out of the 11 Councils who adopted a commercial / industrial rate differential, Moorabool Shire Council ranked 4th highest differential. The differential of 160% for commercial/industrial developed properties compared unfavorably to the average rate differential of 142% across the benchmarked councils. The impact of a higher rating differential is even more pronounced for vacant commercial / industrial land with the current rating differential for Moorabool set at 260%. This indicates that vacant commercial / industrial land parcels are rated at significantly higher rates than the benchmarked councils
- Vacant residential land ranked 1st highest differential set as compared to the benchmarked councils. Vacant residential land is currently rated at between 210% - 255% by Moorabool Shire Council as compared to an average rate of 195% as indicated by the benchmarking

Table 3	Benchmark Comparisons - Average Amount Raised per Assessment excluding municipal charge, 2013-14										
	1	2	3	4	5	6	7	8	9	10	
2013-14	Average Amount (\$) Raised per Assessment excluding municipal charge, 2013-14										Municipal Charge -\$-
	General Rate	Vacant Land General/R1Z/R2Z	Vacant Land - Others (Note-1)	Commercial /Industrial	Commercial /Industrial Vacant	Extractive Industry Rate	Farm Rate	Residential Retirement Villages	Cultural/Recreational Land	Others (Note-2)	
Moorabool	1,333	1,625	886	3,050	2,511	20,314	2,010	656			
Swan Hill	1,550	1,396		3,283						2,615	
Moyne Shire	1,037								59		220
Golden Shire	1,164	881	441	1,127			2,318				200
Ararat	1,179			2,581			2,710				80
Campaspe	1,150			2,946			1,671				50
Colac-Otway	1,063			2,781			2,110				161
Corrangamite	893						3,059		2,144		228
Hepburn	1,273	700	622	2,502			1,573		923	2,336	
Macedon	1,309			1,729			1,853	207	2,138	33	185
Mitchell	1,066	1,180					2,215			23,485	299
Moira	893	1,091		2,305	1,131		1,324	154	1,438		295
Sth Gippsland	1,032	713	248	1,659			2,424		570		344
Surf Coast	1,433	2,080		2,909			1,770				177
Wellington	1,134						2,276		1,280		
AVERAGE	1,167	1,208	549	2,443	1,821	20,314	2,101	339	1,222	7,117	204
Moorabool Shire DEVIATION	14%	35%	61%	25%	38%	0%	-4%	94%			
Moorabool Shire Ranking	3	2	1	2	1	1	8	1			

### Key Observations:

- 11 out of 15 Councils have adopted a municipal charge. The impact of the municipal charge results in lower average rates for the Councils who adopt a municipal charge due to this charge being excluded from the average rates numbers as quoted above
- Due to the impact of the municipal charge, the average amount raised in Moorabool per assessment for each of the rate categories was higher than the average across the benchmarked Council with the exclusion of the Farm rate
- The average rates per assessment for Farm properties in Moorabool Shire was \$2,010 or 4% less than the average of the 15 benchmarked Council (\$2,101)

	1	2	3	4	5	6	7	8	9	10	
2013-14	Average amount (\$) raised per assessment including Municipal Charge - in \$										Municipal Charge Included in the rates \$
	General Rate	Vacant Land General/R1Z/R2Z	Vacant Land - Others (Note-1)	Commercial /Industrial	Commercial /Industrial Vacant	Extractive Industry Rate	Farm Rate	Residential Retirement Villages	Cultural/Recreational Land	Others (Note-2)	
Moorabool	1,333	1,625	886	3,050	2,511	20,314	2,010	656			
Swan Hill	1,550	1,396		3,283						2,615	
Moyné Shire	1,257								279		220
Golden Shire	1,364	1,081	641	1,327			2,518				200
Ararat	1,259			2,661			2,790				80
Campaspe	1,200			2,996			1,721				50
Colac-Otway	1,224			2,942			2,271				161
Corrangamite	1,121						3,287		2,372		228
Hepburn	1,273	700	622	2,502			1,573		923	2,336	
Macedon	1,494			1,914			2,038	392	2,323	218	185
Mitchell	1,365	1,479					2,514			23,784	299
Moira	1,188	1,386		2,600	1,426		1,619	449	1,733		295
Sth Gippsland	1,375	1,056	592	2,003			2,768		914		344
Surf Coast	1,610	2,257		3,086			1,947				177
Wellington	1,134						2,276		1,280		
AVERAGE	1,316	1,372	685	2,579	1,968	20,314	2,256	499	1,403	7,238	204
Moorabool Shire DEVIATION	1%	18%	29%	18%	28%	0%	-11%	32%			
Moorabool Shire Ranking	7	2	1	3	1	1	9	1			

### Key Observations:

- When the impact of the municipal charge is included into the average rates per assessment, Moorabool Shire Council general rates (\$1,333) are marginally higher (1%) than the benchmarked average (\$1,316)
- When the impact of the municipal charge is included into the average rates per assessment, Moorabool Shire Council farm rates (\$2,010) are 11% lower than the benchmarked average (\$2,256)
- When the impact of the municipal charge is included in the average rates per assessment, vacant residential land average rates (\$1,625) are on average 18% higher than the benchmarked average (\$1,372)
- When the impact of the municipal charge is included in the average rates per assessment, vacant commercial / industrial land average rates (\$2,511) are on average 28% higher than the benchmarked average (\$1,968). Average rates per assessment for Commercial / Industrial developed land is on average 18% higher in Moorabool Shire as compared to the benchmarked councils
- Average rates for commercial / industrial properties (including vacant commercial / industrial land) is amongst the highest across the benchmarked councils
- Vacant Land in Moorabool Shire which is encumbered by being in a farm zone or rural conservation zone (but which does not have the characteristics of farm land) is generally rated on a higher basis in Moorabool Shire as compared to similar type properties in comparable councils (29% higher than the benchmarked average)

Table 5	Benchmark Comparisons - Rate Revenue Composition by Category, 2013-14										
	1	2	3	4	5	6	7	8	9	10	
2013-14	Rate Revenue Composition by Category, 2013-14										Total
	General Rate	Vacant Land General/R1Z/R2Z	Vacant Land - Others (Note-1)	Commercial /Industrial	Commercial /Industrial Vacant	Extractive Industry Rate	Farm Rate	Residential Retirement Villages	Cultural/Recreational Land	Others (Note-2)	
Moorabool	65.41%	9.27%	2.59%	6.93%	0.79%	1.28%	13.47%	0.26%			100%
Swan Hill	76.20%	0.47%		7.91%						15.42%	100%
Moyne Shire	99.9995%								0.00049%		100%
Golden Shire	61.66%	11%	1%	1.71%			24.74%				100%
Ararat	49.69%			9.54%			40.76%				100%
Campaspe	61.41%			15.77%			22.82%				100%
Colac-Otway	59.07%			13.28%			27.65%				100%
Corrangamite	38.96%						60.99%		0.04%		100%
Hepburn	64.17%	3.53%	4.11%	14.35%			11.70%		0.09%	2.05%	100%
Macedon	86.54%			6.06%			7.20%	0.12%	0.08%	0.02%	100%
Mitchell	75.92%	9.90%					11.84%			2.34%	100%
Moira	50.62%	6.66%		13.14%	0.45%		29.07%	0.06%	0.01%		100%
Sth Gippsland	49.72%	5.17%	0.18%	6.23%			38.66%		0.05%		100%
Surf Coast	77.33%	9.18%		8.17%			5.33%				100%
Wellington	79.75%						20.13%		0.12%		100%
AVERAGE	66.43%	6.86%	2.02%	9.37%	0.62%	1.28%	24.18%	0.15%	0.05%	4.96%	

### Key Observations:

- Moorabool Shire relies most heavily on the general rate (i.e. residential properties) as a source of rate revenue. General rates account for 65.4% of Moorabools total rate revenue pool. This is very much consistent with the benchmarked average of 66.4% reliance on general rates
- Moorabool Shire relies on the farm rate to deliver 13.4% of total rate revenue which is lower than the benchmark average of 24.2% reliance on farm rate

	1	2	3	4	5	6	7	8	9	10	
2013-14	Average CIV in \$, 2013-14										Municipal Charge \$
	General Rate	Vacant Land General/ R1Z/R2Z	Vacant Land - Others (Note-1)	Commercial/ Industrial	Commercial /Industrial Vacant	Extractive Industry Rate	Farm Rate	Residential Retirement Villages	Cultural/ Recreational Land	Others (Note-2)	
Moorabool	328,840	172,022	218,516	470,024	238,143	1,565,500	619,570	179,845			
Swan Hill	244,457	106,334		400,218						460,484	
Moyne Shire	527,785								120,094		220
Golden Shire	317,394	136,005	129,770	295,323			625,042				200
Ararat	177,653			231,194			680,915				80
Campaspe	245,996			586,536			397,095				50
Colac-Otway	350,724			460,823			662,069				161
Corrangamite	290,093						1,046,391		1,393,329		228
Hepburn	299,223	131,602	146,313	421,690			569,027		433,981	458,929	
Macedon	462,537			509,371			818,789	146,151	1,511,952	11,754	185
Mitchell	329,306	182,224					850,966			3,627,521	299
Moir	257,338	128,943		1,109,367	161,905		321,422	83,010	406,789		295
Sth Gippsland	271,646	125,102	65,333	544,957			709,271		375,227		344
Surf Coast	621,959	451,417		664,576			1,024,380				177
Wellington	218,031						547,223		630,316		
AVERAGE	329,532	179,206	139,983	517,644	200,024	1,565,500	682,474	136,336	695,955	1,139,672	204
Moorabool Shire DEVIATION	0%	-4%	56%	-9%	19%	0%	-9%	32%			
Moorabool Shire Ranking	6	3	1	6	1	1	9	1			

### Key Observations:

- Commercial / Industrial properties in Moorabool Shire on average have a lower value (\$470,024 compared to the benchmark average value of \$517,644) but pay 18% higher average rates per assessment (\$3,050 average rates in Moorabool vs \$2,579 for benchmarked councils)
- Residential properties in Moorabool Shire on average have a similar value (\$328,840 compared to the benchmark average value of \$329,532) and pay 1% higher average rates per assessment (\$1,333 average rates in Moorabool vs \$1,316 for benchmarked councils)
- Farm properties in Moorabool Shire on average have a lower value (\$619,570 compared to the benchmark average value of \$682,474) and pay 11% lower average rates per assessment (\$2,010 average rates in Moorabool vs \$2,256 for benchmarked councils)



**Explanation of Notes 1 & 2 as referred in tables 1 to 6****Note 1 – Vacant Land – Others**

“Vacant Land - Others” category refers to land which is located within the Farm Zone (FZ) or Rural Conservation Zone (RCZ) under the Moorabool Planning Scheme.

- South Gippsland Shire Council – Vacant Land Restricted use - Any vacant land where residential development has been dis-allowed due to planning restrictions.
- Golden Plains Shire Council Vacant Land Non Developable which:
  - is located in the Farming Zone (as zoned within the Golden Plains Planning Scheme); and
  - does not have the characteristics of Farm Land or Farm Land (Growth Area), and
  - cannot be used for residential, commercial or industrial (including extractive industry) purposes due to the constraints of the Golden Plains Planning Scheme.

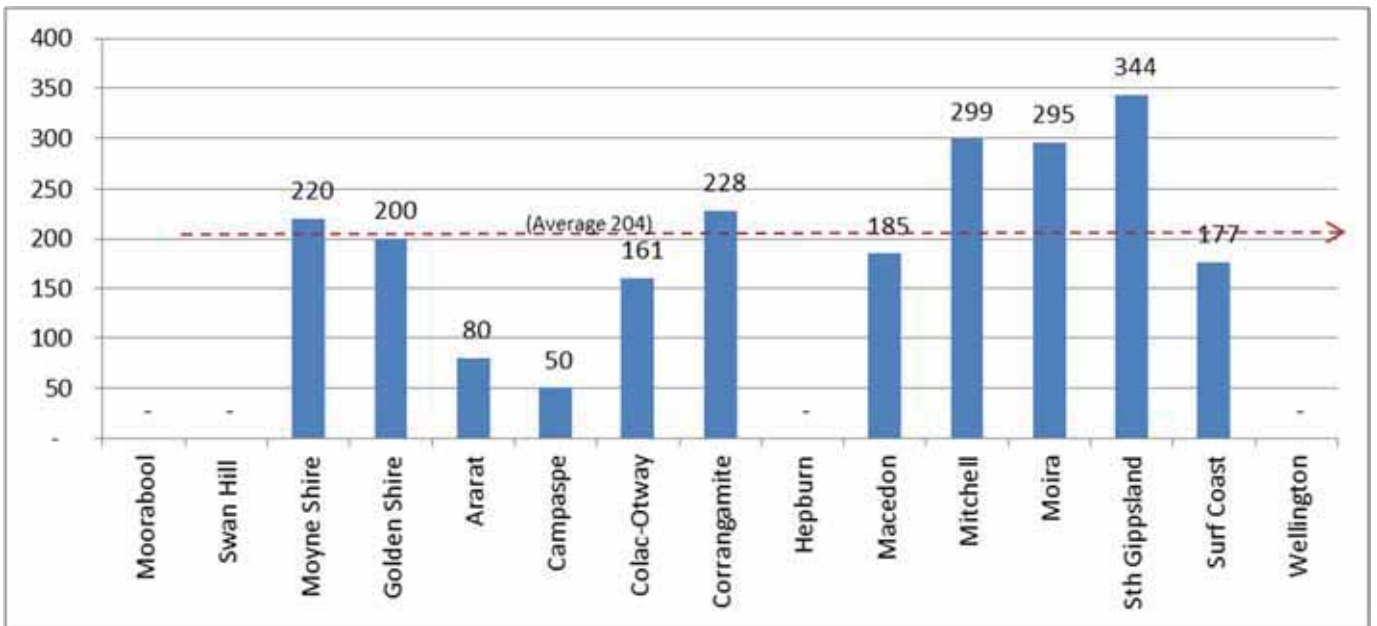
**Note 2 - Others**

Other rate category refers to some specific differential rates some council have applied and includes following properties:

- Macedon Shire Council - Inappropriate subdivision
- Hepburn Shire Council - Mixed Use Land and Trust for Nature Land
- Mitchell Shire Council - Subdivisional Land - Any Vacant Land for which a planning permit to subdivide the land into three (3) or more lots has been issued and has not lapsed; and a separate certificate of title has not been issued for any of those lots but excludes any land that:
  - is subject to the Rural Agricultural Land (40ha to 100ha) Differential Rate; or
  - is subject to the Rural Agricultural Land (greater than 100ha) Differential Rate

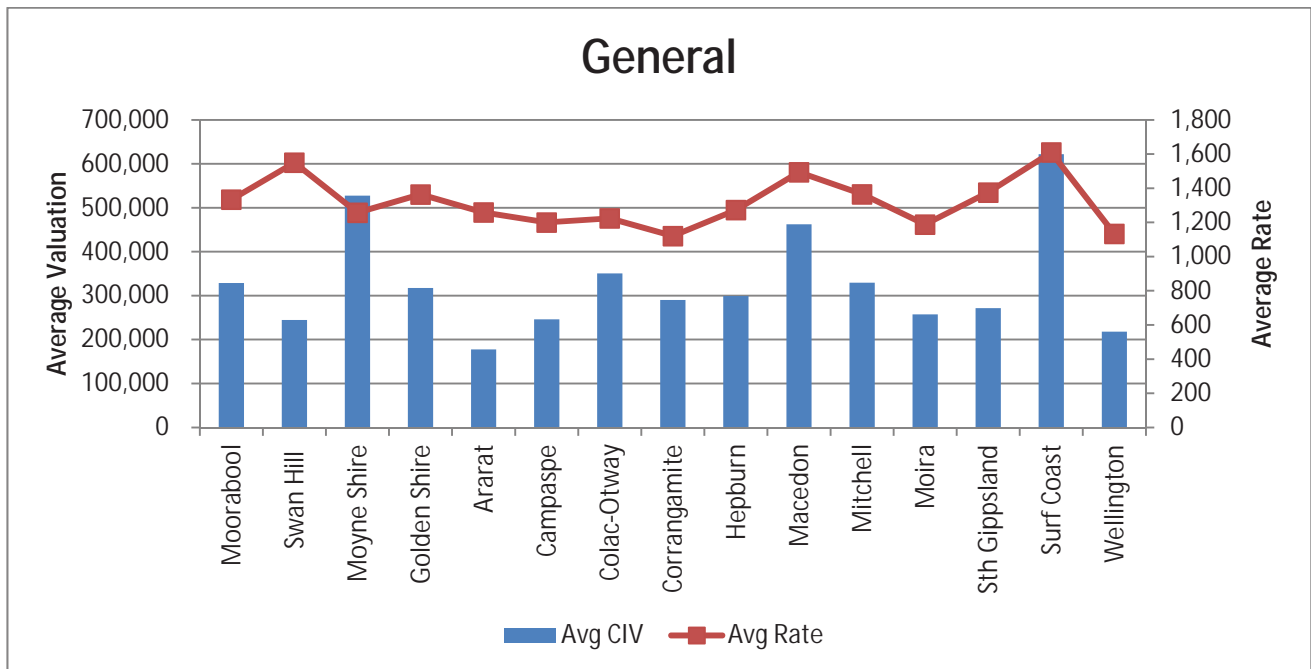
### 10.4 Municipal Charge

The following graph provides a comparison of the Municipal Charge per rateable assessment adopted by various benchmark councils in 2013/14.



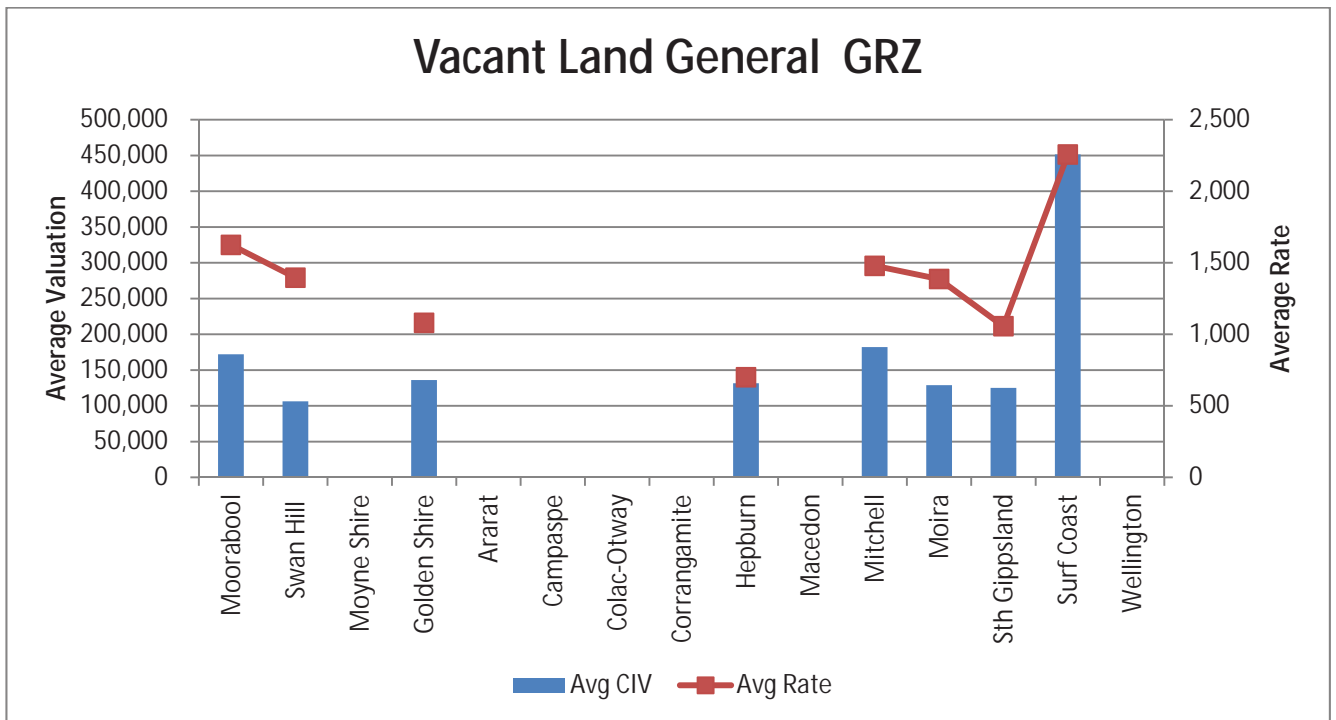
10.5 Average Valuations Versus Average Rates - General Properties

General		
Analysis	CIV	Rate
Minimum	177,653	1,121
Maximum	621,959	1,610
Average	329,532	1,316
Moorabool Average	328,840	1,333
MSC Comparison to Avg	-0.21%	1.30%



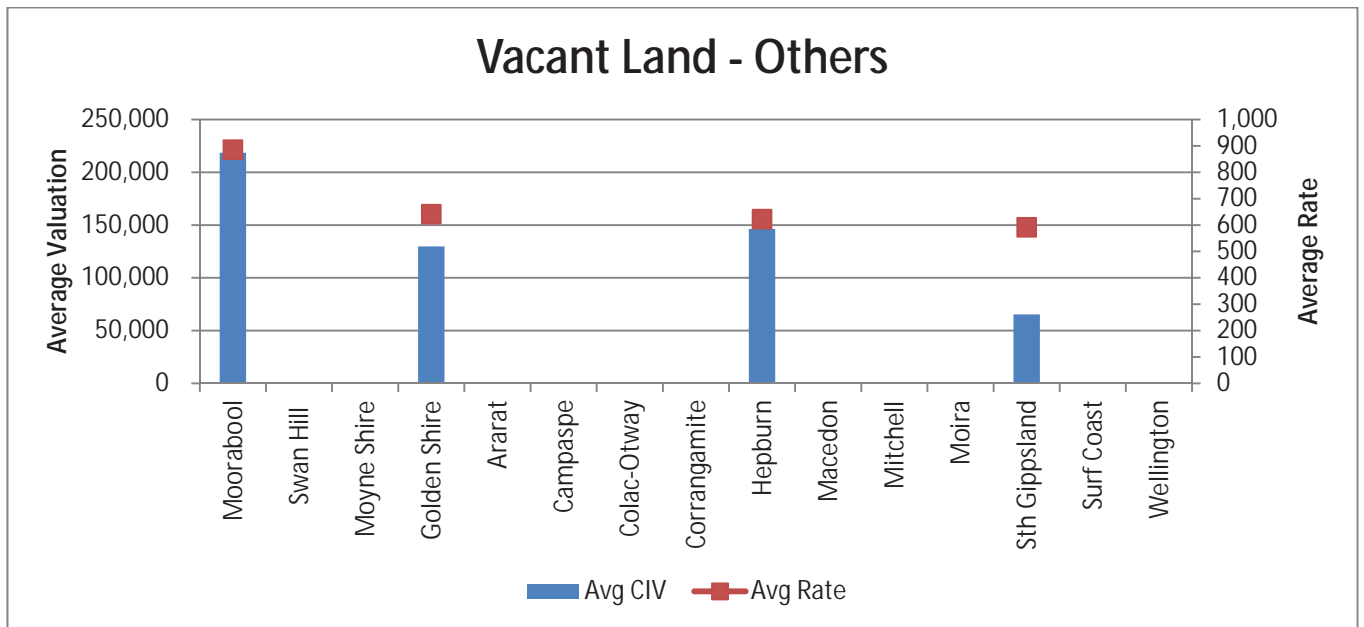
**10.6 Average Valuations Versus Average Rates - Vacant Land General GRZ**

Vacant Land General/ R1Z/R2Z		
Analysis	CIV	Rate
Minimum	106,334	700
Maximum	451,417	2,257
Average	179,206	1,372
Moorabool Average	172,022	1,625
MSC Comparison to Avg	-4.01%	18.39%



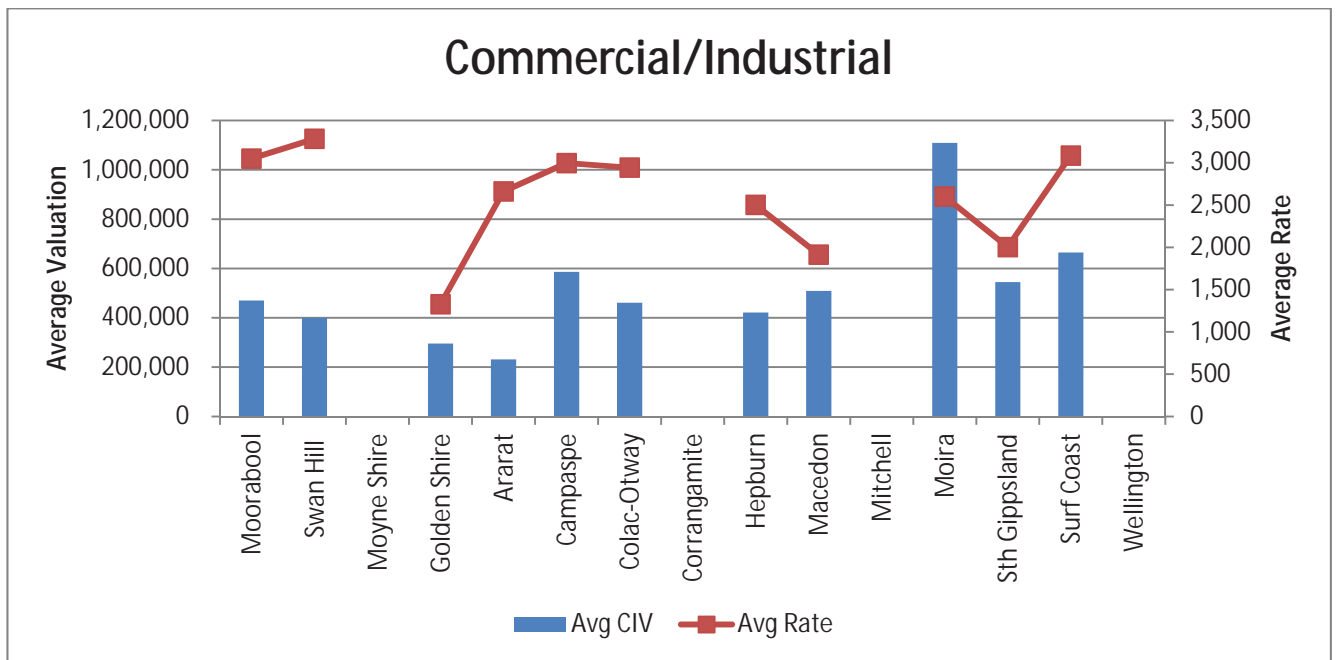
10.7 Average Valuations Versus Average Rates - Vacant Land - Others

Vacant Land - Others (Note-1)		
Analysis	CIV	Rate
Minimum	65,333	592
Maximum	218,516	886
Average	139,983	685
Moorabool Average	218,516	886
MSC Comparison to Avg	56.10%	29.29%



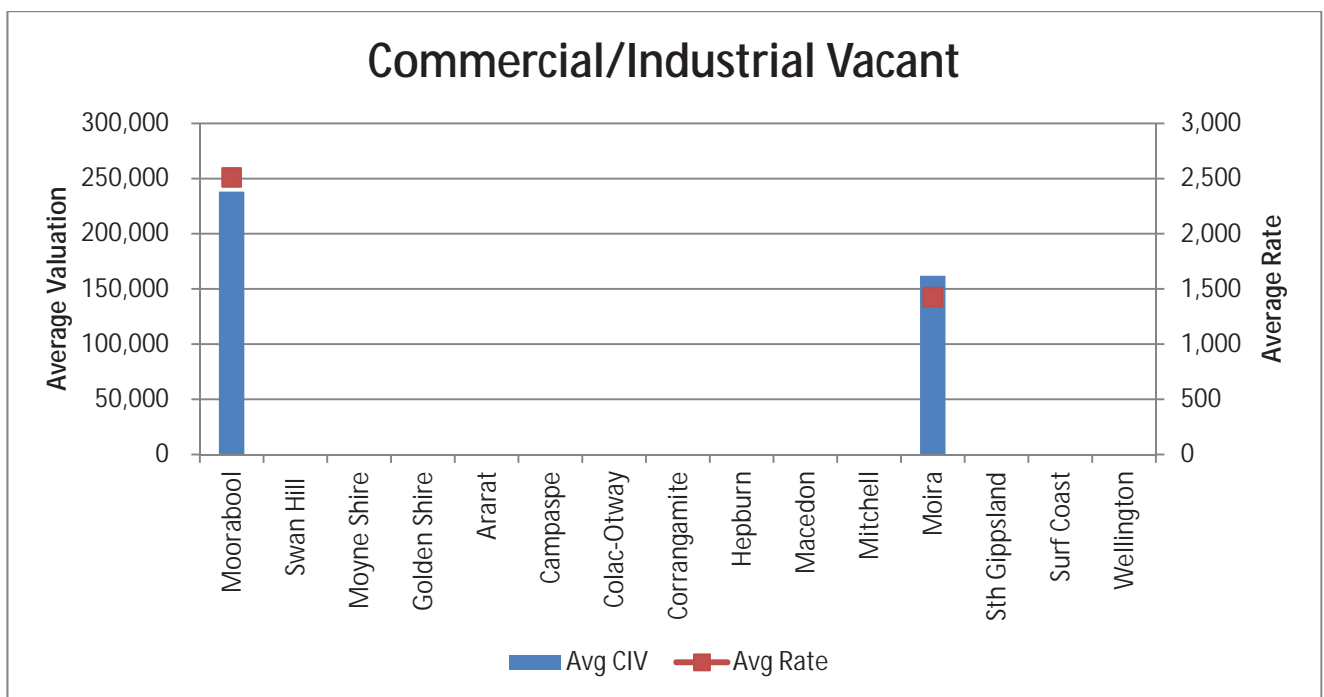
10.8 Average Valuations Versus Average Rates - Commercial/Industrial

Commercial/Industrial		
Analysis	CIV	Rate
Minimum	231,194	1,327
Maximum	1,109,367	3,283
Average	517,644	2,579
Moorabool Average	470,024	3,050
MSC Comparison to Avg	-9.20%	18.26%



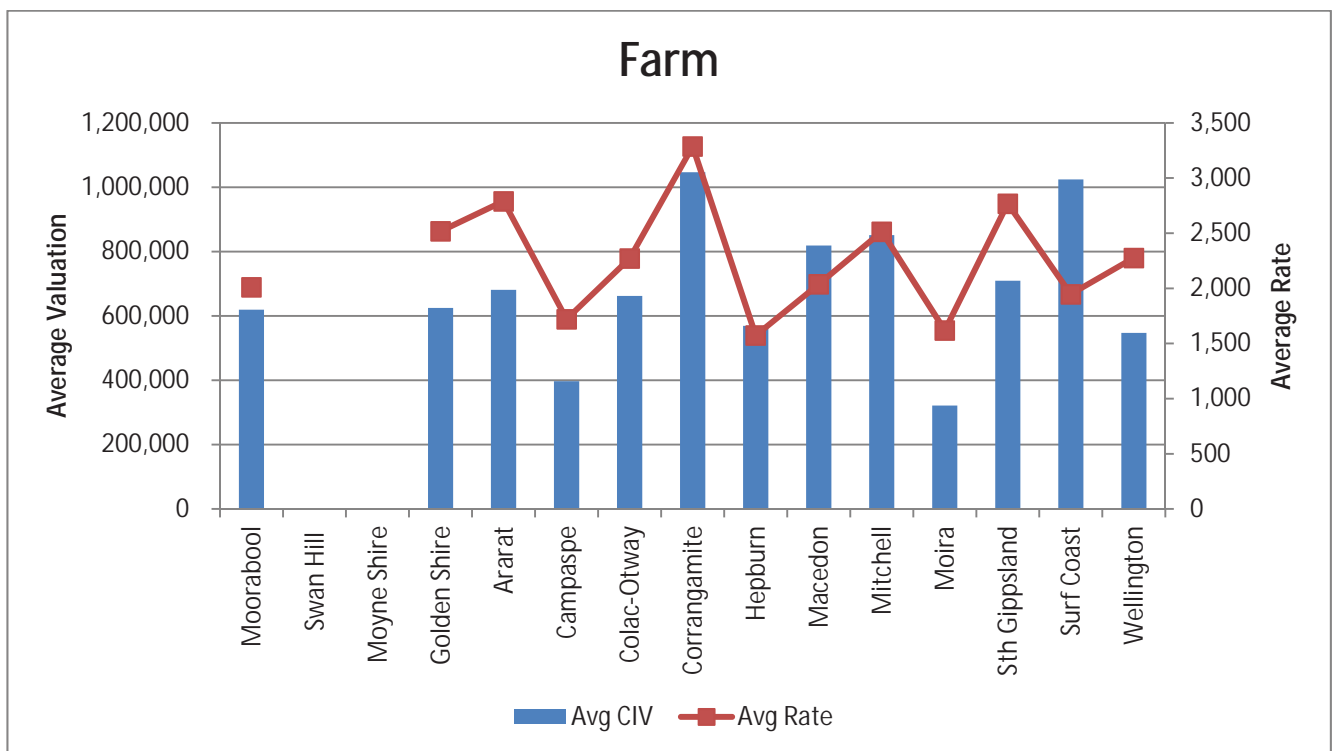
**10.9 Average Valuations Versus Average Rates - Commercial/Industrial Vacant Land**

Commercial/Industrial Vacant Land		
Analysis	CIV	Rate
Minimum	161,905	1,426
Maximum	238,143	2,511
Average	200,024	1,968
Moorabool Average	238,143	2,511
MSC Comparison to Avg	19.06%	27.56%



**10.10 Average Valuations Versus Average Rates - Farm**

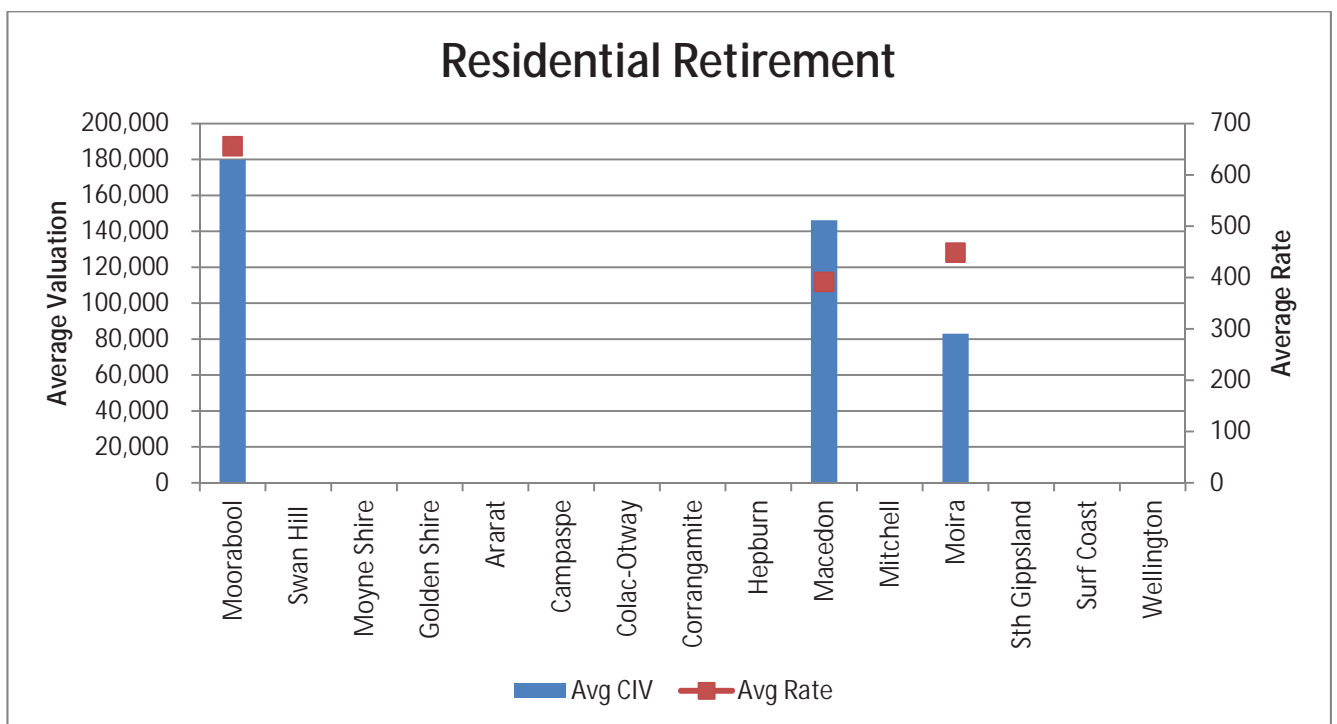
Farm		
Analysis	CIV	Rate
Minimum	321,422	1,573
Maximum	1,046,391	3,287
Average	682,474	2,256
Moorabool Average	619,570	2,010
MSC Comparison to Avg	-9.22%	-10.92%





**10.11 Average Valuations Versus Average Rates - Residential Retirement**

Residential Retirement		
Analysis	CIV	Rate
Minimum	83,010	392
Maximum	179,845	656
Average	136,336	499
Moorabool Average	179,845	656
MSC Comparison to Avg	31.91%	31.53%



## 11. APPENDIX B – SURVEY INFORMATION PACK AND SURVEY

### 11.1 Rate Strategy Public Consultation Survey Information Pack



#### Introduction

Council last formally adopted a Rate Strategy in April 2011 after seeking community input. Council has recently undertaken a review of this Strategy and are again seeking your feedback on a range of models with varying outcomes to the different property owner groups across the Municipality.

To assist you in providing information that can be utilised and applied in accordance with the relevant legislation, we have provided you with the following general information. This strategy review is not seeking your view on the value of rates levied but the distribution of rates across the varying property categories within the Municipality.

#### What is a Municipal Charge?

The Local Government Act 1989 enables Councils to levy a municipal charge which is effectively a fixed charge on all rateable properties to cover some of the general administrative costs of Council.

A municipal charge must not exceed 20% of the total revenue raised from the combination of the municipal charge and general rates, and single farm enterprises (SFE) would only be levied one Municipal Charge across all of their SFE properties within the Municipality.

In general terms, the imposition of a municipal charge has the impact of lowering the rate increase on high value properties and increasing rates on lower value properties. A municipal charge also has the overall effect of reducing (but not eliminating) sharp fluctuations in rate outcomes that are caused by changes in property valuations.

#### What is a Differential Rate?

In accordance with legislation, Council are able to adopt a range of different rates based on varying criteria to create a fair and equitable imposition of rates to each category/group of properties within the Municipality.

#### What is a Rate Level?

Within each category, Council can then apply a different **level** to create various rate in the dollar calculations from the **base** category.

Eg: The Commercial/Industrial rate is 1.6 times higher than the **base rate**

#### The current rate structure

Below is a list of the current **differential rate** categories, brief definition and current **rate level** that is being applied within each **differential rate** category:

Differential Rate Category	Current Rate Level
<u>General</u> (Base Rate) Properties with an occupancy permit, primarily used for residential living	1.00
<u>Residential Retirement</u> Properties which are defined as a Retirement Village under the <i>Retirement Villages Act 1986</i>	0.90

<u>Commercial/Industrial</u> Properties primarily for the purposes of retail, manufacturing, industry, etc	1.60
<u>Vacant Land Commercial/Industrial</u> Properties within Business or Industrial zones which are not yet developed	2.60
<u>Extractive Industry</u> Properties that extract or remove minerals, earth or stone including the treatment of minerals, earth or stone	3.20
<u>Farm</u> Primarily farming the property in accordance with definition of Farm from Valuation of Land Act 1960	0.80
<u>Vacant Land FZ or RCZ</u> All vacant land which is zoned Farm Zone or Rural Conservation Zone	1.00
<u>Vacant Land R1Z or R2Z</u> All vacant land which is zoned Residential 1 Zone or Residential 2 Zone	2.50
<u>Vacant Land General</u> All vacant land not listed in other vacant land categories	2.10

Detailed definitions of each of the current rate categories can be found in the Draft Rate Strategy which is currently available from Council's web site [www.moorabool.vic.gov.au](http://www.moorabool.vic.gov.au)

#### What is the intent of the current levels?

Summarised Rate Category	Purpose of level
General	Base rate – the majority of property owners across the municipality
Residential Retirement	Recognising that ratepayers within this sector are generally on fixed/low income via pension
Commercial/Industrial	Recognising a higher capacity to pay
Extractive Industry	Recognising significant environmental impact and damage that may be caused to surrounding roads and infrastructure
Farm	Recognising the benefit, culture and environment that genuine farm properties bring to the municipality
Vacant Land Categories	Higher level than equivalent developed property rate in order to encourage development. Although not currently developed, Council still needs to prepare for service levels to cover these properties. Various levels based on development opportunities.

**What are the proposed models Council are seeking feedback on?**

Rate Model proposals	Current Rates Strategy	Proposal 2	Proposal 3	Proposal 4	Proposal 5
Is a Municipal Charge proposed?	No	Yes	Yes	Yes	No
Municipal Charge Amount	\$0.00	\$77.00	\$153.97	\$307.94	\$0.00
Municipal Charge percentage	0%	5%	10%	20%	0%
Are rate differentials proposed to be altered?	No	No	No	No	Yes
Rating differentials proposed to be altered					
- Farm Rate	No Change	No Change	No Change	No Change	from 0.8 to 0.6
- Extractive Industry Rate	No Change	No Change	No Change	No Change	from 3.2 to 2.4
- Vacant land Commercial / Industrial	No Change	No Change	No Change	No Change	from 2.6 to 2.4
- Vacant land RZ1 / RZ2	No Change	No Change	No Change	No Change	from 2.5 to 2.4
- General Rate	No Change	No Change	No Change	No Change	No Change
- Vacant Land - General	No Change	No Change	No Change	No Change	No Change
- Vacant land FZ or RCZ	No Change	No Change	No Change	No Change	No Change
- Commercial / Industrial	No Change	No Change	No Change	No Change	No Change
- Residential Retirement	No Change	No Change	No Change	No Change	No Change

The Municipal Charge amount within the proposed rate models will be variable depending on the rate increase that Council deem appropriate within any one financial year and can be based on anything up to a total of 20% of overall rate revenue.

**What is the financial impact of each model?**

Average Rates analysis for different rates proposals						
Rate Category	Number of Properties	Current Level of Rates	Proposal 2	Proposal 3	Proposal 4	Proposal 5
General	11,187	1,333.59	1,343.88	1,354.20	1,374.81	1,387.75
Residential Retirement Village	106	723.78	764.66	805.46	887.04	753.28
Commercial/Industrial	512	3,039.53	2,964.50	2,889.55	2,739.57	3,162.99
Vacant Land Commercial/Industrial	71	2,493.79	2,446.06	2,398.38	2,302.98	2,395.46
Extractive Industry	14	20,313.93	19,374.97	18,436.51	16,559.09	15,854.26
Farm	1,507	1,990.28	1,936.21	1,882.19	1,774.09	1,553.35
Vacant Land General	587	1,391.63	1,399.09	1,406.51	1,421.31	1,448.24
Vacant Land FZ or RCZ	647	892.23	924.59	956.98	1,021.73	928.46
Vacant Land R1Z or R2Z	641	1,806.39	1,793.12	1,779.81	1,753.13	1,804.66

Please note that the above is the 'differential rate' charge only and does not include other charges that are levied to property rate accounts, such as the:

- Waste Management Service Charge;
- State Land Fill Levy; and
- Garbage and Recycling Service Charges.

When the shifts are shown in percentage terms, the relevant percentage increase proposed for each category is shown below:

Rate Category	Number of Properties	Current Rates Strategy	Proposal 2	Proposal 3	Proposal 4	Proposal 5
General	11,187	0.00%	0.77%	1.55%	3.09%	4.06%
Residential Retirement	106	0.00%	5.65%	11.29%	22.56%	4.08%
Commercial/Industrial	512	0.00%	-2.47%	-4.93%	-9.87%	4.06%
Vacant Land Commercial/Industrial	71	0.00%	-1.91%	-3.83%	-7.65%	-3.94%
Extractive Industry	14	0.00%	-4.62%	-9.24%	-18.48%	-21.95%
Farm	1,507	0.00%	-2.72%	-5.43%	-10.86%	-21.95%
Vacant Land General	587	0.00%	0.54%	1.07%	2.13%	4.07%
Vacant Land FZ or RCZ	647	0.00%	3.63%	7.26%	14.51%	4.06%
Vacant Land R1Z or R2Z	641	0.00%	-0.73%	-1.47%	-2.95%	-0.10%

### I require further information to make an informed decision

The Draft Rating Strategy document is also available for review which entails further information pertaining to the review of categories.

