

SPECIAL MEETING OF COUNCIL

Notice is hereby given of a
Special Meeting of Council to be held at
Council Chamber, 15 Stead Street Ballan on
Wednesday 15 May 2019 commencing at 6:00 p.m.

Members:

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

Officers:

Mr. Derek Madden	Chief Executive Officer
Mr. Phil Jeffrey	General Manager Community Assets and Infrastructure
Mr. Satwinder Sandhu	General Manager Community Planning
Mr. Danny Colgan	General Manager Community Development

Derek Madden
Chief Executive Officer

AGENDA

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1. OPENING OF MEETING

2. ACKNOWLEDGEMENT TO COUNTRY

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

3. PRESENT

4. APOLOGIES

5. 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.

6. 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
-	-	-	-

7. BUSINESS

7.1 Consideration of the Proposed 2019/20 Annual Budget

Introduction

Author: Steve Ivelja
CEO: Derek Madden

Background

This report relates to the commencement of the process for Council to adopt the 2019/20 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 2019/20 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 2019/20 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 2.50% rate increase for 2019/20. The rate increase is to fund the Capital Improvement Program, New Initiatives, service growth and Council operations. The budget document appended to this report (**Attachment 7.1**) provides detailed information with regard to the major impacts for 2019/20. It also provides details with regard to Council's financial management principles to ensure a financially sustainable future.

Proposal

Key Influencing Trends

Revenue

The 2019/20 budget includes a 2.50% rate increase. For the 2019/20 financial year, Council resolved to not apply for a rate cap variation and has chosen to keep rate increases contained within the 2.50% rate cap as set down by the Minister for Local Government.

Expenditure

Total operating expenditure is budgeted to decrease by 1.08% or \$0.564 million as compared to the 2018/19 Forecast Actual. The major changes by expenditure category are shown below:

- Total employee costs are budgeted to increase by 10.42% as compared to the 2018/19 Forecast Actual. This is larger than expected mainly due to the impact of proposed New Initiatives. Also, the impact of EBA increments and banding movements. The increase is also distorted due to the 2018/19 Forecast Actual containing adjustments for vacancies.

- Expenditure on Materials and Consumables is budgeted to decrease by 15.62% as compared to the 2018/19 Forecast Actual. This is primarily due to the forecast for 2018/19 containing costs for the Blackwood Localised Septic Program and Flood/Storm Recovery. It can also be attributed to a focus on cost control of discretionary expenditure.
- Depreciation charges are budgeted to increase by 4.92% as compared to the 2018/19 Forecast Actual.
- Borrowing costs are predicted to increase by 6.65% as compared to the 2018/19 Forecast Actual which reflects \$10.736 million in new borrowings for 2019/20.

In addition to the planned delivery of recurrent services, the 2019/20 Annual Budget is proposing to fund a number of New Initiatives. Some of these being:

- LED Street Light Upgrade Program (\$0.828 million net cost)
- Community Strengthening and Capacity Building Program (\$0.060 million net cost)
- Annual masterplan delivery (\$0.050 million net cost)
- Wind Farm Noise Compliance Assessment (\$0.040 million net cost)
- Western Bulldogs Leadership Program- Full Program (\$0.015 million net cost)
- Bacchus Marsh Irrigation District Planning Study (\$0.025 million net cost)
- Senior Citizen Club Project (\$0.035 million net cost)
- Ballan Library - extended opening hours (\$0.017 million net cost)
- Marveloo on the move! (\$0.015 million net cost)
- Youth Strategy - Youth Mental Health Program (\$0.015 million net cost)
- Senior Citizen week celebrations and people living with disability (\$0.007 million net cost)
- Rural Land Use Strategy (\$0.080 million net cost)
- Industry Based Learning program (\$0.080 million net cost)
- Arts and Culture Officer (\$0.040 million net cost)
- Infill Contributions Plan (\$0.040 million net cost)
- Infringement Efficiency Improvements (\$0.030 million net cost)
- Local Area Traffic Management (LATM) Study Stage 3 (\$0.030 million net cost)
- Traffic Counts (\$0.039 million net cost)

In total, Council will invest \$2.061 million in new service initiatives across service areas. The investment in New Initiatives of \$2.061 million will be delivered whilst at the same time achieving minimal growth in overall expenditure, and ensuring a sustainable operating budget surplus.

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 2019/20 budget is \$26.858* million (includes \$4.779 million in estimated works carried forward from 2018/19) in funds set aside for the delivery of the Capital Improvement Program. Some of the projects proposed as part of the 2019/20 Capital Program include;

- Bacchus Marsh Racecourse Reserve Stage 1 (\$2.786 million)
- Sports Field Lighting Program (\$1.608 million)
- Old Melbourne Road, Dunnstown - Sealed Reconstruction (\$1.304 million)
- Werribee Vale Road, Maddingley - Sealed Reconstruction (\$1.300 million)
- Parwan Employment Precinct - Contribution to Gas Connection (\$1.000 million)
- Dunnstown-Yendon Road, Yendon - Sealed Reconstruction (\$0.998 million)
- Inglis Street Stage 3, Ballan - Sealed Pathway (\$0.750 million)
- Bacchus Marsh Indoor Recreation Facility - Preplanning (\$0.550 million)
- Ballan Depot - Construction Stage 1 (\$0.500 million)
- McCormacks Road/Griffiths Street, Maddingley - Roundabout (\$0.500 million)

- Paces Lane, Rowsley - Gravel Road Resheeting (\$0.383 million)
- Ballan-Greendale Road, Ballan - Sealed Reconstruction (\$0.350 million)
- Masons Lane - Western Pavilion Extension (\$0.350 million)
- Blackwood Street, Ballan - Sealed Reconstruction and Stabilisation (\$0.300million)
- Ballan Recreation Reserve Pavilion (\$0.300 million)
- Grey Street Stage 1, Darley - Replace Kerb & Channel (\$0.300 million)
- Duncan Street, Ballan - Replace Kerb & Channel (\$0.250 million)

*Not included in these figures is an election promise of \$1.4 million towards the Bacchus Marsh Racecourse and Recreation Reserve. Once confirmation of this grant has been received, the budget will be adjusted.

Parameters

The original budget parameters used in formulating the 2019/20 budget were a 2.50% rate increase, a projected CPI increase of 2.25%, and population growth within the Shire of 2.4%. Council has made significant savings in Operating budget expenses to accommodate the proposed 2.50% 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 2.50% in the 2019/20 budget raising total rates and charges of \$36.170 million. This includes rates raised through supplementary valuations, and waste management charges.

The Waste Management Service Charge will reduce from \$87.00 to \$85.00* and the overall Waste Collection Charge will increase from \$176.00 to \$187.00. The State Landfill Levy will stay remain the same at \$36.00 and the optional Kerbside Green waste service will increase from \$71.00 to \$77.00 for 2019/20.

*there is a proposal being put forward to Council for the introduction of tip tokens being distributed to residents. If this proposal is approved, it has the potential to increase the Waste Management Service Charge somewhere between \$25 and \$35 per tenement. The Adopted Budget will be adjusted to reflect the outcome of Councils decision.

Loan Funding

The 2019/20 budget includes new borrowings of \$10.736 million which will be used to mainly fund the 2019/20 CIP Program. Of the \$10.736 million, \$4.214 million relates to loans budgeted for in the current financial year that are proposed to be carried forward to the 2019/20 year.

The 2019/20 budget also includes loan principle repayments of \$4.146 million.

Cash Management

Overall, total cash and investments of \$17.717 million are forecast as at 30 June 2020.

Policy Implications

The Council Plan 2017-2021 provides as follows:

Strategic Objective 1: Providing Good Governance and Leadership

Context 1C: Our Business and Systems

The proposal Consideration of the Proposed 2019/20 Annual Budget is consistent with the Council Plan 2017 – 2021.

Financial Implications

The 2019/20 Budget contains details of the financial resources required to deliver the Council Plan.

Communications and Consultation Strategy

After Council has accepted the Proposed 2019/20 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 2019/20 Annual Budget.

Copies of the Proposed 2019/20 Annual Budget will be available for inspection on weekdays between 8.30am and 5.00pm from Tuesday 21 May, 2019 up to and including Tuesday 18 June, 2019 at Council offices at:

- 15 Stead Street, Ballan;
- 215 Main Street, Bacchus Marsh; and
- 182 Halletts Way, Darley

Copies of the Proposed 2019/20 Annual Budget can also be viewed on Council's website: www.moorabool.vic.gov.au

Residents are invited to make submissions in relation to the Proposed 2019/20 Annual Budget until 5.00pm on Tuesday 18 June, 2019.

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 or submitted online at 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 26 June, 2019 at 6.00pm, at the Council Chambers, Ballan.

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 – Derek Madden

In providing this advice to Council as the CEO, 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 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 2019/20 financial year and beyond.

Recommendation:

1.1 That having considered the details of the 2019/20 recurrent and capital budget appended to this report, which includes:

- 1.1.1 – Link to the Council Plan**
- 1.1.2 – Services and Service Performance Indicators**
- 1.1.3 – Financial Statements**
- 1.1.4 – Notes to the Financial Statements**
- 1.1.5 – Financial Performance Indicators**
- 1.1.6 – Appendix A – Fees and Charges Schedule**

that the proposed operating and capital budget 2019/20 be the budget prepared for the purposes of section 127 of the Local Government Act 1989.

1.2 That in accordance Part 3 of the Regulations, Council declares its intention to borrow \$10.736 million. Loan redemption for 2019/20 will be \$4.146m.

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 2019 and ending 30 June 2020.

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:

Category	Cents/\$CIV
Commercial & Industrial Rate	0.005307
Commercial & Industrial Vacant Land	0.007876
Extractive Industry Rate	0.010683
Farm Rate	0.002671
General Rate	0.003424
Vacant Land General	0.007191
Vacant Land FZ and RCZ	0.003424
Vacant Land GRZ	0.007876
Residential Retirement Villages	0.003082

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 2019/20 Financial Year.

1.5. Annual Service Charge

1.5.1 An annual service charge be declared in respect of the 2019/20 Financial Year.

1.5.1.1 The annual service charge be declared in respect of the period 1 July 2019 to 30 June 2020.

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) \$187 per annum for each property that is within the defined urban service area to which a domestic waste collection service is available;

- (ii) **\$187 per annum for each property that is within the defined rural service area to which a domestic waste collection service is available;**
- (iii) **\$187 per annum for each property that is not within a defined service area, to which a domestic waste collection service is provided;**
- (iv) **\$85 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) **\$36 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) **\$77 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 2020.

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 \$36,170,000 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 2019 to 30 June 2020.**
- 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 2019/20 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 2019/20 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 21 May until 18 June 2019.**
- 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 26 June 2019 at the Special Meeting of Council, at 6pm, in the Council Chamber, Ballan.**
- 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 2019/20 Annual Budget on Wednesday 3 July 2019 at the Ordinary Meeting of Council, at 6pm, in the Council Chamber, Ballan.**

SCHEDULE

Differential Rating Categories

General Land

Definition:

General Land is 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 Farming Zone or Rural Conservation Zone; and
 - General Residential Zone Land within the Moorabool Planning Scheme.

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.

Use and Level of Differential Rate:

The differential rate will be used to fund 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 lawfully erected on the land.

Residential Retirement Villages

Definition:

Residential Retirement Land is any land within the meaning of 'retirement village land' under section 3 of the *Retirement Villages Act 1986*.

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.

To ensure that the Residential Retirement Land rate is lower than the General Land rate in recognition of the services and infrastructure undertaken by the retirement village sector.

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.

Commercial/Industrial Land

Definition:

Commercial/Industrial Land is 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.

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.

To ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, having regard to the capacity of such land to be used to yield income and the demands such land make on Council's infrastructure. The differential rate also recognises that Council rates and charges may be claimed as a tax deduction.

Types and Classes:

Rateable land having the relevant characteristics described in the above 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 rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

Types of Buildings:

All buildings which are lawfully erected on the land.

Vacant Commercial/Industrial Land

Definition:

Vacant Commercial/Industrial land is 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 Vacant General Land, Vacant Farming Zone or Rural Conservation Zone Land or General Residential Zone 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.

To encourage the development of land for commercial and industrial purposes.

To discourage land banking and ensure an adequate supply of Commercial and Industrial zoned land to meet market demand.

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:

Any buildings that are not lawfully erected on the land.

Extractive Industry Land

Definition:

Extractive Industry Land is any land:

- which is used primarily for the purpose of extraction, removal or treatment of minerals, earth or stone; or
- on which activities of the extraction, removal or treatment of minerals, earth or stone has been discontinued but which has not yet been rehabilitated to environmental standards as required by law.

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.

To ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, having regard to the capacity of such land to be used to yield income and the demands such land make on Council's infrastructure. The differential rate also recognises that Council rates and charges may be claimed as a tax deduction.

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.

Farm Land

Definition:

Farm Land is any rateable land within the meaning of 'farm land' as defined by section 2(1) of the *Valuation of Land Act 1960*.

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.

To provide economic support and relief to farmers.

To encourage further development and appropriate use of Farm Land, as defined under the Valuation of Land Act 1960.

To encourage persons engaged in farming activities (as referred to in the definition of 'farm land' in the Act) to further develop farm land and value-add to their products in the local community to create more employment opportunities in the industry.

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.

Vacant General Land

Definition:

Vacant General Land is any land;

- on which no building is lawfully erected; and
- which does not have the characteristics of:
 - Vacant Commercial/Industrial Land; or
 - Vacant Farming Zone, Rural Conservation Zone; or
 - Vacant General Residential Zone Land in the Moorabool Planning Scheme.

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.

To encourage development of Vacant General Land.

To discourage land banking and ensure an adequate supply of appropriately zoned land to meet market demand.

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:

Any buildings that are not lawfully erected on the land.

Vacant Farming Zone or Rural Conservation Zone Land

Definition:

Vacant Farming Zone or Rural Conservation Zone land within the Moorabool Planning Scheme is any land;

- on which no building is lawfully erected; and
- which is located within the Farm Zone or Rural Conservation Zone under the Moorabool Planning Scheme; and
- which does not have the characteristics of 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.

Specifically, the objective of the vacant Farming Zone or Rural Conservation Zone rate category is to recognize the lower likelihood of development on this type of land as a result of planning and development restrictions or other encumbrances which limit the development opportunities and use of the land.

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 set at 1.00 and 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:

Any buildings that are not lawfully erected on the land.

Vacant General Residential Zone Land

Definition:

Vacant General Residential Zone Land is any land:

- on which no dwelling is lawfully erected; and
- which is located within the General Residential Zone under the Moorabool Planning Scheme.

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.

To encourage the development of land for residential purposes.

To discourage land banking, and ensure an adequate supply of residential zoned land to meet the market demand.

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:

Any buildings that are not lawfully erected on the land.

Report Authorisation

Authorised by:



Name: Derek Madden
Title: Chief Executive Officer
Date: Thursday 09 May 2019

Attachment Item - 7.1

Moorabool Shire Council



2019/20 Proposed Annual Budget



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Mayor and CEO's Introduction

It gives us great pleasure to present the 2019/20 Proposed Budget to the residents of Moorabool Shire Council.

The 2019/20 Budget is aligned with 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. 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.

A great deal of work has been completed by Council officers to find cost savings and this is reflected in the 2019/20 annual budget. Rate increases have been capped at 2.50% in line with the Victorian Government's Fair Go Rates System. Despite the financial challenge this poses, Council is determined to maintain and enhance its services, while working within the cap. Council is also determined in its efforts to keep financial pressure on the community to a minimum.

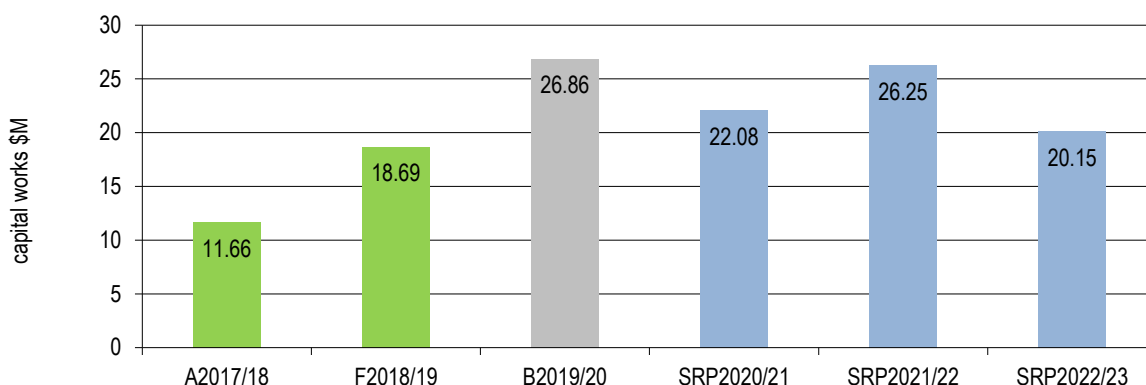
The 2019/20 budget and Strategic Resource Plan is a continuation and follows through with strategic priorities that are identified in the Council Plan. Council plans to continue to seek community input and engage the Moorabool Shire Council community in its decision making.

Moorabool Shire Council has seen significant growth in recent years and our capital program has been developed to meet community infrastructure needs now and into the future. Council will fund several new initiatives and will allocate additional funds to renew the Council's infrastructure. Some of the key projects proposed as part of the 2019/20 Capital Program include:

- Bacchus Marsh Racecourse Reserve Stage 1 - Active Sports Precinct Facilities (\$2.786 million)
- Sports Field Lighting Program (\$1.608 million)
- Old Melbourne Road, Dunnstown - Sealed Reconstruction and Stabilisation (\$1.304 million)
- Werribee Vale Road, Maddingley - Sealed Reconstruction and Stabilisation (\$1.300 million)
- Parwan Employment Precinct - Contribution to Gas Connection (\$1.000 million)
- Dunnstown-Yendon Road, Yendon - Sealed Reconstruction and Stabilisation (\$0.998 million)
- Inglis Street Stage 3, Ballan - Sealed Pathway (\$0.750 million)
- Bacchus Marsh Indoor Recreation Facility - Preplanning (\$0.550 million)
- Ballan Depot - Construction Stage 1 (\$0.500 million)
- McCormacks Road/Griffiths Street, Maddingley - Construction of Roundabout (\$0.500 million)
- Paces Lane, Rowsley - Gravel Road Resheeting (\$0.383 million)
- Ballan-Greendale Road, Ballan - Sealed Reconstruction and Insitu Stabilisation (\$0.350 million)
- Masons Lane - Western Pavilion Extension (\$0.350 million)
- Blackwood Street, Ballan - Sealed Reconstruction and Stabilisation (\$0.300million)
- Ballan Recreation Reserve Pavilion (\$0.300 million)
- Grey Street Stage 1, Darley - Replace Kerb & Channel (\$0.300 million)
- Duncan Street, Ballan - Replace Kerb & Channel (\$0.250 million)

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 Capital Works program for 2019/20 will be \$26.858* million (this includes \$4.779 million in works carried forward from 2018/19). New works for 2019/20 total \$22.079 million. Of the new works funded in the 2019/20 budget, \$12.887 million will come from Council operations, \$3.499 million from external grants and contributions, and \$5.694 million to be funded by new borrowings. We acknowledge the contribution of State and Federal Government grants in our Capital Works and service delivery programs.

*Not included in these figures is an election promise of \$1.4 million towards the Bacchus Marsh Racecourse and Recreation Reserve. Once confirmation of this grant has been received, the budget will be adjusted.

In addition to the planned Capital Works Program, the 2019/20 Annual Budget will fund a number of new initiatives some of them being:

- LED Street Light Upgrade Program - (\$0.828 million net cost)
- Rural Land Use Strategy - (\$0.080 million net cost)
- Industry Based Learning program - (\$0.080 million net cost)
- Community Strengthening and Capacity Building Program - (\$0.060 million net cost)
- Annual masterplan delivery - (\$0.050 million net cost)
- Wind Farm Noise Compliance Assessment - (\$0.040 million net cost)
- Arts and Culture Officer - (\$0.040 million net cost)
- Infill Contributions Plan - (\$0.040 million net cost)
- Traffic Counts - (\$0.039 million net cost)
- Senior Citizen Club Project - (\$0.035 million net cost)
- Infringement Efficiency Improvements - (\$0.030 million net cost)
- Local Area Traffic Management (LATM) Study Stage 3 - (\$0.030 million net cost)
- Bacchus Marsh Irrigation District Planning Study - (\$0.025 million net cost)
- Ballan Library - extended opening hours - (\$0.017 million net cost)
- Western Bulldogs Leadership Program- Full Program - (\$0.015 million net cost)
- Marveloo on the move! - (\$0.015 million net cost)
- Youth Strategy - Youth Mental Health Program - (\$0.015 million net cost)
- Senior Citizen week celebrations and people living with disability - (\$0.007 million net cost)

In total, your Council is investing \$2.061 million in new service initiatives across service areas. Please refer to section 2, pages 12-23 of this document for a detailed description of each initiative.