**11.2 The Survey**

Taking into account the information provided, Council would like to know what you think about the current rate structure and what you would like to see in the future.

Questions									
What locality within the Moorabool Shire do you currently own property?									
What rate category is your property currently rated under?									
<input type="radio"/> General			<input type="radio"/> V/Land Commercial/Industrial			<input type="radio"/> V/Land General			
<input type="radio"/> Residential Retirement			<input type="radio"/> Extractive Industry			<input type="radio"/> V/Land FZ or RCZ			
<input type="radio"/> Commercial/Industrial			<input type="radio"/> Farm			<input type="radio"/> V/Land R1Z or R2Z			
Do you think the current rate categories result in an appropriate apportioning of rates across the municipality?							<input type="radio"/> Yes		<input type="radio"/> No
If no, what other categories would you suggest and why?									
Do you think that there are too many rate categories?							<input type="radio"/> Yes		<input type="radio"/> No
If yes, what categories do you think should be consolidated and why?									
Do you think the level of each of the categories is appropriate?							<input type="radio"/> Yes		<input type="radio"/> No
If no, what changes would you suggest and why?									
Rank the proposed models in order of preference? (1 being preferred and 5 being least preferred)									
	Current		Proposal 2		Proposal 3		Proposal 4		Proposal 5
Do you have any further comments to assist Council with their Rate review?									

**All surveys are to be completed by close of business 25 March 2014**

#### **10.4.4 Consideration of the Proposed 2017/18 Annual Budget**

##### **Introduction**

File No: 07/01/012  
Author: Steve Ivelja  
General Manager: Phil Jeffrey

##### **Background**

This report relates to the commencement of the process for Council to adopt the 2017/18 Annual Budget, in accordance with Section 127 of the Local Government Act 1989 (as amended).

The process includes giving public notice to allow 28 days for submissions to be made by members of the public and such submissions will be heard prior to Council adopting the 2017/18 Annual Budget.

In accordance with Section 127 of the Local Government Act 1989 (the Act) and part 3 of the Local Government (Planning and Reporting) Regulations 2014 (the Regulations), Council is required to commence the statutory process to adopt the Proposed 2017/18 Annual Budget.

The proposed budget recognises the importance of setting a clear direction for the future, achieving measurable objectives, encouraging community input and consultation, and being financially responsible. It is part of a four year Strategic Financial Plan that aims to secure a viable and sustainable path to achieve the Shire's objectives.

The budget proposal is for a 2.0% rate increase for 2017/18. The rate increase is to fund the capital improvement program, new initiatives, service growth and Council operations. The budget document appended to this report (Appendix A) provides detailed information with regard to the major impacts for 2017/18. It also provides details with regard to Council's financial management principles to ensure a financially sustainable future.

##### **Proposal**

##### **Key Influencing Trends:**

##### **Revenue**

The proposed 2017/18 budget includes a 2.0% rate increase. For the 2017/18 financial year, it is proposed to keep rate increases contained within the 2.0% rate cap as set down by the Minister for Local Government. In addition to the proposed rate increase, the 2017/18 budget is premised on an acceleration of fees & charges under a 'user pays' model. As a result, a number of Fees & Charges will be escalated in 2017/18 towards full cost recovery.

These include;

1. Animal Registration fees to increase on average by up to 15% pa over a 2 year period;
2. Food Registrations are proposed to increase on average by 10% pa in 2017/18;
3. Septic Tank – New Installation fees are proposed to increase on average by 20% pa over a 2 year period;
4. It is proposed to progressively increase Transfer Station charges until recovery of the waste disposal and transport cost is achieved:
  - a. In 2017/18 it is proposed to increase Transfer Station Charges by 15% for residents
5. In 2017/18 it is proposed to increase Transfer Station Charges for non-residents so that they are higher than neighbouring councils, reducing the possibility of non-resident's receiving a Council subsidy on waste disposal.

The proposal to increase Fees & Charges for these areas until full cost recovery is achieved will be monitored and reviewed each year.

Please refer to Appendix A of the Proposed 2017/18 Budget for a full listing of Council proposed Fees & Charges.

### **Expenditure**

Total operating expenditure is budgeted to decrease by 5.01% or \$2.455 million compared to the 2016/17 forecast actual. The major changes by expenditure category are shown below;

- Total employee costs are budgeted to increase by 7.8% compared to the 2016/17 forecast actual due to a number of factors including the EBA increase, an allowance for banding increments, and leave entitlements and provisions. In addition to this, New Initiatives amounting to \$0.388 million are proposed in the budget and an additional \$0.259 million increase as a result of the Leisure Services contract now being managed in house. The comparison between the 2016/17 forecast actual and the 2017/18 budget is also distorted due to position vacancies being factored into the 2016/17 forecast.
- Expenditure on Materials and Consumables is budgeted to decrease by 20.6% compared to the 2016/17 forecast. The decrease mainly relates to the forecast for 2016/17 containing \$1.806 million in emergency works and asset restoration costs for two natural disasters in December 2015 (Scotsburn Fires) and September 2016 (Floods/ Storms). The 2016/17 forecast actual also includes both grant funded and carried forward projects from previous years. These projects are excluded from the 2017/18 Budget.
- Depreciation charges are budgeted to decrease by 3.0% compared to the 2016/17 forecast actual.
- Borrowing costs are predicted to increase by 10.9% compared to the 2016/17 forecast actual which reflects \$1.806 million in new borrowings for 2017/18.



In addition to planned delivery of recurrent services, the 2017/18 Annual Budget is proposing to fund a number of new initiatives being:

- Ballan Recreation Reserve Masterplan (\$50,000), funded from the Central Recreation Reserve Ward Fund
- Moorabool Aquatic Strategy (\$50,000), funded 2/3 from the East Moorabool Recreation Reserve Fund (\$33,333) and 1/3 from the Central Recreation Reserve Ward Fund (\$16,667)
- Library Extended Opening Hours (\$34,170)
- Planning enforcements (\$20,000)
- Continuation of Contract Building Inspector (\$50,000)
- Buildings Maintenance Officer (\$Net Cost \$0)
- Buildings Technical Officer (\$Net Cost \$0)
- Local Area Traffic Management Study (\$25,000)
- Minor Capital Works Program (\$30,000)
- Cleaning of Public Toilets (\$20,000)
- Tree Planting (\$50,000)
- MSS Review and Amendment Implementation (\$80,000)
- Town Centre Revitalisation - BM Town Centre Alliance (\$40,000)
- Background Studies for PSP - Small Towns (\$20,000)
- Elaine Urban Design Framework (UDF) (\$5,000)
- West Moorabool Heritage Study Amendments (\$35,000)
- Annual Update of Housing Land Supply (\$8,000)
- OHS Strategy (\$30,000)
- Strategic Waste Projects (\$192,543)
- Intranet Design & Implementation (\$60,000)
- Coordinator Digital Futures (\$103,448)

In total, the Council will invest \$0.903 million in new service initiatives across service areas. The investment in new initiatives of has been delivered whilst at the same time achieving minimal growth in overall expenditures.

### Capital projects

Council's Capital Works program maintains a mix between the need to maintain existing infrastructure and build new assets to meet community expectations. Included in the 2017/18 budget is \$14.922 million in funds set aside for the delivery of the Capital Improvement program. Of the total proposed Capital program, \$3.608m relates to projects carried from prior years and \$11.314m relates to new works for 2017/18. Some of the projects proposed as part of the 2017/18 Capital Program include;

- Commencement of Bacchus Marsh Racecourse Reserve Sporting Facilities \$1.450 million
- Commencement of the Ballan Depot \$1.500 million
- Plant Replacement Program (\$1.820 million)
- Old Melbourne Road, Gordon - Pavement Rehabilitation & Widening (\$0.549 million)
- Egerton-Ballark Road, Bungal - Pavement Rehabilitation (\$0.524 million)
- Berry Street, Ballan - Pavement Rehabilitation & Widening (\$0.500 million)
- Woolpack Road, Bacchus Marsh - Pavement Rehabilitation & Widening (\$0.465 million)

- Inglis Street, Ballan - Footpath (\$0.400 million)
- Old Melbourne Road, Ballan - Deck Overlay & Abutment Strengthening Works (\$0.300 million)
- Butter Factory Road, Wallace - Pavement Rehabilitation & Widening (\$0.250 million)
- Halletts Way, Darley - Pavement Rehabilitation (\$0.250 million)
- Carween Lane, Ballan - Pavement Rehabilitation (\$0.208 million)
- Triggs Road, Bungaree - Pavement Sealing (\$0.205 million)
- Ingliston Road, Ingliston - Gravel Road Resheet and sealing (\$0.150 million)
- Morrisons Lane, Korobeit - Gravel Road Resheet (\$0.133 million)
- Maddingley Park Pavilion Improvements (\$0.120 million)
- Wittick Street, Darley - Footpath (\$0.085 million)

### Parameters

The original budget parameters used in formulating the 2017/18 budget were a 2.0% rate increase, a projected CPI increase of 2.0%, and population growth within the shire of 2.6%. Council has made significant savings in Operating budget expenses to accommodate the proposed 2.0% rate increase in the face of a difficult fiscal environment with major areas of Operating budget expenses increasing at a rate significantly lower than the original budget parameters.

### Rates

Rates will increase by an average of 2.0% in the 2017/18 budget raising total rates and charges of \$32.107 million. This includes rates raised through supplementary valuations, the various waste management charges and any special rate schemes.

The Waste Management Service Charge will rise from \$90.00 to \$101.00 and the overall Waste Collection Charge will remain at \$144.00. The State Landfill Levy will reduce by \$10 from \$45.00 to \$35.00 and the optional Kerbside Green waste service will be \$80.00 for 2017/18.

### Loan Funding

The 2017/18 budget includes new borrowings of \$1.806 million which will be used to fund the 2017/18 CIP Program.

The 2017/18 budget also includes loan principal repayments of \$1.364 million.

### Cash Management

Overall, total cash and investments of \$15.427 million are forecast as at 30 June 2018. This assumes that 100% of the 2017/18 Capital Program will be completed at the 30<sup>th</sup> June 2018.

### Policy Implications

The 2013 – 2017 Council Plan provides as follows:

<b>Key Result Area</b>	Continuous Improvement in Council Services
------------------------	--

<b>Objective</b>	Sound, long term financial management
<b>Strategy</b>	Develop and maintain a long term financial planning, management and reporting system, which ensures resources to deliver services and manage Council's assets.

The proposal "Consideration of the Proposed 2017/18 Annual Budget" is consistent with the 2013-2017 Council Plan.

### **Financial Implications**

The 2017/18 Budget contains details of the financial resources required to deliver the Council Plan.

### **Communications Strategy**

After Council has accepted the Proposed 2017/18 Budget, an advertisement will be placed in local newspapers. The process includes giving public notice to allow 28 days for submissions to be made by members of the public and such submissions will be heard prior to Council adopting the 2017/18 Annual Budget.

Copies of the Proposed 2017/18 Annual Budget will be available for inspection on weekdays between 8.30am and 5.00pm from Tuesday 9 May 2017 up to and including Tuesday 6 June 2017 at Council offices at:

- 15 Stead Street, Ballan;
- 215 Main Street, Bacchus Marsh; and
- 182 Halletts Way, Darley

Copies of the Proposed 2017/18 Annual Budget can also be viewed on Council's website: [www.moorabool.vic.gov.au](http://www.moorabool.vic.gov.au)

Residents are invited to make submissions in relation to the Proposed 2017/18 Annual Budget until 5.00pm on Tuesday 6 June 2017.

Feedback should be made in writing and be addressed to:

The Chief Executive Officer  
Budget Submission  
Moorabool Shire Council  
PO Box 18  
Ballan VIC 3342

Alternatively, submissions can be emailed to [info@moorabool.vic.gov.au](mailto:info@moorabool.vic.gov.au) or submitted online at [haveyoursaymoorabool.com.au](http://haveyoursaymoorabool.com.au)

Any person requesting that he or she be heard in support of a submission is entitled to appear before the Special Meeting of Council either personally or by a person acting on his or her behalf. Any person who wishes to be heard in support of a submission should indicate this request in their written submission. A special meeting to hear submissions is scheduled to occur on Wednesday 21 June 2017 at 5.00pm at a destination to be confirmed.

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

In developing this report to Council the briefing officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### **Officer's Declaration of Conflict of Interests**

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Phil Jeffrey*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – Steve Ivelja*

In providing this advice to Council as the Finance Manager, I have no interests to disclose in this report.

### **Conclusion**

The proposed budget presents Council's immediate and longer-term financial strategy and links the actions set out in the Council Plan. It also identifies the capital works and services the community can expect from Council during the 2017/18 financial year and beyond.

### **Recommendation:**

**1.1 That having considered the details of the 2017/18 recurrent and capital budget appended to this report, which includes:**

**1.1.1 – Mayor's Introduction**

**1.1.2 – Chief Executive Officer's Summary**

**1.1.3 – Budget reports (contains all statutory requirements)**

**1.1.4 – Budget analysis (best practice)**

**1.1.5 – Long term strategies**

**1.1.6 – Appendix A – Fees and Charges schedule**

**1.1.7 – Appendix B – Budget process**

**that the proposed operating and capital budget 2017/18 be the budget prepared for the purposes of section 127 of Act.**

**1.2 That in accordance Part 3 of the Regulations, Council declares its intention to borrow \$1.806 million. Loan redemption for 2017/18 will be \$1.364m.**

**1.3. General Rates**

**1.3.1 That in accordance with Section 158 of the Local Government Act 1989, Council declares a General Rate for the rating period commencing 1 July 2017 and ending 30 June 2018.**

- 1.3.2 It be further declared that the general rate be raised by the application of differential rates.**
- 1.3.3 A differential rate be respectively declared for rateable land having the respective characteristics specified in the Schedule to this resolution, which characteristics will form the criteria for each differential rate so declared:**

<b>Category</b>	<b>Cents/\$CIV</b>
Commercial & Industrial Rate	0.006668
Commercial & Industrial Vacant Land	0.010835
Extractive Industry Rate	0.013002
Farm Rate	0.003250
General Rate	0.004167
Vacant Land General	0.008751
Vacant Land FZ and RCZ	0.004167
Vacant Land GRZ	0.010418
Residential Retirement Villages	0.003751

- 1.3.4 Each differential rate will be determined by multiplying the Capital Improved Value (CIV) of each rateable land (categorised by the characteristics described in the Schedule to this Resolution) by the relevant percentages.**
- 1.3.5 It be recorded that Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions, and that:**
- 1.3.5.1 the respective objectives of each differential rate be those specified in the Schedule to this Resolution; and**
  - 1.3.5.2 the respective types or classes of land which are subject to each differential rate be those defined in the Schedule to this Resolution; and**
  - 1.3.5.3 the respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in the Schedule to this Resolution; and**
  - 1.3.5.4 the relevant**
    - (a) uses of;**
    - (b) geographical locations of; and**
    - (c) Planning Scheme zonings of; and**
    - (d) types of buildings on the respective types or classes of land be those identified in the Schedule to this Resolution.**

#### **1.4. Municipal Charge**

- 1.4.1 It be confirmed that no municipal charge is declared in respect of the 2017/18 Financial Year.**

#### **1.5. Annual Service Charge**

**1.5.1 An annual service charge be declared in respect of the 2017/18 Financial Year.**

**1.5.1.1 The annual service charge be declared in respect of the period 1 July 2017 to 30 June 2018.**

**1.5.1.2 The annual service charge be declared for the collection and disposal and management of refuse from land.**

**1.5.1.3 The annual service charge be in the sum of, and be based on the criteria, set out below:**

- (i) \$144 per annum for each property that is within the defined urban service area to which a domestic waste collection service is available;**
- (ii) \$144 per annum for each property that is within the defined rural service area to which a domestic waste collection service is available;**
- (iii) \$144 per annum for each property that is not within a defined service area, to which a domestic waste collection service is provided;**
- (iv) \$101 per annum for all rateable properties in all Wards including:**
  - (a) each rateable land that is "farm land" within the meaning of section 2(1) of the Valuation of Land Act 1960 and is a 'single farm enterprise' within the meaning of Section 159(8) of the Local Government Act 1989; and**
  - (b) each other rateable land, from which there is capable of being generated waste which can be deposited by a ratepayer or resident at a landfill or waste transfer station or any other litter facility.**
- (v) \$35 per annum for all rateable properties in all Wards including:**
  - (a) each rateable land that is "farm land" within the meaning of section 2(1) of the Valuation of Land Act 1960 and is a 'single farm enterprise' within the meaning of Section 159(8) of the Local Government Act 1989; and**
  - (b) each other rateable land, from which there is capable of being generated waste which can be deposited by a ratepayer or resident at a landfill or waste transfer station or any other litter facility.**
- (vi) \$80 per annum non-compulsory and optional charge within the urban (residential and low density residential) areas of Bacchus Marsh and Ballan for kerbside greenwaste collection service.**

**The defined service areas outlined above and the designated routes are defined on a plan, which can be viewed at the Council offices.**

## **1.6. Rebates & Concessions**

**1.6.1** It be recorded that Council grants to each owner of rateable land who is an "eligible recipient" within the meaning of the State Concessions Act 1986, a rebate of an amount determined by the Department of Human Services in respect of their principal place of residence. The criteria for "eligible recipient" is also determined by the Department of Human Services.

## **1.7. Payment**

**1.7.1** All rates and charges to be paid in four instalments, in accordance with Section 167 (1) and (2) of the Local Government Act 1989.

**1.7.2** Unless Council resolves otherwise, a person may only pay rates and charges as a lump sum if payment is made on or before 15 February 2018.

## **1.8. Consequential**

**1.8.1** It be confirmed that, subject to sections 171 and 172 of the Local Government Act 1989, Council will require a person to pay interest on any rates and charges which:

**1.8.1.1** that person is liable to pay;

**1.8.1.2** have not been paid by the date specified for their payment.

**1.9** That it is proposed that an amount of \$32,107,500 be declared as the amount Council intends to raise from the general rates and charges (including Supplementary and Special Rates) for the period from 1 July 2017 to 30 June 2018.

**1.10** That in accordance with Section 158 of the Act and Regulation 8 of the Regulations, detailed information concerning General Rates and Special Rates and charges is appended to this report.

**1.11** That as part of the public presentation process for the proposed budget, the following actions will be undertaken in accordance with:

**1.11.1** Sections 127 and 129 of the Act and Part 3 of the Regulations – that the proposed 2017/18 budget be made available for public inspection.

**1.11.2** Section 129 of the Act and Part 3 of the Regulations – that the Chief Executive officer be authorised to give public notice that the Proposed 2017/18 Annual Budget has been prepared and is available for public inspection.

**1.11.3** Sections 158 to 162 of the Act and Part 3 of the Regulations - that Council give public notice and have ready for public inspection all prescribed information to be available from 9 May until 6 June 2017.



- 1.12 That Council resolves to allow 28 days for submissions to be made by members of the public and that all submissions are to be made in the prescribed manner. Council will hear submissions on Wednesday 21 June 2017 at the Special Meeting of Council, at a destination to be confirmed.**
- 1.13 That in accordance with Section 130 of the Act, Council resolves to notify and place on public notice its intention to adopt the 2017/18 Annual Budget on Wednesday 5 July 2017 at the Ordinary Meeting of Council, at a destination to be confirmed.**



## **SCHEDULE**

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### Differential Rating Categories

#### **General Developed Land**

##### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

##### **Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

##### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

##### **Geographic Location:**

Wherever located within the municipal district.

##### **Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

##### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

##### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

##### **Definition:**

Any land:

- on which a dwelling is lawfully erected and occupied for the principal purpose of physically accommodating persons; and
- which does not have the characteristics of:
  - o Commercial and Industrial Land;
  - o Vacant Commercial and Industrial Land;
  - o Extractive Industry Land;

- Farm Land
- Residential Retirement Villages Land;
- Vacant General Land;
- Vacant FZ and RCZ Land; or
- Vacant GRZ Land.

### **Commercial/Industrial Land**

#### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

#### **Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

#### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

#### **Geographic Location:**

Wherever located within the municipal district.

#### **Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

#### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

#### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

#### **Definition:**

Any land which is lawfully used:

- for the principal purpose of carrying out the manufacturing or productions of goods; or
- for the principal purpose of carrying out trade in goods or services.

## **Vacant Commercial/Industrial Land**

### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

### **Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### **Geographic Location:**

Wherever located within the municipal district.

### **Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### **Definition:**

Any land:

- located within an Industrial or Business zone under the Moorabool Planning scheme; and
- which is vacant; or
- not lawfully developed for the principal purpose of carrying out the manufacturing or production of goods or trade in goods or services; and
- which does not have the characteristics of General Developed Land.

## **Extractive Industry Land**

### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

### **Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### **Geographic Location:**

Wherever located within the municipal district.

### **Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

### **Definition:**

Any land:

- which is used primarily for the extraction or removal of minerals, earth or stone including the treatment of minerals, earth or stone; or
- on which activities for the extraction or removal of minerals, earth or stone including the treatment of minerals earth or stone have been discontinued but which has not yet been rehabilitated to environmental standards as required by law.

**Farm Land****Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

**Definition:**

Any land:

- which is “farm land” within the meaning of section 2(1) of the Valuation of Land Act 1960.

## **Vacant General Land**

### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

### **Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### **Geographic Location:**

Wherever located within the municipal district.

### **Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### **Definition:**

Any land:

- on which no building is lawfully erected; and
- which does not have the characteristics of;
  - o Vacant Commercial and Industrial Land; or
  - o Vacant FZ and RCZ Land; or
  - o Vacant GRZ Land.

**Vacant FZ or RCZ Land****Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

**Definition:**

Any land:

- on which no building is lawfully erected; and
- which is located within the Farm Zone (FZ) or Rural Conservation Zone (RCZ) under the Moorabool Planning Scheme; and
- which does not have the characteristics of Farm Land.

**Vacant GRZ Land****Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

**Definition:**

Any land:

- on which no building is lawfully erected; and
- which is located within the General Residential Zone (GRZ) under the Moorabool Planning Scheme.



## **Residential Retirement Villages**

### **Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

### **Types and Classes:**

Rateable land having the relevant characteristics described in the below definition.

### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### **Geographic Location:**

Wherever located within the municipal district.

### **Use of Land:**

Any use permitted under the Moorabool Planning Scheme.

### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

### **Definition:**

Any land:

- Which is defined as a Retirement Village land under the *Retirement Villages Act 1986*.

**Report Authorisation**

**Authorised by:**



**Name:** Phil Jeffrey  
**Title:** General Manager Infrastructure  
**Date:** Wednesday 12 April 2017

# Attachment - Item 10.4.4

# Moorabool Shire Council



## 2017/18 Proposed Annual Budget



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## Mayor's introduction

It gives me great pleasure to present this Budget to the residents of Moorabool Shire Council. The Proposed Budget 2017/18 is Council's second under the Victorian State Government's new rate capping regime. The budget is premised on general rate increase of 2.0 percent in the 2017/18 financial year, in line with the maximum cap announced under the Fair Go Rates System (FGRS).

This budget builds on our Council Plan 2017-2021 vision which focuses on the following four key areas:

- Providing Good Governance and Leadership
- Minimising Environmental Impact
- Stimulating Economic Development
- Improving Social Outcomes

The Council Plan 2017-2021 (Year 1), sets out our strategic plan to deliver our vision over the full term of the Council. As this is the first year of the current Council term, the focus over the next year will be on planning and design activities to deliver our current commitments.

The proposed budget details the resources required over the next year to fund the large range of services we provide to the community. It also includes details of proposed capital expenditure allocations to improve and renew our Shire's physical infrastructure, buildings and operational assets as well as funding proposals for a range of new initiatives.

As Councillors, it is our job to listen to community sentiment and understand your priorities. During and following the Council elections in 2016 we have consistently heard that Council's services are valued by the community, and that Council also needs to be financially responsible and keep its rates as low as possible. In response, Council has continued an enterprise wide approach to identify savings that don't impact on its services, to provide increased value for money to ratepayers. Council will continue to focus on identifying sustainable cost savings that will enable it to deliver on our Council Plan to deliver high quality, responsive and accessible services to the community.

The proposed budget proposes a rate increase of 2.0%. This is in line with the Fair Go Rates System (FGRS) which has capped rates increases by Victorian Councils. Despite the cap on rates, Council has been able to minimise the rate burden on residents through the use of stringent budget and fiscal controls. Council has reduced operating expenditure by nearly \$5 million in the past 5 years in comparison to our Strategic Financial Plan projections, whilst maintaining service levels, and continues to explore other revenue sources to assist in keeping rates as low as possible.

Council will also be increasing other fees and charges under a "user-pays" model to be cost reflective, and inclusive of indirect costs.

I am pleased to announce that Council will undertake a significant Capital Works program for 2017/18 totalling \$14.922 million (includes \$3.608 million in projects carried forward from 2016/17) for the progression of major projects and funding of capital renewal and upgrade projects.

A \$9.981 million (including projects carried forward from 2016/17) asset renewal program forms a significant part of the capital works budget, with:

- \$5.001 million being spent on road rehabilitations
- \$1.820 million on plant replacement and library stock purchases
- \$1.724 million on bridges, drains and recreation / leisure assets
- \$0.774 million on footpaths and cycleways
- \$0.661 million on buildings

Further to this, \$4.941 million has been allocated to new and upgrade capital projects to be implemented across the municipality. As part of this program, a number of major projects will be funded:

- Ballan Depot \$1.500 million (part of an overall \$3.150 million project)

- Bacchus Marsh Racecourse and Recreation Reserve Sporting Facilities \$1.450 million (part of an overall \$4.800 million in stage 1 works)

Ballan Depot - To progress the design and begin construction of a new municipal works depot at Ballan to relocate it from the existing inadequate location in the residential parts of Ballan to the industrial area.

Bacchus Marsh Racecourse and Recreation Reserve - Council is making an allocation to the provision of sports ovals at Bacchus Marsh Racecourse and Recreation Reserve. Application for major grant funds has been made and pending the decision of this will determine the final project outcome. The objective is to construct new active recreation spaces and sports ovals to cater for the growth of Bacchus Marsh adjacent to new residential estates. Ultimately, the project will include a number of multi-purpose ovals, soccer pitches, pavilions, BMX facilities with associated parking and utility upgrades whilst catering for existing users. The overall project will be a staged approach in line with recent strategy and masterplan development.

Some of the key projects proposed as part of the 2017/18 Capital Program include:

- Plant Replacement Program and Library Books Replacement (\$1.820 million)
- Old Melbourne Road, Gordon - Pavement Rehabilitation & Widening (\$0.549 million)
- Egerton-Ballark Road, Bungal - Pavement Rehabilitation (\$0.524 million)
- Berry Street, Ballan - Pavement Rehabilitation & Widening (\$0.500 million)
- Woolpack Road, Bacchus Marsh - Pavement Rehabilitation & Widening (\$0.465 million)
- Inglis Street, Ballan - Footpath (\$0.400 million)
- Old Melbourne Road, Ballan - Deck Overlay & Abutment Strengthening Works (\$0.300 million)
- Butter Factory Road, Wallace - Pavement Rehabilitation & Widening (\$0.250 million)
- Halletts Way, Darley - Deep Lift Asphalt (\$0.250 million)
- Carween Lane, Ballan - Pavement Rehabilitation (\$0.208 million)
- Triggs Road, Bungaree - Pavement Rehabilitation (\$0.205 million)
- Ingliston Road, Ingliston - Gravel Road Resheet (\$0.150 million)
- Morrisons Lane, Korobeit - Gravel Road Resheet (\$0.133 million)
- Maddingley Park Pavilion Improvements (\$0.120 million)
- Wittick Street, Darley - Footpath (\$0.085 million)

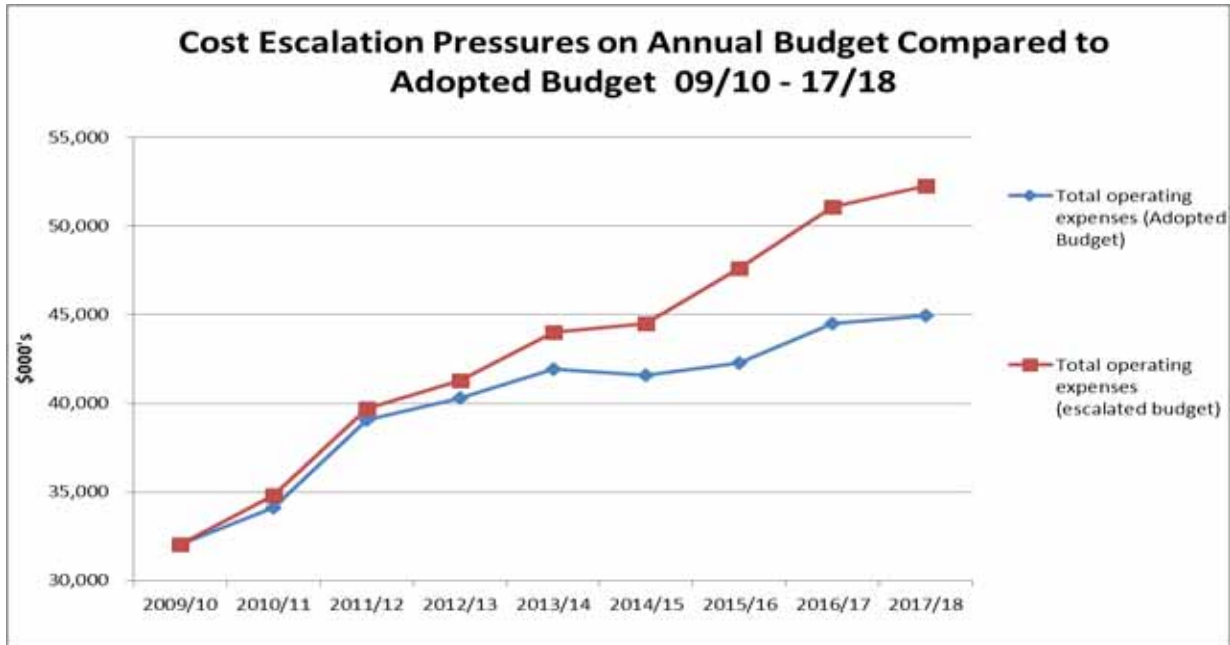
In addition to the planned Capital Works Program, the 2017/18 Annual Budget will fund a number of new initiatives being:

- Strategic Waste Projects (\$0.193 million)
- Coordinator Digital Futures (\$0.103 million)
- MSS Review & Amendment Implementation (\$0.080 million)
- Ballan Office and Depot Masterplan (\$0.070 million)
- Intranet Design & Implementation (\$0.060 million)
- Tree Planting - Streets & Reserves (\$0.050 million)
- Building Inspector - Continuation (\$0.050 million)
- Aquatic Water Play Strategy (\$0.050 million)
- Ballan Recreation Reserve Masterplan (\$0.050 million)
- Town Centre Revitalisation Alliance (\$0.040 million)
- Library Extended Opening Hours (\$0.034 million)
- Local Area Traffic Management Study (\$0.025 million)
- Cleaning of Public Toilets (\$0.020 million)

**In total, the Council is investing \$0.903 million in new service initiatives across service areas.**

For 2017/18, the community will see a continued improvement in the long term financial sustainability of the Council. In a difficult economic environment, this Council will oversee a significant improvement in a number of financial performance measures which will provide a significant long term benefit to the community in the form of improved infrastructure and expanded services.

As an indication of the extent to which Council has driven efficiency and cost savings over the last few years, a table has been presented below to show the increase in total operating expenditure over the last 7 years. The following graph compares the Adopted Budget Operating expenses from 2009/10 to 2016/17 (blue line) with total Operating expenses for 2009/10 to 2016/17 (red line) if total operating expenses continued to grow based on the annual cost escalation pressures of CPI, Enterprise Bargaining Agreements and salary banding movements, population growth and the impact of other external factors (such as the impact of carbon tax, landfill levy increases and the annual impact of new staff and new initiatives).



The above table indicates that a high level of rigour has been placed on cost control in the 2017/18 Budget. This result has been achieved in spite of the twin pressures of CPI and population growth which are predicted to increase at around 2.0% - 2.5% and 2.6% respectively. Additionally, this result has been achieved whilst at the same time accommodating \$0.903 million in new initiatives for the benefit of the community.

Council's achievements in finding efficiencies is further highlighted by its performance in key measures published on the "Know Your Council" website (<https://knowyourcouncil.vic.gov.au/>). This website provides an opportunity for residents to access consistent information in regard to the performance of local councils across Victoria. The below table demonstrates how Moorabool is a low spending, low rating Council in comparison to other Victorian Councils.

Performance Measure	Moorabool 2015/16	Similar Councils 2015/16	All Councils 2015/16
Average Residential Rate Per Residential Property Assessment	\$ 1,460.85	\$ 1,574.86	\$ 1,524.69
Expenses Per Property Assessment	\$ 2,677.65	\$ 3,133.51	\$ 2,948.33
Expenses Per Head of Municipal Population	\$ 1,410.85	\$ 2,037.24	\$ 1,834.40

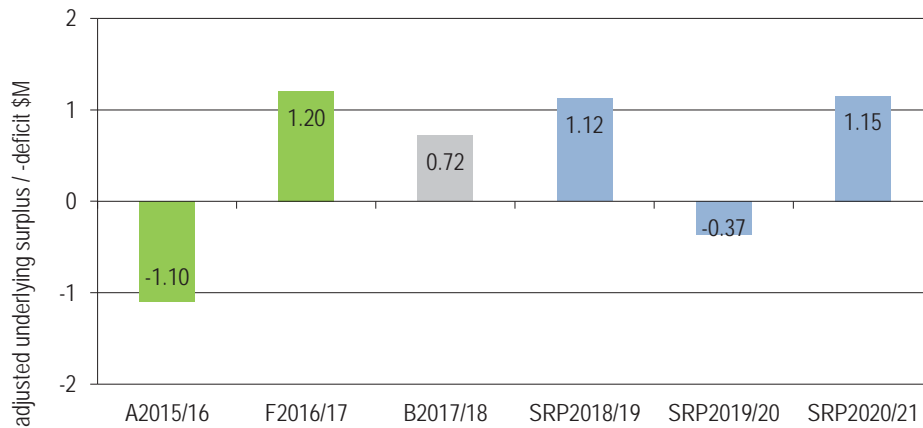
Despite Council's efficiencies and cost saving achievements, Moorabool Shire receives significantly less State and Federal funding than other municipalities, this shortfall invariably results in higher rates and user fees being required. The below table taken from the "Know Your Council" website demonstrates this;

Performance Measure	Moorabool 2015/16	Similar Councils 2015/16	All Councils 2015/16
Recurrent Grants Per Head of Municipal Population	\$ 268.03	\$ 400.13	\$ 354.89



Council will continue to work with other levels of Government and advocate for fairness and equity in its dealings with both the State and Federal Governments to ensure that the concerns and needs of Moorabool residents are understood.

**Adjusted Underlying surplus / -deficit \$M**

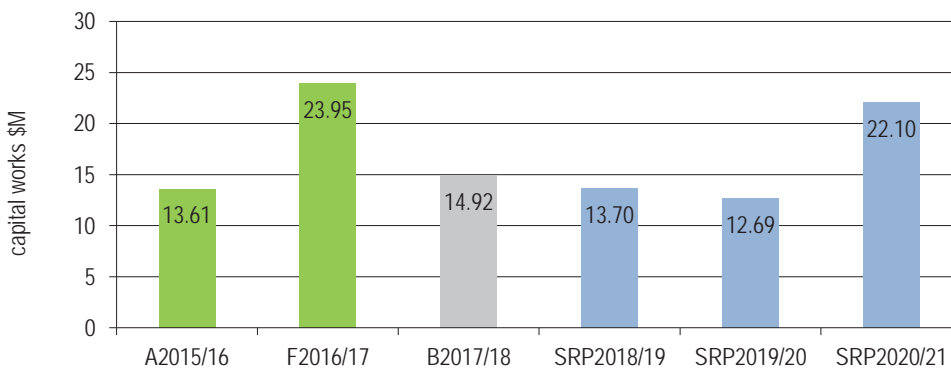


A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

Despite the challenges of population growth, increases in CPI and a difficult economic environment where government funding has and will continue to remain flat, the Council is able to demonstrate an improvement in its underlying deficit demonstrating a key focus on ensuring the ongoing sustainability and viability of the Shire. Whilst further effort is required, Council is able to demonstrate it is on the right track.

As a result of the continued improvement in the Shire's finances, the community will ultimately benefit through increased levels of service and improved infrastructure going forward. The table below provides a high level snapshot of the forward outlook for Capital Works for the next 4 years and demonstrates a high level of investment in community infrastructure and assets.

**Forward outlook for Capital Works \$M**



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The 2017/18 capital budget includes some major projects as highlighted earlier. The future capital works programs show ups and downs depending on major projects occurring in those years. A steady capital works program is needed to reflect the continued expansion in the Shire's population in addition to meeting the community's growing expectations.

## **Rating Strategy**

As mentioned previously, Council rates will increase by 2.0%. When the Council Rate Notice is issued for the 2017/18 year, it will also include the costs of the Fire Services Levy that Council is collecting on behalf of the State Government. This will be the fifth year that the scheme will be in place. Even though Council receives funding to administer the Fire Services Levy, when Council calculates the time and effort required to administer the scheme in addition to the FSPL it is required to pay on Council owned properties, there is a significant net cost to the Council overall.

It is disappointing to note that Moorabool Shire is increasingly being subjected to the role of tax collector for other tiers of government as is shown by the Fire Services levy, the GST Act and various other levies and charges that Council administers on behalf of other tiers of government. Equally, it is disappointing that Council is required to embed in its waste charges the costs of the State landfill levy in addition to the additional burden of increased government regulation. As an extension to this, the proposal announced in the Federal Budget 2014 to freeze indexation of Financial Assistance Grants has further compounded some of the inherent inequities that are imposed on our Shire. The implementation of rate capping has further escalated pressures on the Shire and its ability to cope with the demands of population growth.

In summary, I am pleased to present the 2017/18 Budget to the residents of Moorabool. This Budget represents a significant improvement in the future financial outlook for the Shire despite a difficult economic environment. It will deliver increased level of services and infrastructure based on a rate increase that the Council has assessed as being financially responsible.

Council also has a long term financial plan for the long term sustainability of Moorabool Shire Council. This Budget has been developed in line with the parameters established in that plan.

We acknowledge the contribution of State and Federal Government grants in our Capital Works and service delivery programs.

**Cr David Edwards**  
**Mayor**

## Chief Executive Officer's Summary

Council has prepared a Budget for 2017/18 which is aligned to the vision in the Council Plan 2017/21. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within a 2.0% rate increase as set out under the Fair Go Rates System (FGRS). This rate increase is significantly lower than the level foreshadowed in Council's prior year Strategic Resource Plan.

This Budget projects a surplus of \$8.708 million for 2017/18, however, it should be noted that the adjusted underlying result is a surplus of \$0.718 million after adjusting for capital grants and contributions (refer Sections 5 and 10.1).

### 1. Key things we are funding

1) Ongoing delivery of services to the Moorabool community funded by a budget of \$46.554 million. These services are summarised in Section 2.1.

2) Continued investment in Infrastructure assets (\$10.238 million). This includes roads (\$5.468 million); bridges (\$0.881 million); footpaths and bicycle paths (\$0.879 million); recreational, leisure and community facilities (\$3.001 million); and other infrastructure (\$0.008 million). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

### Strategic Objective 1: Providing Good Governance and Leadership

3) The establishment of a new resource being a Coordinator of Digital Futures. This will be pivotal for the future progression of Council's Digital Services Strategy and leading the organisation on its path of a 'Digital First' vision. It will also assist service areas in the identification of where digital and online services can provide efficiencies, cost savings and streamline the service for them and the community. (\$0.103 million net cost)

4) The 2014 Digital Strategy identified a need to develop the requirements and functions of an Intranet that would meet Council staff requirements and enable a common, easily accessible system that provides linkages to policies, procedures, information and news for staff to be kept up to date on. (\$0.060 million net cost)

5) The current budget allocation for the cleaning of public toilets will be increased due to the addition of the Moon Reserve toilets and the additional cleaning required of existing toilet facilities for various Community Events. (\$0.020 million net cost)

### Strategic Objective 2: Minimising Environmental Impact

6) A new initiative that proposes utilising funds from the landfill reserve to employ a fixed term (2 years) Strategic Waste Officer to undertake research into Council's existing landfills, and develop a register of sites, risk analysis and action plan for the ongoing rehabilitation of the landfills. The proposal also includes an allocation of up to \$100,000 to engage suitably qualified consultants to assist with this process. In addition to the above, it is proposed that the officer would work towards a number of key actions outlined within Council's Waste Management & Resource Recovery Policy, as supported by the current Council Plan. (\$0.193 million net cost)

7) The establishment of a budget for the planting of new and replacement street and reserve trees within the Shire. Council is responsible for the management and maintenance of over 18,000 urban street and reserve trees. Whilst an annual budget allocation is made towards the maintenance of these trees, this initiative will provide a budget for planting of new or replacement trees. (\$0.050 million net cost)

### **Strategic Objective 3: Stimulating Economic Development**

8) Moorabool Strategic Statement (MSS) Review and Amendment Implementation - This review and amendment will update planning scheme strategic directions, whether in terms of key settlements (Bacchus Marsh and Ballan), smaller towns or the Shire as a whole. Council is required by legislation to review the performance of the planning scheme regularly. This has not been done comprehensively since 2008. The MSS is a core component of the planning scheme as it signals strategic direction for Council across the Shire. (\$0.080 million net cost)

9) Funding for the Bacchus Marsh Town Centre Revitalisation. These funds will lead to the creation of a Bacchus Marsh Town Centre Alliance to direct and advise on Town Centre work that has been previously identified as actions in a range of adopted strategies. (\$0.040 million net cost)

10) Funding for a Local Area Traffic Management Study. Moorabool Shire Council has been divided into three main urban local precincts, each one bound by arterial roads or other physical barriers such as creeks or rivers. The Local Area Traffic Management (LATM) Study is concerned with the planning and management of roads that Council is responsible for within these local traffic precincts. Rather than dealing with specific sites or isolated streets LATM studies are an area wide approach that considers neighbourhood traffic related issues and their proposed solutions in the context of the local precinct. (\$0.025 million net cost)

### **Strategic Objective 4: Improving Social Outcomes**

11) Extended opening hours. Council has proposed to extend the current opening hours of the Lerderberg Library, on 2 evenings a week, in order to better meet the needs of the local community and to allow them to utilise our resources more fully. Under this proposal the library would open from 8.30am – 8.00pm on 2 days per week, allowing the community to gain much greater value from this precious resource. (\$0.034 million net cost)

## **2. The Rate Rise**

a. The average rate will rise by 2.0% in line with the order by the Minister for Local Government on 19 December 2016 under the Fair Go Rates System.

b. Key drivers

i. To fund ongoing service delivery – business as usual (balanced with greater service demands from residents)

ii. To fund renewal of infrastructure and community assets

iii. To cope with growth in the population of Victorian residents (2.2% in the last year)

iv. To cope with cost shifting from the State Government (refer Paragraph 5)

v. To cope with a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by their freezing of indexation of the grant

c. This is not a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).

d. Waste Management Charges of \$136 (0.74% increase) for non-Serviced Properties in 2017/18

Waste Management Charges of \$280 (0.36% increase) for Serviced Properties in 2017/18

e. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments.

f. Refer Section 7 for further Rates and Charges details.

## **3. Key Statistics**

• Total Revenue: \$55.262 million (2016/17 = \$60.652 million)

• Total Expenditure: \$46.554 million (2016/17 = \$49.009 million)

• Accounting Result: \$8.708 million surplus (2016/17 = \$11.643 million surplus)

(Refer Income Statement in Section 3)

(Note: Based on total income of \$55.262 million which includes capital grants and contributions)

• Underlying operating result: Surplus of \$0.718 million (2016/17 = Surplus of \$1.203 million)

(Refer Analysis of operating Budget in Section 10.1)

(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)

• Cash result: \$2.008 million surplus (2016/17 = \$2.331 million deficit)

(Refer Statement of Cash Flows in Section 3)

This is the net funding result after considering the funding requirements to meet loan principal repayments and the reserve transfers.

- Total Capital Works Program of \$14.922 million
  - o \$10.669 million from Council operations (rates funded)
  - o \$1.806 million from borrowings
  - o \$0.370 million from asset sales
  - o \$2.077 million from external grants and contributions

#### **4. Budget Influences**

##### **External Influences**

The preparation of the budget is influenced by the following external factors:

- The Victorian State Government has introduced a cap on rate increases from 2016/2017. The cap for 2017/2018 has been set at 2.0% (2016/2017 - 2.5%).
- CPI for Victoria is forecast to be 2.0% for the 2017/2018 year (Victorian Department of Treasury & Finance, 2016-2017 Budget Update).
- The Victorian Wage Price Index is projected to be 2.5% in 2017/2018 (Victorian Department of Treasury & Finance, 2016-2017 Budget Update).
- Anticipated increases of 2.0% (or \$1.24 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs. The levy has increased from \$9 per tonne in 2008/2009 to a forecast \$63.27 per tonne in 2017/2018 (703% increase in 9 years).
- On going cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.

##### **Internal Influences**

As well as external influences, there were also a number of internal influences arising from the 2016/17 year which have had a significant impact on the setting of the Budget for 2017/18. These include:

- A desire to improve Council's underlying position over the next five years.
- Council's decision during the year to bring the Leisure Services in-house.
- A need to focus on the level of funds provided for renewal and maintenance of existing assets.
- With Council's implementation of the Australian Business Excellence Framework there is a focus of continuous improvement and levels of service.

#### **5. Cost Shifting**

Cost shifting occurs when Commonwealth and State programs transfer responsibilities to local government with insufficient funding or grants which don't keep pace with delivery costs.

##### **Type 1: Cost Shifting for Specific Services**

Examples:

1. Library Services.
2. Maternal and Child Health.
3. School Crossing Supervision - The State Government has recently announced it will start to honour the existing agreement to pay 50% of the costs for school crossing supervision. It acknowledges that payments to Councils in the past have not covered the agreed 50% of the cost. While this announcement is welcomed the details of the level of payments in future have not yet been provided.
4. Administration of the state wide temporary Food registration system 'Streatrader' shifts responsibility the State Government to Council without increase funding.

## **Type 2: Loss of funding in General**

Examples:

5. A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014-15 Budget that it will pause indexation of the total national pool of financial assistance grants to local government for three years (2014-15, 2015-16, 2016-17). The cumulative impact on Moorabool Shire Council for the three years was approximately \$0.843 million.

## **Type 3: Statutory fee that prohibits full cost recovery**

Examples:

6. After freezing planning fees since 2009, the State Government in October 2016 increased the allowable fees that Council may charge for these services. While this belated action is welcomed the new fees still do not cover the full cost of providing the service hence rate payers are still forced to subsidise the activities of developers across the Shire.

## **Type 4: Levies**

Examples:

7. State Government landfill levy - The levy has increased from \$9 per tonne in 2008/2009 to a forecast \$63.27 per tonne in 2017/2018. The increase from 2016/2017 to 2017/2018 is approximately 2%.

8. Animal registration levy.

## **Type 5: Statutory requirements lead to increased costs**

Examples:

9. Line clearance (cutting back tree branches around power lines).

## **6. Population Growth**

Councils population is forecast to be 33,171 in 2017, and forecast to increase by 60.59% to 53,270 by 2041.

## Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 15 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

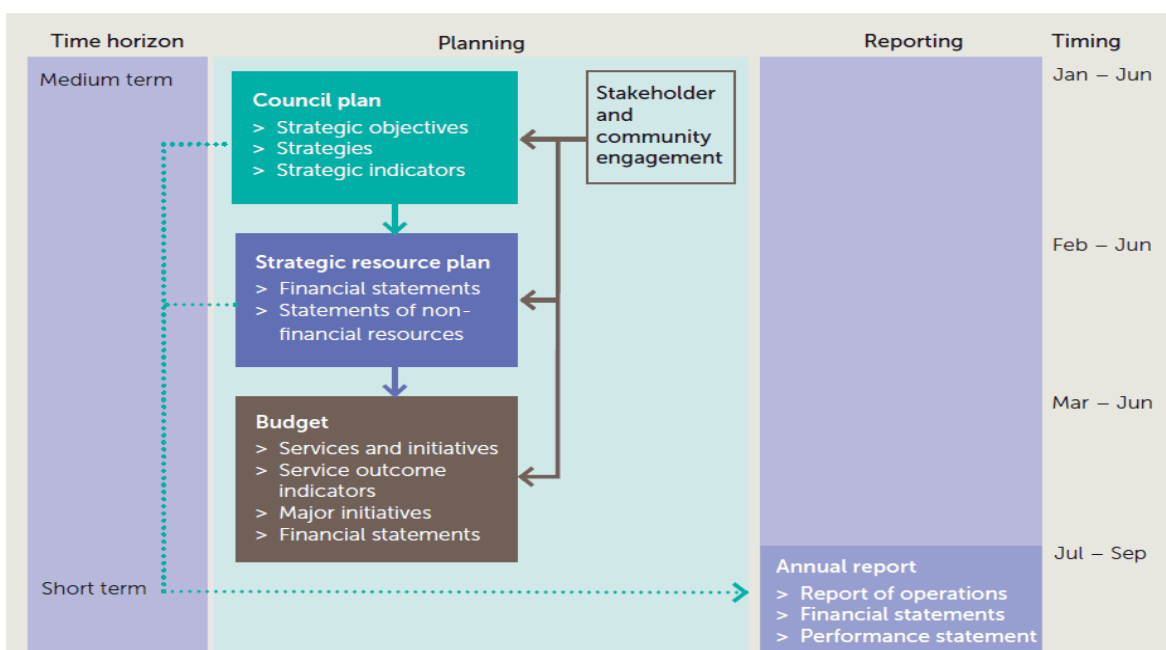
- 1 Links to Council Plan
- 2 Services and service indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

## 1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term (Moorabool 2041), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Audited Statements).

### 1.1 Planning and accountability framework

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



Source: Department of Environment, Land, Water and Planning

In addition to the above, Council has a long term plan (Moorabool 2041) which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

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

### 1.2 Our purpose

#### Our vision

By 2021 we will see vibrant and resilient communities with unique identities.



## Our purpose

1. The Moorabool Shire Council exists to co-design local solutions that enable the Moorabool communities to prosper now and into the future. We do this by:

- Providing good governance and leadership
- Minimising environmental impact
- Stimulating economic development
- Improving social outcomes

2. The Council exists to be in service to the communities of the Moorabool Shire.

3. The Council is accountable to the community and has legislative responsibilities

## Our values

By living these values Council is able to build strong relationships internally, with the community and with partners.

- **I**ntegrity - I say what I mean and always do what's right.
- **C**reativity - I consider situations from multiple angles and perspectives.
- **A**ccountability - I have courage to make decisions and take ownership for their outcomes.
- **R**espect - I seek to understand and treat people how I would like to be treated.
- **E**xcellence - I take calculated risks to seek out better ways of doing things.

These values translate to the acronym I CARE.

**I CARE / WE CARE** will form the basis of community and organisational communications and branding for the period of this plan.

## 1.3 Strategic objectives

Council delivers activities and initiatives under 44 major service categories. Each contributes to the achievement of one of the four Strategic Objectives as set out in the Council Plan for the 2017-21 years. The following table lists the three Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
<b>1. PROVIDING GOOD GOVERNANCE AND LEADERSHIP</b>	<p><b>CONTEXT 1A - OUR ASSETS AND INFRASTRUCTURE</b></p> <p><u>Definition</u> - Our assets and infrastructure enable us to deliver services to our communities. In order to deliver these services we must maintain and invest in our infrastructure to ensure that it is fit for purpose.</p> <p><u>Challenges</u> - Poor community infrastructure and plans for each asset class results in:</p> <ul style="list-style-type: none"><li>» The incorrect level of investment in maintaining, renewing, upgrading and providing new assets</li><li>» Low facility utilisation rates</li><li>» Facilities that are not readily accessible</li></ul> <p><u>Benefits</u> -</p> <ul style="list-style-type: none"><li>» Asset renewal gap is reduced</li><li>» Assets are fit for the purpose they were intended for</li><li>» Increased community satisfaction with infrastructure</li><li>» Infrastructure keeping up with population growth</li><li>» Infrastructure aligned to community needs</li></ul>

Strategic Objective	Description
<b>1. PROVIDING GOOD GOVERNANCE AND LEADERSHIP (CONT.)</b>	<p><b>CONTEXT 1B - OUR PEOPLE</b></p> <p><u>Definition</u> - Our people are our Councillors, staff, contractors and volunteers and are key to the planning and delivery of valued services to our communities and to the organisation. We will provide a workplace that is:</p> <ul style="list-style-type: none"> <li>» Supportive</li> <li>» Safe</li> <li>» Highly regarded</li> <li>» Innovative</li> <li>» Striving for excellence</li> </ul> <p>We will ensure that governance systems are:</p> <ul style="list-style-type: none"> <li>» Robust</li> <li>» Transparent</li> <li>» Efficient</li> <li>» Democratic</li> <li>» Participatory</li> <li>» Responsive</li> <li>» Equitable and inclusive</li> </ul> <p><u>Challenges</u> -</p> <ul style="list-style-type: none"> <li>» Poor strategic directions.</li> <li>» Poor decision making and outcomes for the community.</li> <li>» A lack of accountability to the community.</li> </ul> <p><u>Benefits</u> -</p> <ul style="list-style-type: none"> <li>» Resourced and trained Councillors</li> <li>» Employer of choice</li> <li>» Improve recruitment and retention levels of skilled and capable staff</li> <li>» Increased staff engagement, capacity and productivity</li> <li>» Improved staff and community satisfaction</li> <li>» Improved employment conditions</li> <li>» Safe workplace environment</li> <li>» Improved decision making frameworks</li> <li>» Reduced risk</li> </ul>

Strategic Objective	Description
<b>1. PROVIDING GOOD GOVERNANCE AND LEADERSHIP (CONT.)</b>	<p><b>CONTEXT 1C - OUR BUSINESS &amp; SYSTEMS</b></p> <p><u>Definition</u> - Our systemised approach to planning and service delivery and our business excellence philosophy (SAI Global, 2011) work to ensure our communities receive high quality, valued and targeted services. Our approach also enables our staff to efficiently and effectively deliver services without risk, duplication of effort and resource wastage whilst leveraging the use of information and communications technology.</p> <p><u>Challenges</u> - Financial constraints coupled with increased community demand and expectations means that services need to be delivered in the most efficient and effective way. Outmoded operating models compromise Council's ability to proactively manage changes in service type or customer needs and expectations.</p> <p><u>Benefits</u> -</p> <ul style="list-style-type: none"> <li>» Value for money services</li> <li>» Less duplication of effort</li> <li>» Risk is understood and mitigated</li> <li>» Improved organisational intelligence for decision making</li> <li>» Improved integration and streamlining of systems and processes</li> </ul>
<b>2. MINIMISING ENVIRONMENTAL IMPACT</b>	<p><b>CONTEXT 2A - BUILT ENVIRONMENT</b></p> <p><u>Definition</u> - The Council plays a key role in the planning, developing and provision of services within the urban and commercial areas of the Moorabool Shire to enable communities to enjoy higher levels of amenity, economic development, social connectedness and ultimately a sense of place whilst minimising the impact on the environment.</p> <p><u>Challenges</u> - The built environment creates a sense of place and contributes to well-being and economic growth. Failure to plan and optimise investment may lead to a negative impact on the natural environment.</p> <p><u>Benefits</u> -</p> <ul style="list-style-type: none"> <li>» Increased health and wellbeing</li> <li>» Improved amenity</li> <li>» Great places to live</li> <li>» Community connectedness</li> <li>» Targeted economic investment</li> </ul> <p><b>CONTEXT 2B - NATURAL ENVIRONMENT</b></p> <p><u>Definition</u> - The Council through its actions, as well as working with other agencies and groups with an environmental stewardship role, focus to assist communities to live sustainably so that we leave a healthy and prosperous environment for the future generations.</p> <p><u>Challenges</u> - Land and water degradation, weed and pest invasion, increase incidence of natural disasters including fire, flood and heatwaves, combined with poor strategic direction, planning and investment to minimise environmental impacts in the natural environment, results in suboptimal community outcomes now and for future generations.</p>

Strategic Objective	Description
<b>2. MINIMISING ENVIRONMENTAL IMPACT (CONT.)</b>	<u>Benefits</u> - <ul style="list-style-type: none"> <li>» Community members can enjoy their experience of natural places</li> <li>» Threats to our local environment are reduced</li> <li>» Flow on benefits to our economy, productive agriculture, physical activity, well-being and community identity</li> </ul>
<b>3. STIMULATING ECONOMIC DEVELOPMENT</b>	<p><b>CONTEXT 3A - LAND USE PLANNING</b></p> <p><u>Definition</u> - The Council uses land use planning to manage the development of land within its jurisdictions and has a leadership role (along with other agencies) in land use planning, place making and guiding the amenity of our communities.</p> <p><u>Challenges</u> - To cater for communities with growing populations, land use planning needs to understand, consider and deliver on improved economic, social, and environmental outcomes, and an improved ability to access to employment and education opportunities across the Shire.</p> <p><u>Benefits</u> -</p> <ul style="list-style-type: none"> <li>» Master planned communities</li> <li>» Improved ability to access to employment and education</li> <li>» Improved liveability, securing the reason people moved to Moorabool</li> <li>» Designated land for the use of economic and educational activity</li> <li>» Effective engagement with community regarding the use of land within the community</li> </ul>
	<p><b>CONTEXT 3B - INVESTMENT &amp; EMPLOYMENT</b></p> <p><u>Definition</u> - Council plays a role in a strong economy, local jobs, healthy businesses, inward investment and visitation that contributes to the livability of the Shire. It also works with the development of industry to develop key infrastructure for growing communities.</p> <p><u>Challenges</u> - Fiscal constraints directly impact on the amount of investment Council is able to independently contribute towards stimulating investment and economic growth. Without guidance and investment by business, government and the community, economies will stagnate and local jobs and education opportunities may not be created.</p> <p><u>Benefits</u> -</p> <ul style="list-style-type: none"> <li>» Increased economic investment and job growth</li> <li>» Improved lifestyles</li> <li>» Decreased travel</li> <li>» Increased community cohesion</li> <li>» Improved employment and education opportunities</li> <li>» Stimulated local economy and creating more resilient communities</li> <li>» Connect local people to local jobs</li> </ul>

Strategic Objective	Description
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**4. IMPROVING SOCIAL OUTCOMES**     **CONTEXT 4A - HEALTH & WELLBEING**

Definition - Enhanced community health and wellbeing is achieved through the intersection of enhanced economic, social, built and natural environments.

Challenges - The determinants of our health and wellbeing are influenced by a wide range of factors including individual, social, cultural, economic and environmental (World Health Organisation 2008). Social, economic and environmental factors include employment and housing, schools and education, social connections, conditions of work and leisure, and the state of housing, neighbourhoods and the environment.

Benefits -

- » Local services accessible to those in need
- » Healthier individuals and communities
- » Reduced social isolation and exclusion
- » Reduced anti-social behaviour
- » More resilient and self-reliant individuals and communities
- » Enhanced workforce numbers and capacity

**CONTEXT 4B - COMMUNITY CONNECTEDNESS AND CAPACITY**

Definition - The creation of inclusive and engaged communities that provide opportunities for people across their life stages to participate in activities that improve the wellbeing of our communities.

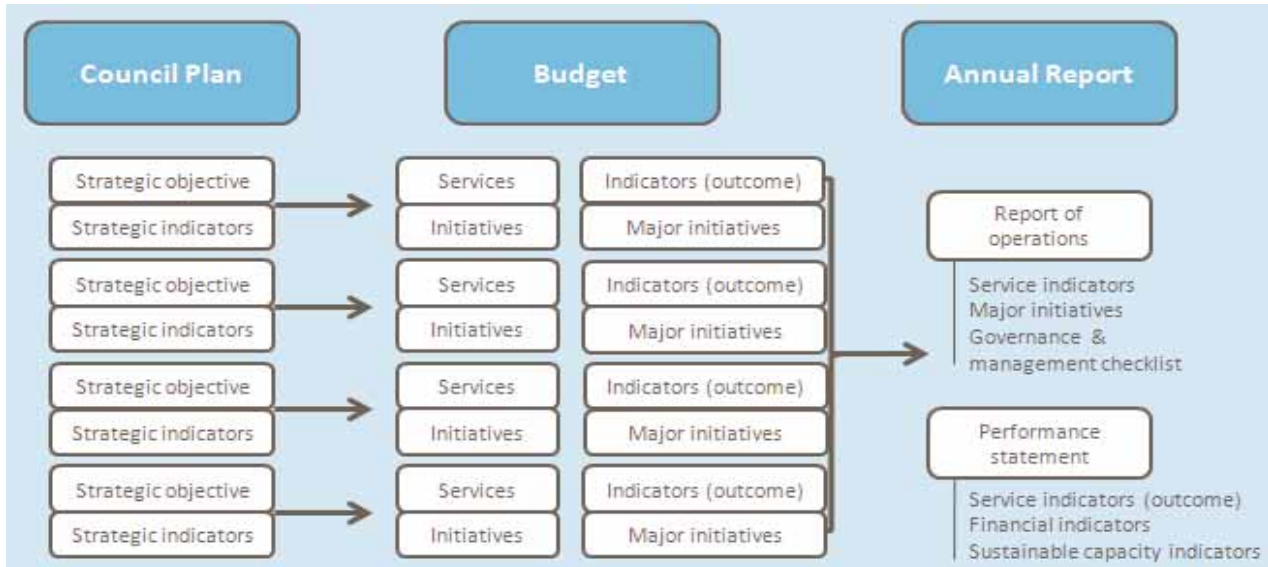
Challenges - Supporting and strengthening of individuals, families and communities to identify needs and develop solutions at a local level. This may involve advocacy, empowering people in action, education, awareness raising and distribution of resources to individuals and communities.

Benefits -

- » Healthier individuals and communities
- » Reduced social isolation and exclusion
- » Reduced anti-social behaviour
- » More resilient and self-reliant individuals and communities

## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2017/18 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify initiatives, major initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in **bold and underlined** in the below sections.

### 2.1 Strategic Objective 1: Providing Good Governance and Leadership

To achieve our objective of 'Providing Good Governance and Leadership', we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

#### Services

Activities	Description	(Net Cost) Revenue \$'000
Governance	This area, being Governance includes the Mayor, Councillors and Chief Executive Officer, General Managers and associated support which cannot be easily attributed to the direct service provision areas.	(2,111)
Public Relations and Marketing	Provide an open and accessible communication network that is accurate, accessible, user friendly, relevant and timely.	(83)

Activities	Description	(Net Cost) Revenue \$'000
Personnel Management	To provide, develop and implement strategies, policies and procedures through the provision of human resource and industrial relations services, that minimise the risk to Council.	(727)
Risk Management	To develop, build and identify effective management of Council's exposure to all forms of risk and to foster safer work places and environments within the municipality.	(553)
Finance	Financial management and accounting of Council's finances, including property rating and valuation services, collection of revenue and internal support and advice to internal departments. These services will be delivered by increasing the financial knowledge base of the whole of Council through customer awareness, consistency and clearly defined processes.	3,042
Customer Service	Manage service provisions to provide an open and accessible communication network that is accurate, accessible, user friendly, relevant and timely.	(757)
Document Management	Electronic document management of Council's external correspondence, maintain an effective and efficient electronic document management system and maintain Council's archive program.	(291)
Information Communication and Technology	To provide a range of services to the organisation that supports its development through the effective management and expansion of Council's information systems and technology.	(2,111)
Fleet Management	To provide fleet management services for Council's passenger and light commercial vehicles, buses, trucks, and earthmoving & roadwork machinery.	889
Animal Management and Local Laws Compliance	Deliver and maintain a responsive and proactive <b>animal management</b> service throughout the Shire. Review, develop and implement local laws that promote peace and good order in Moorabool.	(70)
Building Maintenance	This service prepares maintenance management programs for Council's property assets. These include municipal buildings, pavilions and other community buildings.	(1,184)
Parks and Gardens	Maintain Council's parks and gardens assets and provide facilities for our residents for the future. Enhance and upgrade the aesthetic appearance of Moorabool townships.	(2,479)
Road Safety	This service is for the provision of street lighting and bus stop maintenance.	(312)
Asset Management	This service undertakes the design and coordination of Council's Capital Improvement Program.	(1,303)



Activities	Description	(Net Cost) Revenue \$'000
Road and Off Road Maintenance	To undertake maintenance to Council's road assets to ensure they are in a safe and serviceable condition for all users. This includes sealed and unsealed roads, bridges, kerb and channel, drainage, footpaths and signage.	(3,424)
Geographical Information Services	Spatial maintenance of all land parcels.	(11)
Public Toilets	Cleaning and general maintenance of all public toilets.	(201)
Property Asset Management	To effectively manage Council land, property leases and licences as per the property register.	76

### Initiatives

- 1) **Coordinator Digital Futures** - The establishment of this role is pivotal for the future progression of Councils Digital Services Strategy and leading the organisation on its path of a 'Digital First' vision and will assist service areas in the identification of where digital and online services can provide efficiencies, cost savings and streamline the service for them and the community. (\$0.103 million net cost)
- 2) **Intranet Design & Implementation** - This will involve the development, design and functional requirements for an organisational wide Intranet system. The 2014 Digital Strategy identified a need to develop the requirements and functions of an Intranet that would meet Council staff requirements and enable a common, easily accessible system that provides linkages to policies, procedures, information and news for staff to be kept up to date on. (\$0.060 million net cost)
- 3) **OHS Strategy** - The desired project outcome is for Council to have an OHS Management System which meets a number of the key requirements of AS 4801 Workplace Health and Safety. This would include up to date corporate level OHS procedures which provide direction to staff and management who undertake high risk activities, task specific safe work procedures and the provision of training and supervision as required. The key outcome is to have a system that can deliver improved safety to staff and community. (\$0.030 million net cost)
- 4) **Planning Enforcements** - Funds will be required to resolve outstanding issues and seek legal advice. (\$0.020 million net cost)
- 5) **Minor Capital Works Program** - Councils Assets department receives numerous requests from both the community and Councillors for the completion of minor projects ranging from signs, minor traffic control devices and furniture. There is currently no budget allocation for these items. This initiative will provide for the delivery of small projects generated from both customer and Councillor requests that do not meet the requirements for referral to the Capital Improvement Program. (\$0.030 million net cost)
- 6) **Cleaning of Public Toilets** - The current budget allocation for the cleaning of public toilets needs to be increased mainly due to the addition of the Moon Reserve toilets and the additional cleaning required of existing toilet facilities for various Community Events. (\$0.020 million net cost)
- 7) **Buildings Maintenance Officer** - Minor maintenance works are currently carried out by external contractors at escalating costs due to high hourly rates for qualified trades people and distances that need to be travelled. This initiative proposes to create a position for a Buildings Maintenance Officer who will perform all general maintenance tasks for Council buildings including painting, general repairs, replacement of blown globes, small carpentry tasks, furniture relocation, clean up, deliveries, play equipment maintenance etc. This position is solely a change in the way we deliver the service. (\$0.000 million net cost - funded from a reduction in contractors costs)



8) **Buildings Technical Officer** - It is a legislative requirement for Councils to carry out Essential Safety Measures (ESM) inspections on buildings on monthly, 3 monthly and 6 monthly cycles. These inspections are currently carried out and managed by an external contractor with escalating costs. It is proposed to bring this function in house and create a new position for a Buildings Technical Officer who will be responsible to perform these mandatory ESM inspections. In addition to this, they will also be able to carry out JMAPP insurance audits, condition inspections for buildings and play equipment which are also carried out by external consultants. (\$0.000 million net cost - funded from a reduction in contractors costs)

#### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Animal Management	Health and Safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions

## 2.2 Strategic Objective 2: Minimising Environmental Impact

To achieve our objective of 'Minimising Environmental Impact', we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

#### Services

Activities	Description	(Net Cost) Revenue \$'000
Waste Management	This unit covers maintenance, <b>collection</b> and disposal of domestic wastes and <b>waste</b> related products, litter and litter bins around the Shire and cleaning of roads and other public places. The unit is responsible for managing recycling, the transfer stations and related services.	(3,596)
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	(201)

## Initiatives

9) **Strategic Waste Projects** - This initiative proposes utilising funds from the Closed Landfill Rehabilitation Reserve to employ a fixed term (2 years) Strategic Waste Officer to undertake research into Council's existing landfills, and develop a register of sites, risk analysis and action plan for the ongoing rehabilitation of the landfills. The proposal also includes an allocation of up to \$100,000 to engage suitably qualified consultants to assist with this process. In addition to the above, it is proposed that the officer would work towards a number of key actions outlined within Council's Waste Management & Resource Recovery Policy, as supported by the current Council Plan. (\$0.193 million net cost)

10) **Tree Planting** - This New Initiative recommends the establishment of a budget for the planting of new and replacement street and reserve trees within the Shire. Council is responsible for the management and maintenance of over 18,000 urban street and reserve trees. Whilst an annual budget allocation is made towards the maintenance of these trees, at present there is no budget for planting of new or replacement trees. (\$0.050 million net cost)

## Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Waste Collection	Waste Diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

## 2.3 Strategic Objective 3: Stimulating Economic Development

To achieve our objective of 'Stimulating Economic Development', we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

### Services

Activities	Description	(Net Cost) Revenue \$'000
Building Services	Ensure all building permits lodged by private building surveyors are registered in accordance with legislation, and all building department activities are undertaken within legislative timelines.	(64)
Statutory Planning	Deliver statutory planning functions of Council to ensure responsible land use and development in Moorabool.	(431)
Strategic Land Use Planning	Delivery of key strategic policies and projects that assist in the long-term development of the Shire.	(1,310)
Infrastructure Subdivision Development	Provide infrastructure support services for subdivisions and developments, whilst developing guidelines for Council to improve and provide consistency in the planning and delivery of subdivision development.	2,277
Economic Development and Tourism	The <b>economic development</b> service assists the organisation to facilitate an environment that is conducive to a sustainable and growing local business sector and provides opportunities for local residents to improve their skill levels and access employment. It also aims to develop strategies	(522)

## Initiatives

11) **Moorabool Strategic Statement (MSS) Review and Amendment Implementation** - This review and amendment will update planning scheme strategic directions, whether in terms of key settlements (Bacchus Marsh and Ballan), smaller towns or the Shire as a whole. It is required by legislation to review the performance of the planning scheme regularly. This has not been done comprehensively since 2008. The MSS is a core component of the planning scheme as it signals strategic direction for Council across the Shire. (\$0.080 million net cost)

12) **Building Inspector** - This initiative seeks to continue with the appointment of a temporary contract building inspector for the 2017/18 financial year. This will allow Council to do inspections as required, follow up on outstanding building orders and notices, and comply with legislative requirements. (\$0.050 million net cost)

13) **Bacchus Marsh Town Centre Revitalisation** - These funds will lead to the creation of a Bacchus Marsh Town Centre Alliance to direct and advise on Town Centre work that has been previously identified as actions in a range of adopted strategies. (\$0.040 million net cost)

14) **West Moorabool Heritage Study Amendments** - This initiative relates to the implementation of the Heritage Study's recommendations for Heritage overlays by means of Planning Scheme Amendment. Council has advertised the study, undertook engagement and completed a review of the study. Council is now required to implement the recommendations. (\$0.035 million net cost)

15) **Local Area Traffic Management Study** - Moorabool Shire Council has been divided into three main urban local precincts, each one bound by arterial roads or other physical barriers such as creeks or rivers. The Local Area Traffic Management (LATM) Study is concerned with the planning and management of roads that Council is responsible for within these local traffic precincts. Rather than dealing with specific sites or isolated streets LATM studies are an area wide approach that considers neighbourhood traffic related issues and their proposed solutions in the context of the local precinct. (\$0.025 million net cost)

16) **Background Studies for Precinct Structure Plan - Small Towns** - There is an urgent need to undertake preliminary background studies (Bungaree, Wallace, Dunnstown) including indicative civil engineering design of drainage, sewer, water, and roads that will enable Council to proceed with Precinct Structure Plans in the 2018/19 financial year. (\$0.020 million net cost)

17) **Annual Update of Housing Land Supply** - This initiative will fund a recurrent annual fee to update the land supply data for Council. (\$0.008 million net cost)

18) **Elaine Urban Design Framework** - As per adopted Small Towns Strategy, an Urban Design Framework is required for Elaine which identifies key civil works, landscaping and place making projects that enhance the liveability and economic resilience of the settlement. (\$0.005 million net cost)

## Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory Planning	Decision Making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100

## 2.4 Strategic Objective 4: Improving Social Outcomes

To achieve our objective of 'Improving Social Outcomes' we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

### Services

Activities	Description	(Net Cost) Revenue \$'000
Aged and Disability Services	This service provides <b>home and community care</b> , assessment and care management, volunteer coordination, and senior citizen clubs.	(185)
Planned Activity Groups	To provide social interactions for socially isolated residents in Moorabool Shire.	(67)
Meals on Wheels	To assist residents at nutritional risk with meals that have been designed by a dietitian.	0
Personal Care	To provide support and personal hygiene to residents that are unable to physically complete their own personal care.	0
Aged and Disability Brokerage	To provide brokerages services to residents that have been allocated aged care packages with physical and social support.	79
Respite	To provide support to carers of residents with high care needs.	0
Property Maintenance	Property and home maintenance for residents of Moorabool includes; mowing, washers for taps, painting, ramps, rails and bathroom renovations.	0
Community Development	Community Development is concerned with empowering and enabling the communities of Moorabool to be innovative, engaged, skilled and help them work together to improve their well-being through opportunities for partnerships, better relationships with Council and increased participation in community life.	(691)
Emergency Management	Emergency Management works to ensure Moorabool has plans in place to engage with the community and assist with preparing resilient communities that can prepare and recover from emergencies.	(122)
Recreation Development	Provide leadership, strengthen networks and partnerships to plan, develop and deliver high quality recreation participation and engagement opportunities that enhance health and wellbeing. Includes Leisure and <b>Pool Facilities</b> .	(1,122)
Library Services	Provision of fixed and rural mobile <b>library services</b> to key points throughout the Moorabool area.	(424)

Activities	Description	(Net Cost) Revenue \$'000
Youth Services	Enable youth within Moorabool to have a community voice and establish programs and activities that enhance and reward them as people.	(269)
Environmental Health	Legislative Responsibilities (Food Act 1984 ( <b>food safety</b> ), Health Act 1958, Tobacco Act 1987, Residential Tenancies Act 1997 and Local Government Act 1989). Assessments and installations of septic tanks carried out in accordance with the Environmental Protection Act and the Septic Code of Practice 2003. Ensure children in the Australian Childhood Immunisation Register target group are fully immunised.	(217)
Early Years Services	Ensure that services and infrastructure provided to children and families are well planned and respond in a way that meets the needs of the local community. Early Years Services delivers a small number of high quality family and children's programs and services that support, promote and strengthen family health and wellbeing.	(323)
Maternal & Child Health	Provision of a universal service to families with children aged 0-6 years directed at improving outcomes by the prevention, early detection, and intervention of physical, emotional or social factors known to place children at risk of not reaching their potential.	(593)
Best Start	A State Government funded early intervention program aimed at reducing disadvantage and enhancing the outcomes of children 0-8 yrs. Best Start supports communities, parents, families and service providers to improve local early years services and support.	3
Education and Care Services	Occasional Care Service provides high quality care for children aged from six months to six years with the opportunity to explore a wide range of experiences, building upon their skills, interests and abilities through play in a calm and happy environment. Supported Playgroups provide support and connection to disadvantaged families through groups and in home support. Kindergarten liaison and support which includes the management of Council owned early years facilities, including kindergarten central enrolment for 4-year-old kindergarten programs and support and management of kindergarten cluster managers/kindergarten committees of management.	(114)
Fire Prevention	Ensure safety around the Moorabool Shire through fire prevention inspections of vacant land in urban and rural living areas.	(302)
School Crossings	Provide school crossing supervisors or staff at 13 locations in Ballan and Bacchus Marsh within designated hours.	(212)

### Initiatives

19) **Aquatic Water Play Strategy** - Water Play Parks are becoming increasingly common across Australia with a number of Councils introducing zero depth play features at both existing pool facilities and other local playground and parks. The Aquatic Water Play Strategy will review the operation of the Ballan and Bacchus Marsh Outdoor Pools and examine how adequately they cater for the needs of the community. It will also identify options for expanding/improving current services and provide direction on the feasibility, locations and concept design for water play parks within Moorabool. (\$0.050 Funded from the Recreational Facilities Reserve)

20) **Ballan Recreation Reserve Masterplan** - The master plan provides a vision and strategic direction for the Reserve, identifying what it should look like and how it should function into the future. It establishes a strong and consistent direction, providing a framework for ongoing improvement. It considers the interrelationship between:

- current character and functionality of the landscape
- public expectations and needs
- emerging issues and trends
- the realities of the economic, social, environmental and legislative context of the time

The intent of the master plan is to provide a framework for future development of the Reserve over an extended time period so that ad hoc improvements are avoided and community use is maximised. The result is a plan that balances needs across a range of often conflicting interests and builds collaboration between user groups to maximise resources. (\$0.050 Funded from the Recreational Facilities Reserve)

21) **Library Extended Opening Hours** - It is proposed to extend the current opening hours of the Lerderderg Library, on 2 evenings a week, in order to better meet the needs of the local community and to allow them to utilise our resources more fully. Under this proposal the library would open from 8.30am – 8.00pm on 2 days per week, allowing the community to gain much greater value from this precious resource. (\$0.034 million net cost)

## Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Library Services	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population that receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by Culturally and Linguistically Diverse (CALD) people (Percentage of the municipal target population in relation to CALD people that receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Food Safety	Health and Safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Pool Facilities	Utilisation	Utilisation of pool facilities (The number of visits to pool facilities per head of municipal population)	Number of visits to pool facilities / Municipal population



## 2.5 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the financial year as required by section 132 of the Act and included in the 2017/18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 4) and sustainable capacity, which are not included in this Budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

## 2.6 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Providing Good Governance and Leadership	11,609	19,506	(7,897)
Minimising Environmental Impact	3,797	4,531	(734)
Stimulating Economic Development	50	3,168	(3,118)
Improving Social Outcomes	4,559	9,179	(4,621)
<b>Total activities and initiatives</b>	<b>20,014</b>	<b>36,384</b>	<b>(16,370)</b>
Other non-attributable #	5,461		
<b>Deficit before funding sources</b>	<b>25,476</b>		
<b>Funding sources:</b>			
Rates & charges	32,107		
Capital grants	2,077		
<b>Total funding sources</b>	<b>34,184</b>		
<b>Surplus for the year</b>	<b>8,708</b>		

# Other non-attributable is the sum of Depreciation, Borrowing Costs, Interest Income and Contributed Assets



### 3. Financial statements

This section presents information in regard to the Financial Statements. The budget information for the years 2018/19 to 2020/21 has been extracted from the Strategic Resource Plan.

The section includes the following budgeted information:

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

### 3.1 Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Rates and charges	31,010	32,107	33,170	34,320	35,521
Statutory fees and fines	692	877	898	919	940
User fees	1,904	2,476	2,633	2,827	2,975
Contributions - monetary	100	2,157	859	1,476	3,829
Contributions - non-monetary assets	4,635	4,635	4,728	4,822	4,919
Grants - Operating (recurrent)	9,076	9,312	9,714	10,136	10,562
Grants - Operating (non-recurrent)	700	165	158	167	176
Grants - Capital (recurrent)	2,899	879	879	879	900
Grants - Capital (non-recurrent)	5,705	1,198	0	1,500	6,550
Other income	3,569	1,013	1,033	1,054	1,075
Interest received	362	444	522	601	745
<b>Total income</b>	<b>60,652</b>	<b>55,262</b>	<b>54,592</b>	<b>58,701</b>	<b>68,192</b>
<b>Expenses</b>					
Employee costs	17,788	19,183	20,104	20,622	21,224
Materials and services	18,359	14,576	14,426	16,090	15,447
Depreciation and amortisation	9,961	9,664	10,182	11,394	11,945
Finance costs	790	876	901	877	823
Other expenses	704	755	770	785	801
Net gain on disposal of property, infrastructure, plant and equipment	1,407	1,500	1,500	1,500	1,500
<b>Total expenses</b>	<b>49,009</b>	<b>46,554</b>	<b>47,883</b>	<b>51,268</b>	<b>51,739</b>
<b>Surplus (deficit) for the year</b>	<b>11,643</b>	<b>8,708</b>	<b>6,709</b>	<b>7,433</b>	<b>16,452</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit:</b>					
Impairment of fire impacted infrastructure	0	0	0	0	0
Net asset revaluation increment/(decrement)	0	35,682	0	39,476	0
Share of other comprehensive income of associates and joint ventures accounted for by the equity method	0	0	0	0	0
<b>Comprehensive result</b>	<b>11,643</b>	<b>44,390</b>	<b>6,709</b>	<b>46,909</b>	<b>16,452</b>

## 3.2 Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	10,121	12,128	15,427	19,218	22,589
Trade and other receivables	5,035	4,593	4,716	4,852	4,991
Non current assets classified as held for sale	0	0	0	0	0
Other assets	1,301	1,301	1,301	1,301	1,301
<b>Total current assets</b>	<b>16,457</b>	<b>18,023</b>	<b>21,444</b>	<b>25,371</b>	<b>28,882</b>
<b>Non-current assets</b>					
Trade and other receivables	117	117	117	117	117
Property, infrastructure, plant & equipment	480,013	523,718	530,082	573,795	586,976
Other non-current assets	0	0	0	0	0
<b>Total non-current assets</b>	<b>480,130</b>	<b>523,835</b>	<b>530,199</b>	<b>573,912</b>	<b>587,093</b>
<b>Total assets</b>	<b>496,587</b>	<b>541,858</b>	<b>551,643</b>	<b>599,283</b>	<b>615,975</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	3,967	3,833	3,799	4,219	4,062
Trust funds and deposits	534	534	534	534	534
Provisions	4,078	4,542	5,022	5,514	6,021
Interest-bearing loans and borrowings	1,364	1,121	1,120	727	4,804
<b>Total current liabilities</b>	<b>9,943</b>	<b>10,030</b>	<b>10,475</b>	<b>10,994</b>	<b>15,421</b>
<b>Non-current liabilities</b>					
Provisions	1,541	1,648	1,759	1,873	1,991
Interest-bearing loans and borrowings	15,037	15,723	18,242	18,339	14,035
<b>Total non-current liabilities</b>	<b>16,578</b>	<b>17,372</b>	<b>20,002</b>	<b>20,213</b>	<b>16,026</b>
<b>Total liabilities</b>	<b>26,521</b>	<b>27,401</b>	<b>30,477</b>	<b>31,207</b>	<b>31,447</b>
<b>Net assets</b>	<b>470,066</b>	<b>514,456</b>	<b>521,165</b>	<b>568,075</b>	<b>584,527</b>
<b>Equity</b>					
Accumulated surplus	147,277	154,265	158,778	163,310	176,718
Asset revaluation reserve	314,680	350,362	350,362	389,839	389,839
Other reserves	8,108	9,829	12,025	14,926	17,970
<b>Total equity</b>	<b>470,066</b>	<b>514,456</b>	<b>521,165</b>	<b>568,075</b>	<b>584,527</b>

### 3.3 Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2016/2017 Forecast</b>				
Balance at beginning of the financial year	458,423	138,035	314,680	5,708
Surplus (deficit) for the year	11,643	11,643	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(2,500)	0	2,500
Transfer from other reserves	0	100	0	(100)
<b>Balance at end of the financial year</b>	<b>470,066</b>	<b>147,277</b>	<b>314,680</b>	<b>8,108</b>
<b>2017/2018 Budget</b>				
Balance at beginning of the financial year	470,066	147,277	314,680	8,108
Surplus (deficit) for the year	44,390	44,390	0	0
Net asset revaluation increment (decrement)	0	(35,682)	35,682	0
Transfer to other reserves	0	(4,170)	0	4,170
Transfer from other reserves	0	2,450	0	(2,450)
<b>Balance at end of the financial year</b>	<b>514,456</b>	<b>154,265</b>	<b>350,362</b>	<b>9,829</b>
<b>2018/2019 Strategic Resource Plan</b>				
Balance at beginning of the financial year	514,456	154,265	350,362	9,829
Surplus (deficit) for the year	6,709	6,709	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(3,148)	0	3,148
Transfer from other reserves	0	951	0	(951)
<b>Balance at end of the financial year</b>	<b>521,165</b>	<b>158,778</b>	<b>350,362</b>	<b>12,025</b>
<b>2019/2020 Strategic Resource Plan</b>				
Balance at beginning of the financial year	521,165	158,778	350,362	12,025
Surplus (deficit) for the year	46,909	46,909	0	0
Net asset revaluation increment (decrement)	0	(39,476)	39,476	0
Transfer to other reserves	0	(4,377)	0	4,377
Transfer from other reserves	0	1,476	0	(1,476)
<b>Balance at end of the financial year</b>	<b>568,075</b>	<b>163,310</b>	<b>389,839</b>	<b>14,926</b>
<b>2020/2021 Strategic Resource Plan</b>				
Balance at beginning of the financial year	568,075	163,310	389,839	14,926
Surplus (deficit) for the year	16,452	16,452	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(6,873)	0	6,873
Transfer from other reserves	0	3,829	0	(3,829)
<b>Balance at end of the financial year</b>	<b>584,527</b>	<b>176,718</b>	<b>389,839</b>	<b>17,970</b>

### 3.4 Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	31,174	32,550	33,047	34,184	35,382
Statutory fees and fines	692	877	898	919	940
User fees	1,904	2,476	2,633	2,827	2,975
Contributions - monetary	0	2,157	859	1,476	3,829
Grants - operating	9,776	9,477	9,872	10,303	10,738
Grants - capital	8,604	2,077	879	2,379	7,450
Interest received	362	444	522	601	745
Other receipts	3,669	1,013	1,033	1,054	1,075
Employee costs	(17,217)	(18,611)	(19,513)	(20,016)	(20,601)
Materials and consumables	(18,539)	(14,710)	(14,459)	(15,670)	(15,603)
Other payments	(705)	(755)	(770)	(785)	(801)
Net cash provided by operating activities	19,721	16,993	14,999	17,272	26,129
<b>Cash flows from investing activities</b>					
Payments for property, plant and equipment	(23,955)	(14,922)	(13,696)	(12,694)	(22,100)
Proceeds from sale of property, plant and equipment	1,334	370	377	385	393
Net cash used in investing activities	(22,621)	(14,552)	(13,318)	(12,309)	(21,708)
<b>Cash flows from financing activities</b>					
Finance costs	(790)	(876)	(901)	(877)	(823)
Proceeds from borrowings	2,790	1,806	3,639	824	500
Repayment of borrowings	(1,431)	(1,364)	(1,121)	(1,120)	(727)
Net cash provided by (used in) financing activities	569	(434)	1,617	(1,173)	(1,050)
<b>Net (decrease) increase in cash &amp; cash equivalents</b>	(2,331)	2,008	3,297	3,791	3,372
Cash and cash equivalents at beginning of the financial year	12,452	10,121	12,128	15,427	19,218
<b>Cash and cash equivalents at end of the financial year</b>	<b>10,121</b>	<b>12,128</b>	<b>15,427</b>	<b>19,218</b>	<b>22,589</b>

### 3.5 Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>					
Land	0	0	0	0	0
Buildings	4,467	2,864	3,629	4,337	6,242
Building improvements	0	0	0	0	0
<b>Total property</b>	<b>4,467</b>	<b>2,864</b>	<b>3,629</b>	<b>4,337</b>	<b>6,242</b>
<b>Plant and equipment</b>					
Plant, machinery and equipment	1,688	1,820	2,404	1,816	2,941
Computers and telecommunications	0	0	0	0	0
Library books	99	0	0	0	0
<b>Total plant and equipment</b>	<b>1,787</b>	<b>1,820</b>	<b>2,404</b>	<b>1,816</b>	<b>2,941</b>
<b>Infrastructure</b>					
Roads	17,474	5,468	2,185	-636	4,654
Bridges	884	881	809	750	1,305
Footpaths	623	879	807	748	1,302
Drainage	0	0	100	120	200
Recreational, leisure and community facilities	1,896	3,001	3,754	5,553	5,444
Parks, open space and streetscapes	165	0	0	0	0
Other infrastructure	167	8	7	7	12
<b>Total infrastructure</b>	<b>21,209</b>	<b>10,238</b>	<b>7,662</b>	<b>6,541</b>	<b>12,917</b>
<b>Total capital works expenditure</b>	<b>27,463</b>	<b>14,922</b>	<b>13,696</b>	<b>12,694</b>	<b>22,100</b>
<b>Represented by:</b>					
Asset renewal expenditure	11,589	9,981	9,161	8,491	14,782
New asset expenditure	10,978	3,983	3,656	3,388	5,899
Asset upgrade expenditure	4,896	958	879	815	1,418
Asset expansion expenditure	0	0	0	0	0
<b>Total capital works expenditure</b>	<b>27,463</b>	<b>14,922</b>	<b>13,696</b>	<b>12,694</b>	<b>22,100</b>

### 3.6 Statement of Human Resources

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	17,788	19,183	20,104	20,622	21,224
Employee costs - capital	920	930	975	1,000	1,029
<b>Total staff expenditure</b>	<b>18,708</b>	<b>20,113</b>	<b>21,078</b>	<b>21,622</b>	<b>22,253</b>
	EFT	EFT	EFT	EFT	EFT
<b>Staff numbers</b>					
Employees	207.9	208.4	210.4	211.9	213.4
<b>Total staff numbers</b>	<b>207.9</b>	<b>208.4</b>	<b>210.4</b>	<b>211.9</b>	<b>213.4</b>

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
CEO's Office	376	376	0
Growth and Development	5,561	4,354	1,207
Community Services	5,517	2,177	3,340
Infrastructure Services	7,293	7,193	100
Total permanent staff expenditure	18,748	14,101	4,647
Casuals and other expenditure	436		
Capitalised labour costs	930		
<b>Total</b>	<b>20,113</b>		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
CEO's Office	2.0	2.0	0.0
Growth and Development	58.8	46.0	12.8
Community Services	58.3	23.0	35.3
Infrastructure Services	77.1	76.0	1.1
Total permanent staff expenditure	196.1	147.0	49.1
Casuals and other expenditure	4.6		
Capitalised labour costs	7.7		
<b>Total</b>	<b>208.4</b>		

## 4. Financial performance indicators

### 4.3 Financial performance indicators

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

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan			Trend +/-
			Actual 2016/17	2017/18	Projections 2018/19	2019/20	2020/21	
<b>Operating position</b>								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	2.2%	1.4%	2.1%	-0.7%	2.0%	+
<b>Liquidity</b>								
Working capital	Current assets / current liabilities	2	165.5%	179.7%	204.7%	230.8%	187.3%	+
Unrestricted cash	Unrestricted cash / current liabilities		20.2%	22.9%	22.6%	29.6%	23.2%	+
<b>Obligations</b>								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	52.9%	52.5%	58.4%	55.6%	53.0%	o
Loans and borrowings	Interest and principal repayments / rate revenue		7.1%	6.9%	6.1%	5.8%	4.4%	+
Indebtedness	Non-current liabilities / own source revenue		44.2%	47.1%	52.3%	50.9%	38.8%	-
Asset renewal	Asset renewal expenditure / depreciation	4	116.3%	103.3%	90.0%	74.5%	123.8%	-
<b>Stability</b>								
Rates concentration	Rate revenue / adjusted underlying revenue	5	56.5%	61.9%	61.7%	61.6%	61.4%	o
Rates effort	Rate revenue / property values (CIV)		0.0005%	0.0005%	0.0005%	0.0005%	0.0005%	o
<b>Efficiency</b>								
Expenditure level	Total expenditure / no. of assessments		\$3,072	\$2,875	\$2,885	\$3,014	\$2,967	+
Revenue level	Residential rate revenue / No. of residential assessments		\$1,520	\$1,558	\$1,571	\$1,586	\$1,601	+
Workforce turnover	No. of resignations & terminations / average no. of staff		9.6%	6.7%	6.6%	6.6%	6.9%	+

Key to Forecast Trend:

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



## Notes to indicators

**1 Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

**2 Working capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to increase in the 2017/18 year. The trend in later years is to remain steady at an acceptable level.