We look forward to working with you in the community to deliver these exciting projects throughout the coming year.

Financial Snapshot

Key Statistics	2018/19 Forecast	2019/20 Budget
	\$'000	\$'000
Total Expenditure	52,393	51,830
Comprehensive Operating Surplus	14,366	10,087
Underlying operating surplus	1,595	1,509
Cash result	4,039	(2,900)
Capital Works Program	18,685	26,858
Funding the Capital Works Program:		
Council	11,773	13,002
Borrowings	2,500	9,908
Grants	4,412	3,949
Budgeted expenditure by strategic objective:	Budget in '000	Budget %
Providing Good Governance and Leadership	22,488	55%
Minimising Environmental Impact	5,886	14%
Stimulating Economic Development	3,394	8%
Improving Social Outcomes	9,086	22%

Cr Paul Tatchell
Mayor

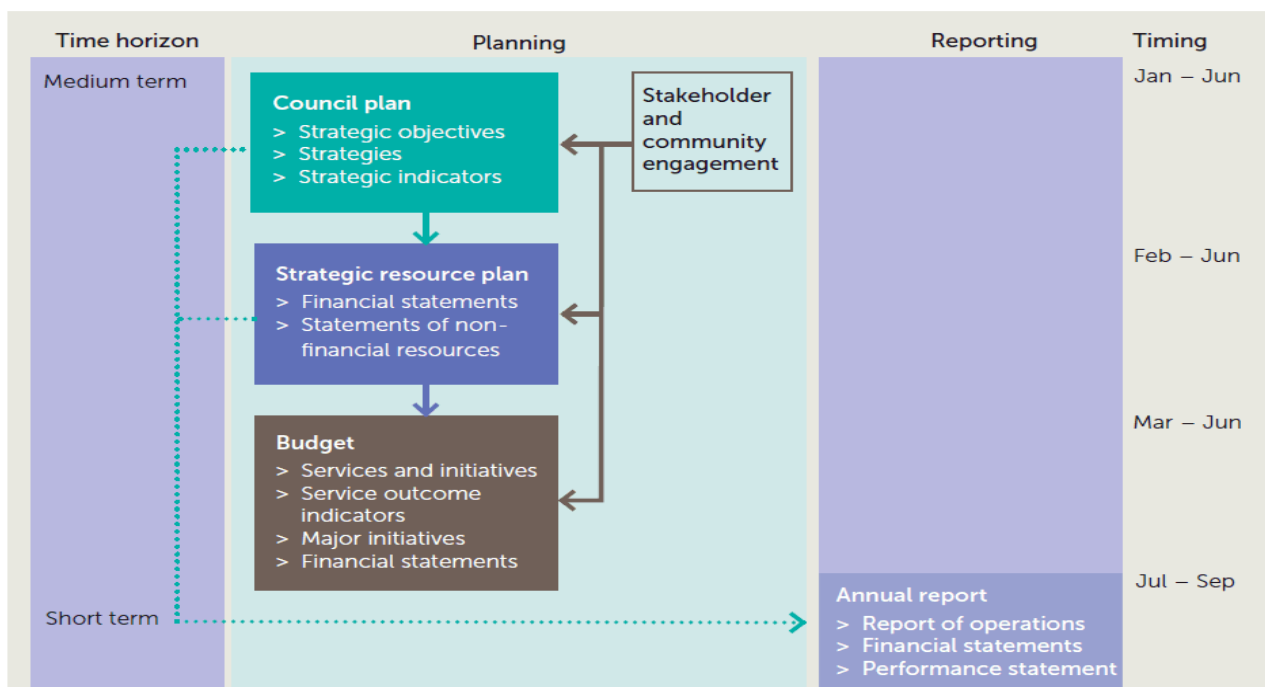
Derek Madden
Chief Executive Officer

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 (Annual Report).

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.

1.1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

1.2 Our purpose

Our vision

Vibrant and resilient communities with unique identities.

Our mission

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
1. PROVIDING GOOD GOVERNANCE AND LEADERSHIP	<p><i>CONTEXT 1A - OUR ASSETS AND INFRASTRUCTURE</i></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">» The incorrect level of investment in maintaining, renewing, upgrading and providing new assets» Low facility utilisation rates» Facilities that are not readily accessible <p><u>Benefits</u> -</p> <ul style="list-style-type: none">» 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 <p><i>CONTEXT 1B - OUR PEOPLE</i></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">» Supportive» Safe» Highly regarded» Innovative» Striving for excellence <p>We will ensure that governance systems are:</p> <ul style="list-style-type: none">» Robust» Transparent» Efficient» Democratic» Participatory» Responsive» Equitable and inclusive <p><u>Challenges</u> -</p> <ul style="list-style-type: none">» Poor strategic directions.» Poor decision making and outcomes for the community.» A lack of accountability to the community.

Strategic Objective	Description
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1. PROVIDING GOOD GOVERNANCE AND LEADERSHIP (CONT.)

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

CONTEXT 1C - OUR BUSINESS & SYSTEMS

Definition - 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.

Challenges - 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.

Benefits -

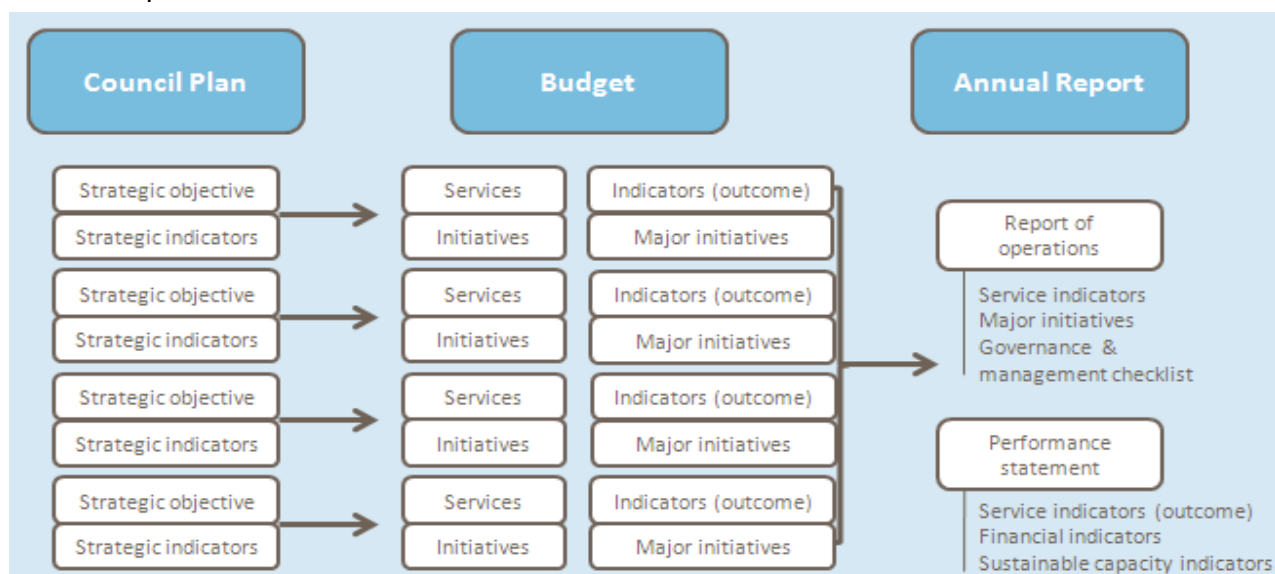
- » Value for money services
- » Less duplication of effort
- » Risk is understood and mitigated
- » Improved organisational intelligence for decision making
- » Improved integration and streamlining of systems and processes

Strategic Objective	Description
<p>2. MINIMISING ENVIRONMENTAL IMPACT</p>	<p>CONTEXT 2A - BUILT ENVIRONMENT</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"> » Increased health and wellbeing » Improved amenity » Great places to live » Community connectedness » Targeted economic investment <p>CONTEXT 2B - NATURAL ENVIRONMENT</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> <p><u>Benefits</u> -</p> <ul style="list-style-type: none"> » 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
<p>3. STIMULATING ECONOMIC DEVELOPMENT</p>	<p>CONTEXT 3A - LAND USE PLANNING</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"> » Master planned communities » Improved ability to access employment and education » Improved liveability, 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

Strategic Objective	Description
3. STIMULATING ECONOMIC DEVELOPMENT (CONT.)	<p>CONTEXT 3B - INVESTMENT & EMPLOYMENT</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 liveability 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"> » Increased economic investment and job growth » Improved lifestyles » Decreased travel » Increased community cohesion » Improved employment and education opportunities » Stimulated local economy and creating more resilient communities » Connect local people to local jobs
4. IMPROVING SOCIAL OUTCOMES	<p>CONTEXT 4A - HEALTH & WELLBEING</p> <p><u>Definition</u> - Enhanced community health and wellbeing is achieved through the intersection of enhanced economic, social, built and natural environments.</p> <p><u>Challenges</u> - 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.</p> <p><u>Benefits</u> -</p> <ul style="list-style-type: none"> » 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 <p>CONTEXT 4B - COMMUNITY CONNECTEDNESS AND CAPACITY</p> <p><u>Definition</u> - 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.</p> <p><u>Challenges</u> - 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.</p> <p><u>Benefits</u> -</p> <ul style="list-style-type: none"> » 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 2019/20 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

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		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'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.	Exp	(2,274)	(2,434)	(2,568)
		Rev	44	2	0
		Net	(2,230)	(2,432)	(2,568)
Public Relations and Marketing	Provide an open and accessible communication network that is accurate, accessible, user friendly, relevant and timely.	Exp	(60)	(81)	(78)
		Rev	0	0	0
		Net	(60)	(81)	(78)

Activities	Description		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'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.	<i>Exp</i>	(824)	(846)	(928)
		<i>Rev</i>	68	82	60
		<i>Net</i>	(756)	(764)	(868)
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.	<i>Exp</i>	(562)	(493)	(498)
		<i>Rev</i>	22	6	0
		<i>Net</i>	(540)	(487)	(498)
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.	<i>Exp</i>	(1,825)	(1,662)	(1,759)
		<i>Rev</i>	7,066	11,702	8,500
		<i>Net</i>	5,240	10,040	6,742
Customer Service	Manage service provisions to provide an open and accessible communication network that is accurate, accessible, user friendly, relevant and timely.	<i>Exp</i>	(666)	(683)	(697)
		<i>Rev</i>	4	5	4
		<i>Net</i>	(662)	(679)	(693)
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.	<i>Exp</i>	(366)	(446)	(447)
		<i>Rev</i>	0	0	0
		<i>Net</i>	(366)	(446)	(447)
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.	<i>Exp</i>	(1,987)	(2,382)	(2,328)
		<i>Rev</i>	0	0	0
		<i>Net</i>	(1,987)	(2,382)	(2,328)
Fleet Management	To provide fleet management services for Council's passenger and light commercial vehicles, buses, trucks, and earthmoving & roadwork machinery.	<i>Exp</i>	312	148	363
		<i>Rev</i>	642	639	574
		<i>Net</i>	954	787	937
Animal Management and Local Laws Compliance	Deliver and maintain a responsive and proactive animal management service throughout the Shire. Review, develop and implement local laws that promote peace and good order in Moorabool.	<i>Exp</i>	(752)	(803)	(658)
		<i>Rev</i>	493	673	702
		<i>Net</i>	(259)	(130)	44
Building Maintenance	This service prepares maintenance management programs for Council's property assets. These include municipal buildings, pavilions and other community buildings.	<i>Exp</i>	(1,585)	(1,203)	(1,209)
		<i>Rev</i>	24	25	23
		<i>Net</i>	(1,561)	(1,178)	(1,186)
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.	<i>Exp</i>	(2,937)	(3,035)	(3,308)
		<i>Rev</i>	13	10	0
		<i>Net</i>	(2,924)	(3,025)	(3,308)

Activities	Description		2017/18	2018/19	2019/20
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Road Safety	This service is for the provision of street lighting and bus stop maintenance.	<i>Exp</i>	(339)	(428)	(433)
		<i>Rev</i>	0	0	0
		<i>Net</i>	(339)	(428)	(433)
Asset Management	This service undertakes the design and coordination of Council's Capital Improvement Program.	<i>Exp</i>	(1,539)	(1,660)	(1,595)
		<i>Rev</i>	116	291	193
		<i>Net</i>	(1,423)	(1,369)	(1,403)
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.	<i>Exp</i>	(4,378)	(5,170)	(5,552)
		<i>Rev</i>	6	4	0
		<i>Net</i>	(4,372)	(5,166)	(5,552)
Geographical Information Services	Spatial maintenance of all land parcels.	<i>Exp</i>	(3)	(44)	(46)
		<i>Rev</i>	0	0	0
		<i>Net</i>	(3)	(44)	(46)
Public Toilets	Cleaning and general maintenance of all public toilets.	<i>Exp</i>	(194)	(212)	(204)
		<i>Rev</i>	0	0	0
		<i>Net</i>	(194)	(212)	(204)
Property Asset Management	To effectively manage Council land, property leases and licences as per the property register.	<i>Exp</i>	(310)	(29)	(25)
		<i>Rev</i>	161	155	155
		<i>Net</i>	(149)	126	130

Initiatives

1) **Local Area Traffic Management (LATM) Study Stage 3** - Local Area Traffic Management (LATM) Study is concerned with the planning and management of roads that Council is responsible for within 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. This initiative is to engage a consultant to conduct a LATM Study for Stage 3 at Darley. (\$0.030 million net cost)

2) **Western Bulldogs Leadership Program** - A key year 2 action in the 2018-2019 Youth strategy was the implementation of the full Western Bulldogs Leadership Program for young people. The program is designed to be flexible with needs of the community and is open to young people aged between 14-16, both male and females, emerging leaders and representative from a cross section of the community. This initiative is to increase opportunities for young people and provide them with leadership skills that will assist them now and in future employment opportunities. (\$0.015 million net cost)

3) **Additional Engineering Staff Member** - This initiative recommends the creation of a new Engineering staff member position to meet the requirements of the ever increasing capital program and to ensure the program can be delivered without increasing the risk profile in terms of time, cost and quality. (Nil net cost)

4) **Traffic Counts** - This initiative is to engage a contractor to conduct Traffic Counts at various locations within the Shire. The initiative will help to mitigate the high cost for replacement counters and the potential risk and OH&S issues faced by staff in installing the traffic counter machines. (\$0.039 million net cost)

- 5) **Infringement Efficiency Improvements** - This initiative is to procure hand held devices to issue infringement tickets on site that will help to increase accuracy of infringements and reduce the potential for conflict between the issuing officer and the car owner/driver. (\$0.030 million net cost)
- 6) **Additional hours for Customer Service** - This initiative is to recommend additional hours in customer services unit during busy times of the year, for example, rate payments and animal registration due dates. This initiative will help to cater the increased demand throughout the year to be able to service the community at an acceptable level. (\$0.027 million net cost)
- 7) **Additional 0.4 FTE of an EHO** - This initiative is to recommend increase in Environmental Health Officer hours to cater for the increased demand of the growing shire. The additional resources will allow Council to continue to provide a risk based inspection regime for food premises. The inspection would include a one off unscheduled visit to ensure food safety is maintained, undertake education initiatives with regard to food safety and general EH issues, undertake the additional roles placed upon Council by state with regard to allergen reports investigation and continue to respond to the changing demands placed upon the team with the advent of changing legislation. (\$0.020 million net cost)
- 8) **Statutory Planning Officer** - This initiative proposes a new position to cater for increased applications, help support the statutory planning team, provide support to the subdivision officer for the additional subdivisions requiring clearance and to help process planning information requests which have increased exponentially with Stonehill and Underbank lot releases. (\$0.006 million net cost)
- 9) **Community Safety Officer (Parking Enforcement)** - This initiative proposes a new parking Local Laws position to cater for increased demand. The addition of a full time Community Safety officer who is dedicated to parking enforcement, litter and local law offences will allow Council to dedicate resource on a permanent basis to swiftly act on community complaints and resolve issues to meet the communities expectations. (\$0.004 million net revenue)
- 10) **Industry Based Learning program (incorporating Graduates, Workplace Learning, Interns)** - This initiative is recommended to offer Industry Based Learning opportunities for students in their final years of study to undertake work integrated learning and experience specific to their course of study. (\$0.080 million net cost)
- 11) **Infill Contributions Plan** - Significant growth is projected across the Shire, particularly in Bacchus Marsh and Ballan where the population will double by 2041. This growth will place increased pressure on Council to provide the necessary infrastructure, services and facilities. This initiative is recommended for preparation of a Development Contributions Plan that can provide the strategic justification to collect contributions. The plan will need to be implemented via a planning scheme amendment for Council to collect the contributions. A Development Contributions Plan will enable Council to ensure that financial contributions are received for infill and small subdivisions on the periphery of towns. Greenfield subdivisions would continue to be negotiated and captured by s173 agreements. (\$0.040 million net cost)
- 12) **Access and Inclusion Worker** - Councils have a statutory requirement to undertake disability access planning. This initiative is recommended to continue the work in disability planning, development and advocacy through the creation of an Access and Inclusion Worker position that meets the requirements of the Disability Act, 2006. (\$0.032 million net cost)

Service Performance Outcome Indicators

Service	Indicator	2017/18	2018/19	2019/20
		Actual	Forecast	Budget
Governance	Satisfaction	51	50	50
Roads	Satisfaction	46	45	45
Animal Management	Health and Safety	0	0	0

* refer to table at section 2.5 for information on the calculation of Service Performance Outcome Indicators

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		2017/18	2018/19	2019/20
			Actual \$'000	Forecast \$'000	Budget \$'000
Waste Management	This unit covers maintenance, collection and disposal of domestic wastes and waste 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.	<i>Exp</i>	(4,094)	(4,373)	(4,806)
		<i>Rev</i>	667	673	651
		<i>Net</i>	<u>(3,428)</u>	<u>(3,699)</u>	<u>(4,155)</u>
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	<i>Exp</i>	(225)	(266)	(162)
		<i>Rev</i>	66	68	0
		<i>Net</i>	<u>(158)</u>	<u>(199)</u>	<u>(162)</u>

Initiatives

13) **LED Street Light Upgrade Program** - Over recent years technology around street lighting has improved considerably, resulting in the potential for savings on both maintenance and usage costs to Council. This initiative is recommended to upgrade existing Street Lighting to energy efficient Light Emitting Diode (LED's) that will result in reduction in greenhouse gas emissions and has the potential to be cash positive in next 7-10 years. (\$0.828 million net cost)

14) **Wind Farm Noise Compliance Assessment** - This initiative is recommended to assist in monitoring compliance with the current wind farm permit conditions. The planning permits for the wind farms contains a number of conditions regarding compliance with noise standards. The plan outlines the procedure the wind farm will take if they receive a complaint about noise. If the noise is not compliant and this is not due to mechanical failure, an investigation will take place to determine whether the wind farm is compliant with the noise standards. If after the completion and outcomes of this investigation, the complainant is still not satisfied that the wind farm is compliant with regard to noise, a formal complaint can be made to Council. (\$0.040 million net cost)

15) **Waste Management and Education Officer** - This initiative recommends establishment of a full time Waste Management & Education Officer to continue implementation of the Waste Management and Resource Recovery Strategy and to assist with service growth, service delivery and waste education. (\$0.094 million net cost)

16) **Annual Masterplan Delivery** - This initiative is recommended to provide strategic direction for future development and investment at community facilities and reserves, provide rationale for any recommendations made based on needs assessment and to provide justification for future developments. The master planning process will identify priorities, as well as proposed funding models based on Council's adopted Recreation Reserve Capital Works Contribution Policy and external funding opportunities. Master plans developed will provide guidance for future strategic financial planning by Council and fundraising initiatives by the Committee of Management and user groups. (\$0.050 million net cost)

Service Performance Outcome Indicators

Service	Indicator	2017/18	2018/19	2019/20
		Actual	Forecast	Budget
Waste Collection	Waste Diversion	37.56%	38.00%	38.00%

* refer to table at section 2.5 for information on the calculation of Service Performance Outcome Indicators