**3 Debt compared to rates** - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

**4 Asset renewal** - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

**5 Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

## 5. Other budget information (required by the Regulations)

This section presents other budget related information required by the Regulations.

This section includes the following statements and reports

- 5.1.1 Grants operating
- 5.1.2 Grants capital
- 5.1.3 Statement of borrowings

### 5.1.1 Grants - operating (\$0.299 million decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants has decreased by 3.1% or \$0.299 million compared to 2016/17. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Operating Grant Funding Type and Source	Forecast	Budget	Variance
	Actual 2016/17 \$'000	2017/18 \$'000	\$'000
<i>Recurrent - Commonwealth Government</i>			
Victorian Grants Commission	5,884	6,119	235
<i>Recurrent - State Government</i>			
Aged and Disability	2,249	2,236	(13)
School Crossing Supervisors	52	52	-
Library	252	259	6
Early Years Services	233	241	7
Maternal and Child Health	284	284	-
Fire Services Levy Support	46	48	2
Immunizations	15	15	-
Youth Services	42	42	-
Environment	18	17	(1)
<b>Total recurrent grants</b>	<b>9,076</b>	<b>9,312</b>	<b>236</b>
<i>Non-recurrent - State Government</i>			
Early Years Services	21	-	(21)
Emergency Management	120	120	-
Valuations	93	-	(93)
Environment	132	25	(107)
Youth Services	22	20	(2)
Strategic Planning Projects	233	-	(233)
<i>Non-recurrent - Commonwealth Government</i>			
Emergency Recovery	80	-	(80)
<b>Total non-recurrent grants</b>	<b>700</b>	<b>165</b>	<b>(536)</b>
<b>Total Grants - Operating</b>	<b>9,776</b>	<b>9,477</b>	<b>(299)</b>

### 5.1.2 Grants - capital (\$6.527 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 75.9% or \$6.527 million compared to 2016/17. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2017/18 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grant Funding Type and Source	Forecast		Variance
	Actual 2016/17 \$'000	Budget 2017/18 \$'000	
<i>Recurrent - Commonwealth Government</i>			
Roads to Recovery	2,899	879	(2,020)
<i>Recurrent - State Government</i>			
Total recurrent grants	<b>2,899</b>	<b>879</b>	<b>(2,020)</b>
<i>Non-recurrent - Commonwealth Government</i>			
Roads	3,767	450	(3,317)
<i>Non-recurrent - State Government</i>			
Recreational and Leisure	338	748	410
Buildings	1,600	-	(1,600)
Total non-recurrent grants	<b>5,705</b>	<b>1,198</b>	<b>(4,507)</b>
<b>Total Grants - Capital</b>	<b>8,604</b>	<b>2,077</b>	<b>(6,527)</b>

### 5.1.3 Statement of borrowings

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

	2016/17 \$	2017/18 \$
Total amount borrowed as at 30 June of the prior year	15,042,714	<b>16,401,366</b>
Total amount to be borrowed	2,790,000	<b>1,806,400</b>
Total amount projected to be redeemed	(1,431,348)	<b>(1,363,984)</b>
Total amount proposed to be borrowed as at 30 June	16,401,366	<b>16,843,782</b>

## 6. Detailed list of capital works

This section presents a listing of the capital works projects that will be undertaken for the 2017/18 year.

The capital works projects are grouped by class and include the following:

- New works for 2017/18
- Works carried forward from the 2016/2017 year.

## Capital works program

For the year ending 30 June 2018

### 6.1 New works for 2017/18

Capital Works Area	Summary of Funding Sources				
	Project Cost \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Loans \$'000
<b>PROPERTY</b>					
<b>BUILDINGS</b>					
<b>Asset Renewal Expenditure</b>					
Various Asset Renewal Projects	440	0	0	440	0
Ballan Swimming Pool - Pump/Plant Room	23	0	0	23	0
Bungaree Hall - Replacement of Concrete Canopy	25	0	0	25	0
Navigators Tennis Court - Replacement of Retaining Wall	20	0	0	20	0
<b>Total Asset Renewal Expenditure</b>	<b>508</b>	<b>0</b>	<b>0</b>	<b>508</b>	<b>0</b>
<b>New Asset Expenditure</b>					
Ballan Depot	1,500	0	0	500	1,000
<b>Total New Asset Expenditure</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>1,000</b>
<b>Asset Upgrade Expenditure</b>					
Maddingley Park Pavilion Improvements	120	60	0	60	0
<b>Total Asset Upgrade Expenditure</b>	<b>120</b>	<b>60</b>	<b>0</b>	<b>60</b>	<b>0</b>
<b>TOTAL BUILDINGS</b>	<b>2,128</b>	<b>60</b>	<b>0</b>	<b>1,068</b>	<b>1,000</b>
<b>TOTAL PROPERTY</b>	<b>2,128</b>	<b>60</b>	<b>0</b>	<b>1,068</b>	<b>1,000</b>
<b>PLANT &amp; EQUIPMENT</b>					
<b>PLANT, MACHINERY &amp; EQUIPMENT</b>					
<b>Asset Renewal Expenditure</b>					
Plant Replacement Program/Library Stock	1,820	0	0	1,820	0
<b>Total Asset Renewal Expenditure</b>	<b>1,820</b>	<b>0</b>	<b>0</b>	<b>1,820</b>	<b>0</b>
<b>TOTAL PLANT, MACHINERY &amp; EQUIPMENT</b>	<b>1,820</b>	<b>0</b>	<b>0</b>	<b>1,820</b>	<b>0</b>
<b>TOTAL PLANT &amp; EQUIPMENT</b>	<b>1,820</b>	<b>0</b>	<b>0</b>	<b>1,820</b>	<b>0</b>

Capital Works Area	Summary of Funding Sources				
	Project Cost	Grants	Contributions	Council Cash	Loans
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INFRASTRUCTURE</b>					
<b>ROADS</b>					
<b>Asset Renewal Expenditure</b>					
Preplanning Allocation	70	0	0	70	0
Berry Street, Ballan - Pavement Rehabilitation & Widening	500	0	0	0	500
Carween Lane, Ballan - Pavement Rehabilitation	208	0	0	208	0
Butter Factory Road, Wallace - Pavement Rehabilitation & Widening	250	150	0	100	0
Egerton-Ballark Road, Bungal - Pavement Rehabilitation	524	524	0	0	0
Triggs Road, Bungaree - Pavement Rehabilitation	205	205	0	0	0
Woolpack Road, Bacchus Marsh - Pavement Rehabilitation & Widening	465	0	0	158	306
Old Melbourne Road, Gordon - Pavement Rehabilitation & Widening	549	0	0	549	0
Halletts Way, Darley - Deep Lift Asphalt (in conjunction with VicRoads freeway ramps project)	250	0	0	250	0
Fisken Street, Bacchus Marsh - Asphalt Treatment	50	0	0	50	0
Behind Bacchus Marsh Public Hall, Bacchus Marsh - Asphalt Overlay	25	0	0	25	0
Clarkes Road, Glen Park - Preplanning	35	0	0	35	0
Old Western Highway, Gordon - Preplanning	30	0	0	30	0
Myrniong-Korobeit Road, Myrniong - Preplanning	30	0	0	30	0
Gordon Township Improvements Package, Gordon - Preplanning	50	0	0	50	0
Ballan-Meredith Road, Mt Wallace - Final Seal	38	0	0	38	0
Berry Street/Spencer Road, Ballan - Final Seal	22	0	0	22	0
Dunnstown-Yendon Road, Yendon - Sprayed Reseal	37	0	0	37	0
Dunnstown-Yendon Road, Dunnstown - Final Seal	46	0	0	46	0
Egerton-Ballark Road, Bungal - Final Seal	44	0	0	44	0
Egerton-Ballark Road, Mount Egerton - Final Seal	14	0	0	14	0
Gordon Egerton Road, Mount Egerton - Final Seal	31	0	0	31	0
Griffith Street, Maddingley - Sprayed Reseal	11	0	0	11	0
Hopetoun Park Road, Hopetoun Park - Sprayed Reseal	30	0	0	30	0
Lerderberg Gorge Road, Darley - Final Seal	77	0	0	77	0
Lesters Road, Bungaree - Final Seal	37	0	0	37	0
Main Street, Gordon - Sprayed Reseal	14	0	0	14	0
Main Street, Gordon - Sprayed Reseal	25	0	0	25	0
Myrniong-Korobeit Road, Myrniong - Sprayed Reseal	11	0	0	11	0
Myrniong-Korobeit Road, Myrniong - Sprayed Reseal	32	0	0	32	0
Navigators Road, Navigators - Final Seal	27	0	0	27	0
Old Melbourne Road, Gordon - Sprayed Reseal & Heavy Patching	26	0	0	26	0
Old Melbourne Road, Millbrook - Sprayed Reseal & Heavy Patching	23	0	0	23	0
Old Melbourne Road, Millbrook - Sprayed Reseal	7	0	0	7	0

Capital Works Area	Summary of Funding Sources				
	Project Cost	Grants	Contributions	Council Cash	Loans
	\$'000	\$'000	\$'000	\$'000	\$'000
Old Melbourne Road, Millbrook - Sprayed Reseal	14	0	0	14	0
Old Western Highway, Gordon - Sprayed Reseal & Heavy Patching	26	0	0	26	0
Old Western Highway, Gordon - Sprayed Reseal & Heavy Patching	13	0	0	13	0
Ormond Road, Springbank - Final Seal	9	0	0	9	0
Gordon-Egerton Road, Mount Egerton - Sprayed Reseal	5	0	0	5	0
Yendon-Egerton Road, Mount Egerton - Sprayed Reseal	27	0	0	27	0
Ingliston Road, Ingliston - Gravel Road Resheet	71	0	0	71	0
Ingliston Road, Ingliston - Gravel Road Resheet	50	0	0	50	0
Ingliston Road, Ingliston - Gravel Road Resheet	150	0	0	150	0
Bences Lane, Ballan - Gravel Road Resheet	60	0	0	60	0
Mount Doran Road, Elaine - Gravel Road Resheet	79	0	0	79	0
Mount Doran-Egerton Road, Mount Doran - Gravel Road Resheet	82	0	0	82	0
Morrison's Lane, Korobeit - Gravel Road Resheet	133	0	0	133	0
Gillespies Lane, Ballan - Shoulder Resheet	26	0	0	26	0
Greens Lane, Beremboke - Shoulder Resheet	11	0	0	11	0
Myrniong-Korobeit Road, Myrniong - Shoulder Resheet	65	0	0	65	0
Duncan Street, Ballan - Kerb & Channel	83	0	0	83	0
Links Road, Darley - Kerb & Channel	75	0	0	75	0
<b>Total Asset Renewal Expenditure</b>	<b>4,771</b>	<b>879</b>	<b>0</b>	<b>3,086</b>	<b>806</b>
<b>New Asset Expenditure</b>					
Bennett Street Pedestrian Crossing	67	0	0	67	0
<b>Total New Asset Expenditure</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>0</b>
<b>TOTAL ROADS</b>	<b>4,838</b>	<b>879</b>	<b>0</b>	<b>3,153</b>	<b>806</b>
<b>BRIDGES</b>					
<b>Asset Renewal Expenditure</b>					
Old Melbourne Road, Ballan - Deck Overlay & Abutment Strengthening Works	300	0	0	300	0
Dog Trap Gully Road, Rowsley - Stringer Replacement	80	0	0	80	0
Yendon-Egerton Road, Millbrook - Concrete Invert Lining - Preplanning	25	0	0	25	0
<b>Total Asset Renewal Expenditure</b>	<b>405</b>	<b>0</b>	<b>0</b>	<b>405</b>	<b>0</b>
<b>TOTAL BRIDGES</b>	<b>405</b>	<b>0</b>	<b>0</b>	<b>405</b>	<b>0</b>
<b>FOOTPATHS &amp; CYCLEWAYS</b>					
<b>Asset Renewal Expenditure</b>					
Inglis Street, Ballan	400	0	0	400	0
<b>Total Asset Renewal Expenditure</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>



Capital Works Area	Summary of Funding Sources				
	Project Cost \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Loans \$'000
<b>New Asset Expenditure</b>					
Wittick Street, Darley	85	0	0	85	0
<b>Total New Asset Expenditure</b>	<b>85</b>	<b>0</b>	<b>0</b>	<b>85</b>	<b>0</b>
<b>Asset Upgrade Expenditure</b>					
DDA Upgrade Program (annual program) - Upgrade pedestrian crossings and footpaths to ensure DDA compliance	20	0	0	20	0
<b>Total Asset Upgrade Expenditure</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>0</b>
<b>TOTAL FOOTPATHS &amp; CYCLEWAYS</b>	<b>505</b>	<b>0</b>	<b>0</b>	<b>505</b>	<b>0</b>
<b>RECREATIONAL, LEISURE &amp; COMMUNITY FACILITIES</b>					
<b>New Asset Expenditure</b>					
Bacchus Marsh Racecourse Reserve Sporting Facilities	1,450	200	0	1,250	0
<b>Total New Asset Expenditure</b>	<b>1,450</b>	<b>200</b>	<b>0</b>	<b>1,250</b>	<b>0</b>
<b>Asset Upgrade Expenditure</b>					
Concept Planning for Sports Field Lighting	60	0	0	60	0
Community Development Fund	100	0	0	100	0
<b>Total Asset Upgrade Expenditure</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>0</b>
<b>TOTAL RECREATIONAL, LEISURE &amp; COMMUNITY FACILITIES</b>	<b>1,610</b>	<b>200</b>	<b>0</b>	<b>1,410</b>	<b>0</b>
<b>OTHER INFRASTRUCTURE</b>					
<b>New Asset Expenditure</b>					
Bus Shelter / Bus Route Development Program - New School Bus Shelters	8	0	0	8	0
<b>Total New Asset Expenditure</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>
<b>TOTAL OTHER INFRASTRUCTURE</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>7,366</b>	<b>1,079</b>	<b>0</b>	<b>5,481</b>	<b>806</b>
<b>TOTAL NEW CAPITAL WORKS 2017/18</b>	<b>11,314</b>	<b>1,139</b>	<b>0</b>	<b>8,369</b>	<b>1,806</b>

6.2 Works carried forward from the 2016/2017 year.

Capital Works Area	Summary of Funding Sources				
	Project Cost \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Loans \$'000
<b>PROPERTY</b>					
<b>BUILDINGS</b>					
<b>Asset Renewal Expenditure</b>					
Balliang Public Hall - BBQ and Seating	26	0	0	26	0
Bacchus Marsh Swimming Pool	58	0	0	58	0
Ballan Swimming Pool	69	0	0	69	0
<b>Total Asset Renewal Expenditure</b>	<b>154</b>	<b>0</b>	<b>0</b>	<b>154</b>	<b>0</b>
<b>New Asset Expenditure</b>					
Ballan Depot	110	0	0	110	0
<b>Total New Asset Expenditure</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>0</b>
<b>Asset Upgrade Expenditure</b>					
Maddingley Park Pavilion Improvements	140	60	0	80	0
Clarendon Community Hub	333	0	0	333	0
<b>Total Asset Upgrade Expenditure</b>	<b>473</b>	<b>60</b>	<b>0</b>	<b>413</b>	<b>0</b>
<b>TOTAL BUILDINGS</b>	<b>737</b>	<b>60</b>	<b>0</b>	<b>677</b>	<b>0</b>
<b>TOTAL PROPERTY</b>	<b>737</b>	<b>60</b>	<b>0</b>	<b>677</b>	<b>0</b>
<b>INFRASTRUCTURE</b>					
<b>ROADS</b>					
<b>Asset Renewal Expenditure</b>					
Butter Factory Road, Wallace - Road Rehabilitation	230	0	0	230	0
<b>Total Asset Renewal Expenditure</b>	<b>230</b>	<b>0</b>	<b>0</b>	<b>230</b>	<b>0</b>
<b>New Asset Expenditure</b>					
Haddon Drive, Ballan - Extension	400	450	0	-50	0
<b>Total New Asset Expenditure</b>	<b>400</b>	<b>450</b>	<b>0</b>	<b>-50</b>	<b>0</b>
<b>TOTAL ROADS</b>	<b>630</b>	<b>450</b>	<b>0</b>	<b>180</b>	<b>0</b>
<b>BRIDGES</b>					
<b>Asset Renewal Expenditure</b>					
Butter Factory Road, Wallace	476	0	0	476	0
<b>Total Asset Renewal Expenditure</b>	<b>476</b>	<b>0</b>	<b>0</b>	<b>476</b>	<b>0</b>
<b>TOTAL BRIDGES</b>	<b>476</b>	<b>0</b>	<b>0</b>	<b>476</b>	<b>0</b>

Capital Works Area	Summary of Funding Sources				
	Project Cost \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Loans \$'000
<b>FOOTPATHS &amp; CYCLEWAYS</b>					
<b>Asset Renewal Expenditure</b>					
Inglis Street, Ballan	374	0	0	374	0
Total Asset Renewal Expenditure	374	0	0	374	0
<b>TOTAL FOOTPATHS &amp; CYCLEWAYS</b>					
	374	0	0	374	0
<b>RECREATIONAL, LEISURE &amp; COMMUNITY FACILITIES</b>					
<b>Asset Renewal Expenditure</b>					
Bacchus Marsh Racecourse Reserve Sporting Facilities	843	100	0	743	0
Total Asset Renewal Expenditure	843	100	0	743	0
<b>New Asset Expenditure</b>					
Masons Lane Training Lighting	238	100	0	138	0
Bacchus Marsh BMX Club - Race Track Development	125	100	0	25	0
Total New Asset Expenditure	363	200	0	163	0
<b>Asset Upgrade Expenditure</b>					
Navigators Tennis Club Improvements	20	3	0	17	0
Ballan Recreation Reserve Netball/Tennis Court Reconstruction	165	125	0	40	0
Total Asset Upgrade Expenditure	185	128	0	57	0
<b>TOTAL RECREATIONAL, LEISURE &amp; COMMUNITY FACILITIES</b>					
	1,391	428	0	963	0
<b>TOTAL CARRIED FORWARD WORKS 2016/17</b>					
	3,608	938	0	2,670	0
<b>Represented by:</b>					
Asset Renewal Expenditure	9,981	979	0	8,196	806
New Asset Expenditure	3,983	850	0	2,133	1,000
Asset Upgrade Expenditure	958	248	0	710	0
Asset expansion expenditure	0	0	0	0	0
	14,922	2,077	0	11,039	1,806

## 7. Rates and charges

This section presents information which the Act and the Regulations require to be disclosed in the Council's annual budget.

### 7. Rates and charges

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

Type or class of land	2016/17 cents/\$CIV	2017/18 cents/\$CIV	Change
Commercial & Industrial Rate	0.006528	<b>0.006668</b>	<b>2.1%</b>
Commercial & Industrial Vacant Land	0.010607	<b>0.010835</b>	<b>2.1%</b>
Extractive Industry Rate	0.012729	<b>0.013002</b>	<b>2.1%</b>
Farm Rate	0.003182	<b>0.003250</b>	<b>2.1%</b>
General Rate	0.004080	<b>0.004167</b>	<b>2.1%</b>
Vacant Land General	0.008567	<b>0.008751</b>	<b>2.1%</b>
Vacant Land FZ and RCZ	0.004080	<b>0.004167</b>	<b>2.1%</b>
Vacant Land GRZ	0.010199	<b>0.010418</b>	<b>2.1%</b>
Residential Retirement Villages	0.003671	<b>0.003751</b>	<b>2.2%</b>

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

Type or class of land	2016/17 \$	2017/18 \$	Change
Commercial & Industrial Rate	1,855,365	<b>1,947,909</b>	<b>5.0%</b>
Commercial & Industrial Vacant Land	229,875	<b>184,346</b>	<b>-19.8%</b>
Extractive Industry Rate	282,253	<b>288,306</b>	<b>2.1%</b>
Farm Rate	3,212,499	<b>3,205,052</b>	<b>-0.2%</b>
General Rate	17,951,408	<b>18,901,252</b>	<b>5.3%</b>
Vacant Land General	924,671	<b>844,293</b>	<b>-8.7%</b>
Vacant Land FZ and RCZ	736,077	<b>771,338</b>	<b>4.8%</b>
Vacant Land GRZ	1,406,921	<b>1,358,404</b>	<b>-3.4%</b>
Residential Retirement Villages	141,732	<b>160,329</b>	<b>13.1%</b>
<b>Total amount to be raised by general rates</b>	<b>26,740,801</b>	<b>27,661,230</b>	<b>3.4%</b>

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

Type or class of land	2016/17 \$	2017/18 \$	Change
Commercial & Industrial Rate	531	<b>545</b>	<b>2.6%</b>
Commercial & Industrial Vacant Land	66	<b>60</b>	<b>-9.1%</b>
Extractive Industry Rate	14	<b>14</b>	<b>0.0%</b>
Farm Rate	1,443	<b>1,409</b>	<b>-2.4%</b>
General Rate	11,808	<b>12,128</b>	<b>2.7%</b>
Vacant Land General	562	<b>525</b>	<b>-6.6%</b>
Vacant Land FZ and RCZ	699	<b>698</b>	<b>-0.1%</b>
Vacant Land GRZ	655	<b>625</b>	<b>-4.6%</b>
Residential Retirement Villages	175	<b>189</b>	<b>8.0%</b>
<b>Total number of assessments</b>	<b>15,953</b>	<b>16,193</b>	<b>1.5%</b>

**7.4 The basis of valuation to be used is the Capital Improved Value (CIV)**

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

Type or class of land	2016/17 \$	2017/18 \$	Change
Commercial & Industrial Rate	284,260,000	292,142,000	2.8%
Commercial & Industrial Vacant Land	21,672,000	17,014,000	-21.5%
Extractive Industry Rate	22,174,000	22,174,000	0.0%
Farm Rate	1,009,585,000	986,020,000	-2.3%
General Rate	4,399,855,000	4,535,611,000	3.1%
Vacant Land General	107,934,000	96,476,000	-10.6%
Vacant Land FZ and RCZ	180,411,000	185,093,000	2.6%
Vacant Land GRZ	137,947,000	130,387,000	-5.5%
Residential Retirement Villages	38,598,000	42,748,000	10.8%
<b>Total value of land</b>	<b>6,202,436,000</b>	<b>6,307,665,000</b>	<b>1.7%</b>

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

Type of Charge	Per Rateable Property 2016/17 \$	Per Rateable Property 2017/18 \$	Change
Waste Management	90	101	12.2%
Domestic Waste Collection	144	144	0.0%
Kerbside Greenwaste *	100	80	-20.0%
State Landfill Levy Charge	45	35	-22.2%
<b>Total</b>	<b>379</b>	<b>360</b>	<b>-5.0%</b>

\* Greenwaste collection service became available in January 2017 - fee was \$50 for 2016/17. The annualised charge for 2016/17 was set at \$100.

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

Type of Charge	2016/17 \$	2017/18 \$	Change
Waste Management	1,383,120	1,576,206	14.0%
Domestic Waste Collection	1,741,104	1,824,624	4.8%
Kerbside Greenwaste	160,000	144,000	-10.0%
Commercial Garbage	96,849	100,320	3.6%
State Landfill Levy Charge	691,560	546,210	-21.0%
<b>Total</b>	<b>4,072,633</b>	<b>4,191,360</b>	<b>2.9%</b>

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

Type of Charge	2016/17 \$	2017/18 \$	Change
General Rates	26,740,801	<b>27,661,230</b>	<b>3.4%</b>
Waste and garbage services	4,072,633	<b>4,191,360</b>	<b>2.9%</b>
Supplementary rates and charges	230,000	<b>254,910</b>	<b>10.8%</b>
<b>Total</b>	<b>31,043,434</b>	<b>32,107,500</b>	<b>3.4%</b>

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

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

- The making of supplementary valuations (2017/18: estimated \$254,910, 2016/17: \$230,000)
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

## 7.10 Differential rates

### Rates to be levied

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

### General Developed Land

#### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

- Construction and maintenance of public infrastructure; and
- Development and provision of health and community services; and
- Provision of general support services.

#### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

#### Definition:

Any land:

- on which a dwelling is lawfully erected and occupied for the principal purpose of physically accommodating persons; and
- which does not have the characteristics of:
  - Commercial and Industrial Land;
  - Vacant Commercial and Industrial Land;
  - Extractive Industry Land;
  - Farm Land;
  - Residential Retirement Villages Land;
  - Vacant General Land;
  - Vacant FZ and RCZ Land; or
  - Vacant GRZ Land.

## **Commercial / Industrial Land**

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

- Construction and maintenance of public infrastructure; and
- Development and provision of health and community services; and
- Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

### Definition:

Any land which is lawfully used:

- for the principal purpose of carrying out the manufacturing or productions of goods; or
- for the principal purpose of carrying out trade in goods or services.



## **Vacant Commercial / Industrial Land**

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

- Construction and maintenance of public infrastructure; and
- Development and provision of health and community services; and
- Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### Definition:

Any land:

- located within an Industrial or Commercial zone under the Moorabool Planning scheme; and
- which is vacant; or
- not lawfully developed for the principal purpose of carrying out the manufacturing or production of goods or trade in goods or services; and
- which does not have the characteristics of General Developed Land.

## **Extractive Industry Land**

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

- Construction and maintenance of public infrastructure; and
- Development and provision of health and community services; and
- Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

### Definition:

Any land:

- which is used primarily for the extraction or removal of minerals, earth or stone including the treatment of minerals, earth or stone; or
- on which activities for the extraction or removal of minerals, earth or stone including the treatment of minerals earth or stone have been discontinued but which has not yet been rehabilitated to environmental standards as required by law.

## **Farm Land**

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

- Construction and maintenance of public infrastructure; and
- Development and provision of health and community services; and
- Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

### Definition:

Any land:

- which is “farm land” within the meaning of section 2(1) of the Valuation of Land Act 1960.

## **Vacant General Land**

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

- Construction and maintenance of public infrastructure; and
- Development and provision of health and community services; and
- Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### Definition:

Any land:

- on which no building is lawfully erected; and
- which does not have the characteristics of;
  - Vacant commercial and Industrial Land; or
  - Vacant FZ and RCZ Land; or
  - Vacant GRZ Land.

## **Vacant FZ or RCZ Land**

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

- Construction and maintenance of public infrastructure; and
- Development and provision of health and community services; and
- Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### Definition:

Any land:

- on which no building is lawfully erected; and
- which is located within the Farm Zone (FZ) or Rural Conservation Zone (RCZ) under the Moorabool Planning Scheme; and
- which does not have the characteristics of Farm Land.

## **Vacant GRZ Land**

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

- Construction and maintenance of public infrastructure; and
- Development and provision of health and community services; and
- Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### Definition:

Any land:

- on which no building is lawfully erected; and
- which is located within the General Residential Zone (GRZ) under the Moorabool Planning Scheme.

## **Residential Retirement Villages**

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

- Construction and maintenance of public infrastructure; and
- Development and provision of health and community services; and
- Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the below definition.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which council considers is necessary to achieve the objectives specified above.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the Moorabool Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

### Definition:

Any land:

- which is defined as a Retirement Village land under the Retirement Villages Act 1986.

### 7.11 Fair Go Rates System Compliance

Moorabool Shire Council is fully compliant with the State Governments Fair Go Rates System.

Base Average Rates (2016/2017)	\$	1,675
Maximum Rate Increase (set by the State Government)		2.00%
Capped Average Rate (2017/2018)	\$	1,708
Maximum General Rates and Municipal Charges Revenue	\$	27,661,230
Budgeted General Rates and Municipal Charges Revenue	\$	27,661,230



## Budget Analysis

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

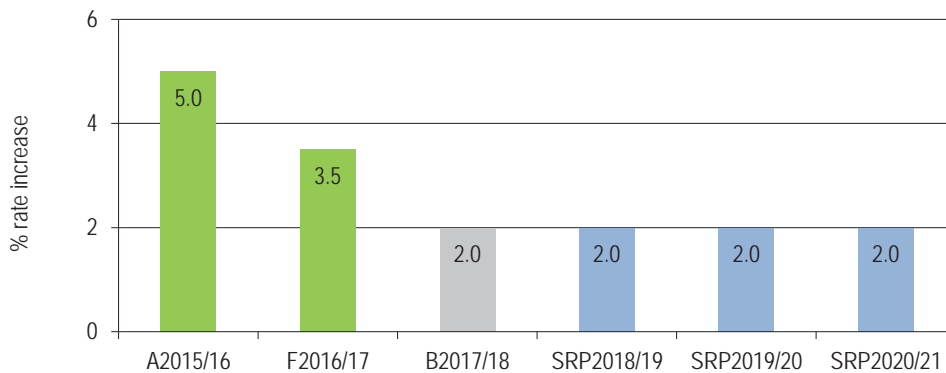
This section includes the following analysis and information.

- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position

## 8. Summary of financial position

Council has prepared a Budget for the 2017/18 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

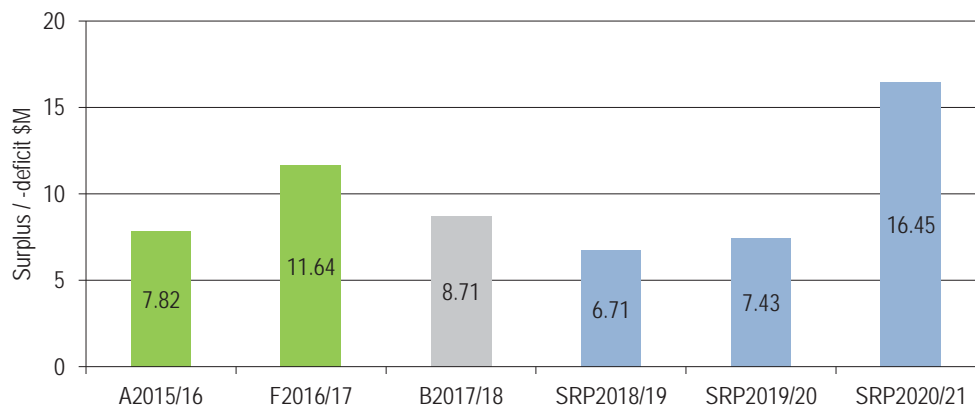
### 8.1 Rates and charges



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

It is proposed that general rates increase by 2% for the 2017/18 year, raising total rates of \$32.107 million, including \$0.255 million generated from supplementary rates. Of the 2% increase, a portion will be used to fund \$0.903 million of new initiatives in addition to funding a larger capital works program to address the asset renewal and population growth needs of the Shire. (The rate increase for the 2016/17 year was 3.5%).

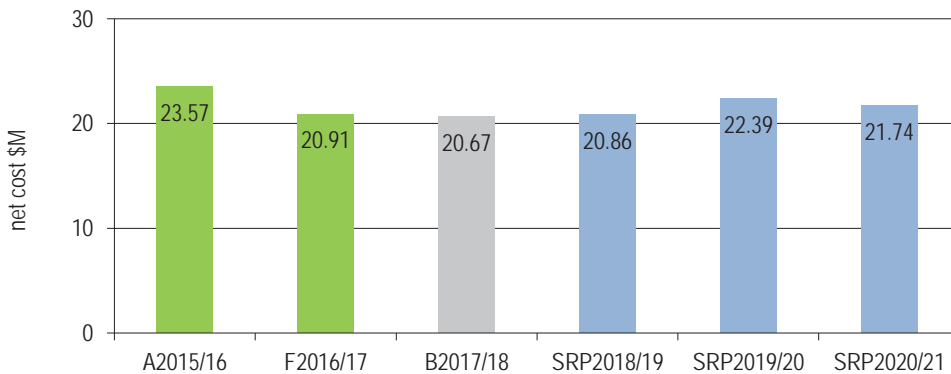
### 8.2 Operating result



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The expected operating result for the 2017/18 year is a surplus of \$8.708 million, which is a decrease of \$2.935 million from 2016/17. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions, is a surplus of \$0.718 million - a decrease of \$0.485 million from 2016/17. (The forecast operating result for the 2016/17 year is a surplus of \$11.643 million).

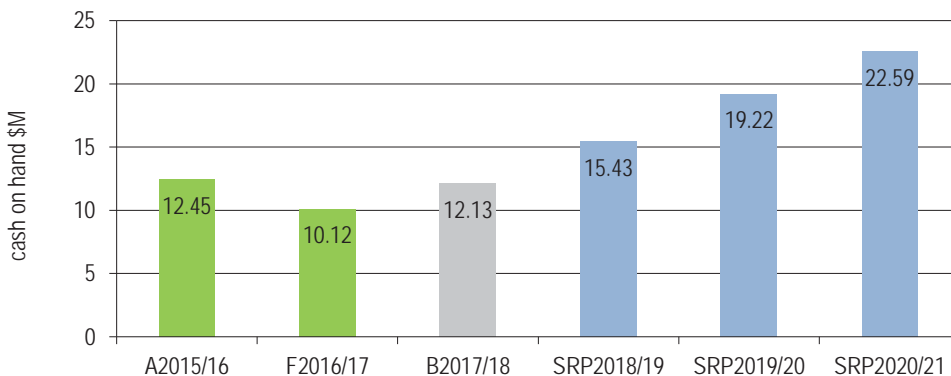
### 8.3 Services



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The net cost of services delivered to the community for the 2017/18 year is expected to be \$20.671 million, which is a decrease of \$0.238 million from 2016/17. A key influencing factor in the development of the 2017/18 Budget has been the continuing focus on delivering operational efficiencies whilst maintaining an appropriate level of service delivery, despite continuing population growth. To this end, significant effort has been expended on ensuring operating budgets are justifiable and financially responsible taking into account the demand of population growth and the rising cost of goods and services against the backdrop of a continuing tough external economic environment. For the 2017/18 year, service levels have been maintained and a number of initiatives adopted. (The forecast net cost for the 2016/17 year is \$20.909 million).

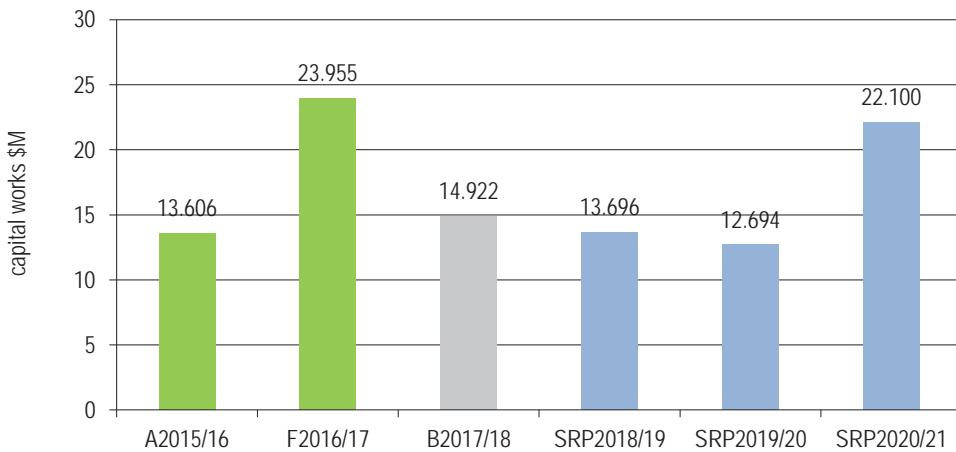
### 8.4 Cash and investments



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

Cash and investments are expected to increase by \$2.008 million during the year to \$12.128 million as at 30 June 2018. The increase in cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$10.121 million as at 30 June 2017).

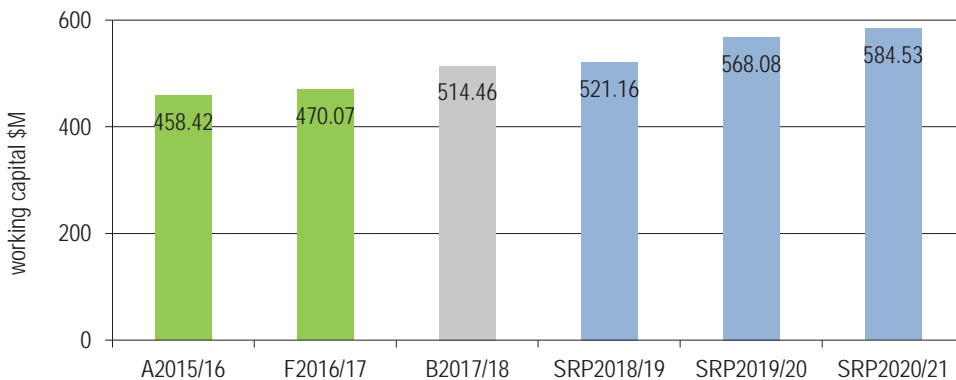
## 8.5 Capital works



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The capital works program for the 2017/18 year is expected to be \$14.922 million. Of the \$14.922 million of capital funding required, \$2.077 million will come from external grants, \$1.806 million from borrowings, and the balance of \$11.039 million from Council cash. The Council cash amount includes asset sales of \$0.370 million. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. (Capital works is forecast to be \$23.955 million for the 2016/17 year).

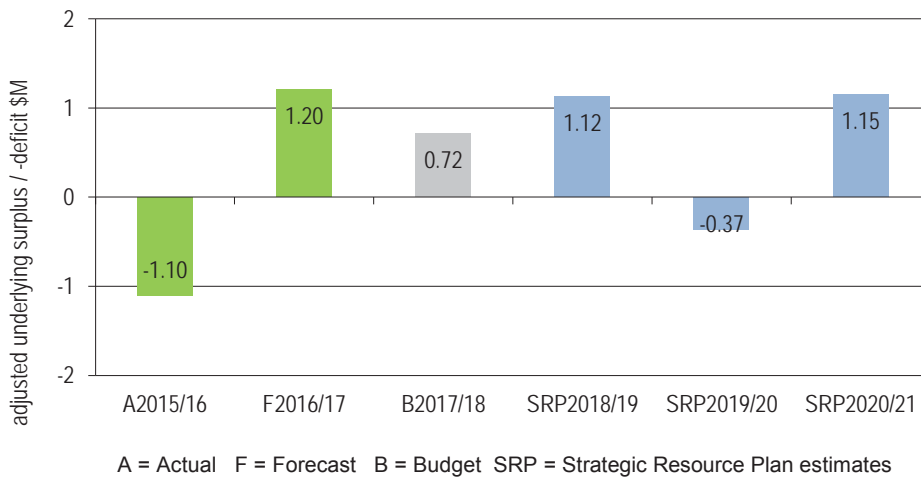
## 8.6 Financial position



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

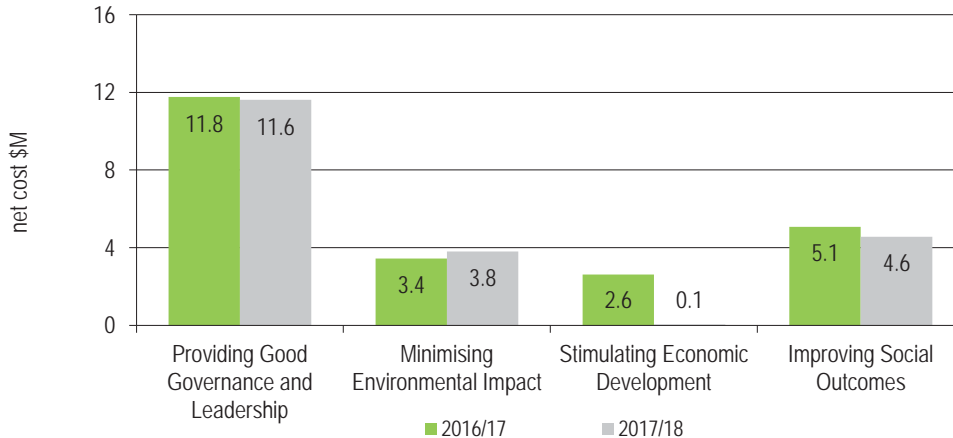
The financial position is expected to improve with net assets (net worth) to increase by \$44.390 million to \$514.456 million, and net current assets (working capital) will increase by \$1.479 million to \$7.993 million as at 30 June 2018. (Total equity is forecast to be \$470.066 million as at 30 June 2017).

## 8.7 Financial sustainability



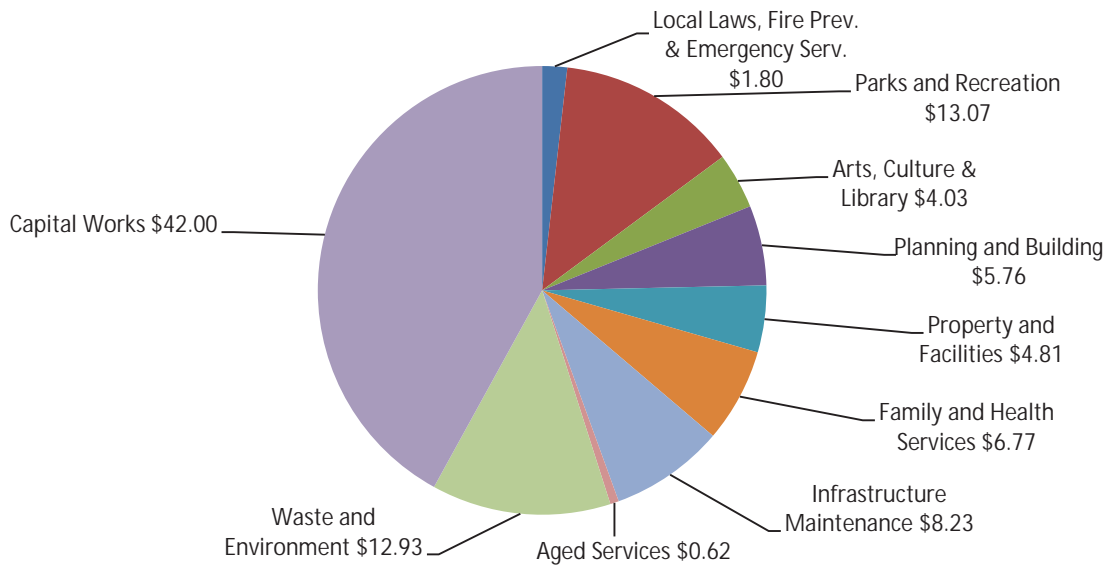
A high level Strategic Resource Plan for the years 2017/18 to 2020/21 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows small increases in the surplus over the four year period. This represents a significant overall improvement in the long term sustainability of Moorabool Shire Council.

## 8.8 Strategic objectives



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2017/18 year.

## 9. Council expenditure allocations



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends. Council overheads, governance costs and administrative costs are allocated to our external facing services using an internal overhead allocation model.

## 9. Budget influences

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

### 9.1 Snapshot of Moorabool Shire Council

Moorabool Shire is a fast-growing peri urban municipality nestled between Melbourne, Geelong and Ballarat. It offers residents picturesque surrounds with the vibrancy of an active, growing community.

The Shire's landscape provides an array of living options. Residents can enjoy an urban lifestyle in towns like Bacchus Marsh (45km west of the Melbourne CBD) and Ballan (70km west of the Melbourne CBD) or take advantage of Moorabool's small towns and hamlets, rural open spaces and natural surrounds.

A stunning Shire spanning more than 2,110 square kilometres, Moorabool is made up of 64 localities, hamlets and towns. More than 74% of the Shire comprises of water catchments, state forests and national parks. Moorabool boasts breathtaking landscapes, national parks, forests, gorges, mineral springs and tourism attractions.

Some of its key attractions include the Wombat State Forest, Brisbane Ranges National Park, Lerderderg State Park, Werribee Gorge State Park and the Bacchus Marsh Avenue of Honour.

Moorabool Shire is positioned along the major road and rail transport corridors between Melbourne and Adelaide.

Moorabool's eastern boundary is located just 40km west of Melbourne's CBD and extends westwards to the City of Ballarat municipal boundary. The Shire straddles Victoria's Western Highway and has excellent transport access to Melbourne, Ballarat and Geelong. Bacchus Marsh is equi-distant to Melbourne and Avalon airports and close to the sea ports of Geelong and Melbourne.

#### Our History

The district was settled by Europeans from 1850 and the character of our towns and surrounding areas reflect this era. Gold was discovered in the region and a timber industry quickly developed. The availability of water attracted many people and resulted in pastoral and agricultural development led by pioneers such as Sir William Henry Bacchus, who in 1834 settled on the fertile soil of what is now the township of Bacchus Marsh.

#### Our Traditional Owners

We acknowledge the Indigenous history of Moorabool Shire. The land was traditionally occupied by, and connected to, a number of Aboriginal communities, most notably the Wathaurung Tribe in the south and west, the Djadja Wurrung Tribe in the northern ranges and the Wurundjeri Tribe in the east. In February 2015, the Council formally adopted a Statement of Commitment to Indigenous People.

#### Our Population

Moorabool Shire is a popular tree change destination, growing as fast as any other local government area in inland regional Victoria. The population of the Shire is estimated to increase by 72% between 2015 and 2041 to 54,418. More than half the population lives in Bacchus Marsh and surrounds (18,247) (2015). The Shire's second largest population can be found in and around Ballan (2,985). The remaining population is distributed throughout the large number of small towns, hamlets and farming areas within the Shire. The majority of people who relocate to Moorabool Shire are young families seeking a semi-rural lifestyle. Moorabool's demographic reflects this trend.

## **Population Growth**

When considering future growth of Moorabool Shire, Council has identified three key residential locations where the majority of that growth will occur. These locations – Bacchus Marsh, Ballan and Gordon – already have established infrastructure to accommodate new growth. As part of the Moorabool 2041 (Small Towns and Clusters Settlement Strategy) framework, Council is also consulting with other settlements such as Wallace and Bungaree in reference to the growth opportunities. The population of the Shire is estimated to increase by 72% between 2015 and 2041 to 54,418. The majority of growth during this period will come from the new estates in Maddingley which are forecast to increase by over 174% during this same period.

## **Demographic**

Moorabool Shire has a higher proportion of people in the younger age groups (0 to 17 years) as well as a higher proportion of people in the older age groups (60+ years) when compared to Greater Melbourne. Overall, 25.7% of the population was aged between 0 and 17, and 19.3% were aged 60 years and over, compared with 22.2% and 18.2% respectively for Greater Melbourne.

## **Births**

Despite an ageing population, over 300 babies have been born each year since 2009. In the 2014/15 financial year 364 babies were born in the municipality, and in 2015/16 that number was 377 (Source: Maternal and Child Health database).

## **Housing**

The number of homes is increasing. In 2011, there were 11,560 dwellings, compared to 10,172 dwellings in 2006. The growth in housing stock has been in line with population growth, as the average household size has remained relatively constant.

In 2011, there were 10,797 separate houses in the area, 609 medium density dwellings, and 23 high density dwellings.

Analysis of the types of dwellings in Moorabool Shire in 2011 shows that 93.4% of all dwellings were separate houses; 5.3% were medium density dwellings, and 0.2% were high density dwellings, compared with 71.1%, 21.1%, and 7.2% in the Greater Melbourne respectively.

In 2011, a total of 90.2% of the dwellings in Moorabool Shire were occupied on Census night, compared to 91.2% in Greater Melbourne. The proportion of unoccupied dwellings was 9.6%, which is larger compared to that found in Greater Melbourne (8.6%).

## **Affordability and Liveability**

Moorabool offers diverse living options. Bacchus Marsh, Ballan, Gordon and the smaller Shire townships offer a vital array of community infrastructure, established social and sporting networks, combined with the charm and character only experienced in rural areas.

Bacchus Marsh ranks in the top three of regional Australia's housing markets that are likely to be the best suited for family living. Maintaining liveability for families is an important element for Council. This national ranking was based on a range of factors including house prices, typical block size, average number of bedrooms, expected capital gains and a range of proximity attributes involving schools, health care facilities, child care centres and retail facilities. The analysis also includes socioeconomic wellbeing measures.

Bacchus Marsh was the first area in regional Victoria to receive the National Broadband Network's super high-speed Fibre to the Premises (FTTP) service, with further FTTP rollouts planned for the Shire. Fixed wireless and satellite NBN services are already available in parts of Western Moorabool.



## **Education and occupation**

In the past decade, Western Victoria, which includes Moorabool Shire, has experienced a steadily improving retention of students from Year 10 to Year 12, up from 85.6% in 2004 to 92.0% in 2013. (Source: Department of Education and Training, Summary Statistics Victorian Schools).

People in Moorabool Shire are also becoming better educated. The proportion of residents who have non-school qualifications is increasing. Many more residents in 2011 had completed a formal qualification (Bachelor or higher degree; Advanced Diploma or Diploma; or Vocational qualifications), than in 2006 (42.2% compared with 36.9%). (Source: Australian Bureau of Statistics, Census of Population and Housing).

In 2011, 7,091 (53.2%) of Moorabool Shire's working residents travelled outside of the area to work. Of those who lived and worked in Moorabool the majority worked in Bacchus Marsh (22.5%) followed by Ballan (6.6%). (Source: Australian Bureau of Statistics, Census of Population and Housing).

## **Business Profile**

Traditional economic drivers such as agriculture, timber, wool and beef production and mineral, stone and water extraction remain extremely important to Moorabool's economy.

Residential growth, construction, retail and service industries, light manufacturing and tourism are emerging factors of growth and how potential development locations like Parwan and Ballan will attract investment and cater for job growth.

An analysis of the jobs held by the resident population in Moorabool Shire in 2011 showed the top ranking industry sectors were:

- Construction (1,639 people or 12.3%)
- Health care and social assistance (1,397 people or 10.5%)
- Retail (1,307 people or 9.8%)
- Manufacturing (1,248 people or 9.4%)
- Education and training (1,115 people or 8.4%)
- Transport, postal and warehousing (1,018 people or 7.6%)
- Public administration and safety (935 people or 7.0%)
- Accommodation and food services (682 people or 5.1%)
- Professional, scientific and technical services (674 people or 5.1%)
- Agriculture, forestry and fishing (580 people or 4.4%)

More industry and commercial development is required to meet the rising populations' employment needs.

To meet this need, Council has developed a plan for economic development over the next 10 years and investigated the future demand and supply for industrial land and how potential development locations like Parwan and Ballan will attract investment and cater for job growth.

Moorabool Shire is well positioned to capture new business opportunities from the digital economy with the early rollout of the National Broadband Network which delivers faster, more reliable broadband speeds than that available in most metropolitan areas.

## 9.2 External influences

In preparing the 2017/18 Budget, a number of external influences have been taken into consideration because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- The Victorian State Government has introduced a cap on rate increases from 2016/2017. The cap for 2017/2018 has been set at 2.0% (2016/2017 - 2.5%).
- CPI for Victoria is forecast to be 2.0% for the 2017/2018 year (Victorian Department of Treasury & Finance, 2016-2017 Budget Update).
- The Victorian Wage Price Index is projected to be 2.5% in 2017/2018 (Victorian Department of Treasury & Finance, 2016-2017 Budget Update).
- Anticipated increases of 2.0% (or \$1.24 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs. The levy has increased from \$9 per tonne in 2008/2009 to a forecast \$63.27 per tonne in 2017/2018 (703% increase in 9 years).
- On going cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.

## 9.3 Internal influences

As well as external influences, there were also a number of internal influences arising from the 2016/17 year which have had a significant impact on the setting of the Budget for 2017/18. These include:

- A desire to improve Council's underlying position over the next five years.
- Council's decision during the year to bring Leisure Services in-house.
- A need to focus on the level of funds provided for renewal and maintenance of existing assets.
- With Council's implementation of the Australian Business Excellence Framework there is a focus of continuous improvement and levels of service.

## 9.4 Budget principles

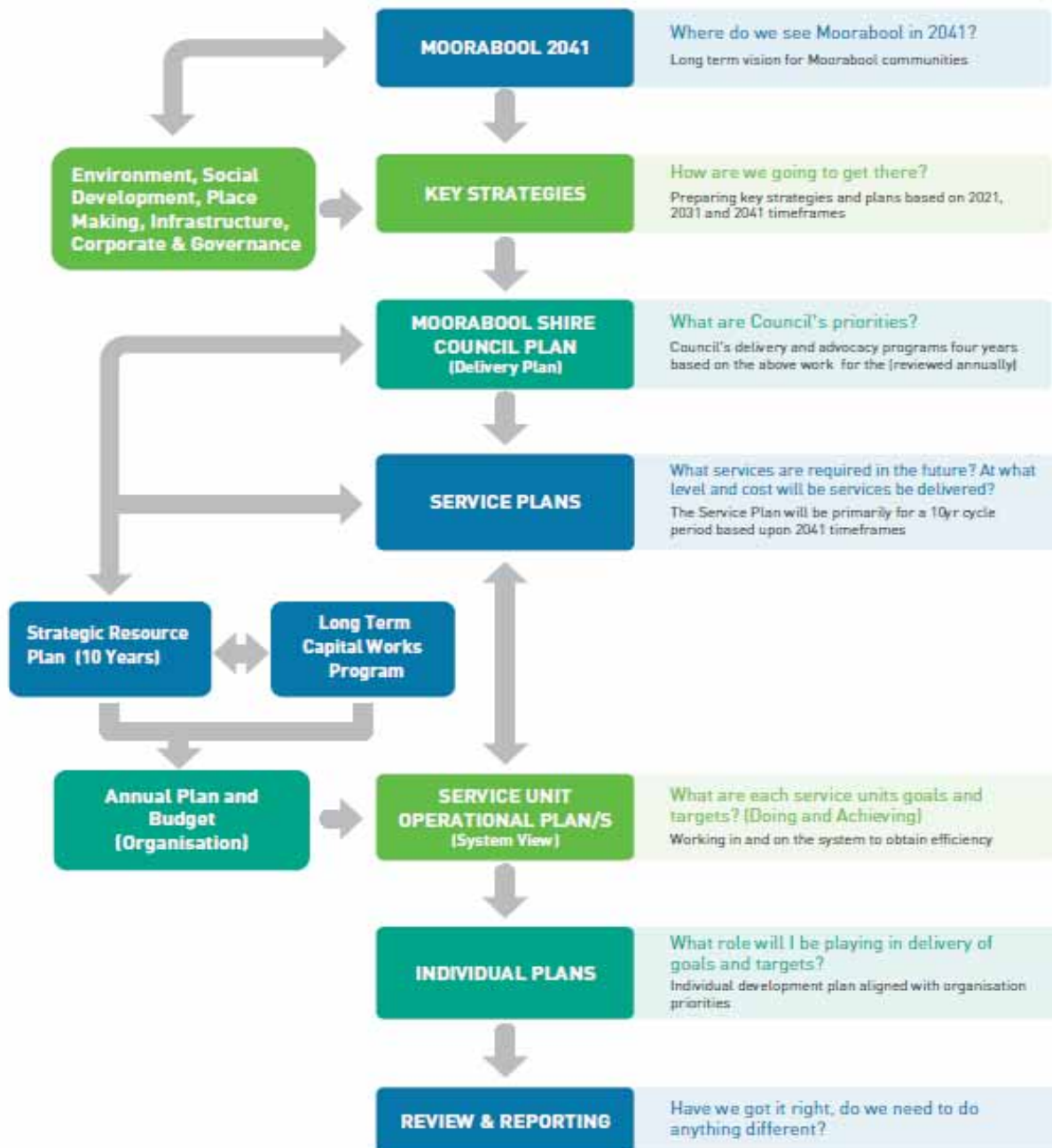
In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. These guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

- Council will be progressively increase fees and charges for Transfer Stations, Animal Registrations and Septic Tanks to recover direct costs of the service and any corporate overheads on a cost recovery basis. Further details can be found in section 10.2.3.
- Existing fees and charges to be increased by 6%. However, a significant proportion of Council's fees and charges are statutory and therefore set through legislation and regulation and Council's capacity to increase these fees and charges is restricted;
- Grants to be based on confirmed funding levels;
- Salaries and wages to be increased in line with Year 1 of the new Enterprise Agreement (EA);
- New revenue sources to be identified where possible; and
- New initiatives or new employee proposals which are not cost neutral to be justified through a business case.

## 9.5 Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2017/18 to 2020/21 (section 14), Rating Information (section 15) and Other Strategies (section 16) including borrowings, infrastructure and service delivery.

The diagram below shows Council's Integrated Planning and Delivery Framework which outlines the links between key strategic documents and operational plans.



## 10. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2017/18 year.

### 10.1 Budgeted income statement

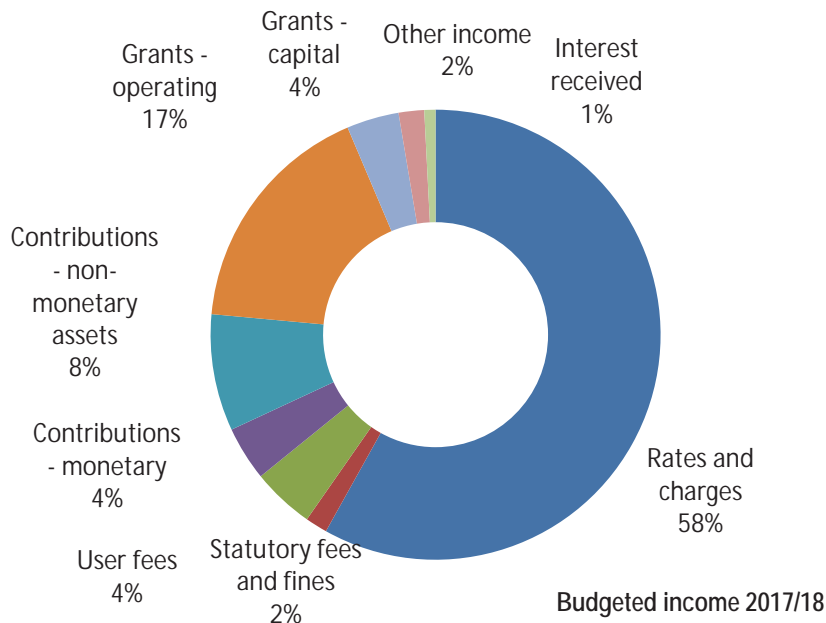
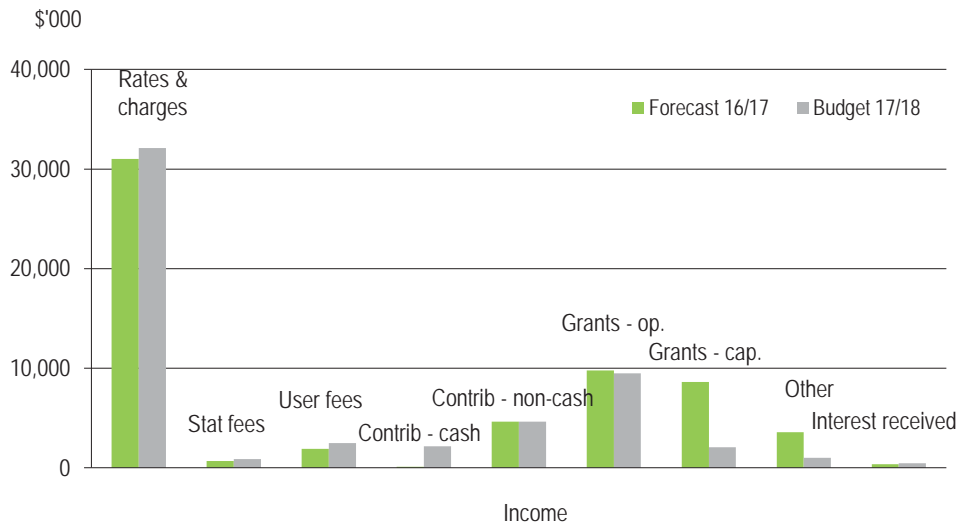
	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total income	10.2	60,652	55,262	(5,390)
Total expenses	10.3	(49,009)	(46,554)	2,455
<b>Surplus (deficit) for the year</b>		<b>11,643</b>	<b>8,708</b>	<b>(2,935)</b>
Grants – capital non-recurrent	5.1.2	(5,705)	(1,198)	4,507
Contributions - non-monetary assets		(4,635)	(4,635)	0
Capital contributions - other sources	10.2.4	(100)	(2,157)	(2,057)
<b>Adjusted underlying surplus (deficit)</b>		<b>1,203</b>	<b>718</b>	<b>(485)</b>

#### 10.1.1 Adjusted underlying surplus (\$0.485 million decrease)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2017/18 year is a surplus of \$0.718 million which is a decrease of \$0.485 million from the 2016/17 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

### 10.2 Income

Income Types	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Rates and charges	10.2.1	31,010	32,107	1,097
Statutory fees and fines	10.2.2	692	877	185
User fees	10.2.3	1,904	2,476	572
Contributions - monetary	10.2.4	100	2,157	2,057
Contributions - non-monetary assets	10.2.5	4,635	4,635	0
Grants - operating	5.1.1	9,776	9,477	(299)
Grants - capital	5.1.2	8,604	2,077	(6,527)
Other income	10.2.6	3,569	1,013	(2,557)
Interest received	10.2.7	362	444	82
<b>Total income</b>		<b>60,652</b>	<b>55,262</b>	<b>(5,390)</b>



Source: Section 3

**10.2.1 Rates and charges (\$1.097 million increase)**

General rate income will be increased by 2%, or \$1.097 million, over 2016/17 to \$32.107 million. Supplementary rates are forecast to increase by \$0.025 million from 2016/17 to \$0.255 million. Section 15 “Rating Information” includes a more detailed analysis of the rates and charges to be levied for 2017/18. Information on rates and charges specifically required by the Regulations is included in section 7.

### **10.2.2 Statutory fees and fines (\$0.185 million increase)**

Includes statutory fees that relate to fees and fines levied in accordance with legislation and includes animal registrations, Health Act registrations, parking fines and other local law infringements. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are forecast to increase by 26.7% or \$0.185 million compared to the 2016/17 forecast actual. The main increases relates to Statutory Planning (\$0.188 million).

A detailed listing of statutory fees is included in Appendix A.

### **10.2.3 User fees (\$0.572 million increase)**

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure and other community facilities and the provision of human services such as home care services. In setting the Budget, the key principle for determining the level of user charges has been to ensure that increases recognise equity issues and market levels.

User charges are projected to increase by 30.0% or \$0.572 million over the 2016/17 forecast actual. The main contributing factor to the increase is Leisure Services (\$0.233 million). This service has now been brought in-house after previously being contracted out.

There are also other fees that have been identified that will progressively increase to recover the direct costs of the service and corporate overheads (a cost recovery basis). These fees relate to Transfer Stations (\$0.077 million), Animal Registrations (\$0.077 million) and Septic Tanks (\$0.025 million). In addition, Council plans to increase user charges for all other areas by 6% over the budget period to maintain parity between user charges and the costs of service delivery.

A detailed listing of fees and charges is included in Appendix A.

### **10.2.4 Contributions - monetary (\$2.057 million increase)**

These contributions relate to monies paid by developers in regard to Public Open Space and other infrastructure in accordance with planning permits issued for property development.

Contributions are projected to increase by \$2.057 million compared to 2016/17 due to the timing of developer contributions relating to new subdivisions within the Shire.

### **10.2.5 Contributions - non-monetary assets (\$0.000 million increase)**

These contributions relate to assets transferred to Council for works done by developers on new subdivisions within the Shire. These assets include Road Infrastructure, Footpaths, and Drainage.

### **10.2.6 Other income (\$2.557 million decrease)**

Other income relates to a range of items such as lease income of Council properties, royalties, reimbursements, and other miscellaneous income items.

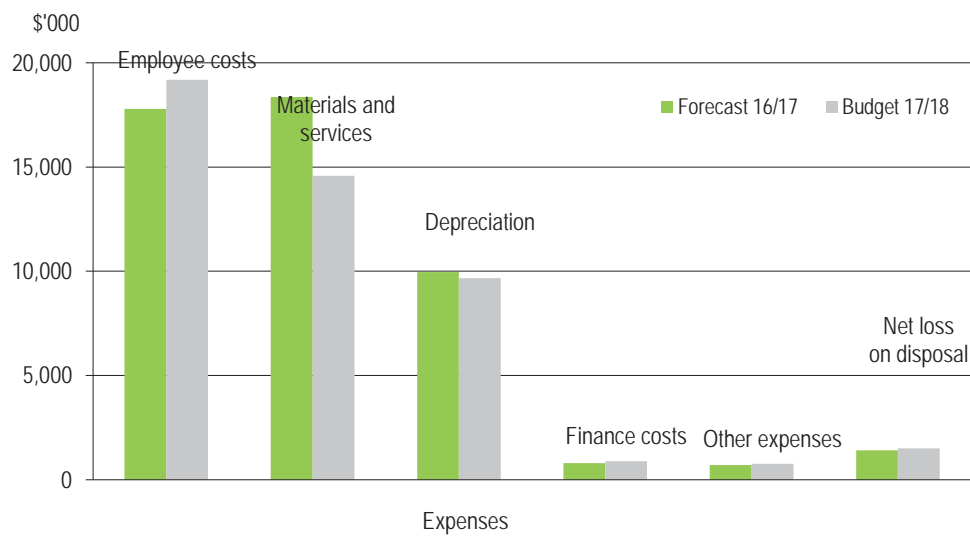
Other income is forecast to decrease by 71.6% or \$2.557 million compared to 2016/17. This mainly relates to income received in 2016/17 for natural disasters (\$1.768 million). There is also a decrease for the reimbursement of costs for the Blackwood Localised Septic Program (\$0.550 million).

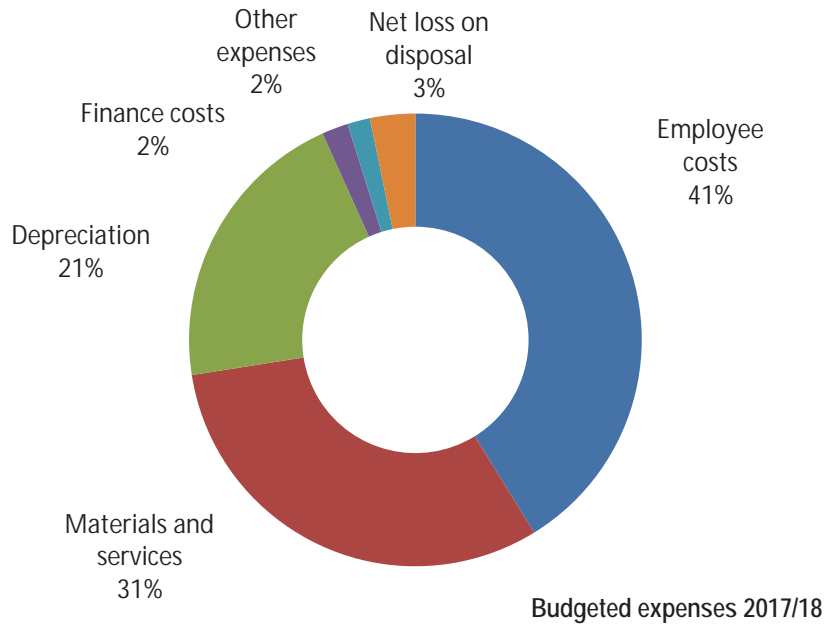
### **10.2.7 Interest (\$0.082 million increase)**

Interest revenue relates to interest received on investments and rate arrears. Interest revenue is forecast to increase by \$0.082 million compared to 2016/17. This is due to an expected increase in the amount of cash assets held during 2017/18 compared to 2016/17.

### 10.3 Expenses

Expense Types	Ref	Forecast	Budget	Variance
		Actual 2016/17 \$'000	2017/18 \$'000	\$'000
Employee costs	10.3.1	17,788	19,183	1,395
Materials and services	10.3.2	18,359	14,576	(3,783)
Depreciation	10.3.3	9,961	9,664	(297)
Finance costs	10.3.4	790	876	86
Other expenses	10.3.5	704	755	50
Net loss on disposal of property, infrastructure, plant and equipment	10.3.6	1,407	1,500	93
<b>Total expenses</b>		<b>49,009</b>	<b>46,554</b>	<b>(2,455)</b>





Source: Section 3

### 10.3.1 Employee costs (\$1.395 million increase)

Employee costs include all labour related expenditure such as wages and salaries, and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc.

Employee costs are forecast to increase by 7.8% or \$1.395 million compared to 2016/17. This increase relates to three key factors:

- New Initiatives of \$0.388 million proposed in the 2017/18 Budget.
- Renegotiation of Council’s Enterprise Bargaining Agreement (EBA) which is estimated to cost \$0.364 million in 2017/18.
- Bringing Leisure Services in-house as opposed to being contracted out (\$0.259 million)
- The comparison between 2016/17 Forecast and 2017/18 Budget is also distorted due to vacancies, and savings on leave provisions in 2016/17 being factored into the forecast.

The table below shows both the dollars and the percentage increase/decrease from the 2016/17 forecast actual. EA increases account for 2.0% of the total increase.

	Movement	
	\$*000	%
Enterprise Bargaining Agreements	364	2.0%
Banding Movements	127	0.7%
New Initiatives	388	2.2%
Leisure Services	259	1.4%
Other	257	1.4%
<b>Total</b>	<b>1,395</b>	<b>7.8%</b>



A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
		CEO's Office	376
Growth and Development	5,561	4,354	1,207
Community Services	5,517	2,177	3,340
Infrastructure Services	7,293	7,193	100
Total permanent staff expenditure	18,748	14,101	4,647
Casuals and other expenditure	436		
Capitalised labour costs	930		
<b>Total</b>	<b>20,113</b>		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
		CEO's Office	2.0
Growth and Development	58.8	46.0	12.8
Community Services	58.3	23.0	35.3
Infrastructure Services	77.1	76.0	1.1
Total permanent staff expenditure	196.1	147.0	49.1
Casuals and other expenditure	4.6		
Capitalised labour costs	7.7		
<b>Total</b>	<b>208.4</b>		

### 10.3.2 Materials and services (\$3.783 million decrease)

Materials and consumables includes the payments to contractors for the provision of services and includes contracts for garbage collection, infrastructure maintenance, building maintenance, the purchases of consumables, insurances, and utility costs. Materials and services are forecast to decrease by 20.6% or \$3.783 million compared to 2016/17.

The decrease relates mainly to the forecast for 2016/17 containing \$1.806 million in emergency works and asset restoration works for two natural disasters in December 2015 (Scotsburn Fire) and September 2016 (Flood/Storms). The 2016/17 forecast also includes both grant funded and carried forward projects from previous financial years. Projects carried forward that appear in the 2016/17 forecast total \$1.154 million. These projects are excluded from the 2017/18 draft budget.

There are also other decreases relating to Leisure Services no longer being contracted out (\$0.245 million) and Council Elections (\$0.161 million).

### 10.3.3 Depreciation (\$0.297 million decrease)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. Depreciation is expected to slightly decrease in 2017/18.

### 10.3.4 Finance costs (\$0.086 million increase)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The reduction in borrowing costs results from the planned reduction in borrowings due to repayment of principal in accordance with loan agreements. Refer to Section 16.1 for further information.

**10.3.5 Other expenses (\$0.050 million increase)**

Other expenses relate to a range of unclassified items including Councillor allowances, Audit Committee sitting fees, audit expenses, bank fees, leases, bad debts and associated recovery costs.

**10.3.6 Net loss on sale of assets (\$0.093 million increase)**

Council's loss from the sale of assets is forecast to be \$1.500 million for 2017/18. The written down value of assets is \$1.870 million, with \$1.500 million of that relating to infrastructure assets replaced. Sale proceeds are expected to be \$0.370 million which relates to the sale of plant and vehicles.

## 11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

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

### 11.1 Budgeted cash flow statement

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<b>Cash flows from operating activities</b>	11.1.1			
<i>Receipts</i>				
Rates and charges		31,174	32,550	1,375
User fees and fines		2,596	3,353	756
Grants - operating		9,776	9,477	(299)
Grants - capital		8,604	2,077	(6,527)
Interest received		362	444	82
Other receipts		3,669	3,170	(499)
		56,181	51,070	(5,112)
<i>Payments</i>				
Employee costs		(17,217)	(18,611)	(1,394)
Other payments		(19,243)	(15,465)	3,778
		(36,460)	(34,076)	2,384
<b>Net cash provided by operating activities</b>		<b>19,721</b>	<b>16,993</b>	<b>(2,727)</b>
<b>Cash flows from investing activities</b>	11.1.2			
Proceeds from sales of property, infrastructure, plant & equipment		1,334	370	(964)
Payments for property, infrastructure, plant and equipment		(23,955)	(14,922)	9,032
<b>Net cash used in investing activities</b>		<b>(22,621)</b>	<b>(14,552)</b>	<b>8,069</b>
<b>Cash flows from financing activities</b>	11.1.3			
Finance costs		(790)	(876)	(86)
Proceeds from borrowings		2,790	1,806	(984)
Repayment of borrowings		(1,431)	(1,364)	67
<b>Net cash used in financing activities</b>		<b>569</b>	<b>(434)</b>	<b>(1,002)</b>
<b>Net decrease in cash and cash equivalents</b>		<b>(2,331)</b>	<b>2,008</b>	<b>4,339</b>
Cash and cash equivalents at the beg of the year		12,452	10,121	(2,331)
<b>Cash and cash equivalents at end of the year</b>	11.1.4	<b>10,121</b>	<b>12,128</b>	<b>2,008</b>

### 11.1.1 Operating activities (\$2.727 million decrease)

The decrease in cash inflows from operating activities is due mainly to a \$6.527 million decrease in Capital grants and a \$1.694 million increase in Employee costs. These are offset by increases in Rates and charges (\$1.375 million) and User fees and fines (\$0.756 million), along with a decrease in Other payments (\$3.778 million).

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

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<b>Surplus (deficit) for the year</b>	<b>11,643</b>	<b>8,708</b>	<b>(2,935)</b>
Depreciation	9,961	9,664	(297)
Loss (gain) on sale of assets	1,407	1,500	93
Contributions - non-monetary assets	(4,635)	(4,635)	0
Finance costs	790	876	86
Net movement in current assets and liabilities	554	880	325
<b>Cash flows available from operating activities</b>	<b>19,721</b>	<b>16,993</b>	<b>(2,727)</b>

### 11.1.2 Investing activities (\$8.069 million increase)

The increase in payments for investing activities is distorted due to the 2016/17 forecast containing \$9.677 million in projects carried forward from previous financial years, and \$1.066 million in grants received since the adoption of the 2016/17 budget. In comparison to the Adopted Budget for 2016/17, there is \$2.492 million less to be spent on capital in 2017/18. Further details of the capital program can be seen in section 6.

### 11.1.3 Financing activities (\$1.002 million decrease)

For 2017/18 the total of principal repayments is \$1.364 million and finance charges is \$0.876 million. New borrowings for 2017/18 are expected to be \$1.806 million.

### 11.1.4 Cash and cash equivalents at end of the year (\$2.008 million increase)

Overall, total cash and investments is forecast to increase by \$2.008 million to \$12.128 million as at 30 June 2018. This is consistent with Council's Strategic Resource Plan (see Section 14), however Council has forecast a significant improvement in the overall cash position from 2017/18 onwards.

## 11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2017 it will have cash and investments of \$10.121 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<b>Total cash and investments</b>		<b>10,121</b>	<b>12,128</b>	<b>2,008</b>
Restricted cash and investments				
- Statutory and other reserves	11.2.1	(6,847)	(8,544)	(1,696)
- Discretionary reserves	11.2.2	(1,261)	(1,285)	(24)
<b>Unrestricted cash and investments</b>	11.2.3	<b>2,012</b>	<b>2,299</b>	<b>287</b>

### **11.2.1 Statutory reserves (\$8.544 million)**

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes. During the 2017/18 year \$4.170 million is budgeted to be transferred to and \$2.450 million from Statutory Reserves.

### **11.2.2 Discretionary reserves (\$1.285 million)**

These funds are shown as discretionary reserves as, although not restricted for statutory purposes, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds will be used for those earmarked purposes. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in the future use of these funds will be made in the context of the future funding requirements set out in the plan.

### **11.2.3 Unrestricted cash and investments (\$2.299 million)**

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

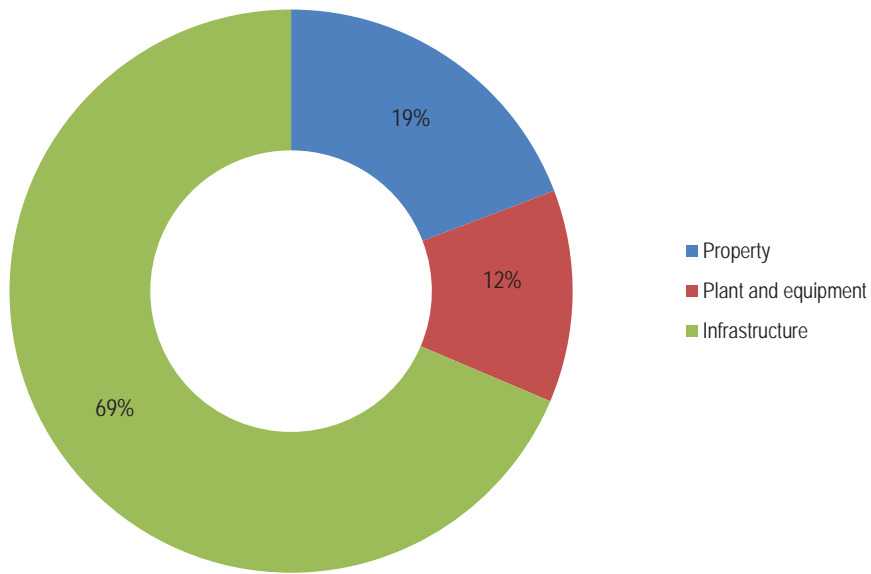
## 12. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2017/18 year and the sources of funding for the capital budget.

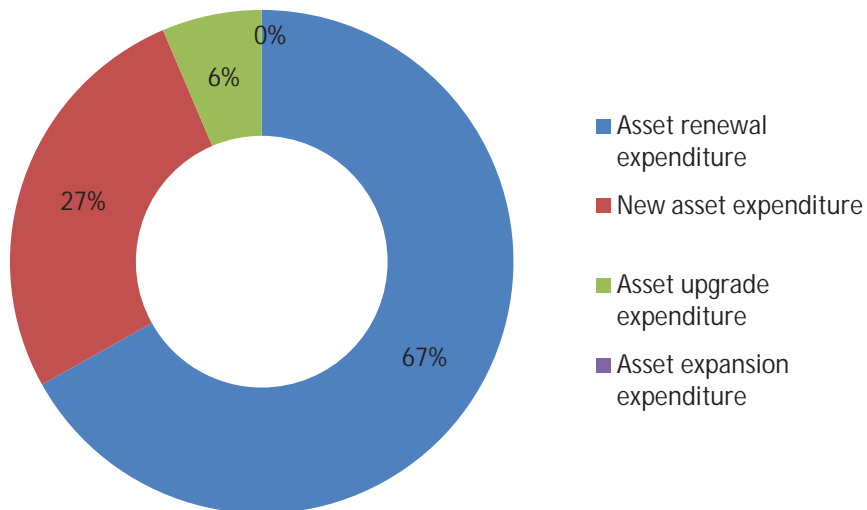
### 12.1 Capital works

Capital Works Areas	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<b>Works carried forward</b>	12.1.1			
<b>Property</b>				
Buildings		0	737	737
Total property		0	737	737
<b>Infrastructure</b>				
Roads		0	630	630
Bridges		0	476	476
Footpaths		0	374	374
Rec, leisure and community facilities		0	1,391	1,391
Total infrastructure		0	2,871	2,871
<b>Total works carried forward</b>		<b>0</b>	<b>3,608</b>	<b>3,608</b>
<b>New Works</b>				
<b>Property</b>	12.1.2			
Land		0	0	0
Buildings		4,467	2,128	(2,339)
Building improvements		0	0	0
Total property		4,467	2,128	(2,339)
<b>Plant and equipment</b>	12.1.3			
Plant, machinery and equipment		1,688	1,820	132
Library books		99	0	(99)
Total plant and equipment		1,787	1,820	33
<b>Infrastructure</b>	12.1.4			
Roads		17,474	4,838	(12,636)
Bridges		884	405	(479)
Footpaths		623	505	(118)
Drainage		0	0	0
Rec, leisure and community facilities		1,896	1,610	(286)
Parks, open space and streetscapes		165	0	(165)
Other infrastructure		167	8	(159)
Total infrastructure		21,209	7,366	(13,842)
<b>Total new works</b>		<b>27,463</b>	<b>11,314</b>	<b>(16,149)</b>
<b>Total capital works expenditure</b>		<b>27,463</b>	<b>14,922</b>	<b>(12,541)</b>
<b>Represented by:</b>				
Asset renewal expenditure	12.1.5	11,589	9,981	(1,608)
New asset expenditure	12.1.5	10,978	3,983	(6,995)
Asset upgrade expenditure	12.1.5	4,896	958	(3,938)
Asset expansion expenditure	12.1.5	0	0	0
<b>Total capital works expenditure</b>		<b>27,463</b>	<b>14,922</b>	<b>(12,541)</b>

### Budgeted capital works 2017/18



### Budgeted capital works 2017/18



Source: Section 3. A more detailed listing of capital works is included in Section 6.

### **12.1.1 Carried forward works (\$3.608 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016/17 year it is forecast that \$3.608 million of capital works will be incomplete and be carried forward into the 2017/18 year. The more significant projects include Bacchus Marsh Racecourse Reserve (\$0.843 million), bridge works at Butter Factory Road, Wallace (\$0.476 million), and Haddon Drive, Ballan (\$0.400 million).

### **12.1.2 Property (\$2.128 million)**

The property class comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

For the 2017/18 year, \$2.128 million will be expended on building and building improvement projects. The largest project being the Ballan Depot Relocation (\$1.500 million). Other projects include Maddingley Park Pavilion (\$0.120 million) and Bungaree Hall (\$0.025 million).

### **12.1.3 Plant and equipment (\$1.820 million)**

Plant and equipment includes plant, machinery and equipment, computers and telecommunications, and library books.

For the 2017/18 year, \$1.820 million will be expended on the ongoing cyclical replacement of the plant and vehicle fleet.

### **12.1.4 Infrastructure (\$7.366 million)**

Infrastructure includes roads, bridges, footpaths, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

For the 2017/18 year, \$4.838 million will be expended on road projects. The more significant projects include Old Melbourne Road, Gordon (\$0.549 million), Egerton-Ballark Road, Bungal (\$0.524 million), Berry Street, Ballan (\$0.500 million), and Woolpack Road, Bacchus Marsh (\$0.465 million). There is also the Reseal Program (\$0.647 million) and Gravel Road Resheeting Program (\$0.625 million).

Bridge works total \$0.405 million and includes Old Melbourne Road, Ballan (\$0.300 million) and Dog Trap Gully Road, Rowsley (\$0.080 million).

\$0.505 million will be expended on Footpaths and Cycleways for works at Inglis Street, Ballan.

\$1.610 million will be expended on Recreational, Leisure and Community Facilities, including \$1.450 million for Bacchus Marsh Racecourse Reserve Sporting Facilities.