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		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'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.	<i>Exp</i>	(218)	(250)	(277)
		<i>Rev</i>	148	228	280
		<i>Net</i>	(70)	(22)	3
Statutory Planning	Deliver statutory planning functions of Council to ensure responsible land use and development in Moorabool.	<i>Exp</i>	(1,066)	(1,297)	(1,143)
		<i>Rev</i>	711	656	771
		<i>Net</i>	(356)	(641)	(372)
Strategic Land Use Planning	Delivery of key strategic policies and projects that assist in the long-term development of the Shire.	<i>Exp</i>	(1,540)	(1,507)	(1,262)
		<i>Rev</i>	196	258	81
		<i>Net</i>	(1,344)	(1,249)	(1,181)
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.	<i>Exp</i>	0	0	0
		<i>Rev</i>	247	350	350
		<i>Net</i>	247	350	350
Economic Development and Tourism	The economic development 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 to bring tourists into Moorabool Shire.	<i>Exp</i>	(526)	(469)	(483)
		<i>Rev</i>	0	0	0
		<i>Net</i>	(526)	(469)	(483)

Initiatives

17) **Undertake a Master Plan including concept and cost plan for a Youth Space at Rotary Park** - The Moorabool Shire Youth Space/s feasibility study was completed and adopted by Council in 2016. As part of the study, a key recommendation was to pursue development in the future of Rotary Park including the Andy Arnold facility to provide increase spaces for youth related services (programs and events) in the future. This initiative is recommended to develop a master plan for Rotary park and a concept plan for a Youth Space at Rotary Park. (\$0.050 million net cost)

18) **Bacchus Marsh Irrigation District Planning Study** - This initiative is recommended to conduct the Bacchus Marsh Irrigation District Planning Study that will compose of a land capability assessment that determines the extent of high quality agricultural soils and identify any land that is no longer considered to be viable farming land. (\$0.025 million net cost)

19) **Rural Land Use Strategy** - There is strong state and local support for a rural land use strategy. Plan Melbourne and the Central Highlands Regional Growth Plan identifies key directions and policy for rural land, including the need to protect agricultural land, and the need to plan for rural residential development on a regional basis to ensure it is directed to appropriate locations rather than spread ad hoc throughout rural locations. This initiative will provide strategic direction for the rural areas of the Shire, and assist in addressing the rural land uses issue identified in the planning scheme review and provide a clear framework for consistent decision making. (\$0.080 million net cost)

20) **Community Infrastructure Planner** - This position is recommended to support Council in planning for new communities, informing the upcoming precinct structure planning, informing engagement activities through the provision of accurate and consistent demographic data and providing key information regarding social and community needs and issues. (\$0.073 million net cost)

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Statutory Planning	Decision Making	66.67%	0.00%	0.00%

* refer to table at section 2.5 for information on the calculation of Service Performance Outcome Indicators

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		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Aged and Disability Services	This service provides home and community care, assessment and care management, volunteer coordination, and senior citizen clubs.	<i>Exp</i>	(1,369)	(1,732)	(1,376)
		<i>Rev</i>	1,029	1,302	1,041
		<i>Net</i>	(339)	(430)	(335)
Planned Activity Groups	To provide social interactions for socially isolated residents in Moorabool Shire.	<i>Exp</i>	(457)	(393)	(369)
		<i>Rev</i>	488	348	363
		<i>Net</i>	30	(45)	(6)
Meals on Wheels	To assist residents at nutritional risk with meals that have been designed by a dietitian.	<i>Exp</i>	(151)	(172)	(209)
		<i>Rev</i>	222	212	264
		<i>Net</i>	70	40	55
Personal Care	To provide support and personal hygiene to residents that are unable to physically complete their own personal care.	<i>Exp</i>	(246)	(239)	(343)
		<i>Rev</i>	265	332	351
		<i>Net</i>	19	93	9
Aged and Disability Brokerage	To provide brokerages services to residents that have been allocated aged care packages with physical and social support.	<i>Exp</i>	(435)	(441)	(402)
		<i>Rev</i>	406	445	461
		<i>Net</i>	(29)	4	58
Respite	To provide support to carers of residents with high care needs.	<i>Exp</i>	(97)	(80)	(96)
		<i>Rev</i>	92	64	100
		<i>Net</i>	(5)	(16)	4
Property Maintenance	Property and home maintenance for residents of Moorabool includes; mowing, washers for taps, painting, ramps, rails and bathroom renovations.	<i>Exp</i>	(112)	(170)	(191)
		<i>Rev</i>	135	179	191
		<i>Net</i>	23	9	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.	<i>Exp</i>	(879)	(1,349)	(1,116)
		<i>Rev</i>	3	88	0
		<i>Net</i>	(876)	(1,261)	(1,116)
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.	<i>Exp</i>	(1,138)	(2,051)	(204)
		<i>Rev</i>	763	1,939	120
		<i>Net</i>	(375)	(112)	(84)

Activities	Description		2017/18	2018/19	2019/20
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
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 Pool Facilities.	<i>Exp</i>	(838)	(725)	(746)
		<i>Rev</i>	276	305	309
		<i>Net</i>	(562)	(420)	(437)
Library Services	Provision of fixed and rural mobile library services to key points throughout the Moorabool area.	<i>Exp</i>	(750)	(742)	(732)
		<i>Rev</i>	325	290	296
		<i>Net</i>	(424)	(452)	(436)
Youth Services	Enable youth within Moorabool to have a community voice and establish programs and activities that enhance and reward them as people.	<i>Exp</i>	(354)	(455)	(357)
		<i>Rev</i>	112	207	61
		<i>Net</i>	(242)	(248)	(296)
Environmental Health	Legislative Responsibilities (Food Act 1984 (food safety), 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.	<i>Exp</i>	(1,619)	(1,943)	(524)
		<i>Rev</i>	1,598	1,425	270
		<i>Net</i>	(20)	(518)	(254)
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.	<i>Exp</i>	(296)	(277)	(274)
		<i>Rev</i>	21	0	0
		<i>Net</i>	(275)	(277)	(274)
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.	<i>Exp</i>	(880)	(895)	(909)
		<i>Rev</i>	302	369	376
		<i>Net</i>	(578)	(526)	(533)
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.	<i>Exp</i>	(111)	(152)	(131)
		<i>Rev</i>	89	132	132
		<i>Net</i>	(22)	(19)	2

Activities	Description		2017/18	2018/19	2019/20
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
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.	<i>Exp</i>	(319)	(342)	(322)
		<i>Rev</i>	192	223	200
		<i>Net</i>	(127)	(119)	(122)
Fire Prevention	Ensure safety around the Moorabool Shire through fire prevention inspections of vacant land in urban and rural living areas.	<i>Exp</i>	(329)	(300)	(329)
		<i>Rev</i>	56	73	72
		<i>Net</i>	(273)	(226)	(257)
School Crossings	Provide school crossing supervisors or staff at 13 locations in Ballan and Bacchus Marsh within designated hours.	<i>Exp</i>	(249)	(250)	(252)
		<i>Rev</i>	111	111	92
		<i>Net</i>	(138)	(140)	(160)

Initiatives

21) **Arts and Culture Officer** -This initiative is supported by the Health and Wellbeing Plan, the Community Development Strategy and Community Engagement Framework, adopted by the Council. The role will lead the identification of current and potential arts and cultural projects of strategic impact across community, business, tourism, educational and cultural sectors. The Arts and Culture Officer would be working with Council, community representatives, artists and arts workers, art organisations, regional/local education, tourism and business interests to develop key ideas and priorities in relation to arts and culture while developing and implementing strategic plans and public programs. (\$0.040 million net cost)

22) **Community Strengthening and Capacity Building Program (On Board Moorabool)** - This initiative is recommended to implement a community capacity building program in order to engage with the community more and develop ways to empower the community so that the community itself can develop solutions to issues and emerging issues at a local level. (\$0.060 million net cost)

23) **Senior Citizen Club Project** - A review was commissioned by the Council to review the four Senior Citizen's Clubs operating in Moorabool Shire. This initiative is recommended to employ a temporary project worker to work with the Senior Citizen groups to implement the recommendations from the review. (\$0.035 million net cost)

24) **Ballan Library - extended opening hours** - During the Library Strategic Plan community consultations there was feedback regarding longer opening hours at Ballan Library. Council have assessed a need for extended opening hours to give school children an opportunity to visit the library after school and encourages good reading habits by providing increased access to the library's resources. (\$0.017 million net cost)

25) **Library - additional casual hours to support Outreach to Seniors** - This initiative is recommended to support the health and wellbeing of the Moorabool community, keeping older adults active and engaged for different activities. Council officers will visit regular gatherings of older adults to conduct Storytelling activities for adults and will also take the Mobile Outreach Van so the groups can browse and borrow items. These visits will be monthly and cover 3-4 locations. (\$0.015 million net cost)

26) **Marveloo on the move!** - Marveloos are portable Changing Places, which are larger than standard accessible toilets. They have extra features and more space to meet the needs of people with high-support needs, thus enabling them to participate at events and festivals. This initiative is seeking support to fund the transportation of the Marveloo to community events to ensure that the cost of transportation is not a barrier for Marveloo's presence at events. This will enable people with disabilities, their carers and families to visit places or attend events that they might not otherwise attend because of inadequate toilet facilities which others take for granted. (\$0.015 million net cost)

27) **Youth Strategy - Youth Mental Health Program** - During the Moorabool Youth strategy consultation process, young people, parents and agencies identified good mental health as a top priority for young people. This initiative is recommended to increase knowledge on the importance of mental health and provide support for young people. This program is highly successful in other Council areas including Macedon and Geelong and Council will work with local agencies in delivering this program locally. (\$0.015 million net cost)

28) **Senior Citizen week celebrations and International Day for people living with disability** - This initiative is recommended to celebrate Senior Citizen's week in October 2019 and International Day for People living with disability which is celebrated on 3 December, 2019. (\$0.007 million net cost)

Service Performance Outcome Indicators

Service	Indicator	2017/18	2018/19	2019/20
		Actual	Forecast	Budget
Library Services	Participation	9.51%	12%	12%
Maternal and Child Health	Participation	77.92%	90%	90%
Food Safety	Health and Safety	100%	100%	100%
Aquatic Facilities	Utilisation	0.26	0.30	0.30

* refer to table at section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.5 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
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
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

2.5 Service Performance Outcome Indicators (Continued)

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
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
Maternal and Child Health	Participation	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

2.6 Reconciliation with budgeted operating result

	Net Cost (Revenue)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Providing Good Governance and Leadership	12,277	22,488	(10,211)
Minimising Environmental Impact	5,235	5,886	(651)
Stimulating Economic Development	1,912	3,394	(1,482)
Improving Social Outcomes	4,387	9,086	(4,699)
Total	23,812	40,854	(17,043)
Expenses added in:			
Depreciation	10,326		
Finance costs	657		
Deficit before funding sources	34,795		
Funding sources added in:			
Rates and charges revenue	(31,419)		
Waste charge revenue	(4,656)		
Grants - Capital (non-recurrent)	(1,282)		
Contributions - monetary	1,053		
Total funding sources	(36,304)		
Underlying (surplus)/deficit for the year	(1,509)		

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019/20 has been supplemented with projection to 2022/23 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the Local Government Act 1989 and the Local Government Planning and Reporting regulations 2014.

- 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

Pending Accounting Standards

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- *AASB 16 Leases*
- *AASB 15 Revenue from Contracts with Customers*, and
- *AASB 1058 Income of Not for Profit Entities*.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- *AASB 16 Leases* – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not for Profit Entities* – Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.

3.1 Comprehensive Income Statement

For the four years ending 30 June 2023

	Notes	Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	34,133	36,170	38,477	40,468	42,536
Statutory fees and fines	4.1.2	1,058	1,269	1,253	1,289	1,327
User fees	4.1.3	2,926	3,103	3,249	3,398	3,737
Grants - Operating (recurrent)	4.1.4	9,708	9,674	10,051	10,510	10,987
Grants - Operating (non-recurrent)	4.1.4	812	205	210	220	230
Grants - Capital (recurrent)	4.1.4	526	1,282	1,282	1,282	1,282
Grants - Capital (non-recurrent)	4.1.4	3,886	2,667	3,348	3,798	798
Contributions - monetary	4.1.5	4,145	1,053	4,718	5,753	1,010
Contributions - non-monetary assets	4.1.5	4,739	4,858	4,979	5,104	5,231
Other income	4.1.6	4,159	1,013	1,039	1,065	1,092
Interest received		667	623	614	574	564
Total income		66,759	61,917	69,220	73,462	68,794
Expenses						
Employee costs	4.1.7	19,778	21,838	22,456	23,272	24,462
Materials and services	4.1.8	20,117	16,974	17,178	17,887	19,333
Depreciation and amortisation	4.1.9	9,842	10,326	11,444	11,965	12,861
Finance costs		616	657	598	482	438
Other expenses	4.1.10	557	550	564	578	593
Loss on disposal of property, infrastructure, plant and equipment	4.1.11	1,483	1,484	1,500	1,500	1,500
Total expenses		52,393	51,830	53,740	55,684	59,187
Surplus (deficit) for the year		14,366	10,087	15,480	17,778	9,607
Other comprehensive income						
Items that will not be reclassified to surplus or deficit:						
Net asset revaluation increment/(decrement)		29,454	7,439	33,749	8,290	37,596
Comprehensive result		43,820	17,526	49,229	26,068	47,203

3.2 Balance Sheet

For the four years ending 30 June 2023

	Forecast Actual 2018/19	Budget 2019/20	Strategic Resource Plan Projections		
			2020/21	2021/22	2022/23
Notes	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	20,617	17,717	18,146	14,110	14,968
Trade and other receivables	4,981	4,981	5,379	5,580	5,805
Other assets	1,026	1,026	1,026	1,026	1,026
Total current assets	4.2.1 26,624	23,723	24,551	20,716	21,799
Non-current assets					
Trade and other receivables	138	138	138	138	138
Property, infrastructure, plant & equipment	529,674	556,691	604,220	630,050	678,315
Total non-current assets	4.2.1 529,812	556,829	604,358	630,188	678,453
Total assets	556,436	580,552	628,909	650,904	700,252
Liabilities					
Current liabilities					
Trade and other payables	5,053	5,053	5,145	5,355	5,779
Trust funds and deposits	1,157	1,157	1,157	1,157	1,157
Provisions	4,385	4,385	4,810	5,149	5,489
Interest-bearing loans and borrowings	4.2.3 1,120	1,439	5,585	953	1,054
Total current liabilities	4.2.2 11,716	12,035	16,697	12,615	13,478
Non-current liabilities					
Provisions	545	545	596	636	676
Interest-bearing loans and borrowings	4.2.3 12,507	18,778	13,193	13,161	14,403
Total non-current liabilities	4.2.2 13,052	19,323	13,789	13,797	15,079
Total liabilities	24,768	31,358	30,486	26,412	28,557
Net assets	531,668	549,194	598,424	624,492	671,695
Equity					
Accumulated surplus	174,687	184,739	199,958	222,161	231,488
Asset revaluation reserve	347,612	355,051	388,800	397,091	434,687
Other reserves	9,369	9,405	9,666	5,241	5,521
Total equity	531,668	549,194	598,424	624,492	671,695

3.3 Statement of Changes in Equity

For the four years ending 30 June 2023

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019 Forecast Actual					
Balance at beginning of the financial year		487,851	161,446	318,159	8,246
Surplus (deficit) for the year		43,820	43,820	0	0
Net asset revaluation increment (decrement)		0	(29,454)	29,454	0
Transfer to other reserves		0	(5,670)	0	5,670
Transfer from other reserves		0	4,547	0	(4,547)
Balance at end of the financial year		531,669	174,687	347,613	9,369
2020 Budget					
Balance at beginning of the financial year		531,668	174,687	347,612	9,369
Surplus (deficit) for the year		17,526	17,526	0	0
Net asset revaluation increment (decrement)		0	(7,439)	7,439	0
Transfer to other reserves	4.3.1	0	(1,306)	0	1,306
Transfer from other reserves	4.3.1	0	1,270	0	(1,270)
Balance at end of the financial year	4.3.1	549,194	184,739	355,051	9,405
2021					
Balance at beginning of the financial year		549,194	184,739	355,051	9,405
Surplus (deficit) for the year		49,229	49,229	0	0
Net asset revaluation increment (decrement)		0	(33,749)	33,749	0
Transfer to other reserves		0	(4,979)	0	4,979
Transfer from other reserves		0	4,718	0	(4,718)
Balance at end of the financial year		598,424	199,958	388,800	9,666
2022					
Balance at beginning of the financial year		598,424	199,958	388,800	9,666
Surplus (deficit) for the year		26,068	26,068	0	0
Net asset revaluation increment (decrement)		0	(8,290)	8,290	0
Transfer to other reserves		0	(1,328)	0	1,328
Transfer from other reserves		0	5,753	0	(5,753)
Balance at end of the financial year		624,492	222,161	397,091	5,241
2023					
Balance at beginning of the financial year		624,492	222,161	397,091	5,241
Surplus (deficit) for the year		47,203	47,203	0	0
Net asset revaluation increment (decrement)		0	(37,596)	37,596	0
Transfer to other reserves		0	(1,290)	0	1,290
Transfer from other reserves		0	1,010	0	(1,010)
Balance at end of the financial year		671,695	231,488	434,687	5,521

3.4 Statement of Cash Flows

For the four years ending 30 June 2023

	Forecast Actual 2018/19	Budget 2019/20	Strategic Resource Plan Projections		
Notes	\$'000	\$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	34,133	36,170	38,078	40,268	42,310
Statutory fees and fines	1,058	1,269	1,253	1,289	1,327
User fees	2,926	3,103	3,249	3,398	3,737
Grants - operating	10,520	9,879	10,261	10,730	11,217
Grants - capital	4,412	3,949	4,630	5,080	2,080
Contributions - monetary	4,145	1,053	4,718	5,753	1,010
Interest received	667	623	614	574	564
Other receipts	4,159	1,013	1,039	1,065	1,092
Employee costs	(19,778)	(21,838)	(21,981)	(22,892)	(24,082)
Materials and consumables	(20,119)	(16,974)	(17,085)	(17,677)	(18,910)
Other payments	(557)	(550)	(564)	(578)	(593)
Net cash provided by operating activities	4.4.1 21,566	17,696	24,211	27,010	19,753
Cash flows from investing activities					
Payments for property, plant and equipment	(18,685)	(26,858)	(22,082)	(26,247)	(20,153)
Proceeds from sale of property, plant and equipment	395	329	337	346	354
Net cash used in investing activities	4.4.2 (18,291)	(26,529)	(21,745)	(25,901)	(19,799)
Cash flows from financing activities					
Finance costs	(616)	(657)	(598)	(482)	(438)
Proceeds from borrowings	2,500	10,736	0	921	2,295
Repayment of borrowings	(1,121)	(4,146)	(1,439)	(5,585)	(953)
Net cash provided by (used in) financing activities	4.4.3 763	5,933	(2,037)	(5,145)	904
Net (decrease) increase in cash & cash equivalents	4,039	(2,900)	429	(4,036)	858
Cash and cash equivalents at beginning of the financial year	16,578	20,617	17,717	18,146	14,110
Cash and cash equivalents at end of the financial year	20,617	17,717	18,146	14,110	14,968

3.5 Statement of Capital Works

For the four years ending 30 June 2023

	Forecast Actual 2018/19 Notes \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Property					
Land	0	1,270	1,339	1,241	953
Buildings	862	2,086	1,715	2,038	1,565
Total property	862	3,356	3,054	3,280	2,518
Plant and equipment					
Plant, machinery and equipment	2,366	1,805	1,884	2,032	1,854
Computers and telecommunications	529	874	868	854	655
Library books	105	105	101	103	104
Total plant and equipment	3,000	2,783	2,853	2,988	2,613
Infrastructure					
Roads	9,297	10,410	9,309	12,535	7,887
Bridges	326	666	548	1,151	1,000
Footpaths	1,410	1,059	871	1,035	795
Drainage	0	0	100	120	200
Recreational, leisure and community	3,529	8,314	5,240	4,949	4,913
Parks, open space and streetscapes	0	250	78	170	211
Other infrastructure	262	20	28	20	15
Total infrastructure	14,824	20,719	16,174	19,980	15,021
Total capital works expenditure	18,685	26,858	22,082	26,247	20,153
Represented by:					
Asset renewal expenditure	13,206	13,143	10,806	12,844	9,862
New asset expenditure	3,622	8,802	7,237	8,602	6,605
Asset upgrade expenditure	1,858	4,913	4,039	4,801	3,687
Total capital works expenditure	18,685	26,858	22,082	26,247	20,153

3.6 Statement of Human Resources

For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	18,868	20,902	21,493	22,274	23,413
Employee costs - capital	910	937	963	998	1,049
Total staff expenditure	19,778	21,838	22,456	23,272	24,462
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	221	232	234	237	241
Total staff numbers	221	232	234	237	241

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget	Comprises			
		Permanent			
	2019/20 \$'000	Full Time \$'000	Part Time \$'000	Casual \$'000	Temporary \$'000
CEO's Office	423	423	0	0	0
Community Development	6,967	3,031	3,318	619	0
Community Planning	5,053	4,020	921	112	0
Community Assets and Infrastructure	8,458	8,165	279	14	0
Total permanent staff expenditure	20,902	15,639	4,518	745	0
Capitalised labour costs	937				
Total expenditure	21,838				

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget	Comprises			
		Permanent			
	2019/20	Full Time	Part Time	Casual	Temporary
CEO's Office	3	3	0	0	0
Community Development	78	34	37	7	0
Community Planning	57	45	10	1	0
Community Assets and Infrastructure	95	91	3	0	0
Total staff numbers	232	173	51	8	0

4. Notes to the financial statements

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount Councils may increase rates in a year. For 2019/20 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2.5% in line with the rate cap.

This will raise total rates and charges for 2019/20 to \$36.170 million.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2018/19 Forecast Actual \$'000	2019/20 Budget \$'000	Change \$'000	%
General Rates*	28,870	30,534	1,664	5.8%
Waste / Garbage Charges	4,604	4,750	146	3.2%
Supplementary rates and rate adjustments	511	468	(43)	-8.5%
Revenue in lieu of rates	147	418	271	100.0%
Total	34,133	36,170	2,037	6.0%

*These items are subject to the rate cap established under the FGRS

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

Type or class of land	2018/19 Cents/\$CIV	2019/20* Cents/\$CIV	Change
Commercial & Industrial Rate	0.006092	0.005307	-12.9%
Commercial & Industrial Vacant Land	0.009640	0.007876	-18.3%
Extractive Industry Rate	0.012031	0.010683	-11.2%
Farm Rate	0.003008	0.002671	-11.2%
General Rate	0.003856	0.003424	-11.2%
Vacant Land General	0.008098	0.007191	-11.2%
Vacant Land FZ and RCZ	0.003856	0.003424	-11.2%
Vacant Land GRZ	0.009640	0.007876	-18.3%
Residential Retirement Villages	0.003470	0.003082	-11.2%

*The 2019 valuation is expected to be completed by 01 June 2019. The draft budget valuations are based on incomplete and uncertified valuations which are subject to change at the time of adoption of the budget. Consequently the rate in dollar will be adjusted to ensure compliance with the rate cap.

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

Type or class of land	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Commercial & Industrial Rate	1,955	1,921	(34)	-1.8%
Commercial & Industrial Vacant Land	230	207	(22)	-9.8%
Extractive Industry Rate	267	261	(6)	-2.1%
Farm Rate	3,025	3,049	24	0.8%
General Rate	19,970	21,409	1,438	7.2%
Vacant Land General	864	1,011	147	17.0%
Vacant Land FZ and RCZ	854	893	39	4.6%
Vacant Land GRZ	1,508	1,580	72	4.8%
Residential Retirement Villages	204	203	(1)	-0.6%
Total amount to be raised by general rates	28,877	30,534	1,657	5.7%

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

Type or class of land	2018/19	2019/20	Change	
	Number	Number	\$'000	%
Commercial & Industrial Rate	548	556	8	1.5%
Commercial & Industrial Vacant Land	62	58	(4)	-6.5%
Extractive Industry Rate	14	14	0	0.0%
Farm Rate	1,367	1,327	(40)	-2.9%
General Rate	12,405	12,834	429	3.5%
Vacant Land General	513	603	90	17.5%
Vacant Land FZ and RCZ	711	732	21	3.0%
Vacant Land GRZ	729	718	(11)	-1.5%
Residential Retirement Villages	237	249	12	5.1%
Total number of assessments	16,586	17,091	505	3.0%

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV).

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

Type or class of land	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Commercial & Industrial Rate	320,895	361,906	41,011	12.8%
Commercial & Industrial Vacant Land	23,809	26,293	2,484	10.4%
Extractive Industry Rate	22,187	24,470	2,283	10.3%
Farm Rate	1,005,698	1,141,463	135,765	13.5%
General Rate	5,179,117	6,252,607	1,073,490	20.7%
Vacant Land General	106,726	140,596	33,870	31.7%
Vacant Land FZ and RCZ	221,450	260,839	39,389	17.8%
Vacant Land GRZ	156,440	200,632	44,192	28.2%
Residential Retirement Villages	58,767	65,775	7,008	11.9%
Total value of land	7,095,089	8,474,581	1,379,492	19.4%

4.1.1(g) 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	Per Rateable	Change	
	Property 2018/19 \$	Property 2019/20 \$	\$	%
Waste Management*	87	85	(2)	-2.3%
Domestic Waste Collection	176	187	11	6.3%
Kerbside Green waste	71	77	6	8.5%
State Landfill Levy Charge	36	36	0	0.0%
Total	370	385	15	4.1%

*there is a proposal being put forward to Council for the introduction of tip tokens being distributed to residents. If this proposal is approved, it has the potential to increase the Waste Management Service Charge somewhere between \$25 and \$35 per tenement. The Adopted Budget will be adjusted to reflect the outcome of Councils decision.

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

Type of Charge	2018/19	2019/20	Change	
	\$	\$	\$	%
Waste Management	1,419,000	1,381,335	(37,665)	-2.7%
Domestic Waste Collection	2,322,000	2,451,757	129,757	5.6%
Kerbside Green waste	162,134	215,600	53,466	33.0%
Commercial Garbage	113,000	116,600	3,600	3.2%
State Landfill Levy Charge	588,000	585,036	(2,964)	-0.5%
Total	4,604,134	4,750,328	146,194	3.2%

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

	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
General Rates	28,877	30,534	1,657	5.7%
Waste and garbage services	4,566	4,750	184	4.0%
Supplementary rates and charges	356	468	112	31.5%
Revenue in lieu of rates	90	418	328	100.0%
Total Rates and charges	33,889	36,170	2,281	6.7%

4.1.1(j) Fair Go Rates System Compliance

Moorabool Shire Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2018/19	2019/20
Total Rates	\$ 28,877	30,534
Number of rateable properties	16,586	17,091
Base Average Rates - unadjusted	\$ 1,705	1,743
Base Average Rates - adjusted for prior year error *	\$ 1,703	Not Applicable
Maximum Rate Increase (set by the State Government)	2.25%	2.50%
Maximum Rate Increase (set by Moorabool Shire) *	2.11%	2.50%
Capped Average Rate	\$ 1,743	1,787
Capped Average Rate - adjusted for prior year error *	\$ 1,741	Not Applicable
Maximum General Rates and Municipal Charges Revenue	\$ 28,916,089	30,534,529
Budgeted General Rates and Municipal Charges Revenue *	\$ 28,876,837	30,534,529
Budgeted Supplementary Rates	\$ 355,878	467,958
Budgeted Total Rates and Municipal Charges Revenue	\$ 29,232,715	31,002,486

*In the 2017/18 year, Moorabool Shire incorrectly calculated the capped average rate which resulted in the capped average rates being \$2.36 greater than what is permissible under the Fair Go Rates legislation. Accordingly, the 2018/19 capped average rates has been adjusted to correct the prior year error. As a result, budgeted total rates are reduced by 0.14% of total rates in 2018/19.

4.1.1(k) 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 (2019/20: estimated \$467,958 and 2018/19: \$355,878)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(m) 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 Land

Definition:

General Land is 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 Farming Zone or Rural Conservation Zone; and
 - General Residential Zone Land within the Moorabool Planning Scheme.

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.

Use and Level of Differential Rate:

The differential rate will be used to fund 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 lawfully erected on the land.

Residential Retirement Land

Definition:

Residential Retirement Land is any land within the meaning of 'retirement village land' under section 3 of the *Retirement Villages Act 1986*.

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.

To ensure that the Residential Retirement Land rate is lower than the General Land rate in recognition of the services and infrastructure undertaken by the retirement village sector.

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.

Commercial/Industrial Land

Definition:

Commercial/Industrial Land is 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.

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.

To ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, having regard to the capacity of such land to be used to yield income and the demands such land make on Council's infrastructure. The differential rate also recognises that Council rates and charges may be claimed as a tax deduction.

Types and Classes:

Rateable land having the relevant characteristics described in the above 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 rateable land within this category, as determined by consulting maps referred to in the Moorabool Planning Scheme.

Types of Buildings:

All buildings which are lawfully erected on the land.

Vacant Commercial/Industrial Land

Definition:

Vacant Commercial/Industrial land is 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 Vacant General Land, Vacant Farming Zone or Rural Conservation Zone Land or General Residential Zone 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.

To encourage the development of land for commercial and industrial purposes.

To discourage land banking and ensure an adequate supply of Commercial and Industrial zoned land to meet market demand.

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:

Any buildings that are not lawfully erected on the land.

Extractive Industry Land

Definition:

Extractive Industry Land is any land:

- which is used primarily for the purpose of extraction, removal or treatment of minerals, earth or stone; or
- on which activities of the extraction, removal or treatment of minerals, earth or stone has been discontinued but which has not yet been rehabilitated to environmental standards as required by law.

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.

To ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, having regard to the capacity of such land to be used to yield income and the demands such land make on Council's infrastructure. The differential rate also recognises that Council rates and charges may be claimed as a tax deduction.

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.

Farm Land

Definition:

Farm Land is any rateable land within the meaning of 'farm land' as defined by section 2(1) of the *Valuation of Land Act 1960*.

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.

To provide economic support and relief to farmers.

To encourage further development and appropriate use of Farm Land, as defined under the Valuation of Land Act 1960.

To encourage persons engaged in farming activities (as referred to in the definition of 'farm land' in the Act) to further develop farm land and value-add to their products in the local community to create more employment opportunities in the industry.

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.

Vacant General Land

Definition:

Vacant General Land is any land;

- on which no building is lawfully erected; and
- which does not have the characteristics of:
 - Vacant Commercial/Industrial Land; or
 - Vacant Farming Zone, Rural Conservation Zone; or
 - Vacant General Residential Zone Land in the Moorabool Planning Scheme.

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.

To encourage development of Vacant General Land.

To discourage land banking and ensure an adequate supply of appropriately zoned land to meet market demand.

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:

Any buildings that are not lawfully erected on the land.

Vacant Farming Zone or Rural Conservation Zone Land

Definition:

Vacant Farming Zone or Rural Conservation Zone land within the Moorabool Planning Scheme is any land;

- on which no building is lawfully erected; and
- which is located within the Farm Zone or Rural Conservation Zone under the Moorabool Planning Scheme; and
- which does not have the characteristics of 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.

Specifically, the objective of the vacant Farming Zone or Rural Conservation Zone rate category is to recognize the lower likelihood of development on this type of land as a result of planning and development restrictions or other encumbrances which limit the development opportunities and use of the land.

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 set at 1.00 and 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:

Any buildings that are not lawfully erected on the land.

Vacant General Residential Zone Land

Definition:

Vacant General Residential Zone Land is any land:

- on which no dwelling is lawfully erected; and
- which is located within the General Residential Zone under the Moorabool Planning Scheme.

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.

To encourage the development of land for residential purposes.

To discourage land banking, and ensure an adequate supply of residential zoned land to meet the market demand.

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:

Any buildings that are not lawfully erected on the land.

4.1.2 Statutory fees and fines

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Infringements and costs	243	289	46	18.9%
Town planning fees	681	834	153	22.5%
Land information certificates	43	50	7	16.3%
Permits	90	95	5	5.6%
Freedom of Information	2	2	0	0.0%
Total statutory fees and fines	1,058	1,269	211	20.0%

4.1.2(a) Statutory fees and fines (\$0.211 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 20% or \$0.211 million compared to the 2018/19 forecast actual. The main increases relates to Town Planning Fees (\$0.153 million).

A detailed listing of statutory fees is included in Appendix A.

4.1.3 User fees

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Aged and health services	781	871	90	11.5%
Leisure centre and recreation	173	188	14	8.2%
Child care/children's programs	68	88	19	28.0%
Registrations and other permits	735	700	(35)	-4.8%
Building services	578	630	52	9.0%
Waste management services	471	509	38	8.1%
Other fees and charges	119	118	(1)	-0.5%
Total user fees	2,926	3,103	177	6.1%

4.1.3(a) User fees (\$0.177 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 6.1% or \$0.177 million over the 2018/19 forecast actual. The main contributing factor to the increase is Aged and Health Services (\$0.090 million).

A detailed listing of fees and charges is included in Appendix A.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	Forecast	Actual	Budget	Change
	2018/19	2019/20	2019/20	
	\$'000	\$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	8,679	9,629	950	10.9%
State funded grants	6,253	4,199	(2,054)	-32.8%
Total grants received	14,932	13,828	(1,104)	-7.4%
(a) Operating Grants				
<i>Recurrent - Commonwealth Government</i>				
Victoria Grants Commission	6,490	6,632	142	2.2%
Commonwealth Home Support Program	1,661	1,715	53	3.2%
<i>Recurrent - State Government</i>				
Aged care	316	191	(125)	-39.6%
School crossing supervisors	111	92	(19)	-17.0%
Libraries	264	265	1	0.4%
Maternal and child health	636	631	(4)	-0.7%
Other	230	148	(82)	-35.7%
Total recurrent operating grants	9,708	9,674	(34)	-0.3%
<i>Non-recurrent - State Government</i>				
Emergency management	135	120	(15)	-11.1%
Valuations	76	0	(76)	0.0%
Strategic planning and tourism	100	25	(75)	-75.0%
Families and youth	58	27	(30)	-52.4%
Environment and health	99	32	(67)	-67.4%
Disability access	175	0	(175)	-100.0%
Other	168	0	(168)	0.0%
Total non-recurrent operating grants	812	205	(607)	-74.8%
Total operating grants	10,520	9,879	(641)	-6.1%
(b) Capital Grants				
<i>Recurrent - Commonwealth Government</i>				
Roads to recovery	526	1,282	756	143.7%
Total recurrent grants	526	1,282	756	143.7%
<i>Non-recurrent - Commonwealth Government</i>				
Roads	0	1,532	1,532	0.0%
<i>Non-recurrent - State Government</i>				
Recreational and Leisure	1,568	685	(883)	-56.3%
Local roads	2,318	450	(1,868)	-80.6%
Total non-recurrent grants	3,886	2,667	(1,219)	-31.4%
Total capital grants	4,412	3,949	(463)	-10.5%
Total grants	14,932	13,828	(1,104)	-16.6%

4.1.4(a) 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 6.1% or \$0.641 million compared to the 2018/19 forecast actual. This is mainly due to a reduction in non-recurrent grants (\$0.607 million - for various one off projects in the 2018/19 year).

4.1.4(b) 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 10.5% or \$0.463 million compared to the 2018/19 forecast actual. The main reason for this is a reduction in non-recurrent grants (\$1.219 million in total) mainly due to road rehabilitation works in 2018/19 for Werribee Vale Road and Bacchus Marsh-Ballieng Road.

4.1.5 Contributions

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Monetary	4,145	1,053	(3,092)	-74.6%
Non-monetary	4,739	4,858	118	2.5%
Total contributions	8,885	5,911	(2,974)	-33.5%

4.1.5(a) Contributions - monetary (\$3.092 million decrease)

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 expected to decrease by \$3.092 million compared to 2018/19 due to the timing of developer contributions relating to new subdivisions within the Shire.

4.1.5(b) Contributions - non-monetary assets (\$0.118 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.

4.1.6 Other income

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Interest	667	623	(43)	-6.5%
Reimbursements, rebates and recoveries	2,367	455	(1,912)	-80.8%
Recycling income	47	0	(47)	-100.0%
Other rent	155	155	0	0.0%
Royalties	100	60	(40)	-39.8%
Peri-Urban contributions	75	75	0	0.0%
Insurance claims	6	-	(6)	-100.0%
Sales	65	74	9	13.3%
Other	1,344	194	(1,150)	-85.5%
Total other income	4,826	1,636	(3,189)	-66.1%

4.1.6(a) Other income (\$3.189 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 66.1% or \$3.189 million compared to 2018/19. This mainly relates to income received in 2018/19 for Blackwood Localised Septic Program (\$1.100 million), and reimbursements for Flood/Storm Events from September 2016 (\$0.800 million) and Flood/Storm Events from December 2018 (\$1.000 million).

4.1.6(b) Interest (\$0.043 million decrease)

Interest revenue relates to interest received on investments and rate arrears. Interest revenue is forecast to decrease by \$0.043 million compared to 2018/19. This is due to an increase in capital spending during 2019/20.

4.1.7 Employee costs

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Wages and salaries	17,301	19,209	1,908	11.0%
WorkCover	366	490	124	33.9%
Casual staff	478	383	(94)	-19.8%
Superannuation	1,600	1,721	121	7.6%
Fringe Benefits Tax	33	35	2	6.1%
Total employee costs	19,778	21,838	2,060	10.4%

4.1.7(a) Employee costs (\$2.060 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 10.4% or \$2.060 million compared to 2018/19. This increase relates to the following key factors:

- New Initiatives of \$0.758 million proposed in the 2019/20 Budget.
- Council's Enterprise Bargaining Agreement (EBA) which is estimated to have between 2.00% to 2.93% overall impact.
- Workcover Premium increased by \$0.132 million.
- The comparison between 2018/19 Forecast and 2019/20 Budget is also distorted due to vacancies over a number of service activities during the 2018/19 financial year.

4.1.8 Materials and services

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Materials and services	2,094	2,028	(66)	-3.2%
Community Assets Maintenance	2,029	2,831	802	39.5%
Community Services	2,796	1,345	(1,450)	-51.9%
Council Admin	764	965	202	26.4%
Emergency Management	1,871	31	(1,840)	-98.3%
Waste and Garbage	3,756	4,047	291	7.8%
Building maintenance	517	479	(38)	-7.4%
General maintenance	741	674	(67)	-9.1%
Utilities	676	714	38	5.7%
Office administration	612	641	28	4.6%
Information technology	1,077	1,064	(14)	-1.3%
Insurance	561	576	15	2.6%
Consultants	1,417	628	(790)	-55.7%
Agency staff	157	86	(72)	-45.6%
Community grants and advances	1,047	866	(181)	-17.3%
Total materials and services	20,117	16,974	(3,143)	-15.6%

4.1.8(a) Materials and services (\$3.143 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 15.6% or \$3.143 million compared to 2018/19.

The decrease relates mainly to the forecast for 2018/19 containing \$1.426 million in expenditure for the Blackwood Localised Septic Program. This is a one off project that is fully funded externally. The forecast also contains the emergency works and asset restoration works for Flood/Storm Events from September 2016 (\$0.800 million) and Flood/Storm Events from December 2018 (\$1.000 million).

The 2018/19 forecast also includes both grant funded and carried forward projects from previous financial years. Any potential operating carry forwards have not been incorporated into the 2019/20 budget.

4.1.9 Depreciation and amortisation

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Property	800	842	42	5.3%
Plant & equipment	1,000	1,120	120	12.0%
Infrastructure	8,042	8,364	322	4.0%
Total depreciation and amortisation	9,842	10,326	484	4.9%

4.1.9(a) Depreciation (\$0.484 million increase)

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 increase in 2019/20.

4.1.10 Other expenses

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	49	49	(0)	-0.2%
Auditors' remuneration - Internal	60	60	0	0.0%
Councillors' allowances	249	254	5	2.0%
Operating lease rentals	75	66	(9)	-12.2%
Bank fees	55	58	3	4.8%
Other	68	63	(5)	-7.5%
Total other expenses	557	550	(7)	-1.2%

4.1.10(a) Other expenses (\$0.007 million decrease)

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.

4.1.11 Net Loss on disposal of property, infrastructure, plant and equipment

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Proceeds of sale	395	329	(66)	-16.7%
Written down value of assets disposed	(1,878)	(1,813)	66	-3.5%
Loss on disposal of property, infrastructure, plant and equipment	(1,483)	(1,484)	(0)	0.0%

4.1.11(a) Net loss on sale of assets (no change)

Council's loss from the sale of assets is forecast to be negligible for 2019/20. The written down value of assets is \$1.813 million, with \$1.500 million of that relating to infrastructure assets replaced. Sale proceeds are expected to be \$0.329 million which relates to the sale of plant and vehicles.