### **12.1.5 Asset renewal (\$9.981 million), new assets (\$3.983 million), and upgrade (\$0.958 million)**

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

The major projects included in the above categories, which constitute expenditure on new assets, are Ballan Depot Relocation (\$1.500 million) and Bacchus Marsh Racecourse Reserve (\$1.450 million). The remaining capital expenditure represents renewals and upgrades of existing assets.

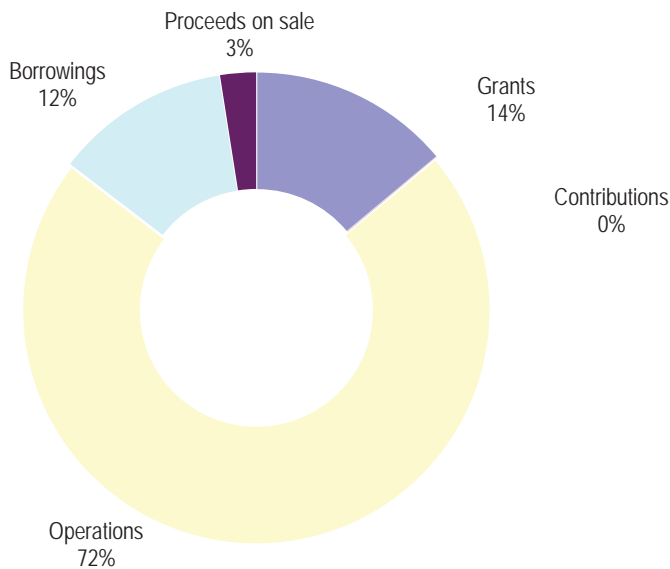
Council has committed to an extra \$0.400 million in funding for asset renewal and \$0.250 million for new/upgrade in the 2016/17 budget.



## 12.2 Funding sources

Sources of funding	Ref	Forecast	Budget	Variance
		Actual 2016/17 \$'000	2017/18 \$'000	\$'000
<b>Works carried forward</b>				
<b>Current year funding</b>				
Grants		0	938	938
Contributions		0	0	0
Borrowings		0	0	0
Council cash				
- operations		0	2,670	2,670
- proceeds on sale of assets		0	0	0
- reserve cash and investments		0	0	0
<b>Total works carried forward</b>	12.2.1	<b>0</b>	<b>3,608</b>	<b>3,608</b>
<b>New works</b>				
<b>Current year funding</b>				
Grants	12.2.2	8,604	1,139	(7,465)
Contributions	12.2.2	0	0	0
Borrowings		2,790	1,806	(984)
Council cash				
- operations	12.2.3	14,735	7,999	(6,736)
- proceeds on sale of assets	12.2.4	1,334	370	(964)
- reserve cash and investments	12.2.5	0	0	0
<b>Total new works</b>		<b>27,463</b>	<b>11,314</b>	<b>(16,149)</b>
<b>Total funding sources</b>		<b>27,463</b>	<b>14,922</b>	<b>(12,541)</b>

### Budgeted total funding sources 2017/18



Source: Section 3

**12.2.1 Carried forward works (\$3.608 million)**

For the 2016/2017 year it is forecast that \$0.938 million in capital grants will be carried forward into the 2017/2018 year. Significant funding include; Haddon Drive, Ballan (\$0.450 million), Ballan Recreation Reserve Netball/Tennis Court Reconstruction (\$0.125 million), Masons Lane Training Lighting (\$0.100 million), and Bacchus Marsh BMX Track Development (\$0.100 million).

**12.2.2 Grants and contributions - Capital (\$1.139 million)**

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Grants and contributions are budgeted to be received for Roads to Recovery Projects (\$0.879 million), Bacchus Marsh Racecourse Reserve (\$0.200 million), and Maddingley Park Pavilion (\$0.060 million).

**12.2.3 Council cash - operations (\$7.999 million)**

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$7.999 million will be generated from operations to fund the 2017/18 capital works program.

**12.2.4 Council cash - proceeds from sale of assets (\$0.370 million)**

Proceeds from sale of assets include major plant, buses, and motor vehicle sales in accordance with Council's fleet renewal policy of \$0.370 million.

**12.2.5 Reserve cash - reserve cash and investments (\$0.000 million)**

Each year Council receives cash contributions from developers and these funds are kept in a reserve to fund future capital works in the area being developed. There are no projects proposed to be funded or part funded from reserves in 2017/18.

## 13. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2016/17 and 2017/18. It also considers a number of key performance indicators.

### 13.1 Budgeted balance sheet

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<b>Current assets</b>	13.1.1			
Cash and cash equivalents		10,121	12,128	2,008
Trade and other receivables		5,035	4,593	(442)
Non current assets classified as held for resale		0	0	0
Other assets		1,301	1,301	0
<b>Total current assets</b>		<b>16,457</b>	<b>18,023</b>	<b>1,565</b>
<b>Non-current assets</b>	13.1.1			
Trade and other receivables		117	117	0
Property, infrastructure, plant & equipment		480,013	523,718	43,705
Other non-current assets		0	0	0
<b>Total non-current assets</b>		<b>480,130</b>	<b>523,835</b>	<b>43,705</b>
<b>Total assets</b>		<b>496,587</b>	<b>541,858</b>	<b>45,270</b>
<b>Current liabilities</b>	13.1.2			
Trade and other payables		3,967	3,833	134
Trust funds and deposits		534	534	0
Provisions		4,078	4,542	(464)
Interest-bearing loans and borrowings		1,364	1,121	243
<b>Total current liabilities</b>		<b>9,943</b>	<b>10,030</b>	<b>(87)</b>
<b>Non-current liabilities</b>	13.1.2			
Provisions		1,541	1,648	(108)
Interest-bearing loans and borrowings		15,037	15,723	(686)
<b>Total non-current liabilities</b>		<b>16,578</b>	<b>17,372</b>	<b>(793)</b>
<b>Total liabilities</b>		<b>26,521</b>	<b>27,401</b>	<b>(880)</b>
<b>Net assets</b>		<b>470,066</b>	<b>514,456</b>	<b>44,390</b>
<b>Equity</b>	13.1.4			
Accumulated surplus		147,277	154,265	6,988
Asset revaluation reserve		314,680	350,362	35,682
Other reserves		8,108	9,829	1,720
<b>Total equity</b>		<b>470,066</b>	<b>514,456</b>	<b>44,390</b>

Source: Section 3

#### 13.1.1 Current Assets (\$1.565 million increase) and Non-Current Assets (\$43.705 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to decrease by \$0.442 million in the 2017/18 budget.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. The increase in this balance is attributable to the net result of proposed revaluations (\$35.682 million), the capital works program (\$14.922 million of new assets), contributed assets (\$4.635 million), depreciation of assets (\$9.664 million), and the sale of property, plant and equipment (\$1.870 million).

### 13.1.2 Current Liabilities (\$0.087 million increase) and Non Current Liabilities (\$0.793 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase from that of the 2016/17 forecast levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to repay loan principal of \$1.364 million over the year, whilst borrowing \$1.806 million to help fund capital works.

### 13.1.3 Working Capital (\$1.479 million increase)

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Council has also committed further current assets to specific and restricted purposes, represented by reserves, which may not yet be represented as current liabilities at 30 June.

	Forecast		Variance
	Actual 2016/17 \$'000	Budget 2017/18 \$'000	
<b>Current assets</b>	16,457	18,023	1,565
<b>Current liabilities</b>	9,943	10,030	(87)
<b>Working capital</b>	6,514	7,993	1,479
Restricted cash and investment current assets			
- Statutory and other reserves	(6,847)	(8,544)	1,696
- Discretionary reserves	(1,261)	(1,285)	24
<b>Unrestricted working capital</b>	<b>(1,594)</b>	<b>(1,836)</b>	<b>(242)</b>

#### **13.1.4 Equity (\$44.390 million increase)**

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations. Asset revaluation increments are expected to be \$35.682 million in 2017/18.
- Other reserves are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed. A net movement of \$1.720 million is budgeted for in 2017/18.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$6.988 million results directly from the operating surplus for the year of \$8.708, plus the movement of \$1.720 million in other reserves.

#### **13.2 Key assumptions**

In preparing the Budgeted Balance Sheet for the year ending 30 June 2018 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 98.5% of total rates and charges raised will be collected in the 2017/18 year.
- Other debtors and creditors to remain consistent with 2016/17 levels.
- Employee entitlements to be increased by the Enterprise Agreement outcome offset by the impact of more active management of leave entitlements of staff.
- Repayment of loan principal to be \$1.364 million.
- Total capital expenditure to be \$14.922 million (includes \$3.608 million carried forward from 2016/17).

## Long Term Strategies

This section includes the following analysis and information.

- 14 Strategic resource plan
- 15 Rating information
- 16 Other long term strategies

## 14. Strategic resource plan

This section includes an extract of the adopted Strategic Resource Plan to provide information on the long term financial projections of the Council.

### 14.1 Plan development

The Act requires a Strategic Resource Plan to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2017/18 to 2020/21 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

- Maintain existing service levels
- Achieve a breakeven operating result within five to six years
- Maintain a large capital expenditure program to cater for a growing community
- Achieve a balanced budget on a cash basis.

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

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

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

### 14.2 Financial resources

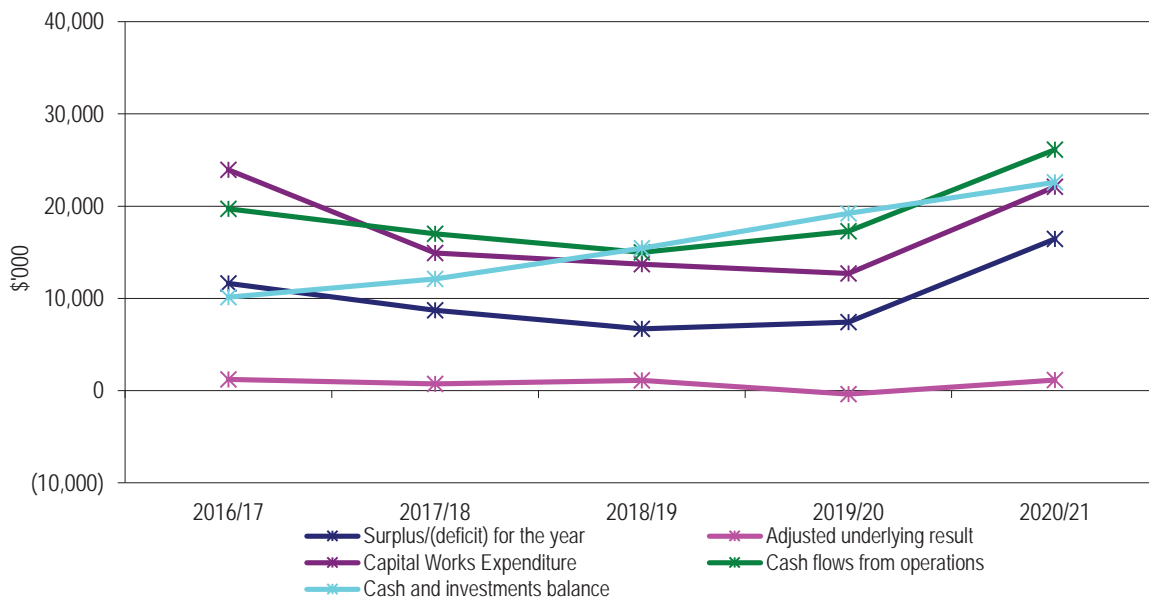
The following table summaries the key financial results for the next four years as set out in the SRP for years 2017/18 to 2020/21. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	11,643	8,708	6,709	7,433	16,452	+
Adjusted underlying result	1,203	718	1,123	(365)	1,155	+
Cash and investments balance	10,121	12,128	15,427	19,218	22,589	+
Cash flows from operations	19,721	16,993	14,999	17,272	26,129	+
Capital works expenditure	23,955	14,922	13,696	12,694	22,100	o

Key to Forecast Trend:

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

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



The key outcomes of the Plan are as follows:

- Financial sustainability (section 11)** - Cash and investments is forecast to increase over the four year period from \$12.128 million to \$22.589 million, which indicates a balanced budget on a cash basis in each year.
- Rating levels (section 15)** – Modest rate increases are forecast over the four years at an average of 2.0%, which is in line with the Fair Go Rating System.
- Service delivery strategy (section 16)** – Service levels will be maintained throughout the four year period. Despite this, operating surpluses are forecast for the next 4 years as a result of significant capital grant revenue being received to fund the annual capital works program. However, excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is a deficit reducing over the four year period. The underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- Borrowing strategy (section 16)** – Borrowings are forecast to increase from \$16.844 million to \$18.839 million over the four year period. This includes new borrowings of \$9.559 million over the same period.
- Infrastructure strategy (section 16)** - Capital expenditure over the four year period will total \$63.411 million at an average of \$15.853 million per year.



## 15. Rating information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

### 15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for 57.1% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Moorabool community.

### 15.2 Future rates and charges

The following table sets out future proposed increases in rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2017.

Year	General Rate Increase %	Waste M'ment Service \$	Domestic Waste Collection \$	State Landfill Levy \$	Total Rates Raised \$'000
2016/17	3.50	5.00	13.00	0.00	31,010
2017/18	2.00	11.00	0.00	-10.00	32,107
2018/19	2.00	0.00	0.00	0.00	33,170
2019/20	2.00	0.00	0.00	0.00	34,320
2020/21	2.00	0.00	0.00	0.00	35,521

### 15.3 Rating structure

Council has established a rating structure which is comprised of two key elements. These are:

- Property values, form the central basis of rating under the *Local Government Act 1989*
- A user pays component to reflect usage of certain services provided by Council

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, for example, whether the property is used for residential or commercial purposes. This distinction is based on the concept that business should pay a fair and equitable contribution to rates taking into account the benefits those commercial properties derive from the local community.

Having reviewed the various valuation bases for determining the property value component of rates as part of the 2014 Rating Strategy review, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis for the duration of the current Council term. The basis of valuation will be considered as part of future Rating Strategy reviews.

The existing rating structure comprises nine differential rates, and a rate concession for Cultural and Recreational land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. A summary of the applicable rating categories are shown below. Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to levy the rate for cultural and recreational lands at "such amount as the municipal council thinks reasonable having regard to the services provided by the municipal council in relation to such lands and having regard to the benefit to the community derived from such lands". Council also levies a waste management charge, a kerbside collection charge and a state landfill levy charge as allowed under the Act.

The following table summarises the rates to be determined for the 2017/18 year. A more detailed analysis of the rates to be raised is contained in section 7 "Rates and charges".

Rate type	How applied	2016/17	2017/18	Change
Commercial & Industrial Rate	Cents/\$ CIV	0.006528	0.006668	2.1%
Commercial & Industrial Vacant Land	Cents/\$ CIV	0.010607	0.010835	2.1%
Extractive Industry Rate	Cents/\$ CIV	0.012729	0.013002	2.1%
Farm Rate	Cents/\$ CIV	0.003182	0.003250	2.1%
General Rate	Cents/\$ CIV	0.004080	0.004167	2.1%
Vacant Land General	Cents/\$ CIV	0.008567	0.008751	2.1%
Vacant Land FZ and RCZ	Cents/\$ CIV	0.004080	0.004167	2.1%
Vacant Land GRZ	Cents/\$ CIV	0.010199	0.010418	2.1%
Residential Retirement Villages	Cents/\$ CIV	0.003671	0.003751	2.2%
Waste Management	\$/ property	\$90	\$101	12.2%
Domestic Waste Collection	\$/ property	\$144	\$144	0.0%
Kerbside Greenwaste	\$/ property	\$100	\$80	-20.0%
State Landfill Levy Charge	\$/ property	\$45	\$35	-22.2%

In the 2013/14 financial year, Council undertook a formal Rating Strategy review. As part of the Rating Strategy review, an extensive community consultation plan was undertaken to ensure the community was informed and educated as to the various rating options under consideration in addition to providing residents with an opportunity to choose their preferred rating proposal. The adopted rating strategy will apply for the 2017/18 financial year. The document is available on Council's website for ratepayers to view. Alternatively, refer to section 7 for further information on Council's rating structure.

## 16. Other long term strategies

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

### 16.1 Borrowings

In developing the Strategic Resource Plan (see Section 14), borrowings was identified as an important funding source for the capital works program. In the past, Council has borrowed strongly to finance large infrastructure projects and plans to continue this trend maintaining a 40-50% debt to rates revenue ratio. An estimate of future borrowing requirements has been incorporated into the Strategic Resource Plan. All intended borrowings must be approved by the Loan Council (Department of Planning and Community Development) and approved/adopted as part of the Annual Budget process by Council.

The SRP includes the results of an analysis of Council's debt position over a number of different indicators. It also shows the results of the 'obligations' indicators that are part of the prescribed financial reporting indicators. The outcome of the analysis highlights that Council can accommodate the debt levels proposed in the SRP.

For the 2017/18 year, Council has proposed to take up \$1.806 million in new borrowings to help fund the capital works program and therefore, after making loan repayments of \$1.364 million, will increase its total borrowings to \$16.844 million as at 30 June 2018. However, it is likely that in future years, borrowings will be required to fund future infrastructure initiatives. The following table sets out future adopted borrowings, based on the forecast financial position of Council as at 30 June 2017.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2016/17	2,790	1,431	790	16,401
2017/18	1,806	1,364	876	16,844
2018/19	3,639	1,121	901	19,362
2019/20	824	1,120	877	19,066
2020/21	500	727	823	18,839

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

	2016/17 \$	2017/18 \$
Total amount borrowed as at 30 June of the prior year	15,042,714	<b>16,401,366</b>
Total amount to be borrowed	2,790,000	<b>1,806,400</b>
Total amount projected to be redeemed	(1,431,348)	<b>(1,363,984)</b>
Total amount proposed to be borrowed as at 30 June	16,401,366	<b>16,843,782</b>

## 16.2 Infrastructure

Council is currently in the process of developing a Long Term Capital Improvement Plan based on the knowledge provided by various Asset Management Plans, which will set out the capital expenditure requirements of Council for the next 10 years by class of asset, and will be a key input to the SRP. It will predict infrastructure consumption, renewal needs and consider infrastructure needs to meet future community service expectations. The Strategy will be developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes
- Identification of capital projects through the preparation of asset management plans
- Prioritisation of capital projects within classes on the basis of evaluation criteria
- Methodology for allocating annual funding to classes of capital projects
- Business Case template for officers to document capital project submissions.

A key objective of the Long Term Capital Improvement Plan will be to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

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

Year	Total Capital Program \$'000	Grants \$'000	Summary of funding sources		
			Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2016/17	23,955	8,604	0	12,561	2,790
2017/18	14,922	2,077	0	11,039	1,806
2018/19	13,696	879	2,000	7,179	3,639
2019/20	12,694	2,379	0	9,491	824
2020/21	22,100	7,450	0	14,150	500

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

### 16.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 14) which directly impact the future service delivery strategy are to maintain existing service levels and to achieve a breakeven operating result within five to six years. The Rating Information (see Section 15) also refers to the proposed rate increases over the next four years. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

The general influences affecting all operating revenue and expenditure include the following:

	2017/18	2018/19	2019/20	2020/21
	%	%	%	%
Consumer Price Index	2.0	2.0	2.0	2.0
Rate increases	2.0	2.0	2.0	2.0
Property growth	2.6	2.4	2.4	2.2
Wages growth	2.3	2.3	2.3	2.8
Government funding	4.6	4.4	4.4	4.2
Statutory fees	4.6	4.4	4.4	4.2
Interest on loans	3.7	3.7	3.8	4.0
Investment return	2.0	2.0	2.0	2.2

The service delivery outcomes measured in financial terms are shown in the following table.

Year	Surplus (Deficit) for the year \$'000	Adjusted Underlying Surplus (Deficit) \$'000	Net Service (Cost) \$'000
2016/17	11,643	1,203	(20,909)
2017/18	8,708	718	(20,671)
2018/19	6,709	1,123	(20,864)
2019/20	7,433	(365)	(22,393)
2020/21	16,452	1,155	(21,744)

Service levels have been maintained throughout the four year period with operating surpluses forecast as a result of significant capital grant revenue being received to fund the annual capital works program. Excluding the effects of items such as capital contributions, the adjusted underlying result is a reducing deficit over the four year period. The net cost of the services provided to the community increases from \$20.671 million to \$21.744 million over the four year period.

## Appendices

### Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2017/18 year.

Description	Type of Fee	2016/2017 Adopted Fees			2017/2018 Proposed Fees		
		Pre GST	GST	Total	Pre GST	GST	Total
<b>Active Ageing and Community Access</b>							
<b>Commonwealth Home Support Program</b>							
Personal Care	Council Fee (No GST)	4.50	to	45.68	4.50	to	46.35
Social Support Individuals (Respite Care)	Council Fee (No GST)	3.00	to	45.68	3.50	to	46.35
Domestic Assistance (Home Care)	Council Fee (No GST)	6.00	to	45.68	6.70	to	46.35
Home Modifications	Council Fee (No GST)				12.20	to	48.00
Home Maintenance - General & Lawn Mowing	Council Fee (No GST)	12.00	to	47.38	12.20	to	48.00
Delivered Meals	Council Fee (No GST)	9.00	0.00	9.00	9.15	0.00	9.15
Community Meals	Council Fee (No GST)	9.00	0.00	9.00	9.15	0.00	9.15
Centre Based Meals Programs	Council Fee (No GST)	9.00	0.00	9.00	6.50	0.00	6.50
Occupational Therapist / Dietician Assessment	Council Fee (No GST)	9.80	to	98.90	9.60	to	100.00
Social Support (Day programs) CORE	Council Fee (No GST)	7.50	0.00	7.50	7.60	to	13.80
Social Support (Day programs) HIGH	Council Fee (No GST)	19.00	0.00	19.00	7.60	to	19.30
<b>Vic Home and Community Care Program for Younger Persons</b>							
Personal Care	Council Fee (No GST)	4.50	to	45.68	4.50	to	46.35
Respite	Council Fee (No GST)	3.00	to	45.68	3.50	to	46.35
Domestic Assistance	Council Fee (No GST)	6.00	to	45.68	6.70	to	46.35
Home & Property Maintenance	Council Fee (No GST)	12.00	to	47.38	12.20	to	48.00
Meals on Wheels	Council Fee (No GST)	9.00	0.00	9.00	9.15	0.00	9.15
Community Meals	Council Fee (No GST)	9.00	0.00	9.00	9.15	0.00	9.15
Centre Based Meals Programs	Council Fee (No GST)	9.00	0.00	9.00	6.50	0.00	6.50
Occupational Therapist / Dietician Assessment	Council Fee (No GST)	9.80	to	98.90	9.60	to	100.00
Day Programs CORE	Council Fee (No GST)	7.50	0.00	7.50	7.60	to	13.80
Day Programs HIGH	Council Fee (No GST)	19.00	0.00	19.00	7.60	to	19.30
Dementia Respite program	Council Fee (No GST)				5.00	to	46.35
<b>Disability Programs</b>							
Disability Program - Kidz Club	Council Fee (No GST)	3.00	to	45.68	3.55	to	46.35
Disability Program - Teenage Group	Council Fee (No GST)	3.00	to	45.68	3.55	to	46.35
Disability Program - Explorers	Council Fee (No GST)	3.00	to	45.68	3.55	to	46.35
Disability Program - Marshlanders	Council Fee (No GST)	3.00	to	45.68	3.55	to	46.35
Disability Program - Overlanders	Council Fee (No GST)	3.00	to	45.68	3.55	to	46.35
<i>Plus additional costs depending on activity</i>							
<b>Brokerage Agency Client Charges</b>							
Assessment of Client	Council Fee (GST Applies)	93.09	9.31	102.40	98.64	9.86	108.50
OHS Safety Check	Council Fee (GST Applies)	45.45	4.55	50.00	48.18	4.82	53.00
Home/Respite/Personal Care - Core Hours	Council Fee (GST Applies)	41.53	4.15	45.68	44.00	4.40	48.40
Home/Respite/Personal Care - After Hours	Council Fee (GST Applies)	89.91	8.99	98.90	95.27	9.53	104.80

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Home Maintenance	Council Fee (GST Applies)	68.18	6.82	75.00	Per Hour	72.27	7.23	79.50
Home Maintenance (Part of Service Review)	Council Fee (GST Applies)	81.82	8.18	90.00	Per Hour (HIGH)	86.73	8.67	95.40
Day Programs (Includes transport, activities and meals)	Council Fee (GST Applies)	68.18	6.82	75.00	Per Day	22.00	to	45.00
Maintenance of Effort	Council Fee (GST Applies)	11.27	1.13	12.40	Per Hour	11.91	1.19	13.10
Occupational Therapist Assessment	Council Fee (GST Applies)	88.64	8.86	97.50	Per Hour	94.00	9.40	103.40
<b>Other</b>								
Use of Council Vacuum Cleaner	Council Fee (GST Applies)	13.64	1.36	15.00	Per Month	14.45	1.45	15.90
Use of Council Vacuum Cleaner	Council Fee (GST Applies)	22.73	2.27	25.00	Per Month (HIGH)	24.09	2.41	26.50
Meals on Wheels Full Cost Recovery (Part of Service Review)	Council Fee (GST Applies)	14.55	1.45	16.00	Per Meal	15.45	1.55	17.00
Domestic Business Opportunity (Part of Service Review)	Council Fee (GST Applies)	41.53	4.15	45.68	Per Hour	41.53	4.15	45.68
Property Business Opportunity (Part of Service Review)	Council Fee (GST Applies)	45.68	to	75.00	Per Hour	45.68	to	75.00
<b>Asset Management</b>								
<b>Map Sales</b>								
Shire Maps	Council Fee (GST Applies)	26.82	2.68	29.50	Each	28.18	2.82	31.00
<b>Information and Permit Services for Assets</b>								
Property and Drainage Information	Statutory Fee (No GST)	97.80	0.00	97.80	Per Request	97.80	0.00	97.80
Storm Water Information Only (Other Design Income)	Statutory Fee (No GST)	58.17	0.00	58.17	Per Request	58.17	0.00	58.17
Asset Protection Permit - Residential	Council Fee (No GST)	155.80	0.00	155.80	Per Permit	169.00	0.00	169.00
Asset Protection Permit - Commercial/Industrial	Council Fee (No GST)	200.30	0.00	200.30	Per Permit	217.50	0.00	217.50
<b>Standpipes</b>								
Security Deposit (All Key Types)	Council Fee (No GST)	50.00	0.00	50.00	Flat Rate	50.00	0.00	50.00
Permanent Account Administration Fee	Council Fee (GST Applies)	18.27	1.83	20.10	Per Account	19.36	1.94	21.30
Pre-Paid Account Administration Fee	Council Fee (GST Applies)	9.27	0.93	10.20	Per Account	9.82	0.98	10.80
Sale of Treated Water (Permanent or Pre Paid Account)	Council Fee (No GST)	5.10	0.00	5.10	Per Kl	5.40	0.00	5.40
Sale of Untreated Water (Channel or Bore Water) (Permanent or Pre Paid Account)	Council Fee (No GST)	2.40	0.00	2.40	Per Kl	2.50	0.00	2.50
<b>Other Asset Management</b>								
Vehicle Crossing Permit	Council Fee (No GST)	77.30	0.00	77.30	Per Permit	84.00	0.00	84.00



Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Road Opening Permit - Property boundary to kerb - Kerb to kerb (ie within road surface)	Statutory Fee (No GST) Statutory Fee (No GST)	84.30	0.00	84.30	Per Permit Per Permit	84.30 129.60	0.00 0.00	84.30 129.60
Permit to occupy part of Roadway - Property boundary to kerb - Kerb to kerb (ie within road surface)	Statutory Fee (No GST) Statutory Fee (No GST)	84.30	0.00	84.30	Per Permit Per Permit	84.30 129.60	0.00 0.00	84.30 129.60
Permit to Build Over Easement	Council Fee (No GST)	NEW	NEW	NEW	Per Permit	160.00	0.00	160.00
<b>Engineering Services</b>								
<b>Subdivision Fees</b>								
Checking of Engineering Plans - estimated Cost of Constructing Works	Statutory Fee (No GST)	0.75%		0.75%	Per \$100	0.75%		0.75%
Supervision of Works (of the cost of Constructing works subject to supervision)	Statutory Fee (No GST)	2.5%		2.5%	Per \$100	2.5%		2.5%
<b>Early Years Services</b>								
<b>Early Years Services</b>								
Occasional Care (Per Hour) <i>Term prices available on request</i>	Council Fee (No GST)	8.50	0.00	8.50	Per Hr/Child	9.00	0.00	9.00
Kindergarten Central Enrolment (Per application)	Council Fee (no GST)	22.00	0.00	22.00	Per Application	22.00	0.00	22.00
<b>Recreation and Youth Development</b>								
<b>Recreation User Fees</b>								
Darley Park - Darley Cricket Club	Council Fee (GST Applies)	563.64	56.36	620.00	Per Quarter	757.50	75.75	833.25
Darley Park - Darley Senior Football Netball Club	Council Fee (GST Applies)	1,286.36	128.64	1,415.00	Per Quarter	599.43	59.94	659.38
Darley Park - Darley Junior Football Club	Council Fee (GST Applies)	412.73	41.27	454.00	Per Quarter	463.43	46.34	509.78
Darley Park - Darley Pigeon Club	Council Fee (GST Applies)	112.73	11.27	124.00	Per Quarter	118.77	11.88	130.65
Darley Park - Tennis Courts	Council Fee (GST Applies)	229.09	22.91	252.00	Per Quarter	61.36	6.14	67.50
Darley Park - Auskick	Council Fee (GST Applies)	193.64	19.36	213.00	Per Annum	297.82	29.78	327.60
Maddingley Park - Bacchus Marsh Football Netball Club	Council Fee (GST Applies)	2,100.00	210.00	2,310.00	Qtrs 1 & 4	2,100.00	210.00	2,310.00
Maddingley Park - Bacchus Marsh Cricket Club	Council Fee (GST Applies)	510.00	51.00	561.00	Qtrs 2 & 3	510.00	51.00	561.00
Maddingley Park - Bacchus Marsh Junior Cricket Club	Council Fee (GST Applies)	290.00	29.00	319.00	Qtrs 2 & 3	290.00	29.00	319.00
Maddingley Park - Bacchus Marsh Lawn Tennis Club	Council Fee (GST Applies)	909.09	90.91	1,000.00	Per Quarter	889.09	88.91	978.00

Description	Type of Fee	2016/2017 Adopted Fees		Unit	2017/2018 Proposed Fees		
		Pre GST	GST		Pre GST	GST	Total
Masons Lane - Bacchus Marsh Baseball Club	Council Fee (GST Applies)	654.09	65.41	719.50	274.88	27.49	302.36
Masons Lane - Bacchus Marsh Dog Obedience Club	Council Fee (GST Applies)	207.27	20.73	228.00	342.29	34.23	376.52
Masons Lane - Bacchus Marsh Cricket Club	Council Fee (GST Applies)	821.82	82.18	904.00	786.32	78.63	884.96
Masons Lane - Bacchus Marsh Little Athletics	Council Fee (GST Applies)	832.73	83.27	916.00	965.08	96.51	1,061.59
Masons Lane - Bacchus Marsh Soccer Club	Council Fee (GST Applies)	140.00	14.00	154.00	1,009.87	100.99	1,110.86
Masons Lane - Darfey Cricket Club	Council Fee (GST Applies)				527.20	52.72	579.92
Darley Civic Hub - Darley Junior Football Club	Council Fee (GST Applies)				529.77	52.98	582.75
Darley Civic Hub - Darley Cricket Club	Council Fee (GST Applies)				898.91	89.89	988.80
Darley Civic Hub - Bacchus Marsh Soccer Club	Council Fee (GST Applies)				1,107.27	110.73	1,218.00
<b>Swimming Pool (Ballan and Bacchus Marsh)</b>							
Entry - Child	Council Fee (GST Applies)	3.27	0.33	3.60	3.27	0.33	3.60
Entry - Adult	Council Fee (GST Applies)	4.36	0.44	4.80	4.36	0.44	4.80
Entry - Spectator	Council Fee (GST Applies)	1.18	0.12	1.30	1.18	0.12	1.30
Entry - Child Season Ticket	Council Fee (GST Applies)	50.00	5.00	55.00	50.00	5.00	55.00
Entry - Adult Season Ticket	Council Fee (GST Applies)	62.73	6.27	69.00	62.73	6.27	69.00
Entry - Family Season Ticket	Council Fee (GST Applies)	101.82	10.18	112.00	101.82	10.18	112.00
School Groups	Council Fee (GST Applies)	3.64	0.36	4.00	3.64	0.36	4.00
Lane Hire	Council Fee (GST Applies)	31.82	3.18	35.00	31.82	3.18	35.00
<b>Stadium Sports / Programs</b>							
Room Hire	Council Fee (GST Applies)	43.64	4.36	48.00	43.64	4.36	48.00
Court Hire - Peak	Council Fee (GST Applies)	56.36	5.64	62.00	56.36	5.64	62.00
Court Hire - Off Peak	Council Fee (GST Applies)	40.91	4.09	45.00	40.91	4.09	45.00
<b>Emergency Management</b>							
<b>Fire Prevention</b>							
Fine for Failure to comply with notice	Statutory Fee (No GST)			10 Penalty Units			10 Penalty Units
Costs of Works to Clear Property	Council Fee (GST Applies)			At Contractors Cost			At Contractors Cost
Administration Fee for Works Undertaken by Council	Council Fee (GST Applies)	76.36	7.64	84.00	81.82	8.18	90.00
Administration Fee for additional works carried out by Municipal Fire Prevention Officer (Reinspections / slashing contractor meetings on site and reinspection after works carried out)	Council Fee (GST Applies)	140.91	14.09	155.00	150.00	15.00	165.00

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
<b>Community Safety</b>								
Community Safety Administration with audit trail								
Application for Permit Under Local Laws, includes the following:								
- A Frames	Council Fee (No GST)	168.00	0.00	168.00	Per Permit	178.00	0.00	178.00
- A Frames (Temporary Event Signage)	Council Fee (No GST)	57.00	0.00	57.00	Per Permit	61.00	0.00	61.00
- Outdoor Dining	Council Fee (No GST)	168.00	0.00	168.00	Per Permit	178.00	0.00	178.00
- Roadside Grazing (MSC Drought Declared)	Council Fee (No GST)	15.00	0.00	15.00	Per Permit	16.00	0.00	16.00
- Roadside Grazing	Council Fee (No GST)	168.00	0.00	168.00	Per Permit	178.00	0.00	178.00
- Recreational Vehicles	Council Fee (No GST)	168.00	0.00	168.00	Per Permit	178.00	0.00	178.00
- Heavy Vehicles	Council Fee (No GST)	168.00	0.00	168.00	Per Permit	178.00	0.00	178.00
- Itinerant Trader	Council Fee (No GST)	318.00	0.00	318.00	Per Permit	500.00	0.00	500.00
- Charity Clothing Bins	Council Fee (No GST)	168.00	0.00	168.00	Per Permit	178.00	0.00	178.00
- Street Stalls - Business	Council Fee (No GST)	168.00	0.00	168.00	Per Stall	178.00	0.00	178.00
- Street Stalls - Community Groups	Council Fee (No GST)	168.00	0.00	No Charge	Per Stall	No Charge	0.00	No Charge
- Additional Animals	Council Fee (No GST)	168.00	0.00	168.00	Per Permit	178.00	0.00	178.00
Replacement of Disabled parking Permits (Replacement for lost or damaged permit)	Council Fee (No GST)	9.40	0.00	9.40	Per Permit	10.00	0.00	10.00
New or Renewal of Disabled Parking Permits	Council Fee (No GST)	9.40	0.00	9.40	Per Permit	10.00	0.00	10.00
Infringements - Traffic Fines for prescribed regulations	Council Fee (No GST)				Per Penalty			
Legal costs for prosecutions (summons etc)	Council Fee (GST Applies)				Per Penalty			
Organisation/Business parking permit (Gell St only)	Council Fee (No GST)	43.00	0.00	43.00	Per Permit	200.00	0.00	200.00
Charity Organisation parking permit (max 5) (Gell St only)	Council Fee (No GST)	15.00	0.00	15.00	Per Permit	16.00	0.00	16.00
Organisation/Business Parking Permits (All other areas)	Council Fee (No GST)	15.00	0.00	15.00	Per Permit	16.00	0.00	16.00
<b>Impounded Items</b>								
Impounded items release fees, includes the following:								
- Advertising Frames	Council Fee (No GST)	45.00	0.00	45.00	Per Day	48.00	0.00	48.00
- Supermarket Trolleys	Council Fee (No GST)	45.00	0.00	45.00	Per Day	48.00	0.00	48.00
- Other items	Council Fee (No GST)	45.00	0.00	45.00	Per Day	48.00	0.00	48.00
- Holding Fee	Council Fee (GST Applies)	23.64	2.36	26.00	Per Day	25.45	2.55	28.00
Impounded Vehicles								
- Impound Fee	Council Fee (No GST)	112.00	0.00	112.00	Per Vehicle	120.00	0.00	120.00
- Costs incurred by Council to Impound (i.e. Towing)	Council Fee (GST Applies)				Per Vehicle			
- Holding Fee	Council Fee (GST Applies)	43.64	4.36	48.00	Per Day	47.27	4.73	52.00

Description	Type of Fee	2016/2017 Adopted Fees		Unit	2017/2018 Proposed Fees	
		Pre GST	GST		Pre GST	GST
<b>Animal Control - Registrations (Domestic)</b>						
Dog - Category 1 to 8	Council Fee (No GST)	50.00	0.00	Per Dog	55.00	0.00
Dog - Category 9	Council Fee (No GST)	150.00	0.00	Per Dog	170.00	0.00
Dog - Declared Dangerous, Restricted Breed	Council Fee (No GST)	500.00	0.00	Per Dog	575.00	0.00
Cat - Category 10 to 14	Council Fee (No GST)	45.00	0.00	Per Cat	50.00	0.00
Cat - Category 15	Council Fee (No GST)	150.00	0.00	Per Cat	170.00	0.00
Dog - Formal Foster Animal or Animal 3-12 months	Council Fee (No GST)	5.50	0.00	Per Dog	6.50	0.00
Cat - Formal Foster Animal or Animal 3-12 months	Council Fee (No GST)	5.50	0.00	Per Cat	6.50	0.00
<i>(Increase in Animal Registrations will not take effect until 10th April 2017)</i>						
Replacement Animal Tags	Council Fee (GST Applies)	3.64	0.36	Per Tag	4.18	0.42
<b>Animal Control (Feral)</b>						
Security Deposit - Anti Bark Bird Cages	Council Fee (No GST)	150.00	0.00	Flat	159.00	0.00
Hire Fee - Anti Bark Bird Cages	Council Fee (GST Applies)	50.45	5.05	Per Week	53.64	5.36
Sale of Citronella Dog Collar	Council Fee (GST Applies)	144.55	14.45	Per Collar	153.64	15.36
<b>Animal Control - Administration</b>						
Animal Register Inspection	Council Fee (No GST)	31.00	0.00	Per Inspection	33.00	0.00
Issue of Certificate from Animal Register	Council Fee (No GST)	31.00	0.00	Per Certificate	33.00	0.00
Registration Renewal of Domestic Animal Business - Boarding	Council Fee (No GST)	180.00	0.00	Per Business	300.00	0.00
Registration Renewal of Domestic Animal Business - Pet Shop	Council Fee (No GST)	180.00	0.00	Per Business	300.00	0.00
Registration Renewal of Domestic Animal Business - Breeding	Council Fee (No GST)	180.00	0.00	Per Business	300.00	0.00
Registration Renewal of Domestic Animal Business - Training Facility	Council Fee (No GST)	120.00	0.00	Per Business	250.00	0.00
Transfer of Domestic Animal Business Registration	Council Fee (No GST)	53.00	0.00	Per Transfer	56.00	0.00
<i>(Increase will not take effect until 10th April 2017) (These are Statutory Fees but prices are set by Council)</i>						
<b>Animal Control - Pound Fees</b>						

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Pound Entry Fee - Cattle & Horses	Council Fee (No GST)	101.00	0.00	101.00	Per Head	107.00	0.00	107.00
Pound Entry Fee - Stallions & Bulls	Council Fee (No GST)	153.00	0.00	153.00	Per Head	162.00	0.00	162.00
Pound Entry Fee - Sheep, Goats, miscellaneous animal (Eg: Emu, chicken, etc)	Council Fee (No GST)	31.00	0.00	31.00	Per Head	33.00	0.00	33.00
Pound Entry Fee - Dog, Cat	Council Fee (No GST)	83.00	0.00	83.00	Per Head	88.00	0.00	88.00
Pound Maintenance Fee - Cattle, Bulls, Horses, Stallions	Council Fee (GST Applies)	31.82	3.18	35.00	Per Head/Day	34.09	3.41	37.50
Pound Maintenance Fee - Sheep, Goats, miscellaneous animal (Eg: Emu, chicken, etc)	Council Fee (GST Applies)	23.18	2.32	25.50	Per Head/Day	25.00	2.50	27.50
Pound Maintenance Fee - Dog, Cat	Council Fee (GST Applies)	23.18	2.32	25.50	Per Head/Day	25.00	2.50	27.50
Advertising of Impoundments	Council Fee (GST Applies)		Current Media Rates		Per Advert		Current Media Rates	
Surrender of animal to Council	Council Fee (GST Applies)	54.55	5.45	60.00	Per Head	58.18	5.82	64.00
Euthanasia of Dog/Cat when related to Compliance Issue	Council Fee (GST Applies)	122.73	12.27	135.00	Per Head	130.91	13.09	144.00
Microchipping of Impounded, Unregistered pet	Council Fee (GST Applies)			At Cost	Per Pet			At Cost
Microchipping (in-house)	Council Fee (GST Applies)	24.09	2.41	26.50		25.45	2.55	28.00
Rehousing of Dog/Cat - Unsexed Male or Female (Vaccinated & Vet Checked)	Council Fee (GST Applies)	303.64	30.36	334.00	Per Head	322.73	32.27	355.00
Rehousing of Dog/Cat - Desexed (Vaccinated & Vet Checked)	Council Fee (GST Applies)	152.73	15.27	168.00	Per Head	162.73	16.27	179.00
<i>All rehousing costs do not include the registration of the Animal</i>								
After Hours Ranger Call Out Fees	Council Fee (GST Applies)	122.73	12.27	135.00	Per Hour/Officer	130.00	13.00	143.00
After Hours Ranger Call Out Fees with Stock Trailer	Council Fee (GST Applies)	164.55	16.45	181.00	Per Hour/Officer	174.55	17.45	192.00
Contractor Livestock Cartage Fees	Council Fee (GST Applies)		At Contractors Cost		Per Cartage		At Contractors Cost	
Costs incurred by Council if stray pet is taken to Vet (includes any Vet bills and cost of housing)	Council Fee (GST Applies)		At Contractors Cost		Per Pet		At Contractors Cost	
<b>Customer and Business Services</b>								
<b>Cat Cages</b>								
Security Deposit - Cat Cage	Council Fee (No GST)	50.00	0.00	50.00	Flat	50.00	0.00	50.00
Hire Fee - Cat Cage (Maximum Hire period is 1 week)	Council Fee (GST Applies)	11.82	1.18	13.00	Per Week	12.73	1.27	14.00
<b>Land and Buildings</b>								
<b>Moorabool Shire Council Corporate Marquee</b>								
Security Deposit	Council Fee (No GST)	200.00	0.00	200.00	Flat Fee	200.00	0.00	200.00