4.2 Balance Sheet

4.2.1 Assets

4.2.1(a) Current Assets (\$2.901 million decrease) and Non-Current Assets (\$27.016 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 remain at the same level as 2018/19.

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 capital works program (\$26.858 million), contributed assets (\$4.858 million), depreciation of assets (\$10.326 million), and the sale of property, plant and equipment (\$1.813 million).

4.2.2 Liabilities

4.2.2(a) Current Liabilities (\$0.319 million increase) and Non Current Liabilities (\$6.271 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 2018/19 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 \$4.146 million over the year, whilst borrowing \$10.736 million to help fund capital works.

4.2.3 Borrowings

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

	2018/19	2019/20
	\$	\$
Amount borrowed as at 30 June of the prior year	12,247,382	13,626,838
Amount proposed to be borrowed	2,500,000	10,736,014
Amount projected to be redeemed	(1,120,544)	(4,145,779)
Amount of borrowings as at 30 June	13,626,838	20,217,073

4.3 Statement of changes in Equity

4.3.1 Equity

4.3.1(a) Equity (\$17.526 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.

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 \$0.036 million is budgeted for in 2019/20.

Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$10.051 million results directly from the operating surplus for the year of \$10.087 million, net the movement of \$0.036 million in other reserves.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by operating activities

4.4.1(a) Operating activities (\$3.870 million decrease)

The overall decrease in cash inflows from operating activities mainly relates to income received in 2018/19 for Blackwood Localised Septic Program (\$1.100 million), and reimbursements for Flood/Storm Events from September 2016 (\$0.800 million) and Flood/Storm Events from December 2018 (\$1.000 million). Moreover, certain capital grants received in 2018/19 are not expected to be received in 2019/20 (\$1.554 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.

4.4.2 Net cash flows used in investing activities

4.4.2(a) Investing activities (\$8.239 million decrease)

The decrease in net cash used in investing activities is due to an increase of \$8.173 million in capital works. The budget for 2019/20 contains \$4.779 million in carried forward works from 2018/19. These carried forward works and new projects contained in the 2019/20 budget are detailed in section 4.5.

4.4.3 Net cash flows provided by/used in financing activities

4.4.3(a) Financing activities (\$5.170 million increase)

For 2019/20 the total of principal repayments is \$4.146 million and finance charges is \$0.657 million. New borrowings for 2019/20 are expected to be \$10.736 million.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

The capital works projects are grouped by class and include the following:

- Current Budget
- Works carried forward from the 2018/2019 year.

4.5.1 Summary

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Property	862	3,356	2,494	289.5%
Plant and equipment	3,000	2,783	(216)	-7.2%
Infrastructure	14,824	20,719	5,895	39.8%
Total	18,685	26,858	8,173	43.7%

Capital spend has increased by \$7.917 million from the forecast actual for 2018/19. The forecast actual has been reduced due to \$4.779 million in carried forward works being included in the 2019/20 Budget. 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 2018/19 year it is forecast that \$4.779 million of capital works will be incomplete and be carried forward into the 2019/20 year. A detailed listing of Carried Forward works can be seen in section 4.5.3.

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	3,356	2,770	286	300	-	300	-	3,056	-
Plant and equipment	2,783	-	2,033	750	-	-	-	2,783	-
Infrastructure	20,719	6,032	10,824	3,863	-	3,649	-	7,162	9,908
Total	26,858	8,802	13,143	4,913	-	3,949	-	13,002	9,908

The total Capital Improvement Program for 2019/20 is \$26.858 million (includes \$4.779 million in carried forward works from 2018/19). Of this total, \$8.802 million relates to new works, \$13.143 million relates to the renewal of assets, and \$4.913 million is for the upgrade of assets.

4.5.1(a) Funding Sources

Grants - 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, Dunnstown-Yendon Road, Ballan Recreation Reserve Pavilion, Old Melbourne Road, Ballan-Meredith Road, Morrisons - Deck Overlay, and Gordon Netball Courts - Upgrade. Contained in this total is \$0.450 million of carried forward grants from 2018/19.

Council Cash - Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$13.002 million will be generated from operations to fund the 2019/20 capital works program.

Borrowings - It is proposed that Council will take up loan borrowings of \$9.908 million in 2019/20 to fund some of the Capital Improvement Program (\$4.214 million relates to deferred loans from 2018/19).

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib- utions \$'000	Council Cash \$'000	Borrowings \$'000
PROPERTY									
LAND									
Parwan Employment Precinct - Contribution to Gas Connection	1,000	1,000	0	0	0	0	0	1,000	0
Taverner Street, Maddingley	245	245	0	0	0	0	0	245	0
Navigators Reserve, Navigators	25	25	0	0	0	0	0	25	0
TOTAL LAND	1,270	1,270	0	0	0	0	0	1,270	0
BUILDINGS									
Bacchus Marsh Swimming Pool, Bacchus Marsh - Perimeter Fence	60	0	60	0	0	0	0	60	0
Elaine Toilets, Elaine - Toilet Block	150	0	150	0	0	0	0	150	0
Lerderderg Library, Bacchus Marsh - Air-conditioning	76	0	76	0	0	0	0	76	0
Ballan Depot - Construction Stage 1	500	500	0	0	0	0	0	500	0
Bacchus Marsh Indoor Recreation Facility - Preplanning	550	550	0	0	0	0	0	550	0

4.5.2 Current Budget (Continued...)

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib- utions \$'000	Council Cash \$'000	Borrowings \$'000
Ballan Recreation Reserve Pavilion	300	0	0	300	0	300	0	0	0
Masons Lane - Western Pavilion Extension	350	350	0	0	0	0	0	350	0
TOTAL BUILDINGS	1,986	1,400	286	300	0	300	0	1,686	0
TOTAL PROPERTY	3,256	2,670	286	300	0	300	0	2,956	0
PLANT & EQUIPMENT									
PLANT, MACHINERY & EQUIPMENT									
Plant Replacement Program	1,718	0	1,718	0	0	0	0	1,718	0
TOTAL PLANT, MACHINERY & EQUIPMENT	1,718	0	1,718	0	0	0	0	1,718	0
COMPUTERS & TELECOMMUNICATIONS									
Computers and Servers	124	0	124	0	0	0	0	124	0
ICT System Improvements	750	0	0	750	0	0	0	750	0
TOTAL COMPUTERS & TELECOMMUNICATIONS	874	0	124	750	0	0	0	874	0
LIBRARY BOOKS									
Library Stock Replacement	105	0	105	0	0	0	0	105	0
TOTAL LIBRARY BOOKS	105	0	105	0	0	0	0	105	0
TOTAL PLANT & EQUIPMENT	2,696	0	1,946	750	0	0	0	2,696	0
INFRASTRUCTURE									
ROADS									
Pre-Planning - Various	50	0	50	0	0	0	0	50	0
Roads to Recovery	0	0	0	0	0	1,026	0	-1,026	0
Werribee Vale Road, Maddingley - Sealed Reconstruction &/or Insitu Stabilisation	1,300	0	0	1,300	0	0	0	0	1,300
McCormacks Road/Griffiths Street, Maddingley - Construction of Roundabout	500	500	0	0	0	0	0	500	0

4.5.2 Current Budget (Continued...)

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Ballan-Greendale Road, Ballan - Sealed Reconstruction &/or Insitu Stabilisation	350	0	350	0	0	0	0	350	0
Blackwood Street, Ballan - Sealed Reconstruction &/or Insitu Stabilisation	300	0	300	0	0	0	0	300	0
Ballan-Meredith Rd, Morrisons - Widening Sealed Reconstruction &/or Insitu Stabilisation	150	0	150	0	0	0	0	150	0
Butter Factory Road, Wallace - Widening	180	0	180	0	0	0	0	180	0
Dunnstown-Yendon Road, Yendon - Sealed Reconstruction &/or Insitu Stabilisation	998	0	998	0	0	240	0	758	0
Fisken Street, Maddingley - AC Overlay	21	0	21	0	0	0	0	21	0
Gillespies Lane, Ballan - Preplanning widening	25	0	25	0	0	0	0	25	0
Glenmore Road, Mt Wallace - Preplanning	20	0	20	0	0	0	0	20	0
Longhills Road, Glen Park - Preplanning	25	0	25	0	0	0	0	25	0
Old Melbourne Road, Bungaree - Preplanning	25	0	25	0	0	0	0	25	0
Old Melbourne Road, Dunnstown - Sealed Reconstruction &/or Insitu Stabilisation	1,304	0	1,304	0	0	1,122	0	182	0
Station Street, Maddingley - AC Overlay	130	0	130	0	0	0	0	130	0
Werribee Vale road, Maddingley - Widening and Shoulder Sealing	320	0	320	0	0	0	0	320	0
Yendon-Egerton Road, Mt Egerton - Preplanning	25	0	25	0	0	0	0	25	0
Yendon-Lal Lal Road, Lal Lal - Preplanning	20	0	20	0	0	0	0	20	0
Spray Seal Program	1,242	0	1,242	0	0	0	0	1,242	0
Antimony Mine Road, Coimadai - Gravel Road Resheeting	165	0	165	0	0	0	0	165	0
Gillespies Lane, Ballan - Resheet and Seal	105	0	105	0	0	0	0	105	0
Gladstone Street, Gordon - Gravel Road Resheeting	68	0	68	0	0	0	0	68	0
Masons Lane Reserve Entrance, Bacchus Marsh - Resheet and Seal	40	0	40	0	0	0	0	40	0
Paces Lane, Rowsley - Gravel Road Resheeting	383	0	383	0	0	0	0	383	0
Stanley Street, Gordon - Gravel Road Resheeting	24	0	24	0	0	0	0	24	0

4.5.2 Current Budget (Continued...)

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib- utions \$'000	Council Cash \$'000	Borrowings \$'000
Tennyson Street East, Gordon - Gravel Road Resheeting	22	0	22	0	0	0	0	22	0
Barkstead Road, Bungaree - Shoulder Resheeting	151	0	151	0	0	0	0	151	0
Ralstons Road, Pootilla - Shoulder Resheeting	78	0	78	0	0	0	0	78	0
Spargo Creek Road, Springbank - Shoulder Resheeting	144	0	144	0	0	0	0	144	0
Springbank Road, Bungaree - Shoulder Resheeting	48	0	48	0	0	0	0	48	0
Springbank Road, Bungaree - Shoulder Resheeting	24	0	24	0	0	0	0	24	0
Duncan Street, Ballan - Replace Kerb & Channel	250	0	250	0	0	0	0	250	0
Grey Street Stage 1, Darley - Replace Kerb & Channel	300	0	300	0	0	0	0	300	0
Local Area Traffic Management Study - Project Implementation	90	90	0	0	0	0	0	90	0
TOTAL ROADS	8,878	590	6,988	1,300	0	2,388	0	5,190	1,300
BRIDGES									
Ballan-Meredith Road, Morrisons - Deck Overlay	666	0	666	0	0	426	0	240	0
TOTAL BRIDGES	666	0	666	0	0	426	0	240	0
FOOTPATHS & CYCLEWAYS									
Gisborne Road, Darley - Sealed Pathway	39	0	39	0	0	0	0	39	0
Grant Street, Bacchus Marsh - Sealed Pathway	105	0	105	0	0	0	0	105	0
Inglis Street Stage 3, Ballan - Sealed Pathway	750	0	750	0	0	0	0	750	0
Albert Street, Darley - Sealed Pathway (Fitzroy St to Dundas St)	80	80	0	0	0	0	0	80	0
Lidgett Street, Bacchus Marsh - Construction of Pathway in Front of Reserve	50	50	0	0	0	0	0	50	0
Various Footpath - Preplanning	35	35	0	0	0	0	0	35	0
TOTAL FOOTPATHS & CYCLEWAYS	1,059	165	894	0	0	0	0	1,059	0

4.5.2 Current Budget (Continued...)

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
RECREATIONAL, LEISURE & COMMUNITY FACILITIES									
Beresford Crescent Recreation Reserve, Darley - Play Equipment Renewal	75	0	75	0	0	0	0	75	0
Sports Field Lighting Program	1,608	0	0	1,608	0	0	0	0	1,608
Bacchus Marsh Racecourse Reserve Stage 1 - Active Sports Precinct Facilities	2,786	2,786	0	0	0	0	0	0	2,786
Gordon Netball Courts - Upgrade	360	0	0	360	0	285	0	75	0
Darley Park - Masterplan and Pavilion Design	75	0	0	75	0	0	0	75	0
Masons Lane and Wallace Recreation Reserves - Irrigation Design	25	0	0	25	0	0	0	25	0
Open Space Improvement Plan	75	0	0	75	0	0	0	75	0
Bacchus Marsh and Ballan Splash Parks - Design Works	100	100	0	0	0	0	0	100	0
Country Football/Netball Program Projects	150	0	0	150	0	100	0	50	0
TOTAL RECREATIONAL, LEISURE & COMMUNITY FACILITIES	5,254	2,886	75	2,293	0	385	0	475	4,394
PARKS, OPEN SPACE & STREETSCAPES									
Beresford Crescent Reserve - Park Improvements	75	0	0	75	0	0	0	75	0
Lidgett Street Reserve - Park Improvements	125	0	0	125	0	0	0	125	0
Small Town Improvement Program	50	0	0	50	0	0	0	50	0
TOTAL PARKS, OPEN SPACE & STREETSCAPES	250	0	0	250	0	0	0	250	0
OTHER INFRASTRUCTURE									
DDA Upgrade Program	20	0	0	20	0	0	0	20	0
TOTAL OTHER INFRASTRUCTURE	20	0	0	20	0	0	0	20	0
TOTAL INFRASTRUCTURE	16,127	3,641	8,623	3,863	0	3,199	0	7,234	5,694
TOTAL NEW CAPITAL WORKS 2019/20	22,079	6,311	10,855	4,913	0	3,499	0	12,887	5,694

4.5.3 Works carried forward from the 2018/2019 year.

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
PROPERTY									
BUILDINGS									
Solar Panels and Lighting Upgrade to LED - Council Offices	100	100	0	0	0	0	0	100	0
TOTAL BUILDINGS	100	100	0	0	0	0	0	100	0
TOTAL PROPERTY	100	100	0	0	0	0	0	100	0
PLANT & EQUIPMENT									
PLANT, MACHINERY & EQUIPMENT									
Plant Replacement Program	87	0	87	0	0	0	0	87	0
TOTAL PLANT, MACHINERY & EQUIPMENT	87	0	87	0	0	0	0	87	0
TOTAL PLANT & EQUIPMENT	87	0	87	0	0	0	0	87	0
INFRASTRUCTURE									
ROADS									
Fisken Street, Bacchus Marsh - Asphalt Treatment	28	0	28	0	0	0	0	28	0
McCormacks Road/Griffiths Street, Maddingley - Construction of Roundabout	750	0	750	0	0	0	0	750	0
Werribee Vale Road, Maddingley - Sealed Reconstruction	163	0	163	0	0	0	0	163	0
Haddon Drive Extension	592	0	592	0	0	450	0	142	0
TOTAL ROADS	1,532	0	1,532	0	0	450	0	1,082	0

4.5.3 Works carried forward from the 2018/2019 year (Continued...)

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
RECREATIONAL, LEISURE & COMMUNITY FACILITIES									
Darley Park - Oval Lighting	274	0	274	0	0	0	0	274	0
Masons Lane Reserve - Playground	120	120	0	0	0	0	0	120	0
Bacchus Marsh Racecourse Reserve Stage 1 - Active Sports Precinct Facilities	2,271	2,271	0	0	0	0	0	-1,943	4,214
Maddingley Park Tennis Club - Court Surfacing & Lighting	394	0	394	0	0	0	0	394	0
TOTAL RECREATIONAL, LEISURE & COMMUNITY FACILITIES	3,060	2,391	669	0	0	0	0	-1,154	4,214
TOTAL INFRASTRUCTURE	4,592	2,391	2,201	0	0	450	0	-72	4,214
TOTAL CARRIED FORWARD WORKS 2018/19	4,779	2,491	2,288	0	0	450	0	115	4,214
TOTAL CAPITAL WORKS 2019/20	26,858	8,802	13,143	4,913	0	3,949	0	13,002	9,908

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		Projections			
			2018/19	2019/20	2019/20	2020/21	2021/22	+/-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	3.04%	2.91%	4.45%	5.45%	4.26%	+
Liquidity								
Working capital	Current assets / current liabilities	2	227.25%	197.12%	147.04%	164.22%	161.73%	-
Unrestricted cash	Unrestricted cash / current liabilities		86.13%	59.45%	43.86%	61.13%	61.50%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	39.92%	55.90%	48.80%	34.88%	36.34%	o
Loans and borrowings	Interest and principal repayments / rate revenue		5.09%	13.28%	5.35%	15.06%	3.29%	+
Indebtedness	Non-current liabilities / own source revenue		30.39%	45.81%	30.90%	29.48%	30.61%	o
Asset renewal	Asset renewal expenditure / depreciation	4	134.18%	127.28%	94.42%	107.34%	76.68%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	65.01%	69.75%	70.37%	70.62%	70.59%	o
Rates effort	Rate revenue / property values (CIV)		0.0040	0.0043	0.0050	0.0050	0.0050	o
Efficiency								
Expenditure level	Total expenditure / no. of assessments		\$3,069	\$2,946	\$2,982	\$3,018	\$3,134	+
Expenditure level	Specific purpose grants expended / Specific purpose grants received		100.0%	100.0%	100.0%	100.0%	100.0%	o

4.3 Financial performance indicators (Continued...)

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan			Trend
			Actual		Projections			
			2018/19	2019/20	2019/20	2020/21	2021/22	+/-
Revenue level	Residential rate revenue / No. of residential assessments		\$1,610	\$1,668	\$1,693	\$1,717	\$1,742	+
Workforce turnover	No. of resignations & terminations / average no. of staff		12.67%	11.20%	11.10%	10.96%	10.78%	o

+ 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.

2 Working capital – The proportion of current liabilities represented by current assets. Working capital is forecast to increase in the 2019/20 year. The trend in later years is to remain 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.

Appendix "A" - Fees and Charges

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Active Ageing and Community Access								
Commonwealth Home Support Program (over 65's) and HACC program (under 65's)								
<u>Marveloo - Portable Toilets</u>								
Hire cost for corporate business and events that sit outside of Moorabool	Council Fee (GST Applies)				Per Event	1,000.00	100.00	1,100.00
Hire cost for community events in Moorabool	Council Fee (GST Applies)				Per Event	500.00	50.00	550.00
Unproductive Visits	Council Fee (GST Applies)				Per Visit	10.00	1.00	11.00
<u>Personal Care</u>								
Low	Council Fee (No GST)	7.00	0.00	7.00	Per Hour	7.40	0.00	7.40
Medium	Council Fee (No GST)	12.50	0.00	12.50	Per Hour	13.30	0.00	13.30
High	Council Fee (No GST)	50.00	0.00	50.00	Per Hour	53.00	0.00	53.00
<u>Domestic Assistance (Home Care)</u>								
Low	Council Fee (No GST)	10.00	0.00	10.00	Per Hour	10.60	0.00	10.60
Medium	Council Fee (No GST)	19.00	0.00	19.00	Per Hour	20.10	0.00	20.10
High	Council Fee (No GST)	50.00	0.00	50.00	Per Hour	53.00	0.00	53.00
<u>Home Modifications/Home Maintenance (general)</u>								
Flat rate	Council Fee (No GST)			\$18.55 + cost of	Per Hour		\$19.70 + cost of materials	
<u>Home Maintenance (lawn mowing/brush cutting)</u>								
	Council Fee (No GST)	25.70	0.00	25.70	Per Hour	27.20	0.00	27.20
<u>Home Maintenance (general)</u>								
	Council Fee (No GST)	18.55	0.00	18.55	Per Hour	19.70	0.00	19.70
<u>Respite</u>								
Low	Council fee (No GST)	3.30	0.00	3.30	Per Hour	3.50	0.00	3.50
Medium	Council fee (No GST)	6.00	0.00	6.00	Per Hour	6.40	0.00	6.40
High	Council fee (No GST)	50.00	0.00	50.00	Per Hour	53.00	0.00	53.00
<u>Meals</u>								
Delivered Meals - Main meal only	Council Fee (No GST)	6.25	0.00	6.25	Main Meal	6.60	0.00	6.60
Delivered Meals - 2 course meal	Council Fee (No GST)	8.00	0.00	8.00	Per 2 Course Meal	8.50	0.00	8.50
Delivered meals - 3 course meal	Council Fee (No GST)	10.00	0.00	10.00	Per 3 Course	10.60	0.00	10.60
<u>Occupational Therapist / Dietician Assessment</u>								

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Low	Council Fee (No GST)	10.50	0.00	10.50	Per Hour	11.10	0.00	11.10
Medium	Council Fee (No GST)	16.00	0.00	16.00	Per Hour	17.00	0.00	17.00
High	Council Fee (No GST)	100.40	0.00	106.00	Per Hour	112.40	0.00	112.40
Social Support								
Social Support (Day programs) Long day	Council Fee (No GST)	16.00	0.00	16.00	Per Day	17.00	0.00	17.00
Social Support (Day programs) Short day	Council Fee (No GST)	12.50	0.00	12.50	Per Hour (HIGH)	13.30	0.00	13.30
Social Support - Outing	Council Fee (No GST)			\$8.00 + lunch	Per Trip			\$8.50 + lunch
Shopping trip								
	Council Fee (No GST)	8.00	0.00	8.00	Per Trip	8.50	0.00	8.50
Brokerage Agency /Package Client Charges								
Home/Respite/Personal Care - Core Hours	Council Fee (GST Applies)	53.18	5.32	58.50	Per Hour	56.36	5.64	62.00
Home/Respite/Personal Care - After Hours	Council Fee (GST Applies)	105.00	10.50	115.50	Per Hour	111.27	11.13	122.40
Home Maintenance	Council Fee (GST Applies)	79.55	7.95	87.50	Per Hour	84.36	8.44	92.80
Travel Reimbursement	Council Fee (GST Applies)				Per KM	1.09	0.11	1.20
Day Programs (Includes transport, activities and meals)								
Day Programs - Packages 1 + 2	Council Fee (GST Applies)	75.00	7.50	82.50	Per Day	79.55	7.95	87.50
Day Programs - Packages 3 + 4	Council Fee (GST Applies)	22.70	2.70	25.50	Per Hour	24.55	2.45	27.00
Occupational Therapist Assessment	Council Fee (GST Applies)	103.40	10.34	113.50	Per Hour	109.36	10.94	120.30
Meals on Wheels	Council Fee (GST Applies)			as per meals above **	Per Meal			as per meals above **
Asset Management								
Map Sales								
Shire Maps	Council Fee (GST Applies)	30.00	3.00	33.00	Each	31.82	3.18	35.00
Information and Permit Services for Assets								
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)			as per regulations	Per Request			as per regulations
Asset Protection Permit - Residential	Council Fee (No GST)	179.00	0.00	179.00	Per Permit	190.00	0.00	190.00
Asset Protection Permit - Commercial/Industrial	Council Fee (No GST)	230.00	0.00	230.00	Per Permit	244.00	0.00	244.00
Standpipes								
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)	20.45	2.05	22.50	Per Account	21.82	2.18	24.00
Pre-Paid Account Administration Fee	Council Fee (GST Applies)	10.45	1.05	11.50	Per Account	11.36	1.14	12.50
Sale of Treated Water (Permanent or Pre Paid Account)	Council Fee (No GST)	5.70	0.00	5.70	Per Kl	6.00	0.00	6.00
Sale of Untreated Water (Channel or Bore Water) (Permanent or Pre Paid Account)	Council Fee (No GST)	2.70	0.00	2.70	Per Kl	2.90	0.00	2.90
Other Asset Management								

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Vehicle Crossing Permit	Statutory Fee (No GST)	89.00	0.00	89.00	Per Permit			as per regulations
Road Opening Permit	Statutory Fee (No GST)				Per Permit			as per regulations
- Property boundary to kerb	Statutory Fee (No GST)				Per Permit			as per regulations
- Kerb to kerb (i.e. within road surface)	Statutory Fee (No GST)				Per Permit			as per regulations
Permit to occupy part of Roadway	Statutory Fee (No GST)				Per Permit			as per regulations
- Property boundary to kerb	Statutory Fee (No GST)				Per Permit			as per regulations
- Kerb to kerb (i.e. within road surface)	Statutory Fee (No GST)				Per Permit			as per regulations
Permit to Build Over Easement	Council Fee (No GST)	170.00	0.00	170.00	Per Permit	180.00	0.00	180.00
Engineering Services								
Subdivision Fees								
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%
Child, Youth and Family Services								
Early Years Services								
Occasional Care (Per Hour)	Council Fee (No GST)	9.20	0.00	9.20	Per Hr/Child	9.50	0.00	9.50
<i>Term prices available on request</i>								
Kindergarten Central Enrolment (Per application)	Council Fee (no GST)	23.00	0.00	23.00	Per Application	24.40	0.00	24.40
Youth Service Teenage Holiday Program	Council Fee (no GST)				Per Participant	Between	0.00	Between
Breast Pump Hire	Council Fee (no GST)				Per hire	\$5-20	48.00	\$5-20
							0.00	
Community Group Casual Hire:								
Community Room - 30 people	Council Fee (GST Applies)	17.27	1.73	19.00	per hour	17.27	1.73	19.00
Meeting Room - 6 people	Council Fee (GST Applies)	11.82	1.18	13.00	per hour	11.82	1.18	13.00
Consulting Room - 4 people	Council Fee (GST Applies)	11.82	1.18	13.00	per hour	11.82	1.18	13.00
Children's Room - 22 Children	Council Fee (GST Applies)	11.82	1.18	13.00	per hour	11.82	1.18	13.00
Community Group Regular Hire:								

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Community Room - 30 people	Council Fee (GST Applies)	10.91	1.09	12.00	per hour	10.91	1.09	12.00
Meeting Room - 6 people	Council Fee (GST Applies)	10.91	1.09	12.00	per hour	10.91	1.09	12.00
Consulting Room - 4 people	Council Fee (GST Applies)	10.91	1.09	12.00	per hour	10.91	1.09	12.00
Children's Room - 22 Children	Council Fee (GST Applies)				per term	6.73	0.67	7.40
Community Group Regular/Casual Day/Night Hire:								
Community Room - 30 people	Council Fee (GST Applies)	33.64	3.36	37.00	per day	33.64	3.36	37.00
Meeting Room - 6 people	Council Fee (GST Applies)	19.09	1.91	21.00	per day	19.09	1.91	21.00
Consulting Room - 4 people	Council Fee (GST Applies)	27.27	2.73	30.00	per day	27.27	2.73	30.00
Children's Room - 22 Children	Council Fee (GST Applies)	33.64	3.36	37.00	per day	33.64	3.36	37.00
Commercial Hire:								
Community Room - 30 people	Council Fee (GST Applies)	24.55	2.45	27.00	per hour	24.55	2.45	27.00
Meeting Room - 6 people	Council Fee (GST Applies)	11.82	1.18	13.00	per hour	11.82	1.18	13.00
Consulting Room - 4 people	Council Fee (GST Applies)	16.36	1.64	18.00	per hour	16.36	1.64	18.00
Children's Room - 22 Children	Council Fee (GST Applies)	24.55	2.45	27.00	per hour	24.55	2.45	27.00
Commercial Day/Night Hire:								
Community Room - 30 people	Council Fee (GST Applies)	77.27	7.73	85.00	per day	77.27	7.73	85.00
Meeting Room - 6 people	Council Fee (GST Applies)	50.00	5.00	55.00	per day	50.00	5.00	55.00
Consulting Room - 4 people	Council Fee (GST Applies)	63.64	6.36	70.00	per day	63.64	6.36	70.00
Children's Room - 22 Children	Council Fee (GST Applies)	77.27	7.73	85.00	per day	77.27	7.73	85.00
Kitchen Consumables	Council Fee (GST Applies)					9.09	0.91	10.00
Community and Recreation Development								
Recreation User Fees								
Darley Park - Darley Cricket Club	Council Fee (GST Applies)	951.36	95.14	1,046.50	Per Quarter	1,048.30	104.83	1,153.13
Darley Park - Darley Senior Football Netball Club	Council Fee (GST Applies)	599.43	59.94	659.38	Per Quarter	599.44	59.94	659.38
Darley Park - Darley Junior Football Netball Club	Council Fee (GST Applies)	514.14	51.41	565.55	Per Quarter	539.49	53.95	593.44
Darley Park - Darley Pigeon Club	Council Fee (GST Applies)	124.82	12.48	137.30	Per Quarter	127.85	12.78	140.63
Darley Park - Tennis Courts	Council Fee (GST Applies)	61.36	6.14	67.50	Per Quarter	61.36	6.14	67.50
Darley Park - Auskick	Council Fee (GST Applies)	402.00	40.20	442.20	Per Annum	454.09	45.41	499.50
Maddingley Park - Bacchus Marsh Football Netball Club	Council Fee (GST Applies)	2,187.73	218.77	2,406.50	Qtrs 1 & 4	2,241.82	224.18	2,466.00
Maddingley Park - Bacchus Marsh Cricket Club	Council Fee (GST Applies)	531.38	53.14	584.52	Qtrs 2 & 3	544.55	54.45	599.00
Maddingley Park - Bacchus Marsh Junior Cricket Club	Council Fee (GST Applies)	302.15	30.22	332.37	Qtrs 2 & 3	309.09	30.91	340.00
Maddingley Park - Bacchus Marsh Lawn Tennis Club	Council Fee (GST Applies)	889.09	88.91	978.00	Per Quarter	910.91	91.09	1,002.00
Maddingley Park - Event - Park closed to the public	Council Fee (GST Applies)	750.00	75.00	825.00	per event	795.00	79.50	874.50
Maddingley Park - Event - Park open to the public	Council Fee (GST Applies)	375.00	37.50	412.50	per event	397.55	39.75	437.30
Maddingley Park - Event - Toilet cleaning	Council Fee (GST Applies)	350.00	35.00	385.00	per event	371.00	37.10	408.10
Maddingley Park - Event - Security Deposit	Council Fee (No GST)	500.00	0.00	500.00	per event	500.00	0.00	500.00
Masons Lane - Bacchus Marsh Baseball Club	Council Fee (GST Applies)	274.88	27.49	302.36	Per Quarter	196.62	19.66	216.28
Masons Lane - Bacchus Marsh Dog Obedience Club	Council Fee (GST Applies)	477.30	47.73	525.03	Qtrs 1 & 4	544.80	54.48	599.28
Masons Lane - Bacchus Marsh Cricket Club	Council Fee (GST Applies)	786.32	78.63	864.96	Qtrs 2 & 3	786.33	78.63	864.96

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Masons Lane - Bacchus Marsh Little Athletics	Council Fee (GST Applies)	1,097.44	109.74	1,207.18	Qtrs 2 & 3	1,163.61	116.36	1,279.97
Masons Lane - Bacchus Marsh Soccer Club	Council Fee (GST Applies)	1,871.57	187.16	2,058.73	Per Year	2,302.42	230.24	2,532.66
Masons Lane - Darley Cricket Club	Council Fee (GST Applies)	644.95	64.50	709.45	Per Year	703.92	70.39	774.31
Masons Lane - Bacchus Marsh Running Club	Council Fee (GST Applies)				Per Year	316.61	31.66	348.27
Masons Lane - Ballarat Football Umpires Association	Council Fee (GST Applies)	612.36	61.24	673.60	Per Year	612.36	61.24	673.60
Darley Civic Hub - Darley Junior Football Club	Council Fee (GST Applies)	529.77	52.98	582.75	Per Year	529.77	52.98	582.75
Darley Civic Hub - Darley Cricket Club	Council Fee (GST Applies)	1,006.00	100.60	1,106.60	Per Year	1,059.55	105.95	1,165.50
Darley Civic Hub - Bacchus Marsh Soccer Club (Winter)	Council Fee (GST Applies)	1,423.64	142.36	1,566.00	Per Year	1,059.55	105.95	1,165.50
Darley Civic Hub - Bacchus Marsh Soccer Club (Summer)	Council Fee (GST Applies)				Per Year	450.00	45.00	495.00
Bacchus Marsh Racecourse & Recreation Reserve - Winter User	Council Fee (GST Applies)				Per Season	1,681.82	168.18	1,850.00
Bacchus Marsh Racecourse & Recreation Reserve - Summer User	Council Fee (GST Applies)				Per Season	1,177.27	117.73	1,295.00
Darley Civic Hub Pavilion								
Darley Civic Hub - Community Group room hire (per hour)	Council Fee (GST Applies)	22.73	2.27	25.00	Per hour	24.09	2.41	26.50
Darley Civic Hub - Community Group room hire (per day - up to 8 hours)	Council Fee (GST Applies)	100.00	10.00	110.00	Per day	106.00	10.60	116.60
Darley Civic Hub - Commercial/for profit group room hire (per hour)	Council Fee (GST Applies)	36.36	3.64	40.00	Per hour	57.82	5.78	63.60
Darley Civic Hub - Commercial/for profit group room hire (ongoing/regular booking)	Council Fee (GST Applies)				Per hour	38.55	3.85	42.40
Darley Civic Hub - Commercial/for profit group room hire (per day - up to 8 hours)	Council Fee (GST Applies)	175.00	17.50	192.50	Per day	185.55	18.55	204.10
Recreation Reserve Oval Hire - Casual Hire								
Moorabool Community Group - no floodlights (per hour)	Council Fee (GST Applies)	25.00	2.50	27.50	Per hour	26.55	2.65	29.20
Moorabool Community Group - floodlights (per hour)	Council Fee (GST Applies)	35.00	3.50	38.50	Per hour	37.09	3.71	40.80
Moorabool Community Group casual hire (per day - up to 6 hours)	Council Fee (GST Applies)	100.00	10.00	110.00	Per day	106.00	10.60	116.60
Moorabool Community Group - floodlights (per day - up to 6 hours)	Council Fee (GST Applies)	140.00	14.00	154.00	Per day	148.36	14.84	163.20
External Community Group - no floodlights (per hour)	Council Fee (GST Applies)	40.00	4.00	44.00	Per hour	42.36	4.24	46.60
External Community Group - floodlights (per hour)	Council Fee (GST Applies)	50.00	5.00	55.00	Per hour	53.00	5.30	58.30
External Community Group - no floodlights (per day - up to 6 hours)	Council Fee (GST Applies)	160.00	16.00	176.00	Per day	169.64	16.96	186.60
External Community Group - floodlights (per day - up to 6 hours)	Council Fee (GST Applies)	200.00	20.00	220.00	Per day	212.00	21.20	233.20

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Moorabool commercial/for profit group - no floodlights (per hour)	Council Fee (GST Applies)	50.00	5.00	55.00	Per hour	53.00	5.30	58.30
Moorabool commercial/for profit group - floodlights (per hour)	Council Fee (GST Applies)	60.00	6.00	66.00	Per hour	63.64	6.36	70.00
Moorabool commercial/for profit group - no floodlights (per day - up to 6 hours)	Council Fee (GST Applies)	200.00	20.00	220.00	Per day	212.00	21.20	233.20
Moorabool commercial/for profit group - floodlights (per day - up to 6 hours)	Council Fee (GST Applies)	240.00	24.00	264.00	Per day	254.36	25.44	279.80
External commercial/for profit group - no floodlights (per hour)	Council Fee (GST Applies)	80.00	8.00	88.00	Per hour	84.82	8.48	93.30
External commercial/for profit group - floodlights (per hour)	Council Fee (GST Applies)	90.00	9.00	99.00	Per hour	95.36	9.54	104.90
External commercial/for profit group - no floodlights (per day - up to 6 hours)	Council Fee (GST Applies)	320.00	32.00	352.00	Per day	339.18	33.92	373.10
External commercial/for profit group - floodlights (per day - up to 6 hours)	Council Fee (GST Applies)	360.00	36.00	396.00	Per day	381.64	38.16	419.80
Swimming Pool (Ballan and Bacchus Marsh)								
Entry - Child	Council Fee (GST Applies)	3.64	0.36	4.00	Per Child	4.09	0.41	4.50
Entry - Adult	Council Fee (GST Applies)	4.55	0.45	5.00	Per Adult	5.00	0.50	5.50
Entry - Concession	Council Fee (GST Applies)	3.64	0.36	4.00	Per eligible person	4.09	0.41	4.50
Entry - Spectator	Council Fee (GST Applies)	1.18	0.12	1.30	Per Person	1.36	0.14	1.50
Entry - Family	Council Fee (GST Applies)	13.64	1.36	15.00	Per family	14.55	1.45	16.00
Entry - Child Season Ticket	Council Fee (GST Applies)	54.55	5.45	60.00	Child - Season	58.18	5.82	64.00
Entry - Adult Season Ticket	Council Fee (GST Applies)	68.18	6.82	75.00	Adult - Season	72.73	7.27	80.00
Entry - Family Season Ticket	Council Fee (GST Applies)	109.09	10.91	120.00	Family - Season	116.36	11.64	128.00
School Groups	Council Fee (GST Applies)	2.27	0.23	2.50	Per Student	2.45	0.25	2.70
Lane Hire	Council Fee (GST Applies)	33.64	3.36	37.00	Per Lane, Per Hour	35.45	3.55	39.00
Exclusive pool hire (up to 100 people)	Council Fee (GST Applies)	154.55	15.45	170.00	Per hour	163.64	16.36	180.00
Staffing charge (over 100 people)	Council Fee (GST Applies)	41.82	4.18	46.00	Per 100 people per hour	44.55	4.45	49.00
VicSwim	Council Fee (GST Applies)	2.27	0.23	2.50	per student	2.45	0.25	2.70
Stadium Sports / Programs								
Drama Hall Hire - Casual	Council Fee (GST Applies)	45.45	4.55	50.00	Per Hour	48.18	4.82	53.00
Drama Hall Hire - Regular booking by user group (10 or more times per year)	Council Fee (GST Applies)	36.36	3.64	40.00	Per Hour	39.09	3.91	43.00
Court Hire								
Court Hire - Peak (3pm till midnight; all day Sat and Sun) _ Casual Users	Council Fee (GST Applies)	42.73	4.27	47.00	Per Court/Per Hour	42.73	4.27	47.00
Court Hire - Off Peak (6am till 3pm) - Casual Users	Council Fee (GST Applies)	33.64	3.36	37.00	Per Court/Per Hour	33.64	3.36	37.00
Court Hire - Training - Regular Users	Council Fee (GST Applies)	20.91	2.09	23.00	Per Court/Per Hour	20.91	2.09	23.00
Court Hire - Competition - Regular Users	Council Fee (GST Applies)	39.09	3.91	43.00	Per Court/Per Hour	39.09	3.91	43.00
Court Hire - Out of Hours (Hourly fee on top of normal court hire fee)	Council Fee (GST Applies)	36.36	3.64	40.00	Per Court/Per Hour	0.00	0.00	0.00

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Bacchus Marsh Basketball Association (resolution of Council - October 2017)								
Court Hire - Peak (3pm till midnight; all day Sat and Sun)	Council Fee (GST Applies)	25.00	2.50	27.50	Per Court/Per Hour	26.36	2.64	29.00
Court Hire - Off Peak (6am till 3pm)	Council Fee (GST Applies)	25.00	2.50	27.50	Per Court/Per Hour	26.36	2.64	29.00
Court Hire - Training	Council Fee (GST Applies)	25.00	2.50	27.50	Per Court/Per Hour	26.36	2.64	29.00
Court Hire - Competition	Council Fee (GST Applies)	25.00	2.50	27.50	Per Court/Per Hour	26.36	2.64	29.00
Court Hire - Out of Hours (Hourly fee on top of normal court hire fee)	Council Fee (GST Applies)	36.36	3.64	40.00	Per Court/Per Hour	39.09	3.91	43.00
Seniors Fitness Classes	Council Fee (GST Applies)	5.45	0.55	6.00	Per class	5.91	0.59	6.50
Community Group room hire (per hour)	Council Fee (GST Applies)	22.73	2.27	25.00	Per hour	24.09	2.41	26.50
Community Group room hire (per day - up to 8 hours)	Council Fee (GST Applies)	100.00	10.00	110.00	Per day	106.36	10.64	117.00
Commercial/for profit group room hire (per hour)	Council Fee (GST Applies)	36.36	3.64	40.00	Per hour	39.09	3.91	43.00
Commercial/for profit group room hire (per day - up to 8 hours)	Council Fee (GST Applies)	175.00	17.50	192.50	Per day	186.36	18.64	205.00
Community Bus								
Security Deposit (Payable by ALL categories)	Council Fee (No GST)	100.00	0.00	100.00	Flat	100.00	0.00	100.00
Category 1 Hire Fee	Council Fee (GST Applies)	27.27	2.73	30.00	Per Day	29.09	2.91	32.00
Category 1 Charge per Km	Council Fee (GST Applies)	0.91	0.09	1.00	Per km	1.00	0.10	1.10
Category 2 Hire Fee	Council Fee (GST Applies)	145.45	14.55	160.00	Per Day	154.55	15.45	170.00
Category 2 Charge per Km	Council Fee (GST Applies)	0.91	0.09	1.00	Per km	1.00	0.10	1.10
Category 3 Hire Fee	Council Fee (GST Applies)	345.45	34.55	380.00	Per Day	366.36	36.64	403.00
Category 3 Charge per Km	Council Fee (GST Applies)	0.91	0.09	1.00	Per km	1.00	0.10	1.10
Definitions:								
<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>								
Lerderberg Library								
Fines (Per day, per item - max \$5 per item)	Council Fee (GST Applies)	0.41	0.04	0.45	Per day / Per item	0.45	0.05	0.50
Inter Library Loans (Public Library)	Council Fee (GST Applies)	2.36	0.24	2.60	Per Item	2.55	0.25	2.80
Inter Library Loans (Tertiary Institutions)	Council Fee (GST Applies)	21.64	2.16	23.80	Up to - Per Item	22.91	2.29	25.20