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Hire Fee	Council Fee (GST Applies)	106.36	10.64	117.00	Day or Weekend	112.73	11.27	124.00
<b>Quamby Rooms</b> Security Deposit	Council Fee (No GST)	200.00	0.00	200.00	Flat Fee	200.00	0.00	200.00
Quamby Rooms - Hire Fee (1 hour) (Casual Community Groups)	Council Fee (GST Applies)	20.00	2.00	22.00	Per Hour	20.91	2.09	23.00
Quamby Rooms - Hire Fee (1 hour) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	11.82	1.18	13.00	Per Hour	12.73	1.27	14.00
<b>Community Development</b>								
<b>Community Bus</b>								
Security Deposit (Payable by ALL categories)								
Category 1 Hire Fee	Council Fee (No GST)	100.00	0.00	100.00	Flat	100.00	0.00	100.00
Category 1 Charge per Km	Council Fee (GST Applies)	24.55	2.45	27.00	Per Day	25.91	2.59	28.50
Category 2 Hire Fee	Council Fee (GST Applies)	0.77	0.08	0.85	Per km	0.86	0.09	0.95
Category 2 Charge per Km	Council Fee (GST Applies)	128.64	12.86	141.50	Per Day	136.36	13.64	150.00
Category 3 Hire Fee	Council Fee (GST Applies)	0.77	0.08	0.85	Per km	0.86	0.09	0.95
Category 3 Charge per Km	Council Fee (GST Applies)	309.82	30.98	340.80	Per Day	327.27	32.73	360.00
	Council Fee (GST Applies)	0.77	0.08	0.85	Per km	0.86	0.09	0.95
<b>Definitions:</b>								
<i>Category 1 - Non profit groups operating largely within Shire, not funded by Government, including regular and frequent users.</i>								
<i>Category 2 - Non profit groups operating largely within Shire, but receive funding from State or Commonwealth Governments which enables them to pay for operation costs. Usually infrequent or casual hirers.</i>								
<i>Category 3 - Commercial Rates to apply to all other types of users</i>								
<b>Lerderberg Library</b>								
Fines (Per day, per item - max \$5 per item)	Council Fee (GST Applies)	0.36	0.04	0.40	Per day / Per item	0.36	0.04	0.40
Inter Library Loans (Public Library)	Council Fee (GST Applies)	2.27	0.23	2.50	Per Item	2.27	0.23	2.50
Inter Library Loans (Tertiary Institutions)	Council Fee (GST Applies)	20.45	2.05	22.50	Up to - Per Item	20.45	2.05	22.50
Replacement Card	Council Fee (GST Applies)	2.27	0.23	2.50	Per Card	2.27	0.23	2.50
Lost or damaged items	Council Fee (GST Applies)		Cost of Replacement				Cost of Replacement	
Processing fee	Council Fee (GST Applies)	6.36	0.64	7.00		6.36	0.64	7.00
Debt Collection Charge	Council Fee (GST Applies)	17.27	1.73	19.00	Per Escalation	17.27	1.73	19.00

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Book Sales	Council Fee (GST Applies)			As marked			As marked	
<b>Land and Buildings</b>								
<b>Community Learning Centre - Lerderberg Library</b>								
Security Deposit	Council Fee (No GST)	200.00	0.00	200.00	Flat Fee	200.00	0.00	200.00
<b>Small Meeting Room - Geoffrey Hine Room</b>								
Hire Fee (1 hour) (Casual Community Groups)	Council Fee (GST Applies)	11.82	1.18	13.00	Per Hour	12.73	1.27	14.00
Hire Fee (1 hour) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	6.36	0.64	7.00	Per Hour	6.36	0.64	7.00
Hire fee (1 hour) (Commercial/Profit-making groups)	Council Fee (GST Applies)	19.09	1.91	21.00	Per Hour	20.00	2.00	22.00
Hire fee (full day) (Commercial/Profit-making groups)	Council Fee (GST Applies)	106.36	10.64	117.00	Per Day	112.73	11.27	124.00
Hire fee with video conferencing facilities (1 hour) (Commercial/Profit-making groups)	Council Fee (GST Applies)	29.09	2.91	32.00	Per Hour	30.91	3.09	34.00
Hire fee with video conferencing facilities (full day) (Commercial/Profit-making groups)	Council Fee (GST Applies)	154.55	15.45	170.00	Per Day	163.64	16.36	180.00
<b>Medium Meeting Room - Jean Oomes Room</b>								
Hire Fee (1 hour) (Casual Community Groups)	Council Fee (GST Applies)	17.27	1.73	19.00	Per Hour	18.18	1.82	20.00
Hire Fee (1 hour) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	10.91	1.09	12.00	Per Hour	11.82	1.18	13.00
Hire Fee (day or night - 8 hours) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	33.64	3.36	37.00	Per Day/Night (8 hrs)	35.45	3.55	39.00
Hire fee (1 hour) (Commercial/Profit-making groups)	Council Fee (GST Applies)	24.55	2.45	27.00	Per Hour	26.36	2.64	29.00
Hire fee (full day) (Commercial/Profit-making groups)	Council Fee (GST Applies)	125.45	12.55	138.00	Per Day	132.73	13.27	146.00
<b>Medium Meeting Room - James Young Room 1 or 2</b>								
Hire Fee (1 hour) (Casual Community Groups)	Council Fee (GST Applies)	17.27	1.73	19.00	Per Hour	18.18	1.82	20.00
Hire Fee (1 hour) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	10.91	1.09	12.00	Per Hour	11.82	1.18	13.00
Hire Fee (day or night - 8 hours) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	33.64	3.36	37.00	Per Day/Night (8 hrs)	35.45	3.55	39.00
Hire fee (1 hour) (Commercial/Profit-making groups)	Council Fee (GST Applies)	33.64	3.36	37.00	Per Hour	35.45	3.55	39.00
Hire fee (full day) (Commercial/Profit-making groups)	Council Fee (GST Applies)	154.55	15.45	170.00	Per Day	163.64	16.36	180.00
<b>Large Meeting Room - James Young Rooms 1 and 2 combined</b>								
Hire Fee (1 hour) (Casual Community Groups)	Council Fee (GST Applies)	17.27	1.73	19.00	Per Hour	18.18	1.82	20.00
Hire Fee (1 hour) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	10.91	1.09	12.00	Per Hour	11.82	1.18	13.00
Hire Fee (day or night - 8 hours) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	57.27	5.73	63.00	Per Day/Night (8 hrs)	60.91	6.09	67.00

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Commercial/Profit-making groups Hire fee (1 hour) (Commercial/Profit-making groups) Hire fee (full day) (Commercial/Profit-making groups)	Council Fee (GST Applies) Council Fee (GST Applies)	62.73 289.09	6.27 28.91	69.00 318.00	Per Hour Per Day	66.36 306.36	6.64 30.64	73.00 337.00
<b>All room bookings - Liability Insurance (Compulsory)</b>	Council Fee (GST Applies)	33.64	3.36	37.00	Per Hire	35.45	3.55	39.00
<b>Photocopying</b>								
<i>(To be applied in conjunction with the Community use of Council Services Policy)</i>								
Community Group - (Our Paper)	Council Fee (GST Applies)	0.32	0.03	0.35	Per Page	0.27	0.03	0.30
Other Groups and Private Individuals (A4 Page)	Council Fee (GST Applies)	0.59	0.06	0.65	Per Page	0.32	0.03	0.35
Larger Sized Documents (A3 Page)	Council Fee (GST Applies)	0.77	0.08	0.85	Per Page	0.45	0.05	0.50
Colour Printing	Council Fee (GST Applies)	1.18	0.12	1.30	Per Page	0.91	0.09	1.00
Plan Printing (A2 Page)	Council Fee (GST Applies)	9.09	0.91	10.00	Per Page	9.09	0.91	10.00
Plan Printing (A1 Page)	Council Fee (GST Applies)	10.91	1.09	12.00	Per Page	10.91	1.09	12.00
Fax - Sending	Council Fee (GST Applies)	2.27	0.23	2.50	First Page	2.27	0.23	2.50
Fax - Sending	Council Fee (GST Applies)	1.18	0.12	1.30	Subsequent Pages	0.91	0.09	1.00
Council Agenda - Business Papers plus non confidential attachments	Council Fee (No GST)	23.50	0.00	23.50	Per Issue	25.00	0.00	25.00
Council Agenda - Business Papers excluding attachments	Council Fee (No GST)	19.50	0.00	19.50	Per Issue	20.50	0.00	20.50
Council Agenda - CD Rom <i>(Provided by mail on subscription payable in advance)</i>	Council Fee (No GST)	7.50	0.00	7.50	Per Issue	8.00	0.00	8.00
<b>Environmental Health</b>								
<b>Environmental Health - Food Act Registrations and Renewals</b>								
Class 1 Food Registrations (Eg: Hospital, Child Care Centre)* - 1 to 10 Full Time Equivalent Employees All food premises as above for additional people (over 10 full time equivalent employee's)	Council Fee (No GST) Council Fee (No GST)	500.00 50.00	0.00 0.00	500.00 50.00	Annually Annually	550.00 55.00	0.00 0.00	550.00 55.00
*Class 2 Food Registrations (Eg: Take Away, Café, Restaurant)* - 1 to 10 Full Time Equivalent Employees	Council Fee (No GST)	500.00	0.00	500.00	Annually	550.00	0.00	550.00



Description	Type of Fee	2016/2017 Adopted Fees			2017/2018 Proposed Fees		
		Pre GST	GST	Total	Pre GST	GST	Total
All food premises as above for additional people (over 10 full time equivalent employees) - Community Group - Temporary or Mobile (1 vehicle) - Extra mobile food vehicles (per vehicle) - Single event temporary or mobile	Council Fee (No GST)	50.00	0.00	50.00	55.00	0.00	55.00
	Council Fee (No GST)	175.00	0.00	175.00	190.00	0.00	190.00
	Council Fee (No GST)	475.00	0.00	475.00	525.00	0.00	525.00
	Council Fee (No GST)	150.00	0.00	150.00	165.00	0.00	165.00
	Council Fee (No GST)	65.00	0.00	65.00	75.00	0.00	75.00
Class 3 Food Registrations (Eg: Bakery, Milk Bar, General Store)* - Commercial - Community Group - Bed and Breakfasts - Temporary or Mobile (up to 2 vehicles) - Extra mobile food vehicles (per vehicle) - Single event temporary or mobile	Council Fee (No GST)	350.00	0.00	350.00	385.00	0.00	385.00
	Council Fee (No GST)	115.00	0.00	115.00	125.00	0.00	125.00
	Council Fee (No GST)	115.00	0.00	115.00	127.00	0.00	127.00
	Council Fee (No GST)	350.00	0.00	350.00	385.00	0.00	385.00
	Council Fee (No GST)	150.00	0.00	150.00	165.00	0.00	165.00
	Council Fee (No GST)	65.00	0.00	65.00	75.00	0.00	75.00
	Council Fee (No GST)	NEW	NEW	NEW	200.00	0.00	200.00
	Council Fee (No GST)	NEW	NEW	NEW			
Any class 1, 2 or 3 premises registering for the first time will be charged an additional fee over their pro rata calculated registration for the processing of the application and up to two pre registration visits and any requested plan/application assessment (up to 3 hours of EHO time)	Council Fee (No GST)			No Charge			No Charge
	Council Fee (No GST)						
Class 4 Food Registration (Eg: Service Station, Video Shop, Pharmacy, Newsagent, Gift Shop)	Council Fee (No GST)						
	Council Fee (No GST)						
Additional Inspections	Council Fee (No GST)	150.00	0.00	150.00	165.00	0.00	165.00
	Council Fee (No GST)	236.00	0.00	236.00	250.00	0.00	250.00
Transfer of Registration	Council Fee (No GST)	236.00	0.00	236.00	250.00	0.00	250.00
	Council Fee (No GST)	NEW	NEW	NEW	350.00	0.00	350.00
Premises Pre Sale Inspection & Release of Documents (to be completed within 14 days of request)	Council Fee (No GST)						
	Council Fee (No GST)						
Premises Pre Sale Inspection & Release of Documents (to be completed within 5 days of request)	Council Fee (No GST)						
	Council Fee (No GST)						
Infringements - Fines as per Food Act 1984	Council Fee (No GST)						
	Council Fee (No GST)						
Pre Registration Community Group less than 12 Events Late Payment Fee Food Safety Program Templates Sample Request	Council Fee (No GST)	250.00	0.00	250.00	275.00	0.00	275.00
	Council Fee (No GST)						
	Council Fee (GST Applies)	45.45	4.55	50.00	50.00	5.00	55.00
	Council Fee (No GST)	105.00	0.00	105.00	116.00	0.00	116.00

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Reissuing of Documents/Permits	Council Fee (GST Applies)	45.45	4.55	50.00	Per Copy	50.00	5.00	55.00
<b>Environmental Health - Health Act Registrations and Renewals</b>								
Premises required to be registered pursuant to Public Health and Wellbeing Act 2008								
- Beauty Parlours and ear piercing	Council Fee (No GST)	356.00	0.00	356.00	Annually	377.00	0.00	377.00
- Tattooists and skin penetration premises (not including ear piercing)	Council Fee (No GST)	356.00	0.00	356.00	Annually	500.00	0.00	500.00
- Hairdressers (including Mobile)	Council Fee (No GST)	178.00	0.00	178.00	Annually	189.00	0.00	189.00
- Caravan Park - Statutory Requirement (Per Site)	Statutory Fee (No GST)				Triannually			
Prescribed Premises (Eg: Accommodation Houses)	Council Fee (No GST)	356.00	0.00	356.00	Annually	377.00	0.00	377.00
Transfer of Registration	Council Fee (No GST)	178.00	0.00	178.00	Per Transfer	189.00	0.00	189.00
Premises Pre Sale Inspection & Release of Documents (to be completed within 14 days of request)	Council Fee (No GST)	168.00	0.00	168.00	Per Inspection	168.00	0.00	168.00
Premises Pre Sale Inspection & Release of Documents (to be completed within 5 days of request)	Council Fee (No GST)	NEW	NEW	NEW		300.00	0.00	300.00
Late payment fee	Council Fee (No GST)							
Pre Registration Review of Plans	Council Fee (GST Applies) Council Fee (No GST)	224.60	50% of Registration 0.00	224.60	Per Premise	238.00	50% of Registration 0.00	238.00
<b>Environmental Health - Septic Tank Fees</b>								
New Installation Permit & Inspection (Inc. Pre Installation Inspection (#5.25))	Council Fee (No GST)	750.00	0.00	750.00	Per Permit	900.00	0.00	900.00
Alteration to Current Permit	Council Fee (No GST)	450.00	0.00	450.00	Per Alteration	540.00	0.00	540.00
Extension of Current Permit	Council Fee (No GST)	260.00	0.00	260.00	Per Extension	315.00	0.00	315.00
Additional Inspection Requests	Council Fee (No GST)	160.00	0.00	160.00	Per Inspection	190.00	0.00	190.00
Grey Water Permit	Council Fee (No GST)	318.00	0.00	318.00	Per Permit	380.00	0.00	380.00
Septic/Sewer Information Requests	Council Fee (No GST)	100.00	0.00	100.00	Per Request	120.00	0.00	120.00
Sample Request	Council Fee (No GST)	105.00	0.00	105.00	Per Sample	125.00	0.00	125.00
* Fees will be charged pro rata depending in the time of year the fee is paid (ie 50% for six months).								
Copies of documents	Council Fee (GST Applies)	53.63	5.36	59.00	Per Request	63.64	6.36	70.00
<b>Finance</b>								
<b>Revenue - Other</b>								

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Land Information Certificates	Statutory Fee (No GST)	20.00	0.00	20.00	Each	25.40	0.00	25.40
Land Information Certificates - Urgent Fee	Council Fee (GST Applies)	48.18	4.82	53.00	Each	54.55	5.45	60.00
Finance Invoice preparation costs	Council Fee (GST Applies)	30.00	3.00	33.00	Per Job	31.82	3.18	35.00
Record Searches - 30 Year Search Adverse Possession (Minimum Charge)	Council Fee (No GST)	124.50	0.00	124.50	Each	135.00	0.00	135.00
Record Searches - 30 Year Search Adverse Possession (Maximum Charge)	Council Fee (No GST)	439.50	0.00	439.50	Each	466.00	0.00	466.00
<b>Bungaree Public Weighbridge</b>								
Tray Truck	Council Fee (GST Applies)	20.36	2.04	22.40	Per Weighing	21.36	2.14	23.50
Semi Trailer Truck	Council Fee (GST Applies)	31.45	3.15	34.60	Per Weighing	33.18	3.32	36.50
B-Double Truck	Council Fee (GST Applies)	44.73	4.47	49.20	Per Weighing	47.27	4.73	52.00
<b>Governance</b>								
<b>Freedom of Information</b>								
Freedom of Information Requests	Statutory Fee (No GST)	25.70	0.00	25.70	Each	27.90	0.00	27.90
Freedom of Information - Supervision Fee	Statutory Fee (No GST)	5.00	0.00	5.00	Per 1/4 Hour	5.00	0.00	5.00
Freedom of Information - Search Fee	Statutory Fee (No GST)	20.00	0.00	20.00	Per Hour	20.00	0.00	20.00
<b>Planning and Building</b>								
<b>Building Control - Permits &amp; Services</b>								
Building Notices and Orders	Council Fee (No GST)	352.00	0.00	352.00	Per Unit	375.00	0.00	375.00
Class 1A - New Dwellings - Construction Value \$99,999 and under	Council Fee (GST Applies)	3,487.27	348.73	3,836.00	Per Permit	3,695.45	369.55	4,065.00
Class 1A - New Dwellings - Construction Value \$100,000 to \$149,999	Council Fee (GST Applies)	3,487.27	348.73	3,836.00	Per Permit	3,695.45	369.55	4,065.00
Class 1A - New Dwellings - Construction Value \$150,000 to \$199,999	Council Fee (GST Applies)	3,487.27	348.73	3,836.00	Per Permit	3,695.45	369.55	4,065.00
Class 1A - New Dwellings - Construction Value \$200,000 to \$249,999	Council Fee (GST Applies)	3,925.45	392.55	4,318.00	Per Permit	4,159.09	415.91	4,575.00
Class 1A - New Dwellings - Construction Value \$250,000 and over	Council Fee (GST Applies)	4,807.27	480.73	5,288.00	Per Permit	5,090.91	509.09	5,600.00

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Class 1B - Residential Building (To be assessed by MBS) Minimum	Council Fee (GST Applies)	3,925.45	392.55	4,318.00	Per Permit	4,159.09	415.91	4,575.00
Class 2 - Multi Unit Development (Each)	Council Fee (GST Applies)	3,487.27	348.73	3,836.00	Per Unit/Permit	3,681.82	368.18	4,050.00
Class 3 - Hostels, etc (To be assessed) Minimum	Council Fee (GST Applies)	4,197.27	419.73	4,617.00	Per Permit	4,454.55	445.45	4,900.00
Class 4 - Dwellings associated with other classes (To be assessed) Minimum	Council Fee (GST Applies)	4,197.27	419.73	4,617.00	Per Permit	4,454.55	445.45	4,900.00
Class 5 to 9 - Offices, Shops, Factories - Construction Value up to \$30,000	Council Fee (GST Applies)	5,078.18	507.82	5,586.00	Per Permit	5,386.36	538.64	5,925.00
Class 5 to 9 - Offices, Shops, Factories - Construction Value \$30,000 to \$100,000	Council Fee (GST Applies)	5,078.18	507.82	5,586.00	Fee + 1.0%	5,386.36	538.64	5,925.00
Class 5 to 9 - Offices, Shops, Factories - Construction Value \$100,001 to \$500,000	Council Fee (GST Applies)	5,078.18	507.82	5,586.00	Fee + 0.25%	5,386.36	538.64	5,925.00
Class 5 to 9 - Offices, Shops, Factories - Construction Value \$500,001 to \$2 million	Council Fee (GST Applies)	6,500.00	650.00	7,150.00	Fee + 0.1%	6,890.91	689.09	7,580.00
Class 5 to 9 - Offices, Shops, Factories - Construction Value over \$2 million	Council Fee (GST Applies)	10,155.45	1,015.55	11,171.00	Fee + 0.1%	10,727.27	1,072.73	11,800.00
Class 5 to 9 - Offices, Shops, Factories - Or to be assessed by Build Surv. (\$5m)	Council Fee (GST Applies)	15,570.00	1,557.00	17,127.00	Per Permit	16,545.45	1,654.55	18,200.00
Class 10A - Res Out Build (Garage, Carport) - Construction Value \$4,999 and under	Council Fee (GST Applies)	1,380.91	138.09	1,519.00	Per Permit	1,463.64	146.36	1,610.00
Class 10A - Res Out Build (Garage, Carport) - Construction Value \$5,000 to \$9,999	Council Fee (GST Applies)	1,523.64	152.36	1,676.00	Per Permit	1,613.64	161.36	1,775.00
Class 10A - Res Out Build (Garage, Carport) - Construction Value \$10,000 and over	Council Fee (GST Applies)	1,665.45	166.55	1,832.00	Per Permit	1,772.73	177.27	1,950.00
Class 10B - Masts, Fences (To be assessed) Minimum	Council Fee (GST Applies)	1,455.45	145.55	1,601.00	Per Permit	1,545.45	154.55	1,700.00
Dwelling additions/alterations - Construction Value \$9,999 and under	Council Fee (GST Applies)	2,328.18	232.82	2,561.00	Per Permit	2,468.18	246.82	2,715.00
Dwelling additions/alterations - Construction Value \$10,000 to \$14,999	Council Fee (GST Applies)	2,328.18	232.82	2,561.00	Per Permit	2,468.18	246.82	2,715.00
Dwelling additions/alterations - Construction Value \$15,000 to \$19,999	Council Fee (GST Applies)	2,328.18	232.82	2,561.00	Per Permit	2,468.18	246.82	2,715.00
Dwelling additions/alterations - Construction Value \$20,000 to \$24,999	Council Fee (GST Applies)	2,911.82	291.18	3,203.00	Per Permit	3,090.91	309.09	3,400.00
Dwelling additions/alterations - Construction Value \$25,000 and above	Council Fee (GST Applies)	3,925.45	392.55	4,318.00	Per Permit	4,159.09	415.91	4,575.00

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Regulation 312(2) - consent and Report (Dispensation) (Rescode, Projections & Flood) Maximum	Statutory Fee (No GST)		as per regulations		Per Certificate		as per regulations	
Regulation 320 - Lodgement of Building Permits over \$5,000 (All Classes)	Statutory Fee (No GST)		as per regulations		Per Permit		as per regulations	
Regulation 326(1) - Request for Information in relation to property sale	Statutory Fee (No GST)		as per regulations		Per Certificate		as per regulations	
Regulation 326(1)(a,b,c)(2 & 3) - Request for Information for Building Permit (Eg: Termitte, Bushfire, Flood, etc)	Statutory Fee (No GST)		as per regulations		Per Certificate		as per regulations	
Building Permit Levy - WV (For applications over \$10,000)	Statutory Fee (No GST)		0.128% of construction cost		Per Permit		0.128% of construction cost	
Building Permit Levy - HIH (Domestic Buildings over \$10,000)	Statutory Fee (No GST)		0.032% of construction cost		Per Permit		0.032% of construction cost	
<i>Above fees must be paid in advance by Legislation to State Government</i>								
Security Deposit - Resited Dwelling (Deposit Bank Guarantee or Cash)	Statutory Fee (No GST)	5,000.00	0.00	5,000.00	Per Resiting	5,300.00	0.00	5,300.00
Building Permit for Demolition - Domestic Building	Council Fee (GST Applies)	1,455.45	145.55	1,601.00	Per Building	1,545.45	154.55	1,700.00
Building Permit for Demolition - Commercial Building	Council Fee (GST Applies)	2,607.27	260.73	2,868.00	Per Storey	2,763.64	276.36	3,040.00
Demolition permit under Section 29A	Statutory Fee (No GST)		as per regulations		Per Application		as per regulations	
Re-activation of Lapsed Permit/Permit Extension (Minimum)	Council Fee (GST Applies)	217.27	21.73	239.00	6mth Extension	231.82	23.18	255.00
Re-activation of Lapsed Permit/Permit Extension (Minimum)	Council Fee (GST Applies)	432.73	43.27	476.00	12mth Extension	459.09	45.91	505.00
Inspection Appointments (Or Assessed by Building Surveyor)	Council Fee (GST Applies)	144.55	14.45	159.00	Per Inspection	154.55	15.45	170.00
Inspection Appointments (Or Assessed by Building Surveyor) - Commercial	Council Fee (GST Applies)	176.36	17.64	194.00	Per Inspection	186.36	18.64	205.00
Any Service/Inspection Not Otherwise provided for	Council Fee (GST Applies)	162.73	16.27	179.00	Minimum	172.73	17.27	190.00
Request for copy of House Plans (Copying extra)	Council Fee (No GST)	146.00	0.00	146.00	Each	155.00	0.00	155.00
Request for copy of House Plans - On Site (Copying Extra)	Council Fee (No GST)	59.00	0.00	59.00	Each	63.00	0.00	63.00
Swimming Pool (Within Moorabool Shire) - Construction Value \$14,999 and under	Council Fee (GST Applies)	1,591.82	159.18	1,751.00	Per Permit	1,681.82	168.18	1,850.00
Swimming Pool (Within Moorabool Shire) - Construction Value \$15,000 to \$19,999	Council Fee (GST Applies)	1,880.91	188.09	2,069.00	Per Permit	2,000.00	200.00	2,200.00
Swimming Pool (Within Moorabool Shire) - Construction Value \$20,000 and over	Council Fee (GST Applies)	2,470.91	247.09	2,718.00	Per Permit	2,627.27	262.73	2,890.00

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Place of Public Entertainment - Low impact (occupancy permit)	Council Fee (No GST)	750.00	0.00	750.00	Per permit	795.00	0.00	795.00
Place of Public Entertainment - High impact (occupancy permit)	Council Fee (No GST)	1,501.00	0.00	1,501.00	Per permit	1,590.00	0.00	1,590.00
Swimming Pool Inspection Fee	Council Fee (No GST)	167.00	0.00	167.00	Per permit	177.00	0.00	177.00
<b>Land Use Planning</b>								
Certificates of Compliance	Statutory Fee (No GST)		as per regulations		Each		as per regulations	
Secondary Consent Administration Fee	Council Fee (No GST)	189.00	0.00	189.00	Each	300.00	0.00	300.00
Satisfaction Matter	Council Fee (GST Applies)	54.55	5.45	60.00	Each	58.18	5.82	64.00
	Statutory Fee (No GST)		as per regulations		Each		as per regulations	
<i>The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of a responsible authority or a referral authority</i>								
Permit extension (1st)	Council Fee (No GST)	172.00	0.00	172.00	Each	183.00	0.00	183.00
Permit extension (2nd)	Council Fee (No GST)	341.00	0.00	341.00	Each	362.00	0.00	362.00
Permit extension (3rd and subsequent)	Council Fee (No GST)	512.00	0.00	512.00	Each	543.00	0.00	543.00
Processing S173 Agreements for Sealing	Statutory Fee (No GST)				Each		As per regulations	
Section 52 Public Notice - Application for Permits - Notice by Normal Mail	Council Fee (No GST)	9.20	0.00	9.20	Each	9.80	0.00	9.80
Section 52 Public Notice - Application for Permits - Notice in Newspaper	Council Fee (No GST)	222.50	0.00	222.50	Each	236.00	0.00	236.00
Section 52 Public Notice - Application for Permits - Notice for site	Council Fee (No GST)	32.00	0.00	32.00	Each	34.00	0.00	34.00
<i>Charges for Newspaper Notices to be cumulative based on actual notices required for project and charges are subject to change as reviewed by newspapers from time to time</i>								
Public notice erected and maintained on site for 14 days	Council Fee (No GST)	178.00	0.00	178.00	Each	189.00	0.00	189.00
Retrieval of Planning Files	Council Fee (No GST)	64.00	0.00	64.00	Per File	68.00	0.00	68.00
Planning Information Controls	Council Fee (No GST)	76.50	0.00	76.50	Each	81.00	0.00	81.00
Hopetoun Park Assessment	Council Fee (No GST)	130.50	0.00	130.50	Each	138.00	0.00	138.00

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Advertising sign A3 (Laminated)	Council Fee (No GST)	32.00	0.00	32.00	Each	34.00	0.00	34.00
Advertising sign A2 (Laminated)	Council Fee (No GST)	63.50	0.00	63.50	Each	67.00	0.00	67.00
Advertising sign A1 (Laminated)	Council Fee (No GST)	95.50	0.00	95.50	Each	101.00	0.00	101.00
Additional A3 Signs	Council Fee (No GST)	19.50	0.00	19.50	Each	20.50	0.00	20.50
Copy of Permit	Council Fee (No GST)	67.00	0.00	67.00	Each	71.00	0.00	71.00
Copy of Endorsed Plans - Administration Cost <i>(Customer will be charged Administration Fee and then a cost per page)</i>	Council Fee (GST Applies)	6.55	0.65	7.20	Each	6.91	0.69	7.60
Copy of Endorsed Plans - A4	Council Fee (No GST)	1.50	0.00	1.50	Per Page	1.60	0.00	1.60
Copy of Endorsed Plans - A3	Council Fee (No GST)	2.30	0.00	2.30	Per Page	2.40	0.00	2.40
Copy of Endorsed Plans - A2	Council Fee (No GST)	15.40	0.00	15.40	Per Page	16.50	0.00	16.50
Copy of Endorsed Plans - A1	Council Fee (No GST)	24.00	0.00	24.00	Per Page	25.50	0.00	25.50
Copy of Endorsed Plans - A0	Council Fee (No GST)	30.60	0.00	30.60	Per Page	32.50	0.00	32.50
<b>Regulation 6 - Amendments to Planning Schemes</b>								
Subregulation 1 (Refer definition in Planning & Env (Fees) Regs 2000, section 6)	Statutory Fee (No GST)		as per regulations		Each			as per regulations
Subregulation 2 (Refer definition in Planning & Env (Fees) Regs 2000, section 6)								
Subregulation 3 (Refer definition in Planning & Env (Fees) Regs 2000, section 6)	Statutory Fee (No GST)		as per regulations		Each			as per regulations
<i>The fee for Stage 4 is paid to the Minister by the person who requested the amendment.</i>								
<b>Regulation 7 - Application for Planning Permits</b>								
Class 1 - An Application for use only	Statutory Fee (No GST)		as per regulations		Each			as per regulations
Class 2 - Development Cost > \$10,000 and < \$100,000 (Develop for single Dwelling)	Statutory Fee (No GST)		as per regulations		Each			as per regulations
Class 3 - Development Cost > \$100,000 (Develop for single Dwelling)	Statutory Fee (No GST)		as per regulations		Each			as per regulations
Class 4 - Development Cost Up to \$10,000 (To develop for other than a single dwelling)	Statutory Fee (No GST)		as per regulations		Each			as per regulations
Class 5 - Development Cost > \$10,000 & < \$250,000 (Other than Class 2, 3 or subdivide)	Statutory Fee (No GST)		as per regulations		Each			as per regulations
Class 6 - Development Cost > \$250,000 and < \$500,000 (Other than Class 3)	Statutory Fee (No GST)		as per regulations		Each			as per regulations
Class 7 - Development Cost > \$500,000 and < \$1 million (Other than Class 3)	Statutory Fee (No GST)		as per regulations		Each			as per regulations

Description	Type of Fee	2016/2017 Adopted Fees			2017/2018 Proposed Fees		
		Pre GST	GST	Total	Pre GST	GST	Total
Class 8 - Development Cost > \$1 million and < \$7 million (Other than Class 3)	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 9 - Development Cost > \$7 million and < \$10 million (Other than Class 3)	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 10 - Development Cost > \$10 million and < \$50 million (Other than Class 3)	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 11 - Development Cost > \$50 million (Other than Class 3)	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 12 - To subdivide an existing building	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 13 - To subdivide land into two lots	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 14 - Realignment of Boundary or Consolidation	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 15 - To subdivide land	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 16 - Remove restriction within meaning of Subdivision Act 1988	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 17 - Vary or remove a restriction, create or remove right of way	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 18 - Create, Vary or remove and Easement	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Reference should be made to the <i>Planning &amp; Env Fees Regs 2000</i> for full wording							
Combined Permit Applications							
<i>The fee for an application for any combination of the classes of applications is the sum arrived at by adding the highest of the fees which would have applied if separate applications had been made plus 50% of each of the other fees which would have applied if separate applications had been made.</i>							
<b>Regulation 8B - Applications for Amendments to Planning Permits</b>							
Class 1 - Application to amend a permit to change use	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 2 - (a) application to amend permit to change the statement of what the permit allows	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 2 - (b) Application to change any or all of the conditions which apply to the permit	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 2 - (c) Application to change a permit in any way not otherwise provided for	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 3 - Application to amend a permit >\$10,000 and <\$100,000 (Single Dwelling)	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations
Class 4 - Application to amend a permit to develop and use land >\$100,000 (Single Dwelling)	Statutory Fee (No GST)		as per regulations	as per regulations		as per regulations	as per regulations



Description	Type of Fee	2016/2017 Adopted Fees		Unit	2017/2018 Proposed Fees	
		Pre GST	GST		Pre GST	GST
Class 5 - Application to amend a permit to develop land, other than an application to amend a permit to develop land <\$10,000 (Single Dwelling), or an application to amend a permit to subdivide land <\$10,000	Statutory Fee (No GST)		as per regulations	Each		as per regulations
Class 6 - Application (other than Class 3 or Class 4) >\$10,000 and <\$250,000	Statutory Fee (No GST)		as per regulations	Each		as per regulations
Class 7 - Application (other than Class 4) >\$250,000 and <\$500,000	Statutory Fee (No GST)		as per regulations	Each		as per regulations
Class 8 - Application (other than Class 4) >\$500,000	Statutory Fee (No GST)		as per regulations	Each		as per regulations
Class 9 - (a) Application to amend a permit to subdivide an existing building	Statutory Fee (No GST)		as per regulations	Each		as per regulations
Class 9 - (b) Application to amend a permit to subdivide the land into two lots	Statutory Fee (No GST)		as per regulations	Each		as per regulations
Class 9 - (c) Application to amend a permit to realign a common boundary to consolidate two or more lots	Statutory Fee (No GST)		as per regulations	Each		as per regulations
<b>Regulation 12 - Planning Scheme Amendments</b>						
Refer definition in Planning & Env (Fees) Interim Regs 2014, section 12	Statutory Fee (No GST)		as per regulations	Each		as per regulations
<b>Subdivision Fees</b>						
Application to Certify a Plan of Subdivision	Statutory Fee (No GST)		as per regulations	Per Lot		as per regulations
Application to Certify a Plan of Subdivision (per Lot fee)	Statutory Fee (No GST)		as per regulations	Per Lot		as per regulations
Recertification	Statutory Fee (No GST)		as per regulations	Each		as per regulations
Processing of new versions of Subdivision Plans	Council Fee (GST Applies)	96.36	9.64	Per New Plan	101.82	10.18
<b>Subdivisions</b> <i>(Applications for land, removal of restrictions) - see above</i>						
Property Valuation Fee (\$0 to \$199,999)	Council Fee (GST Applies)	513.64	51.36	Per Valuation	545.45	54.55
Property Valuation Fee (\$200,000 to \$399,999)	Council Fee (GST Applies)	573.64	57.36	Per Valuation	609.09	60.91
Property Valuation Fee (\$400,000 to \$499,999)	Council Fee (GST Applies)	638.18	63.82	Per Valuation	677.27	67.73
Property Valuation Fee (\$500,000 to \$599,999)	Council Fee (GST Applies)	699.09	69.91	Per Valuation	740.91	74.09
Property Valuation Fee (\$600,000 to \$699,999)	Council Fee (GST Applies)	759.09	75.91	Per Valuation	804.55	80.45
Property Valuation Fee (\$700,000 to \$799,999)	Council Fee (GST Applies)	824.55	82.45	Per Valuation	872.73	87.27
Property Valuation Fee (\$800,000 to \$899,999)	Council Fee (GST Applies)	950.91	95.09	Per Valuation	1,009.09	100.91
Property Valuation Fee (\$900,000 to \$999,999)	Council Fee (GST Applies)	1,072.73	107.27	Per Valuation	1,136.36	113.64
						112.00
						600.00
						670.00
						745.00
						815.00
						885.00
						960.00
						1,110.00
						1,250.00

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Property Valuation Fee (\$1,000,000 to \$1,499,999)	Council Fee (GST Applies)	1,199.09	119.91	1,319.00	Per Valuation	1,272.73	127.27	1,400.00
Property Valuation Fee (\$1,500,000 to \$2,000,000)	Council Fee (GST Applies)	1,320.00	132.00	1,452.00	Per Valuation	1,400.00	140.00	1,540.00
Property Valuation Fee (\$2,000,000 + )	Council Fee (GST Applies)		Per cost from contract valuer				Per cost from contract valuer	
<b>Economic Development &amp; Marketing</b>								
<b>Signage Permits</b>								
Administration fee in relation to Tourist Sign Permit (Design, manufacture, installation and maintenance of sign/s, costs borne by applicants and will remain applicants full responsibility) Tourist Signing Guidelines 1998	Council Fee (GST Applies)	54.55	5.45	60.00	5 Year Permit	57.91	5.79	63.70
<b>Operations</b>								
<b>Events Trailer</b>								
Security Deposit to utilise Trailer	Council Fee (No GST)	200.00	0.00	200.00	Flat Fee	200.00	0.00	200.00
<b>Waste Management - Sales</b>								
Wheelee Bin 120 Litre - Only sold to residents in BM & Urban townships	Council Fee (No GST)	108.00	0.00	108.00	Per Bin	90.00	0.00	90.00
Wheelee Bin 240 Litre - Sold to all residents in Shire	Council Fee (No GST)	146.00	0.00	146.00	Per Bin	110.00	0.00	110.00
Wheelee Bin 120 Litre - Replacement Red Lid (If Bin purchased elsewhere)	Council Fee (No GST)	30.00	0.00	30.00	Per Lid	33.00	0.00	33.00
Wheelee Bin 240 Litre - Replacement Red Lid (If Bin purchased elsewhere)	Council Fee (No GST)	37.00	0.00	37.00	Per Lid	40.00	0.00	40.00
<b>Waste Management Service Charges</b>								
Waste Management Service Charge <i>Farming Enterprises only pay one service charge fee</i>	Council Fee (No GST)	90.00	0.00	90.00	Annual Charge	101.00	0.00	101.00
State Landfill Levy Charge <i>Farming Enterprises only pay one service charge fee</i>	Council Fee (No GST)	45.00	0.00	45.00	Annual Charge	35.00	0.00	35.00
<b>Waste Collection Services - Residential</b>								



Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
8 Rural	Council Fee (No GST)	1,998.00	0.00	1,998.00	Annual Charge	2,120.00	0.00	2,120.00
9 each bin	Council Fee (No GST)	2,243.00	0.00	2,243.00	Annual Charge	2,375.00	0.00	2,375.00
10 per fortnight = 2 pick ups	Council Fee (No GST)	2,488.00	0.00	2,488.00	Annual Charge	2,640.00	0.00	2,640.00
11 (4 bins for rural collection per fortnight = 4 pick ups)	Council Fee (No GST)	2,727.00	0.00	2,727.00	Annual Charge	2,890.00	0.00	2,890.00
12	Council Fee (No GST)	2,978.00	0.00	2,978.00	Annual Charge	3,155.00	0.00	3,155.00
13	Council Fee (No GST)	3,228.00	0.00	3,228.00	Annual Charge	3,420.00	0.00	3,420.00
14	Council Fee (No GST)	3,478.00	0.00	3,478.00	Annual Charge	3,685.00	0.00	3,685.00
15	Council Fee (No GST)	3,729.00	0.00	3,729.00	Annual Charge	3,950.00	0.00	3,950.00
16	Council Fee (No GST)	3,979.00	0.00	3,979.00	Annual Charge	4,215.00	0.00	4,215.00
20	Council Fee (No GST)	4,224.00	0.00	4,224.00	Annual Charge	4,475.00	0.00	4,475.00
<b>Commercial Recycling (Schools Only)</b>								
Fortnight Collection (maximum 4 bins per School)	Council Fee (No GST)	189.00	0.00	189.00	Per Bin	200.00	0.00	200.00
<b>Bacchus Marsh, Ballan &amp; Mt Egerton Transfer Station &amp; Tips - Residents</b>								
Tyre Disposal - Motor Cycle	Council Fee (GST Applies)	10.00	1.00	11.00	Per Tyre	10.91	1.09	12.00
Tyre Disposal - Car	Council Fee (GST Applies)	9.09	0.91	10.00	Per Tyre	10.00	1.00	11.00
Tyre Disposal - Light Truck & 4WD	Council Fee (GST Applies)	12.73	1.27	14.00	Per Tyre	13.64	1.36	15.00
Tyre Disposal - Heavy Truck	Council Fee (GST Applies)	26.36	2.64	29.00	Per Tyre	29.09	2.91	32.00
Tyre Disposal - Heavy Truck Super Single	Council Fee (GST Applies)	37.27	3.73	41.00	Per Tyre	40.91	4.09	45.00
Tyre Disposal - Small Tractor	Council Fee (GST Applies)	75.45	7.55	83.00	Per Tyre	81.82	8.18	90.00
Tyre Disposal - Large Tractor	Council Fee (GST Applies)	150.00	15.00	165.00	Per Tyre	162.73	16.27	179.00
Tyre Disposal - Earthmover	Council Fee (GST Applies)	375.45	37.55	413.00	Per Tyre	408.18	40.82	449.00
Tyre Disposal - Car (tyres on rims)	Council Fee (GST Applies)	12.73	1.27	14.00	Per Tyre	13.64	1.36	15.00
Tyre Disposal - Light Truck & 4WD (tyres on rims)	Council Fee (GST Applies)	15.45	1.55	17.00	Per Tyre	16.36	1.64	18.00
Tyre Disposal - Heavy Truck (tyres on rims)	Council Fee (GST Applies)	21.82	2.18	24.00	Per Tyre	23.64	2.36	26.00
Car or Station Wagon	Council Fee (GST Applies)	20.00	2.00	22.00	Per Attendance	23.64	2.36	26.00
Small Trailer (1.8 x 1.2 x 0.3) or Utility	Council Fee (GST Applies)	30.00	3.00	33.00	Per Attendance	34.55	3.45	38.00
Small Trailer (Heaped Load)	Council Fee (GST Applies)	40.91	4.09	45.00	Per Attendance	47.27	4.73	52.00
Small Trailer (High Sides)	Council Fee (GST Applies)	52.73	5.27	58.00	Per Attendance	60.91	6.09	67.00
Large Trailer	Council Fee (GST Applies)	40.91	4.09	45.00	Per Attendance	47.27	4.73	52.00
Large Trailer (Heaped Load)	Council Fee (GST Applies)	65.45	6.55	72.00	Per Attendance	75.45	7.55	83.00
Large Trailer (High Sides)	Council Fee (GST Applies)	75.45	7.55	83.00	Per Attendance	87.27	8.73	96.00
Trucks	Council Fee (GST Applies)	48.18	4.82	53.00	Per Cubic Metre	52.73	5.27	58.00

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Clean Green Waste Recyclable materials separated to the recyclable by the customer	Council Fee (GST Applies) Council Fee (GST Applies)			1/2 Price Free			1/2 Price Free	
Mattresses	Council Fee (GST Applies)	28.18	2.82	31.00	30.91	3.09	34.00	
Tip Vouchers (Book 26 Tickets)	Council Fee (GST Applies)	64.55	6.45	71.00	70.00	7.00	77.00	
<i>Available to residents who cannot be provided with a garbage collection service</i>								
<b>Bacchus Marsh, Ballan &amp; Mt Egerton Transfer Station &amp; Tips - Non Residents</b>								
Tyre Disposal - Motor Cycle	Council Fee (GST Applies)	10.00	1.00	11.00	10.91	1.09	12.00	
Tyre Disposal - Car	Council Fee (GST Applies)	9.09	0.91	10.00	10.00	1.00	11.00	
Tyre Disposal - Light Truck & 4WD	Council Fee (GST Applies)	12.73	1.27	14.00	13.64	1.36	15.00	
Tyre Disposal - Heavy Truck	Council Fee (GST Applies)	26.36	2.64	29.00	29.09	2.91	32.00	
Tyre Disposal - Heavy Truck Super Single	Council Fee (GST Applies)	37.27	3.73	41.00	40.91	4.09	45.00	
Tyre Disposal - Small Tractor	Council Fee (GST Applies)	75.45	7.55	83.00	81.82	8.18	90.00	
Tyre Disposal - Large Tractor	Council Fee (GST Applies)	150.00	15.00	165.00	162.73	16.27	179.00	
Tyre Disposal - Earthmover	Council Fee (GST Applies)	375.45	37.55	413.00	408.18	40.82	449.00	
Tyre Disposal - Car (tyres on rims)	Council Fee (GST Applies)	12.73	1.27	14.00	13.64	1.36	15.00	
Tyre Disposal - Light Truck & 4WD (tyres on rims)	Council Fee (GST Applies)	15.45	1.55	17.00	16.36	1.64	18.00	
Tyre Disposal - Heavy Truck (tyres on rims)	Council Fee (GST Applies)	21.82	2.18	24.00	23.64	2.36	26.00	
Car or Station Wagon	Council Fee (GST Applies)	27.27	2.73	30.00	31.82	3.18	35.00	
Small Trailer (1.8 x 1.2 x 0.3) or Utility	Council Fee (GST Applies)	52.73	5.27	58.00	60.91	6.09	67.00	
Small Trailer (Heaped Load)	Council Fee (GST Applies)	90.91	9.09	100.00	104.55	10.45	115.00	
Small Trailer (High Sides)	Council Fee (GST Applies)	116.36	11.64	128.00	134.55	13.45	148.00	
Large Trailer	Council Fee (GST Applies)	90.91	9.09	100.00	104.55	10.45	115.00	
Large Trailer (Heaped Load)	Council Fee (GST Applies)	142.73	14.27	157.00	164.55	16.45	181.00	
Large Trailer (High Sides)	Council Fee (GST Applies)	166.36	16.64	183.00	191.82	19.18	211.00	
Trucks	Council Fee (GST Applies)	96.36	9.64	106.00	104.55	10.45	115.00	
Clean Green Waste Recyclable materials separated to the recyclable by the customer	Council Fee (GST Applies) Council Fee (GST Applies)			1/2 Price Free			1/2 Price Free	
Mattresses	Council Fee (GST Applies)	28.18	2.82	31.00	30.91	3.09	34.00	
<b>Works Department Services</b>								

Description	Type of Fee	2016/2017 Adopted Fees			Unit	2017/2018 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Private Works will be Quoted depending on the nature of the job	Council Fee (GST Applies)		As Quoted for particular job		Per Job		As Quoted for particular job	

## Appendix B Budget process

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

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

The 2017/18 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2018 in accordance with the Act and Regulations, and are consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

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

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

The final step is for Council to adopt the Budget after receiving and considering any submissions from interested parties. The Budget is required to be adopted and a copy submitted to the Minister by 30 June each year. The key dates for the Budget process are summarised below:

Budget process	Timing
1. Officers update Council's long term financial projections	Sep/Oct
2. Officers prepare operating and capital budgets	Oct/Nov
3. Councillors consider draft budgets at informal briefings	Dec/Jan
4. Proposed budget submitted to Council for approval	3 May
5. Public notice advising intention to adopt budget	9 May
6. Budget available for public inspection and comment	10 May
7. Public submission process undertaken	May/Jun
8. Submissions period closes (28 days)	6 Jun
9. Submissions considered by Council/Committee	21 Jun
10. Budget and submissions presented to Council for adoption	5 Jul
11. Copy of adopted budget submitted to the Minister	6 Jul

#### **10.4.5 Removal of all Buildings and Assets – Lerderderg Children’s Centre – Corner Albert and Nelson Streets, Darley.**

##### **Introduction**

Author: John Miller  
General Manager: Phil Jeffrey

##### **Background**

The construction of the Darley Early Years Hub is now complete. The development of the Darley Early Years Hub involved the relocation of existing services/groups including Darley Kindergarten, Maternal and Child Health, Playgroups and the Occasional Care Service from the Lerderderg Children’s Centre; leaving the current site vacant.