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Replacement Card	Council Fee (GST Applies)	2.36	0.24	2.60	Per Card	2.55	0.25	2.80
Lost or damaged items	Council Fee (GST Applies)			Cost of Replacement				Cost of Replacement
Processing fee	Council Fee (GST Applies)	6.82	0.68	7.50		7.27	0.73	8.00
Debt Collection Charge	Council Fee (GST Applies)	18.18	1.82	20.00	Per Escalation	20.00	2.00	22.00
Book Sales	Council Fee (GST Applies)			As marked				As marked
Land and Buildings								
Community Learning Centre - Lerderberg Library								
Security Deposit	Council Fee (No GST)	200.00	0.00	200.00	Flat Fee	200.00	0.00	200.00
Small Meeting Room - Geoffrey Hine Room								
Hire Fee (1 hour) (Casual Community Groups)	Council Fee (GST Applies)	13.64	1.36	15.00	Per Hour	14.55	1.45	16.00
Hire Fee (1 hour) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	6.82	0.68	7.50	Per Hour	7.27	0.73	8.00
Hire fee (1 hour) (Commercial/Profit-making groups)	Council Fee (GST Applies)	20.91	2.09	23.00	Per Hour	21.82	2.18	24.00
Hire fee (full day) (Commercial/Profit-making groups)	Council Fee (GST Applies)	119.09	11.91	131.00	Per Day	126.36	12.64	139.00
Hire fee with video conferencing facilities (1 hour) (Commercial/Profit-making groups)	Council Fee (GST Applies)	32.73	3.27	36.00	Per Hour	34.55	3.45	38.00
Hire fee with video conferencing facilities (full day) (Commercial/Profit-making groups)	Council Fee (GST Applies)	173.64	17.36	191.00	Per Day	183.64	18.36	202.00
Medium Meeting Room - Jean Oomes Room								
Hire Fee (1 hour) (Casual Community Groups)	Council Fee (GST Applies)	19.09	1.91	21.00	Per Hour	20.00	2.00	22.00
Hire Fee (1 hour) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	12.73	1.27	14.00	Per Hour	13.64	1.36	15.00
Hire Fee (day or night - 8 hours) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	37.27	3.73	41.00	Per Day/Night (8 hrs)	39.09	3.91	43.00
Hire fee (1 hour) (Commercial/Profit-making groups)	Council Fee (GST Applies)	28.18	2.82	31.00	Per Hour	30.00	3.00	33.00
Hire fee (full day) (Commercial/Profit-making groups)	Council Fee (GST Applies)	140.91	14.09	155.00	Per Day	149.09	14.91	164.00
Medium Meeting Room - James Young Room 1 and 2								
Hire Fee (1 hour) (Casual Community Groups)	Council Fee (GST Applies)	19.09	1.91	21.00	Per Hour	20.00	2.00	22.00
Hire Fee (1 hour) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	12.73	1.27	14.00	Per Hour	13.64	1.36	15.00
Hire Fee (day or night - 8 hours) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	37.27	3.73	41.00	Per Day/Night (8 hrs)	39.09	3.91	43.00
Hire fee (1 hour) (Commercial/Profit-making groups)	Council Fee (GST Applies)	37.27	3.73	41.00	Per Hour	39.09	3.91	43.00
Hire fee (full day) (Commercial/Profit-making groups)	Council Fee (GST Applies)	173.64	17.36	191.00	Per Day	183.64	18.36	202.00
Large Meeting Room - James Young Rooms 1 and 2 combined								
Hire Fee (1 hour) (Casual Community Groups)	Council Fee (GST Applies)	19.09	1.91	21.00	Per Hour	20.00	2.00	22.00
Hire Fee (1 hour) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	12.73	1.27	14.00	Per Hour	13.64	1.36	15.00
Hire Fee (day or night - 8 hours) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	64.55	6.45	71.00	Per Day/Night (8 hrs)	68.18	6.82	75.00
Commercial/Profit-making groups								
Hire fee (1 hour) (Commercial/Profit-making groups)	Council Fee (GST Applies)	70.00	7.00	77.00	Per Hour	74.55	7.45	82.00

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Hire fee (full day) (Commercial/Profit-making groups)	Council Fee (GST Applies)	324.55	32.45	357.00	Per Day	343.64	34.36	378.00
All room bookings - Liability Insurance (Compulsory)	Council Fee (GST Applies)	37.27	3.73	41.00	Per Hire	39.09	3.91	43.00
Photocopying								
<i>(To be applied in conjunction with the Community use of Council Services Policy)</i>								
Community Group - (Our Paper)	Council Fee (GST Applies)	0.27	0.03	0.30	Per Page	0.27	0.03	0.30
Other Groups and Private Individuals (A4 Page)	Council Fee (GST Applies)	0.32	0.03	0.35	Per Page	0.32	0.03	0.35
Larger Sized Documents (A3 Page)	Council Fee (GST Applies)	0.45	0.05	0.50	Per Page	0.45	0.05	0.50
Colour Printing	Council Fee (GST Applies)	0.91	0.09	1.00	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)	0.91	0.09	1.00	Subsequent Pages	0.91	0.09	1.00
Council Agenda - Business Papers plus non confidential attachments	Council Fee (No GST)	26.50	0.00	26.50	Per Issue	28.00	0.00	28.00
Council Agenda - Business Papers excluding attachments	Council Fee (No GST)	21.50	0.00	21.50	Per Issue	23.00	0.00	23.00
Council Agenda - CD Rom <i>(Provided by mail on subscription payable in advance)</i>	Council Fee (No GST)	8.50	0.00	8.50	Per Issue	9.00	0.00	9.00
Land and Buildings								
Moorabool Shire Council Corporate Marquee								
Security Deposit	Council Fee (No GST)	200.00	0.00	200.00	Flat Fee	200.00	0.00	200.00
Hire Fee	Council Fee (GST Applies)	119.09	11.91	131.00	Day or Weekend	126.36	12.64	139.00
Quamby Rooms								
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)	21.82	2.18	24.00	Per Hour	22.73	2.27	25.00
Quamby Rooms - Hire Fee (1 hour) (Community group using facility on an ongoing/regular basis)	Council Fee (GST Applies)	13.64	1.36	15.00	Per Hour	14.55	1.45	16.00
Emergency Management								
Fire Prevention								
Fine for Failure to comply with notice	Statutory Fee (No GST)			10 Penalty Units	Per Penalty			10 Penalty Units

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Costs of Works to Clear Property	Council Fee (GST Applies)			At Contractors Cost	Per Property			At Contractors Cost
Administration Fee for Works Undertaken by Council	Council Fee (GST Applies)	86.36	8.64	95.00	Per Property	90.91	9.09	100.00
Administration Fee for additional works carried out by Municipal Fire Prevention Officer <i>(Reinspections / slashing contractor meetings on site and reinspection after works carried out)</i>	Council Fee (GST Applies)	159.09	15.91	175.00	Per Hour	168.18	16.82	185.00
Community Safety								
Community Safety Administration with audit trail								
Application for Permit Under Local Laws, includes the following:								
- A Frames	Council Fee (No GST)	189.00	0.00	189.00	Per Permit	200.00	0.00	200.00
- A Frames (Temporary Event Signage)	Council Fee (No GST)	65.00	0.00	65.00	Per Permit	69.00	0.00	69.00
- Outdoor Dining	Council Fee (No GST)	189.00	0.00	189.00	Per Permit	200.00	0.00	200.00
- Roadside Grazing (MSC Drought Declared)	Council Fee (No GST)	17.00	0.00	17.00	Per Permit	18.00	0.00	18.00
- Roadside Grazing	Council Fee (No GST)	189.00	0.00	189.00	Per Permit	200.00	0.00	200.00
- Recreational Vehicles	Council Fee (No GST)	189.00	0.00	189.00	Per Permit	200.00	0.00	200.00
- Heavy Vehicles	Council Fee (No GST)	189.00	0.00	189.00	Per Permit	200.00	0.00	200.00
- Itinerant Trader	Council Fee (No GST)	530.00	0.00	530.00	Per Permit	565.00	0.00	565.00
- Charity Clothing Bins	Council Fee (No GST)	189.00	0.00	189.00	Per Permit	200.00	0.00	200.00
- Street Stalls - Business	Council Fee (No GST)	189.00	0.00	189.00	Per Stall	200.00	0.00	200.00
- Street Stalls - Community Groups	Council Fee (No GST)			No Charge	Per Stall			No Charge
- Additional Animals	Council Fee (No GST)	189.00	0.00	189.00	Per Permit	200.00	0.00	200.00
All other permits not specified above	Council Fee (No GST)					200.00	0.00	200.00
Replacement of Disabled parking Permits (Replacement for lost or damaged permit)	Council Fee (No GST)	10.60	0.00	10.60	Per Permit	11.00	0.00	11.00
New or Renewal of Disabled Parking Permits	Council Fee (No GST)	10.60	0.00	10.60	Per Permit	11.00	0.00	11.00
Infringements - Traffic Fines for prescribed regulations	Council Fee (No GST)			as per regulations	Per Penalty			as per regulations
Legal costs for prosecutions (summons etc.)	Council Fee (GST Applies)			at cost	Per Penalty			at cost
<u>Gell Street Car Park</u>								
Organisation/Business parking permit (max one per business)	Council Fee (No GST)	212.00	0.00	212.00	Per Permit	225.00	0.00	225.00
Charity Organisation parking permit (max 8 per organisation)	Council Fee (No GST)	17.00	0.00	17.00	Per Permit	18.00	0.00	18.00
a) Maximum of three (3) permits to apply from 8.30am to 5.00pm Monday to Saturday; and								
b) Maximum of five (5) permits to apply between 8.30am and 2.00pm Monday, Wednesday and Friday.								

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Applications for parking permits will only be accepted from businesses or charitable organisations that are in the immediate vicinity of the Gell Street car park (Main Street north side 116 - 154 and North side 105 - 139. Gell street 1 - 8 and church street east side 8, 10 and 10A)								
Other Parking								
Organisation/Business Parking Permits (All other areas)	Council Fee (No GST)	17.00	0.00	17.00	Per Permit	18.00	0.00	18.00
Residential Parking Permit (Max 1 per property for vehicle registered to that property)	Council Fee (No GST)			No Charge	Per Permit			No Charge
Additional Residential Parking permit max 1 per property not specific to a vehicle registered to the property	Council Fee (No GST)					50.00	0.00	50.00
Impounded Items								
Impounded Items release fees, includes the following:								
- Advertising Frames	Council Fee (No GST)	51.00	0.00	51.00	Per Day	54.00	0.00	54.00
- Supermarket Trolleys	Council Fee (No GST)	51.00	0.00	51.00	Per Day	54.00	0.00	54.00
- Other items	Council Fee (No GST)	51.00	0.00	51.00	Per Day	54.00	0.00	54.00
- Holding Fee	Council Fee (GST Applies)	27.27	2.73	30.00	Per Day	29.09	2.91	32.00
Impounded Vehicles								
- Impound Fee	Council Fee (No GST)	127.00	0.00	127.00	Per Vehicle	135.00	0.00	135.00
- Costs incurred by Council to Impound (i.e. Towing)	Council Fee (GST Applies)			At Contractors Cost	Per Vehicle			At Contractors Cost
- Holding Fee	Council Fee (GST Applies)	50.00	5.00	55.00	Per vehicle per week or part thereof	52.73	5.27	58.00
Animal Control - Registrations (Domestic)								
Dog - Category 1 to 8	Council Fee (No GST)	63.00	0.00	63.00	Per Dog	64.00	0.00	64.00
Dog - Category 9	Council Fee (No GST)	195.00	0.00	195.00	Per Dog	198.00	0.00	198.00
Dog - Declared Dangerous, Restricted Breed	Council Fee (No GST)	650.00	0.00	650.00	Per Dog	660.00	0.00	660.00
Cat - Category 10 to 14	Council Fee (No GST)	57.50	0.00	57.50	Per Cat	58.50	0.00	58.50
Cat - Category 15	Council Fee (No GST)	195.00	0.00	195.00	Per Cat	198.00	0.00	198.00
Dog (Cat) - Formal Foster Animal	Council Fee (No GST)	7.00	0.00	7.00	Per Dog	7.50	0.00	7.50
Dog (Cat) - First time registration (upto 12 months of age)	Council Fee (No GST)	7.00	0.00	7.00	Per Cat	7.50	0.00	7.50
<i>(Pensioners receive a 50% discount. A cat or dog that is registered in with any other Victorian Council or Council in another state in Australia will be honoured by Moorabool Council. The Cat/dog will receive free registration until the next applicable renewal period.)</i>								
<i>(Changes in Animal Registrations will not take effect until 10th April 2019)</i>								
Replacement Animal Tags	Council Fee (GST Applies)	4.55	0.45	5.00	Per Tag	5.00	0.50	5.50

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Animal Control (Feral)								
Security Deposit - Anti Bark Bird Cages	Council Fee (No GST)	168.00	0.00	168.00	Flat	168.00	0.00	168.00
Hire Fee - Anti Bark Bird Cages	Council Fee (GST Applies)	56.36	5.64	62.00	Per Week	60.00	6.00	66.00
Hire in relation to ongoing complaint investigation	Council Fee (GST Applies)			No Charge	For two weeks			No Charge
Sale of Citronella Dog Collar	Council Fee (GST Applies)	162.73	16.27	179.00	Per Collar	172.73	17.27	190.00
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)	13.64	1.36	15.00	Per Week	14.55	1.45	16.00
Hire Fee in relation to ongoing complaint investigation	Council Fee (GST Applies)			No Charge	For two weeks			No Charge
Animal Control - Administration								
Animal Register Inspection	Council Fee (No GST)	35.00	0.00	35.00	Per Inspection	37.00	0.00	37.00
Issue of Certificate from Animal Register	Council Fee (No GST)	35.00	0.00	35.00	Per Certificate	37.00	0.00	37.00
Transfer of Domestic Animal Business Registration	Council Fee (No GST)	60.00	0.00	60.00	Per Transfer	64.00	0.00	64.00
Renewal of Domestic Animal Business registration (excluding Pounds and shelters)	Council Fee (No GST)	320.00	0.00	320.00	Per Business	340.00	0.00	340.00
Renewal of Domestic Animal Business registration (pounds and shelters) <i>(These are Statutory Fees but prices are set by Council)</i>	Council Fee (No GST)			No Charge	Per Business			No Charge
Domestic Animal Businesses 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 Community Safety Officer time)	Council Fee (No GST)	200.00	0.00	200.00	Per New Registration	212.00	0.00	212.00
Animal Control - Pound Fees								
Pound Impound Fee - Cattle & Horses	Council Fee (No GST)	113.00	0.00	113.00	Per Head	120.00	0.00	120.00
Pound Impound Fee - Stallions & Bulls	Council Fee (No GST)	172.00	0.00	172.00	Per Head	182.00	0.00	182.00
Pound Entry Fee - Sheep, Goats, miscellaneous animal (E.g.: Poultry)	Council Fee (No GST)	35.00	0.00	35.00	Per Head	37.00	0.00	37.00
Pound Impound Fee - Dog, Cat	Council Fee (No GST)	93.00	0.00	93.00	Per Head	99.00	0.00	99.00
Pound Maintenance Fee - Cattle, Bulls, Horses, Stallions	Council Fee (GST Applies)	36.36	3.64	40.00	Per Head/Day	38.18	3.82	42.00
Pound Maintenance Fee - Sheep, Goats, miscellaneous animal (E.g.: Emu, chicken, etc.)	Council Fee (GST Applies)	26.36	2.64	29.00	Per Head/Day	28.18	2.82	31.00
Pound Maintenance Fee - Dog, Cat	Council Fee (GST Applies)	26.36	2.64	29.00	Per Head/Day	28.18	2.82	31.00
Advertising of Impoundments	Council Fee (GST Applies)			Current Media Rates	Per Advert			Current Media Rates
Surrender of animal to Council	Council Fee (GST Applies)	61.82	6.18	68.00	Per Head	65.45	6.55	72.00
Euthanasia of Dog/Cat when related to Compliance Issue	Council Fee (GST Applies)	138.18	13.82	152.00	Per Head	146.36	14.64	161.00
Microchipping of Impounded, Unregistered pet	Council Fee (GST Applies)			At Cost	Per Pet			At Cost
Microchipping (in-house)	Council Fee (GST Applies)	26.82	2.68	29.50		28.18	2.82	31.00

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Rehousing of Dog/Cat - Desexed (Vaccinated & Vet Checked)	Council Fee (GST Applies)	268.18	26.82	295.00	Per Head	286.36	28.64	315.00
<i>All rehousing costs include the registration of the Animal (for that period) if the dog is to reside in the Moorabool Shire Council area.</i>								
After Hours Ranger Call Out Fees	Council Fee (GST Applies)	138.18	13.82	152.00	Per Hour/Officer	146.36	14.64	161.00
After Hours Ranger Call Out Fees with Stock Trailer	Council Fee (GST Applies)	185.45	18.55	204.00	Per Hour/Officer	196.36	19.64	216.00
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	
Environmental Health								
Environmental Health - Food Act Registrations and Renewals								
Class 1 Food Registrations (E.g.: Hospital, Child Care Centre)*								
- 1 to 10 Full Time Equivalent Employees	Council Fee (No GST)	585.00	0.00	585.00	Annually	620.00	0.00	620.00
All food premises as above for additional people (over 10 full time equivalent employees involved in food handling)	Council Fee (No GST)	58.50	0.00	58.50	Annually	62.00	0.00	62.00
Class 2 Food Registrations (E.g.: Take Away, Café, Restaurant)								
- 1 to 10 Full Time Equivalent Employees	Council Fee (No GST)	585.00	0.00	585.00	Annually	620.00	0.00	620.00
All food premises as above for additional people (over 10 full time equivalent employees involved in food handling)	Council Fee (No GST)	58.50	0.00	58.50	Annually	62.00	0.00	62.00
- Community Group	Council Fee (No GST)	200.00	0.00	200.00	Annually	212.00	0.00	212.00
- Temporary or Mobile (1 vehicle)	Council Fee (No GST)	555.00	0.00	555.00	Annually	588.00	0.00	588.00
- Extra mobile food vehicles (per vehicle)	Council Fee (No GST)	175.00	0.00	175.00	Annually	186.00	0.00	186.00
- Single event temporary or mobile (no discount)	Council Fee (No GST)	80.00	0.00	80.00	Each event	85.00	0.00	85.00
Class 3 Food Registrations (E.g.: Bakery, Milk Bar, General Store)*								
- Commercial	Council Fee (No GST)	410.00	0.00	410.00	Annually	435.00	0.00	435.00
- Community Group	Council Fee (No GST)	135.00	0.00	135.00	Annually	143.00	0.00	143.00
- Bed and Breakfasts	Council Fee (No GST)	135.00	0.00	135.00	Annually	143.00	0.00	143.00
- Temporary or Mobile (up to 2 vehicles)	Council Fee (No GST)	410.00	0.00	410.00	Annually	435.00	0.00	435.00
- Extra mobile food vehicles (per vehicle)	Council Fee (No GST)	175.00	0.00	175.00	Annually	186.00	0.00	186.00
- Single event temporary or mobile (no discount)	Council Fee (No GST)	80.00	0.00	80.00	Each event	85.00	0.00	85.00