The condition report on the former Lerderderg Children’s Centre undertaken in 2016 advises that without substantial investment, the buildings are unlikely to be fit for the services and community facilities that Darley and Bacchus Marsh most require.

At the Ordinary Meeting of Council on 5<sup>th</sup> April 2017 a report was considered on the future of the site and it was resolved to dispose of the Lerderderg Children’s Centre buildings and other assets (storage sheds and play equipment).

##### **Proposal**

Quotes were recently invited for the removal of all buildings and assets at the Lerderderg Children’s Centre on the corner of Albert and Nelson Streets, Darley. Four (4) companies were invited to quote, with three (3) companies declining to provide a submission. McGregor Portables being the only company to provide a quote to dismantle and remove all buildings and standing structures and return a clean site with no cost to Council.

The Bacchus Marsh Christian Church had previously expressed an interest in the site and following further enquiry, have withdrawn its interest due to the land not being available.

It is therefore recommended to accept the quote received from McGregor Portables.

##### **Policy Implications**

The 2013–2017 Council Plan provides as follows:

**Key Result Area** Enhanced Infrastructure Natural and Built Environment.

**Objective** Ensure current and future infrastructure meets the needs of the community.



**Strategy** Construct physical infrastructure to appropriate standards.

The proposal is consistent with the 2013-2017 Council Plan.

### Financial Implications

There are no financial implications in relation to this project as the project is cost neutral.

### Risk & Occupational Health & Safety Issues

Risk Identifier	Detail of Risk	Risk Rating	Control/s
Public Liability – Reconstruction	Risk of physical injury.	Medium-High	Site specific safety plans must be provided by the contractor before commencement of any works.  Compliance with provisions of legislation and adherence to work practices in accordance with relevant codes is a requirement of the contract, is the duty of the contractor and is subject to audit by Moorabool Shire Council.

### Communications and Consultation Strategy

Prior to the commencement of decommissioning works, advice of the proposed works will be published in the Moorabool News.

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

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

### Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Phil Jeffrey*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – John Miller*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

**Conclusion**

The quote from McGregor Portables was the only quote received and meets Councils requirements and have the capability to undertake the works.

**Recommendation:**

**That Council resolves to accept the Quote from McGregor Portables to dismantle and remove all buildings and standing structures and return a clean site with no cost to Council.**

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**Report Authorisation**

**Authorised by:**



**Name:** Phil Jeffrey  
**Title:** General Manager Infrastructure  
**Date:** Wednesday 12 April 2017

## 10.4.6 Maintenance of Unmade “Paper” Roads Policy

### Introduction

Author: John Miller  
General Manager: Phil Jeffrey

At the Ordinary Meeting of Council on Wednesday 5 April 2017, Council considered the draft Maintenance of Unmade ‘Paper’ Roads Policy and the following was resolved:

*Crs. Tatchell/Sullivan*

*That, in accordance with Moorabool Shire Council Policy Protocol, Consideration of Items which affect beyond the Current Year, the Maintenance of Unmade “Paper” Roads Policy (IS017/ Version 1) as attached, now lay on the table for further consideration at the next Ordinary Meeting of Council.*

**CARRIED**

### Background

Moorabool Shire Council has several hundred kilometres of unused “Paper” Roads which are not maintained by Council throughout the Shire. “Paper Road” is a term commonly used for a road that is legally established and recorded in survey plans, but has not been formally constructed. They typically comprise dirt tracks cleared by local farm vehicles or access to property not constructed to any standard. Such a road exists only on paper. None of these roads are included in Council’s Register of Public Roads.

Approximately 44 kilometres of these Roads are classified as Fire Access Tracks and are only graded subject to advice from the Country Fire Authority and the list included in Council’s Municipal Fire Management Plan.

Under Section 19(1) of the Road Management Act 2004, “A road authority must keep a register of public roads specifying the public roads in respect of which it is the coordinating road authority”. For a road to be included in the register Council has to decide whether ‘... the road is reasonably required for general public use.....’ Section 17(3).

Council is not obliged to assume responsibility for any Unmade “Paper” Road until it has made a decision under the Act, that the road is reasonably required for general public use. This policy sets the criteria for when a road will be deemed required for general public use and subsequently added to Council’s Register of Public Roads and managed and maintained accordingly.

The request for maintenance of ‘paper roads’ has recently become a topical issue as there are a number of properties being sold which abut these “Paper” Roads that do not require a Planning Permit as the lots have individual titles and as a result, houses are being constructed without access to a public road.

## Proposal

The draft Maintenance of Unmade “Paper” Roads Policy proposes a number of criteria that would be required to be satisfied in order for Council to assume the management and maintenance of a ‘paper’ road. These criteria address the financial, environmental, and social impacts of upgrading and maintaining such roads.

## Policy Implications

The 2013 - 2017 Council Plan provides as follows:

<b>Key Result Area</b>	Enhanced infrastructure and natural and built environment
<b>Objective</b>	Management of assets and infrastructure
<b>Strategy</b>	Proactive maintenance of roads, bridges and footpaths at documented standards in the Road Management Plan

The proposal is consistent with the 2013-2017 Council Plan.

## Financial Implications

There are no financial implications associated with the adoption of this policy.

## Risk & Occupational Health & Safety Issues

There are no risk or occupational health and safety issues associated with the adoption of this policy.

## Communications and Consultation Strategy

The Maintenance of Unmade “Paper” Roads Policy will be made available on Council’s web site.

## Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

## Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

*General Manager – Phil Jeffrey*

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

*Author – John Miller*

In providing this advice to Council as the Author, I have no interests to disclose in this report.

### **Conclusion**

Moorabool Shire Council has several hundred kilometres of “Paper” Roads which are not maintained by Council throughout the Shire. The draft ‘Maintenance of Unmade “Paper” Roads Policy sets the criteria for when a road will be deemed required for general public use and subsequently added to Council’s Register of Public Roads and managed and maintained accordingly.

Having resolved on the 5 April 2017 that the policy lay on the table for further consideration at the next Ordinary Meeting of Council, the Maintenance of Unmade “Paper” Roads Policy (IS017/ Version 1) is now placed before the Council for adoption.

### **Recommendation:**

**That Council adopts the Maintenance of Unmade “Paper” Roads Policy (IS017/ Version 1).**

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### **Report Authorisation**

**Authorised by:**



**Name:** Phil Jeffrey  
**Title:** General Manager Infrastructure  
**Date:** Wednesday 12 April 2017

# Attachment - Item 10.4.6

<b>Policy No.:</b>	IS017	<b>IS017 – Maintenance of Unmade “Paper” Roads Policy</b>
<b>Review Date:</b>	2021 (or as required)	
<b>Revision No.:</b>	00	
<b>Expiry Date:</b>	N/A	
<b>Version No.:</b>	01	
<b>Adopted by:</b>	Executive Group	
<b>Responsible Officer:</b>	General Manager Infrastructure	

## 1. Introduction

Moorabool Shire Council has several hundred kilometres of unused “paper” roads which are not maintained by Council throughout the Shire. “Paper road” is a term commonly used for a road that is legally established and recorded in survey plans, but has not been formally constructed. They typically comprise dirt tracks cleared by local farm vehicles or for access to property. Such a road exists only on paper. None of these roads are included in Council’s Register of Public Roads.

Approximately 44 kilometres of these Roads are classified as Fire Access Tracks and are only graded subject to advice from the Country Fire Authority and the list included in Council’s Municipal Fire Management Plan.

Under Section 19(1) of the Road Management Act 2004, “A road authority must keep a register of public roads specifying the public roads in respect of which it is the coordinating road authority”. For a road to be included in the register Council has to decide whether ‘... the road is reasonably required for general public use.....’ Section 17(3).

Council is not obliged to assume responsibility for any paper road until it has made a decision under the Act, that the road is reasonably required for general public use. This policy sets the criteria for when a road will be deemed required for general public use and subsequently added to Council’s Register of Public Roads and managed and maintained accordingly.

## 2. Purpose of the Policy

The aim of this policy is to establish a framework for:

1. making consistent, structured and justifiable decisions as to whether a road or area of land is reasonably required for general public use and is therefore considered to be a “public road” for the purpose of including it in Council’s Register. The inclusion in the register of a public roads is an acknowledgement by Council that it is the coordinating road authority in respect of the road or area of land, and therefore has the responsibility for its on-going maintenance and the risk associated with this function.
2. When it is not included in Council’s register of public roads, what maintenance it will undertake.

## 3. Policy Objectives

The objectives of this policy are to:

1. Specify the criteria for the expansion of Councils existing road network in relation to “paper” roads by addressing:

- a) The economic impact
  - b) The environmental impact
  - c) The social impact
  - d) The responsibility for maintenance of Government “paper” roads
  - e) The upgrading of Government “paper” roads by land owners
  - f) Requests for maintenance or upgrade of Government “paper” roads
2. To provide a framework for making consistent, structured and justifiable decisions as to whether a road or area of land should be included on the Shire's Register of Public Roads.

#### 4. Policy

Should a landowner require access via a “paper” road, Council expects that the landowner will provide that access at their cost.

Council may consider an application to contribute to upgrade an unmaintained road to Council's standard and take over maintenance responsibilities, subject to allocation of funding in its Capital Improvement Program and annual budget, and with consideration to other conditions stipulated below.

##### Economic Impact

The level of funding available to Council to undertake required level of maintenance and rehabilitation/renewal is a major constraint. Taking over the responsibility for upgrading and maintaining more roads currently not maintained by Council will require additional funds and the benefits to affected land owners need to be balanced against wider community benefits, reduction in service levels of the Council maintained roads and reduced financial sustainability.

##### Environmental Impact

Upgrading “paper” roads to current standards will have an impact on existing trees, habitat and biodiversity, as most of these roads are in rural areas and have vegetation encroachments along the road reserves. In many cases, these unmaintained road reserves represent the last remnants of undisturbed natural vegetation in the area.

##### Social Impact

Road maintenance is an area where Council has to manage limited funds to maintain the entire road network. It is important to ensure road maintenance expenditure is managed equitably based on the functional hierarchy of the network and to ensure optimal community benefits are achieved.

##### Responsibility for Maintenance of “Paper Roads”

Council is not obliged to assume responsibility for any “paper” road until it has made a decision under the Road Management Act 2004, that the road is reasonably required for general public use. Council only maintains the roads that are included in Council's Register of Public Roads. Maintained Roads have usually been constructed by Council or by another party to Council standards and formally handed to and accepted by Council.

The cost of maintenance of “paper” roads are the responsibility of the land owners who use the road for access to private properties. Where access is only for a single property, the property owners may also choose to upgrade the section of road to a standard lower than Council would accept (akin to a driveway) to access their property at their cost and maintenance responsibility.

Paper Roads are often subject to a lease or license by adjacent land owners under the Land Act. In such circumstances, Council will not undertake any maintenance in these areas,



Although there is no obligation to undertake maintenance on paper roads, the following exceptions may apply:

- Maintenance of fire access tracks as defined by the CFA and Municipal Emergency Management Plan.
- To reduce fire risk at the request of the CFA.
- Where there is an identified hazard where there is a risk of significant injury or life.

#### Upgrading Unused “Paper” Roads by Landowners

Council will accept written applications to construct a formed road by the applicants. Applications will be assessed and may be granted conditional approval based on conditions outlined in the policy.

Conditions and standards of construction will generally be as per the Infrastructure Design Manual (IDM) and relevant engineering standards. The General Manager Infrastructure has the authority to amend these engineering standards appropriate to the situation.

The formation/construction of a road to Council standards does not automatically imply that Council will maintain the road. Council as a rule will only take over maintenance of the road, if it provides wider community benefits and satisfies the conditions outlined under Requests for maintenance below.

Following construction of the road in accordance with conditional approval and its acceptance by the authorised Council officer, Council may assume responsibility for its maintenance, subjected to conditions stated in this Policy.

#### Requests for Maintenance or Upgrade of Unused “Paper” Roads

Council may consider applications on an individual basis and on merits to upgrade an existing unused “paper” road to Council standard, and take over its maintenance and subsequent management responsibilities subject to availability of funds and where at least eight (8) of the following conditions must be met:

- The road must be a public road noting that roads that are public roads (or public highways) are not necessarily going to be deemed to be “reasonably required for public use” and therefore will not necessarily be included on the Register of Public Roads.
- The road has been constructed to a standard acceptable to Council
- Acceptance of a Special Charge Scheme (A Special Rates and Charges Scheme could be initiated to construct the road with contributions from land owners and Council would subsequently assume ownership and maintenance responsibility for that section of additional road) by the residents
- The Road provides primary access to at least one full time occupied residence (i.e. the property owner is otherwise land locked and without any frontage road).
- The Road is named and signed
- The Road has previously been constructed by or regularly maintained by Council
- The Road Contains assets owned and maintained by public service authorities (e.g. Gas, Electricity, Telecommunications, Sewerage and Water)
- The construction of the Road provides clear benefit to several property owners (not just one)
- The Road is required for fire access purposes
- The Road connects into and forms part of the wider network of public roads
- The Road Is fenced on both sides
- The Road has a minimum traffic count of 40 vehicles per day (average)

## 5. Related Legislation, Policies & Guidelines

External:

- Land Act 1958
- Forests Act 1958
- National Parks Act 1975
- Crown Land (Reserves) Act 1978
- Subdivision Act 1988
- Local Government Act 1989
- Road Management Act 2004
- Land Act 1958

Internal:

- Special Rates and Charges Policy

## 6. Implementation

This policy will be implemented through the following activities:

- a) Communicated to all staff will be involved in providing information related to development, use and maintenance of roads.
- b) The policy will be placed on Council's website.

## 7. Definitions

Public Highway	Any area of land that is a highway for the purposes of the common law (All Government Roads are Public Highways)
Maintained Road	A road that has been constructed to Council approval and is included in Council's Register of Public Roads and maintained in accordance with its Road Management Plan.
"Paper" Road	"Paper Road" is a term commonly used for a road that is legally established and recorded in survey plans, but has not been formally constructed. They typically comprise dirt tracks cleared by local farm vehicles. Such a road exists only on paper. Within Moorabool Shire, there are several hundred kilometres of such "paper roads". None of these roads are included in the Register of Public Roads.
Private Access Roads	There are diverse access tracks, which may or may not lie within a Road Reserve, which give access only to one or two farms. Such access tracks have the characteristic of a private driveway and are regarded as such by Council and are not on the Register of Public Roads and Council does not undertake maintenance of them, this responsibility lies with the owner of the property accessing the track.  In addition, a small number of constructed roads within the Shire are private roads owned and managed by the owner's corporation of a subdivision. Council is not responsible for these roads and they are not included in the Register of Public Roads.
Fire Access Tracks	These are formed or unformed tracks which have been identified specifically to provide emergency access for CFA vehicles in the event of bush fires. At or just prior to the start of each fire season, Council in collaboration with the CFA and DELWP will determine the priority for and standard of maintenance to be undertaken on any given fire access track.

## 8. Review

This policy will be reviewed in 2021, or sooner if there is a requirement due to changes to related policies, procedures or legislation.

## 9. Attachments

Nil

## 11. OTHER REPORTS

### 11.1 Assembly of Councillors

File No.: 02/01/002

Section 76(AA) of the Local Government Act 1989 defines the following to be Assemblies of Councillors; an advisory committee of the Council that includes at least one Councillor; a planned or scheduled meeting of at least half the Councillors and one member of council staff which considers matters that are intended or likely to be:

- the subject of a decision of the Council; or
- subject to the exercise of a Council function, power or duty by a person or committee acting under Council delegation.

It should be noted, an assembly of Councillors does not include an Ordinary Council meeting, a special committee of the Council, meetings of the Council's audit committee, a club, association, peak body or political party.

Council must ensure that the written record of an assembly of Councillors is, as soon as practicable –

- a) reported to the next ordinary meeting of the Council; and
- b) incorporated in the minutes of that council meeting. (s. 80A(2))

Council also records each Assembly of Councillors on its website at [www.moorabool.vic.gov.au](http://www.moorabool.vic.gov.au)

A record of Assemblies of Councillors since the last Ordinary Meeting of Council is provided below for consideration:

- Assembly of Councillors – Wednesday 29 March 2017 – Review 2017-18 Budget and Council Plan
- Assembly of Councillors – Wednesday 5 April 2017 – Review 2017-18 Budget
- Assembly of Councillors – Wednesday 12 April 2017 - Briefing from Daylesford & Macedon Ranges Tourism
- Assembly of Councillors – Wednesday 19 April 2017 – Review Draft 2017/18 Budget and Council Plan
- Assembly of Councillors – Wednesday 19 April 2017 – Recreation Committees & Appointments
- Assembly of Councillors – Wednesday 19 April 2017 – Update on Moorabool Wind Farm.

**Recommendation:**

**That Council receives the record of Assemblies of Councillors as follows:**

- **Assembly of Councillors – Wednesday 29 March 2017 – Review 2017-18 Budget and Council Plan**
- **Assembly of Councillors – Wednesday 5 April 2017 – Review 2017-18 Budget**
- **Assembly of Councillors – Wednesday 12 April 2017 - Briefing from Daylesford & Macedon Ranges Tourism**
- **Assembly of Councillors – Wednesday 19 April 2017 – Review Draft 2017/18 Budget and Council Plan**
- **Assembly of Councillors – Wednesday 19 April 2017 – Recreation Committees & Appointments**
- **Assembly of Councillors – Wednesday 19 April 2017 – Update on Moorabool Wind Farm.**

# Attachment - Item 11.1

# Assembly of Councillors



Date:	29 March, 2017
Venue:	Council Chambers, Ballan
Councillors:	Cr. Edwards (Mayor) Cr. Bingham (left 6.15pm) Cr. Dudzik Cr. Keogh Cr. Sullivan (4.56pm) Cr. Tatchell Cr. Toohey (4.29pm)
Officers:	Phil Jeffrey; Danny Colgan; Satwinder Sandhu; John Whitfield (left 4.28pm); Di Elshaug (left 4.26pm); Steve Ivelja; Aaron Light
Apologies:	Rob Croxford

## 1. Meeting opened at: 4.08pm

## 2. Disclosure of Conflict of Interests – Nil

Under the Local Government Act (1989), the classification of the type of interest giving rise to a conflict is; a direct interest; or an indirect interest. The type of indirect interest specified under Section 78, 78A, 78B, 78C or 78D of the Local Government Act 1989 (amended) set out the requirements of a Councillor or member of a Special Committee to disclose any interest (pecuniary or non-pecuniary) or conflicts of interest that the Councillor or member of a Special Committee may have in a matter being or likely to be considered at a meeting of the Council or Committee.

## 3. Item Notes:

Review 2017-18 Budget and Council Plan

Assembly closed at: 6.45pm

Signed:

A handwritten signature in black ink, appearing to read "Danny Colgan".

Danny Colgan  
Acting CEO

Date: 29.03.2017



# Assembly of Councillors



Date:	5 April, 2017
Venue:	James Young Room, Lerderderg Library, Bacchus Marsh
Councillors:	Cr. Edwards Cr. Bingham Cr. Dudzik Cr. Keogh (3.40pm) Cr. Sullivan (3.33pm)
Officers:	Phil Jeffrey; Danny Colgan; Satwinder Sandhu; Steve Ivelja; Aaron Light
Apologies:	Cr. Tatchell; Cr. Toohey; Rob Croxford

1. Meeting opened at: 3.15pm
2. Disclosure of Conflict of Interests – Nil

Under the Local Government Act (1989), the classification of the type of interest giving rise to a conflict is; a direct interest; or an indirect interest. The type of indirect interest specified under Section 78, 78A, 78B, 78C or 78D of the Local Government Act 1989 (amended) set out the requirements of a Councillor or member of a Special Committee to disclose any interest (pecuniary or non-pecuniary) or conflicts of interest that the Councillor or member of a Special Committee may have in a matter being or likely to be considered at a meeting of the Council or Committee.

### 3. Item Notes:

Review 2017-18 Budget

Assembly closed at: 4.43pm

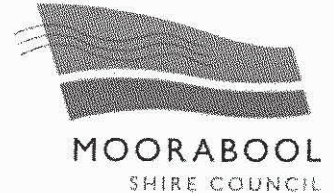
Signed:

  
Danny Colgan  
Acting CEO

Date: 05.04.2017



# Assembly of Councillors



Date:	12 April, 2017
Venue:	James Young Room, Lerderberg Library, Bacchus Marsh
Councillors:	Cr. Edwards Cr. Dudzik Cr. Keogh Cr. Toohey
Officers:	Danny Colgan; Satwinder Sandhu
Apologies:	Cr. Bingham; Cr. Sullivan; Cr. Tatchell; Rob Croxford; Phil Jeffrey

1. Meeting opened at: 5.13pm
2. Disclosure of Conflict of Interests – Nil

Under the Local Government Act (1989), the classification of the type of interest giving rise to a conflict is; a direct interest; or an indirect interest. The type of indirect interest specified under Section 78, 78A, 78B, 78C or 78D of the Local Government Act 1989 (amended) set out the requirements of a Councillor or member of a Special Committee to disclose any interest (pecuniary or non-pecuniary) or conflicts of interest that the Councillor or member of a Special Committee may have in a matter being or likely to be considered at a meeting of the Council or Committee.

3. Item Notes:

Briefing from Daylesford & Macedon Ranges Tourism

Assembly closed at: 6.02pm

Signed:

A handwritten signature in black ink, appearing to read "Danny Colgan".

Danny Colgan  
Acting CEO

Date: 12.04.2017

# Assembly of Councillors



Date:	19 April, 2017
Venue:	James Young Room, Lerderderg Library, Bacchus Marsh
Councillors:	Cr. Edwards (Mayor) Cr. Dudzik Cr. Keogh Cr. Sullivan Cr. Tatchell (left 7.02pm) Cr. Toohey
Officers:	Danny Colgan; Satwinder Sandhu; Phil Jeffrey; Steve Ivelja; John Whitfield (left 6.00pm)
Apologies:	Cr. Bingham; Rob Croxford

1. Meeting opened at: 5.43pm
2. Disclosure of Conflict of Interests – Nil

Under the Local Government Act (1989), the classification of the type of interest giving rise to a conflict is; a direct interest; or an indirect interest. The type of indirect interest specified under Section 78, 78A, 78B, 78C or 78D of the Local Government Act 1989 (amended) set out the requirements of a Councillor or member of a Special Committee to disclose any interest (pecuniary or non-pecuniary) or conflicts of interest that the Councillor or member of a Special Committee may have in a matter being or likely to be considered at a meeting of the Council or Committee.

3. Item Notes:

Review Draft 2017/18 Budget and Council Plan

Assembly closed at: 7.10pm

Signed:

A handwritten signature in blue ink, appearing to read "Danny Colgan".

Danny Colgan  
Acting CEO

Date: 19.04.2017

# Assembly of Councillors



Date:	19 April, 2017
Venue:	James Young Room, Lerderderg Library, Bacchus Marsh
Councillors:	Cr. Edwards (Mayor) Cr. Dudzik Cr. Keogh Cr. Sullivan Cr. Tatchell (5.06pm) Cr. Toohey (5.09pm)
Officers:	Danny Colgan; Satwinder Sandhu; Phil Jeffrey; John Whitfield; Steve Ivelja; Ian Waugh
Apologies:	Cr. Bingham; Rob Croxford

**1. Meeting opened at: 5.03pm**

**2. Disclosure of Conflict of Interests – Nil**

Under the Local Government Act (1989), the classification of the type of interest giving rise to a conflict is; a direct interest; or an indirect interest. The type of indirect interest specified under Section 78, 78A, 78B, 78C or 78D of the Local Government Act 1989 (amended) set out the requirements of a Councillor or member of a Special Committee to disclose any interest (pecuniary or non-pecuniary) or conflicts of interest that the Councillor or member of a Special Committee may have in a matter being or likely to be considered at a meeting of the Council or Committee.

**3. Item Notes:**

**Recreation Committees and Appointments**

**Assembly closed at: 5.35pm**

Signed:

A handwritten signature in blue ink, appearing to read "Danny Colgan".

**Danny Colgan**  
Acting CEO

Date: 19.04.2017

# Assembly of Councillors



Date:	19 April, 2017
Venue:	James Young Room, Lerderderg Library, Bacchus Marsh
Councillors:	Cr. Edwards (Mayor) Cr. Dudzik Cr. Keogh Cr. Sullivan (4.23pm)
Officers:	Danny Colgan; Satwinder Sandhu; Phil Jeffrey; Rob Fillisch; Steve Ivelja (4.56pm); John Whitfield (4.55pm); Ian Waugh (4.55pm)
Apologies:	Cr. Bingham; Cr. Tatchell; Cr. Toohey; Rob Croxford

**1. Meeting opened at: 4.05pm (no quorum); 4.24pm (quorum reached)**

**2. Disclosure of Conflict of Interests – Nil**

Under the Local Government Act (1989), the classification of the type of interest giving rise to a conflict is; a direct interest; or an indirect interest. The type of indirect interest specified under Section 78, 78A, 78B, 78C or 78D of the Local Government Act 1989 (amended) set out the requirements of a Councillor or member of a Special Committee to disclose any interest (pecuniary or non-pecuniary) or conflicts of interest that the Councillor or member of a Special Committee may have in a matter being or likely to be considered at a meeting of the Council or Committee.

**3. Item Notes: 5.02pm**

**Update on Moorabool Wind Farm**

**Assembly closed at:**

Signed:

A handwritten signature in black ink, appearing to read "Danny Colgan".

**Danny Colgan**  
Acting CEO

Date: 19.04.2017

**11.2 Section 86 - Delegated Committees of Council - Reports**

Section 86 Delegated Committees are established to assist Council with executing specific functions or duties. By instrument of delegation, Council may delegate to the committees such functions and powers of the Council that it deems appropriate, utilising provisions of the Local Government Act 1989. The Council cannot delegate certain powers as specifically indicated in Section 86(4) of the Act.

Section 86 Delegated Committees are required to report to Council at intervals determined by the Council.

Councillors as representatives of the following Section 86 – Delegated Committees of Council present the reports of the Committee Meetings for Council consideration.

<b>Committee</b>	<b>Meeting Date</b>	<b>Council Representative</b>
Maddingley Park Committee of Management	Tuesday 25 April 2017	Community representatives

**Recommendation:**

**That Council receives the report of the Maddingley Park Committee of Management meeting of Tuesday 25 April 2017.**

# Attachment - Item 11.2



Maddingley Park  
Committee of Management  
**MINUTES**

**Meeting date:** Tuesday 25th April 2017  
**Meeting venue:** Lerderberg Library  
**Chairperson:** Russell Hendry

**Present:** Russ Hendry, Peter Sutherland, Heather Chambers, Peter Wakefield

**Apologies:** Pamela Pinney, Gary Coles

**1. Minutes from previous meeting**

The minutes of the previous meeting – 28th February 2017 were approved on a motion by Peter Sutherland seconded by Peter Wakefield.

**2. Business arising**

- CCTV in park. **Upgrade asap.**
- Railing in tennis club – Michael to see Council contractor for price  
**Michael to meet with Rohan, Council to fund new fence in  
Taverner St**

**3. Finance**

Finance report to 21st April 2017 was circulated.

Moved Peter Sutherland seconded Heather Chambers that the accounts as presented be approved.

**4. Correspondence/Hire Requests**

- **Inwards**

043 – From Gary Coles with Community arts grant application

044 – Shane Cook – final invoice for changerooms

- **Outwards:**

032– to Ian Waugh – meeting notes from 28<sup>th</sup> Feb 2017

Moved Peter Sutherland seconded  
Heather Chambers that the inwards be received and outwards approved

**5. Hire Requests/Upcoming events**

Nil to report

## 6. Projects Update

- Passive area irrigation- Still have not received consultant's report after numerous requests.
- Shower cubicles in the changerooms completed.
- Extension & Toilets to be deferred to next cricket season pending budget support from Council
- Pathway lighting being undertaken. RH to contact Engineering to get final completion date.
- Footpath on Station St. RH to contact Engineering to get final completion date.

## 7. Art in the Park

Pamela and Gary to work with Anu Patel to develop a community grant application to fund a proposal for art in the park. **Action: Grant application submitted for a concept plan. Total cost \$6250 with \$680 from CoM. Project to be overseen by FOMP with only financial involvement from CoM.**

## 8. Policy

It was discussed that our Park Hire for Major Events Policy should be reviewed and we will contact Ian Waugh to investigate.

## 9. Funding

- Purchase and install electric barbecues  
**Action: On hold until lighting project commences so we can use same power cable trenching**
- Kiosk upgraded for storage.  
**Action: Site inspected by FOMP and we plan to put in an internal wall and new entry at west end. Russ to arrange.**

## 10. Oval Management:

- Progressing to budget to continue as previous for next budget period. Oval condition excellent with rye been planted, pitch covered with boards, soil, instant turf. Matches played over weekend have cut up the area around the pitch due to heavy rain however this will be rolled on Friday.

## 11. Other Business

- To seek Council assistance and possible grant funding to seal pathways. **Russ to follow up**
- With the Tennis club caretaker retiring we are interested utilising services and costs of new caretaker. We see an opportunity to manage the bins to stop garbage trucks entering the park. **Michael and Russ to meet and discuss**
- A request from the football club to install a cool room has come up following a donated unit being available. After a meeting with Ian



Waugh we are awaiting a response on whether a permit is required. The CoM has no concerns with this being installed.

- The football club are investigating different type of material for oval signage (printed shade cloth). This conforms to signage policy and the CoM had no concerns other than it was on the oval fencing. It could be double sided to display from Station St or Grant St.
- It was resolved on a motion by Peter Wakefield seconded by Heather Chambers the we allocate \$5000 to install CCTV in the park in next year's budget.
- Peter Sutherland to investigate if the junior boys and girls can use Siberia for matches instead of the main oval as we are concerned about overuse.
- Russ to meet with Ian Waugh to get carry over of the ovals maintenance for next budget period.
- A map detailing proposed masterplanning items to be prepared for display in the clubrooms for feedback from users.
- Sealing of the car park opposite BM Secondary College and removal of the standpipes to be put to Engineers for inclusion in the budget.
- Sealing of walkways in the park to be followed up as a main project.

Meeting closed: 8.15 pm.

Next meeting: Tuesday 27th June 2017 – James Young Room at the library.

### 11.3 Advisory Committees of Council - Reports

Advisory Committees are established to assist Council with executing specific functions or duties.

Advisory Committees of Council currently have no delegated powers to act on behalf of Council or commit Council to any expenditure unless resolved explicitly by Council following recommendation from the Committee. Their function is purely advisory.

Advisory Committees are required to report to Council at intervals determined by the Council.

Councillors as representatives of the following Advisory Committees of Council present the reports of the Committee Meetings for Council consideration.

<b>Committee</b>	<b>Meeting Date</b>	<b>Council Representative</b>
Lal Lal Falls Reserve Advisory Committee of Management	Thursday 6 April 2017	Cr. Sullivan

**Recommendation:**

**That Council receives the report of the Lal Lal Falls Reserve Advisory Committee of Management meeting of Thursday 6 April 2017.**

# Attachment - Item 11.3

**Date: 6 April 2017**

**Attendance:** Geoff Hewitt (chair) Phil Kinghorn, Sue McRae, Anne Beggs-Sunter, John McAuliffe, Dianne Chambers

**Apologies:** Colleen Henriksen

**1. Reception of minutes:**

That Sue McRae be added to the Apologies for the February meeting and that the amended minutes of that meeting be accepted.

Moved: J. McAuliffe                      Seconded: Anne Beggs-Sunter                      Carried

**2. Business arising from the minutes:**

**2.1 Rasmussen's proposal**

Meeting with Shire & CHW representatives at CHW (27/2):

- Geoff Hewitt (Committee), Kate Diamond-Keith, Dawn Tschujasehenko (Shire), Simon Cornwell (Manager Commercial and Business Development) and Peter Field (CHW)
- In principle agreement to develop a walking track from Fall Recreation zone along fire break off Falls Rd in parallel with CHW eucalypt stand to Rasmussen's hut
- Simon Cornwell confident of funding streams arising from State Government 'Water for Victoria' document publication
- In principle agreement for CHW to remove recently planted pines on reservoir side of hut: 90°-180° arc discussed. Suggested onsite viewing to finalise decision
- Additional costs addressed: development of track, possible bridging or drainage of gully areas, internal fencing to separate walk from plantation area, renovation of hut.
- Recommended that walking track be a mown strip

**2.2 Volunteer Expo**

- Very successful. Over 40 community members attended.
- Tom Sullivan chaired presentations
- New members recruited to Landcare (8 + 1 working party volunteer), Advisory Committee (4+3 working party volunteers), Friends of the railway Station (22)
- Hall Committee and Camera Group also recruited new members
- A Lal Lal Historical Group was created with 7-8 signed up.

**2.3 Harris Rd signage**

- Complaint received that view of Moorabool Falls walk signage opposite Harris Rd car park is obscured by bushes.
- Confirmed by onsite check which noted that bushes obscuring the view are on both sides of the sign and young so the problem will get worse over time and they are close to the road verge representing a future traffic issue as well

Recommendation: That the offending trees be removed.

**2.4 Alford memorial application**

- Repeated efforts (11) at contact with Bryan Powell frustrated by full message bank or non response.
- Commitment on 3/3 to attend to the issue that day
- Contacts with Corporation office (3) supportive but unavailing
- 9:30 am diary phone call (24/3) commitment unmet.

Recommendation: Phil Kinghorn to follow up

**2.5 BANDAC CCO project**

- Support for project communicated to Community Development representatives (6/2, 27/2) and confirmed by email on request (29/3)

- Waiting on response before incorporating proposal into Reserve Re-vegetation policy  
Recommendation: Include proposal in Action Plan update, emphasizing separation of roles from that of full time employees

## **2.6 Summer Grants Application**

- Not acted on
- Corangamite CMA asking for project ideas
- Leigh Creek Catchment Landcare Network (Nick McKinley: 0455147398)

Recommendation: Join Leigh Creek email list for funding options information

## **2.7 Onsite meeting with Terry Hodge**

- Repeated attempts at on site meeting frustrated but Eastern zone gully up to viewing seat and CHW access track cut 5/6

## **2.8 Matters referred to Shire**

- Email request 30/3. No response to date

## **2.9 Re-situating memorial stone**

- Email request 30/3. No response to date

## **2.10 Working party schedule**

- Defer to General Business

## **2.11 Kangaroo cull**

- Neither Shire nor CHW would undertake a cull without direction from DSE

## **2.12 Terms of reference and membership**

- 2016 Membership emailed 3/3
- Terms of Reference review is pending

## **3. Correspondence:**

### **3.1 In**

1. 6/2/17, J. Horne, requesting onsite meeting for new CHW access path
2. 8/2/17, J. Horne, acknowledging meeting arrangements
3. 13/2/17, D. Tschujasehenko, advising of change to Rasmussen's meeting
4. , J. Haydon, advising pending change to Rasmussen's meeting
5. , advising of new date & time for Rasmussen's meeting
6. 14/2/17, S. McRae, late apology for February meeting
7. 3/3/17, K. Doncon, acknowledging Memorial progress
8. 29/3/17, K. Diamond-Keith, request response to BANDAC CCO justice project
9. 30/3/17, Lal Lal Environment Protection Association, wind farm permit

### **3.2 Out**

1. 6/2/17, Committee & contacts, February meeting minutes
2. , J. Horne, re meeting and CHW route details.
3. 16/2/17, S. McRae, check receipt of February minutes
4. 3/3/17, K. Doncon, update re Wathaurung review of Alford Memorial request
5. , D. Tschujasehenko, Committee membership 2017
6. 29/3/17, D. Colgan, K. Diamond-Keith, D. Tschujasehenko, support for BANDAC CCO project
7. 30/3/17, Members, agenda 6 April and February minutes for new contacts
8. , D. Tschujasehenko, contacts for matters referred to Council

## **4. Business arising from the correspondence:**

None

## 5. Reports:

### 5.1 Public use of Reserve (John)

Item/month	JAN	FEB	MAR
Cars		70	57
Big buses			3
Small buses		2	1
Motorbikes			4
Bicycles		2	8
Traffic total*		74	73
Counters	378	191	219
Harris Rd	0	8	9
BBQs clean	4	6	7

\*observed

### 5.2 Park zones:

#### (i) Eastern:

- Gully slashed 5/6

#### (ii) Western

- Walking track remains clear. Doesn't appear to need mowing

#### (iii) Recreation Reserve

- Car park surface broken up and made uneven by hoon drivers on two occasions
- Bollard removed by locals to access bbq before Christmas has been partly secured
- Toilet maintenance re misuse of paper remains an issue.
- High rate of paper usage noted

#### (iv) Moorabool Falls

- Report of walker slipping off track walking seeking alternate route where tree is down over Salt Creek track
- Carrot weed infestation remains an issue. Need funding to re-vegetate with poa following spraying.

### 5.3 Landcare

- New membership a feature
- Successful Project tour day, Sunday 2 April

### 5.4 ImLal/ Ballarat Tree Growers

- April 28-29 tour to Gippsland itinerary: Cranbourne Gardens, Peter Devonshire's gardens, Frank Hurst's property and the Yarram radial sawmill.
- Bird survey: 9-11am, Sunday 9 April,

### 5.5 Lal Lal Soldier's Memorial Hall

- Several meetings to organize official opening of the Memorial Park 23/4. Cavalcade from school to Memorial site led by piper. Official unveiling of the Memorial and the 1914-18 Honour Roll with locals participating with dignitaries. Catherine King and Anne Beggs-Sunter to deliver the main addresses

### 5.6 Friends of the Canadian Forest

- Community input meeting today: parks Victoria seeking submissions to determine usage
- 'Friends' an advisory group to Parks Victoria so incorporated through Landcare for funding

## 6. Business arising from reports

None

## **7. General business:**

### **7.1 Election of officers:**

- Notice of election from the February meeting to separate the roles of chairperson and secretary that have been combined since the committee's inception in 2003

**Chairperson:** Nomination: Phil Kinghorn: Declared elected

**Secretary:** Nomination: Geoff Hewitt: declared elected

Arising: Sue McRae to act as secretary in Geoff Hewitt's absence, 18 April-6 June.

### **7.2 Working party schedule:**

#### **(i) Tasks outstanding:**

- Clearing blackberries in discaria special protection zone
- Removing willow re-growth, Lal Lal Ck
- Checking and removing spear thistle re-growth, eastern zone escarpment near CHW plantation
- Weeding, mulching and guard removal, new plantation, western Recreation zone
- Planting poa in new plantation area
- Clearing tree from Salt Creek walk (urgent)
- Weeding and clearing Salt Creek track
- Installing steps on slope leading from river to Salt Creek track

#### **(ii) Working party:**

- 9am Sunday 7 May. Assemble at Harris Rd car park
- Tasks: (a) Clear blackberries from discaria special protection zone and check willow re-growth.  
(b) Weed and mulch new plantation. Check guards.

### **7.3 Draft re-vegetation policy**

- General layout and general content accepted
- Initial comments: (i) Add information about EVCs  
(ii) Include additional features on map (Attachment 3)  
(iii) Include references to community involvement and education

Action: review the policy in detail at the next meeting

## **8. Next meeting:**

**Date:** 1 June 2017  
**Venue:** Lal Lal Soldier's Memorial Hall  
**Time:** 7:30pm

**12. NOTICES OF MOTION**

**No notices of motion have been received for consideration as part of this Agenda.**



**13. MAYOR'S REPORT**

**To be presented at the meeting by the Mayor.**

**Recommendation:**

**That the Mayor's report be received.**

**14. COUNCILLORS' REPORTS**

**To be presented at the meeting by Councillors.**

**Recommendation:**

**That the Councillors' reports be received.**

**15. URGENT BUSINESS**

**16. CLOSED SESSION OF THE MEETING TO THE PUBLIC****Recommendation:**

That pursuant to the provisions of the Local Government Act 1989, the meeting now be closed to members of the public to enable the meeting to discuss matters, which the Council may, pursuant to the provisions of Section 89(2) of the Local Government Act 1989 (the Act) resolve to be considered in Closed Session, being a matter contemplated by Section 89(2) of the Act, as follows:

- (a) personnel matters;
- (b) the personal hardship of any resident or ratepayer;
- (c) industrial matters;
- (d) contractual matters;
- (e) proposed developments;
- (f) legal advice;
- (g) matters affecting the security of Council property;
- (h) any other matter which the Council or special committee considers would prejudice the Council or any person;
- (i) a resolution to close the meeting to members of the public

**17. MEETING CLOSURE**