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Any class 1, 2 or 3 (excluding home based businesses*) 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)	200.00	0.00	200.00	Per New Registration	212.00	0.00	212.00
*Home Based Businesses		100.00	0.00	100.00	Per New Registration	106.00	0.00	106.00
Class 4 Food Registration (E.g.: Service Station, Video Shop, Pharmacy, Newsagent, Gift Shop)	Council Fee (No GST)			No Charge				No Charge
Additional Inspections	Council Fee (No GST)	175.00	0.00	175.00	Per Inspection	186.00	0.00	186.00
Transfer of Registration	Council Fee (No GST)	265.00	0.00	265.00	Per Transfer	281.00	0.00	281.00
Premises Pre Sale Inspection & Release of Documents (to be completed within 14 days of request)	Council Fee (No GST)	265.00	0.00	265.00	Per Inspection	281.00	0.00	281.00
Premises Pre Sale Inspection & Release of Documents (to be completed within 5 days of request)	Council Fee (No GST)	370.00	0.00	370.00	Per Inspection	392.00	0.00	392.00
Infringements - Fines as per Food Act 1984				as per regulations	Per Penalty			as per regulations
Community Group less than 12 Events	Council Fee (No GST)			No Charge				No Charge
Late Payment Fee	Council Fee (GST Applies)			50% of Registration				50% of Registration
Food Safety Program Templates	Council Fee (GST Applies)	53.18	5.32	58.50	Per Set	56.36	5.64	62.00
Sample Request	Council Fee (No GST)			Cost of sample	Per Sample			Cost of sample plus 20%
Reissuing of Documents/Permits	Council Fee (GST Applies)	53.18	5.32	58.50	Per Copy	56.36	5.64	62.00
Environmental Health - Health Act Registrations and Renewals								
Premises required to be registered pursuant to Public Health and Wellbeing Act 2008 - Beauty Parlours and ear piercing	Council Fee (No GST)	400.00	0.00	400.00	Annually	425.00	0.00	425.00

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
- Tattooists and skin penetration premises (not including ear piercing)	Council Fee (No GST)	530.00	0.00	530.00	Annually	565.00	0.00	565.00
- Hairdressers (including Mobile)	Council Fee (No GST)	200.00	0.00	200.00	One off fee	212.00	0.00	212.00
- Caravan Park - Statutory Requirement (Per Site)	Statutory Fee (No GST)	as per state government regulation			As per registration	as per state government regulation		
Prescribed Premises (E.g.: Accommodation Houses)	Council Fee (No GST)	400.00	0.00	400.00	Annually	425.00	0.00	425.00
Transfer of Registration	Council Fee (No GST)	200.00	0.00	200.00	Per Transfer	212.00	0.00	212.00
Premises Pre Sale Inspection & Release of Documents (to be completed within 14 days of request)	Council Fee (No GST)	178.00	0.00	178.00	Per Inspection	189.00	0.00	189.00
Premises Pre Sale Inspection & Release of Documents (to be completed within 5 days of request)	Council Fee (No GST)	318.00	0.00	318.00	Per Inspection	337.00	0.00	337.00
Late payment fee	Council Fee (GST Applies)	50% of Registration				50% of Registration		
Pre Registration Review of Plans	Council Fee (No GST)	250.00	0.00	250.00	Per Premise	265.00	0.00	265.00
Environmental Health - Septic Tank Fees								
New Installation Permit & Inspection (Inc. Pre Installation Inspection (#5.25))	Council Fee (No GST)	1,080.00	0.00	1,080.00	Per Permit	1,295.00	0.00	1,295.00
Alteration to Current Permit	Council Fee (No GST)	575.00	0.00	575.00	Per Alteration	610.00	0.00	610.00
Extension of Current Permit	Council Fee (No GST)	335.00	0.00	335.00	Per Extension	355.00	0.00	355.00
Additional Inspection Requests	Council Fee (No GST)	200.00	0.00	200.00	Per Inspection	212.00	0.00	212.00
Grey Water Permit	Council Fee (No GST)	405.00	0.00	405.00	Per Permit	430.00	0.00	430.00
Septic/Sewer Information Requests	Council Fee (No GST)	125.00	0.00	125.00	Per Request	133.00	0.00	133.00
Sample Request	Council Fee (No GST)	Cost of sample			Per Sample	Cost of sample plus 20%		
* Fees will be charged pro rata depending in the time of year the fee is paid (i.e. 50% for six months).								
Copies of documents	Council Fee (GST Applies)	68.18	6.82	75.00	Per Request	72.73	7.27	80.00
Finance								
Revenue - Other								
Land Information Certificates	Statutory Fee (No GST)	25.40	0.00	25.40	Each	25.40	0.00	25.40
Land Information Certificates - Urgent Fee	Council Fee (GST Applies)	60.00	6.00	66.00	Each	63.64	6.36	70.00
Finance Invoice preparation costs	Council Fee (GST Applies)	33.64	3.36	37.00	Per Job	35.45	3.55	39.00

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Record Searches - 30 Year Search Adverse Possession (Minimum Charge)	Council Fee (No GST)	145.00	0.00	145.00	Each	154.00	0.00	154.00
Record Searches - 30 Year Search Adverse Possession (Maximum Charge)	Council Fee (No GST)	490.00	0.00	490.00	Each	519.00	0.00	519.00
Bungaree Public Weighbridge								
Tray Truck	Council Fee (GST Applies)	22.73	2.27	25.00	Per Weighing	24.55	2.45	27.00
Semi Trailer Truck	Council Fee (GST Applies)	35.00	3.50	38.50	Per Weighing	37.27	3.73	41.00
B-Double Truck	Council Fee (GST Applies)	50.00	5.00	55.00	Per Weighing	52.73	5.27	58.00
Governance and Organisational Development								
Freedom of Information								
Freedom of Information Requests	Statutory Fee (No GST)	29.00	0.00	29.00	Each	29.00	0.00	29.00
Freedom of Information - Supervision Fee	Statutory Fee (No GST)	5.50	0.00	5.50	Per 1/4 Hour	5.50	0.00	5.50
Freedom of Information - Search Fee	Statutory Fee (No GST)	21.80	0.00	21.80	Per Hour	21.80	0.00	21.80
Planning and Building								
Building Control - Permits & Services								
Building Notices and Orders	Council Fee (No GST)	550.00	0.00	550.00	Per Unit	583.00	0.00	583.00
Class 1A - New Dwellings - Construction Value \$99,999 and under	Council Fee (GST Applies)	3,916.36	391.64	4,308.00	Per Permit	4,150.91	415.09	4,566.00
Class 1A - New Dwellings - Construction Value \$100,000 to \$149,999	Council Fee (GST Applies)	3,916.36	391.64	4,308.00	Per Permit	4,150.91	415.09	4,566.00
Class 1A - New Dwellings - Construction Value \$150,000 to \$199,999	Council Fee (GST Applies)	3,916.36	391.64	4,308.00	Per Permit	4,150.91	415.09	4,566.00
Class 1A - New Dwellings - Construction Value \$200,000 to \$249,999	Council Fee (GST Applies)	4,409.09	440.91	4,850.00	Per Permit	4,673.64	467.36	5,141.00
Class 1A - New Dwellings - Construction Value \$250,000 and over	Council Fee (GST Applies)	5,396.36	539.64	5,936.00	Per Permit	5,720.00	572.00	6,292.00
Class 1B - Residential Building (To be assessed by MBS) Minimum	Council Fee (GST Applies)	4,409.09	440.91	4,850.00	Per Permit	4,673.64	467.36	5,141.00
Class 2 - Multi Unit Development (Each)	Council Fee (GST Applies)	3,902.73	390.27	4,293.00	Per Unit/Permit	4,137.27	413.73	4,551.00

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Class 3 - Hostels, etc. (To be assessed) Minimum	Council Fee (GST Applies)	4,721.82	472.18	5,194.00	Per Permit	5,005.45	500.55	5,506.00
Class 4 - Dwellings associated with other classes (To be assessed) Minimum	Council Fee (GST Applies)	4,721.82	472.18	5,194.00	Per Permit	5,005.45	500.55	5,506.00
Class 5 to 9 - Offices, Shops, Factories - Construction Value up to \$30,000	Council Fee (GST Applies)	5,709.09	570.91	6,280.00	Per Permit	6,051.82	605.18	6,657.00
Class 5 to 9 - Offices, Shops, Factories - Construction Value \$30,000 to \$100,000	Council Fee (GST Applies)	5,709.09	570.91	6,280.00	Fee + 1.0%	6,051.82	605.18	6,657.00
Class 5 to 9 - Offices, Shops, Factories - Construction Value \$100,001 to \$500,000	Council Fee (GST Applies)	5,709.09	570.91	6,280.00	Fee + 0.25%	6,051.82	605.18	6,657.00
Class 5 to 9 - Offices, Shops, Factories - Construction Value \$500,001 to \$2 million	Council Fee (GST Applies)	7,304.55	730.45	8,035.00	Fee + 0.1%	7,742.73	774.27	8,517.00
Class 5 to 9 - Offices, Shops, Factories - Construction Value over \$2 million	Council Fee (GST Applies)	11,370.91	1,137.09	12,508.00	Fee + 0.1%	12,052.73	1,205.27	13,258.00
Class 5 to 9 - Offices, Shops, Factories - Or to be assessed by Build Surv. (\$5m)	Council Fee (GST Applies)	17,538.18	1,753.82	19,292.00	Per Permit	18,590.91	1,859.09	20,450.00
Class 10A - Res Out Build (Garage, Carport) - Construction Value \$4,999 and under	Council Fee (GST Applies)	1,550.00	155.00	1,705.00	Per Permit	1,642.73	164.27	1,807.00
Class 10A - Res Out Build (Garage, Carport) - Construction Value \$5,000 to \$9,999	Council Fee (GST Applies)	1,709.09	170.91	1,880.00	Per Permit	1,811.82	181.18	1,993.00
Class 10A - Res Out Build (Garage, Carport) - Construction Value \$10,000 and over	Council Fee (GST Applies)	1,881.82	188.18	2,070.00	Per Permit	1,994.55	199.45	2,194.00
Class 10B - Masts, Fences (To be assessed) Minimum	Council Fee (GST Applies)	1,636.36	163.64	1,800.00	Per Permit	1,734.55	173.45	1,908.00
Dwelling additions/alterations - Construction Value \$9,999 and under	Council Fee (GST Applies)	2,613.64	261.36	2,875.00	Per Permit	2,770.91	277.09	3,048.00
Dwelling additions/alterations - Construction Value \$10,000 to \$14,999	Council Fee (GST Applies)	2,613.64	261.36	2,875.00	Per Permit	2,770.91	277.09	3,048.00
Dwelling additions/alterations - Construction Value \$15,000 to \$19,999	Council Fee (GST Applies)	2,613.64	261.36	2,875.00	Per Permit	2,770.91	277.09	3,048.00
Dwelling additions/alterations - Construction Value \$20,000 to \$24,999	Council Fee (GST Applies)	3,272.73	327.27	3,600.00	Per Permit	3,469.09	346.91	3,816.00
Dwelling additions/alterations - Construction Value \$25,000 and above	Council Fee (GST Applies)	4,409.09	440.91	4,850.00	Per Permit	4,673.64	467.36	5,141.00
Regulation 312(2) - consent and Report (Dispensation) (Rescode, Projections & Flood) Maximum	Statutory Fee (No GST)				as per regulations			
Regulation 320 - Lodgement of Building Permits over \$5,000 (All Classes)	Statutory Fee (No GST)				as per regulations			
Regulation 326(1) - Request for Information in relation to property sale	Statutory Fee (No GST)				as per regulations			
Regulation 326(1)(a,b,c)(2 & 3) - Request for Information for Building Permit (E.g.: Termite, Bushfire, Flood, etc.)	Statutory Fee (No GST)				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	

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
<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)	5,600.00	0.00	5,600.00	Per Resiting	5,600.00	0.00	5,600.00
Building Permit for Demolition - Domestic Building	Council Fee (GST Applies)	1,636.36	163.64	1,800.00	Per Building	1,734.55	173.45	1,908.00
Building Permit for Demolition - Commercial Building	Council Fee (GST Applies)	2,931.82	293.18	3,225.00	Per Storey	3,108.18	310.82	3,419.00
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)	245.45	24.55	270.00	6mth Extension	260.00	26.00	286.00
Re-activation of Lapsed Permit/Permit Extension (Minimum)	Council Fee (GST Applies)	486.36	48.64	535.00	12mth Extension	515.45	51.55	567.00
Inspection Appointments (Or Assessed by Building Surveyor)	Council Fee (GST Applies)	163.64	16.36	180.00	Per Inspection	173.64	17.36	191.00
Inspection Appointments (Or Assessed by Building Surveyor) - Commercial	Council Fee (GST Applies)	197.27	19.73	217.00	Per Inspection	209.09	20.91	230.00
Any Service/Inspection Not Otherwise provided for	Council Fee (GST Applies)	181.82	18.18	200.00	Minimum	192.73	19.27	212.00
Request for copy of House Plans (Copying extra)	Council Fee (No GST)	220.00	0.00	220.00	Each	233.00	0.00	233.00
Request for copy of House Plans - On Site (Copying Extra)	Council Fee (No GST)	66.50	0.00	66.50	Each	70.00	0.00	70.00
Swimming Pool (Within Moorabool Shire) - Construction Value \$14,999 and under	Council Fee (GST Applies)	1,777.27	177.73	1,955.00	Per Permit	1,883.64	188.36	2,072.00
Swimming Pool (Within Moorabool Shire) - Construction Value \$15,000 to \$19,999	Council Fee (GST Applies)	2,113.64	211.36	2,325.00	Per Permit	2,240.91	224.09	2,465.00
Swimming Pool (Within Moorabool Shire) - Construction Value \$20,000 and over	Council Fee (GST Applies)	2,772.73	277.27	3,050.00	Per Permit	2,939.09	293.91	3,233.00
Place of Public Entertainment - Low impact (occupancy permit)	Council Fee (No GST)	845.00	0.00	845.00	Per permit	896.00	0.00	896.00
Place of Public Entertainment - High impact (occupancy permit)	Council Fee (No GST)	1,685.00	0.00	1,685.00	Per permit	1,786.00	0.00	1,786.00
Swimming Pool Inspection Fee	Council Fee (No GST)	187.00	0.00	187.00	Per permit	198.00	0.00	198.00
Land Use Planning								
Certificates of Compliance	Statutory Fee (No GST)			as per regulations	Each			as per regulations
Secondary Consent	Council Fee (No GST)	318.00	0.00	318.00	Each	337.00	0.00	337.00
Administration Fee	Council Fee (GST Applies)	61.82	6.18	68.00		65.45	6.55	72.00
Satisfaction Matter	Statutory Fee (No GST)			as per regulations	Each			as per regulations

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
<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)	194.00	0.00	194.00	Each	206.00	0.00	206.00
Permit extension (2nd)	Council Fee (No GST)	384.00	0.00	384.00	Each	407.00	0.00	407.00
Permit extension (3rd and subsequent)	Council Fee (No GST)	575.00	0.00	575.00	Each	610.00	0.00	610.00
Processing S173 Agreements for Sealing	Statutory Fee (No GST)			As per regulation	Each			As per regulations
Section 52 Public Notice - Application for Permits - Notice by Normal Mail	Council Fee (No GST)	10.50	0.00	10.50	Each	11.00	0.00	11.00
Section 52 Public Notice - Application for Permits - Notice in Newspaper	Council Fee (No GST)	250.00	0.00	250.00	Each	265.00	0.00	265.00
Section 52 Public Notice - Application for Permits - Notice for site	Council Fee (No GST)	36.00	0.00	36.00	Each	38.00	0.00	38.00
<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)	200.00	0.00	200.00	Each	212.00	0.00	212.00
Retrieval of Planning Files	Council Fee (No GST)	72.00	0.00	72.00	Per File	76.00	0.00	76.00
Planning Information Controls	Council Fee (No GST)	86.00	0.00	86.00	Each	91.00	0.00	91.00
Hopetoun Park Assessment	Council Fee (No GST)	146.00	0.00	146.00	Each	155.00	0.00	155.00
Advertising sign A3 (Laminated)	Council Fee (No GST)	36.00	0.00	36.00	Each	38.00	0.00	38.00
Advertising sign A2 (Laminated)	Council Fee (No GST)	71.00	0.00	71.00	Each	75.00	0.00	75.00
Advertising sign A1 (Laminated)	Council Fee (No GST)	107.00	0.00	107.00	Each	113.00	0.00	113.00
Additional A3 Signs	Council Fee (No GST)	21.50	0.00	21.50	Each	23.00	0.00	23.00
Copy of Permit	Council Fee (No GST)	75.00	0.00	75.00	Each	80.00	0.00	80.00
Copy of Endorsed Plans - Administration Cost <i>(Customer will be charged Administration Fee and then a cost per page)</i>	Council Fee (GST Applies)	7.27	0.73	8.00	Each	7.27	0.73	8.00
Copy of Endorsed Plans - A4	Council Fee (No GST)	1.70	0.00	1.70	Per Page	1.80	0.00	1.80
Copy of Endorsed Plans - A3	Council Fee (No GST)	2.50	0.00	2.50	Per Page	2.65	0.00	2.65
Copy of Endorsed Plans - A2	Council Fee (No GST)	17.50	0.00	17.50	Per Page	19.00	0.00	19.00
Copy of Endorsed Plans - A1	Council Fee (No GST)	27.00	0.00	27.00	Per Page	29.00	0.00	29.00
Copy of Endorsed Plans - A0	Council Fee (No GST)	34.50	0.00	34.50	Per Page	37.00	0.00	37.00
Regulation 6 - Amendments to Planning Schemes								
Subregulation 1 (Refer definition in Planning & Env (Fees) Regs 2000, section 6)	Statutory Fee (No GST)			as per regulations	Each			as per regulations

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Subregulation 2 (Refer definition in Planning & Env (Fees) Regs 2000, section 6)	Statutory Fee (No GST)				Each			
Subregulation 3 (Refer definition in Planning & Env (Fees) Regs 2000, section 6)				as per regulations				as per regulations
<i>The fee for Stage 4 is paid to the Minister by the person who requested the amendment.</i>								
Regulation 7 - Application for Planning Permits								
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
Class 8 - Development Cost > \$1 million and < \$7 million (Other than Class 3)	Statutory Fee (No GST)			as per regulations	Each			as per regulations
Class 9 - Development Cost > \$7 million and < \$10 million (Other than Class 3)	Statutory Fee (No GST)			as per regulations	Each			as per regulations
Class 10 - Development Cost > \$10 million and < \$50 million (Other than Class 3)	Statutory Fee (No GST)			as per regulations	Each			as per regulations
Class 11 - Development Cost > \$50 million (Other than Class 3)	Statutory Fee (No GST)			as per regulations	Each			as per regulations
Class 12 - To subdivide an existing building	Statutory Fee (No GST)			as per regulations	Each			as per regulations
Class 13 - To subdivide land into two lots	Statutory Fee (No GST)			as per regulations	Each			as per regulations
Class 14 - Realignment of Boundary or Consolidation	Statutory Fee (No GST)			as per regulations	Each			as per regulations
Class 15 - To subdivide land	Statutory Fee (No GST)			as per regulations	Each			as per regulations
Class 16 - Remove restriction within meaning of Subdivision Act 1988	Statutory Fee (No GST)			as per regulations	Each			as per regulations
Class 17 - Vary or remove a restriction, create or remove right of way	Statutory Fee (No GST)			as per regulations	Each			as per regulations
Class 18 - Create, Vary or remove and Easement	Statutory Fee (No GST)			as per regulations	Each			as per regulations
<i>Reference should be made to the Planning & Env Fees Regs 2000 for full wording</i>								
Combined Permit Applications								

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
<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>								
Regulation 8B - Applications for Amendments to Planning Permits								
Class 1 - Application to amend a permit to change use	Statutory Fee (No GST)			as per regulations	Each			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	Each			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	Each			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	Each			as per regulations
Class 3 - Application to amend a permit >\$10,000 and <\$100,000 (Single Dwelling)	Statutory Fee (No GST)			as per regulations	Each			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	Each			as per regulations
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
Regulation 12 - Planning Scheme Amendments								
Refer definition in Planning & Env (Fees) Interim Regs 2014, section 12	Statutory Fee (No GST)			as per regulations	Each			as per regulations
Subdivision Fees								
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

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Recertification	Statutory Fee (No GST)		as per regulations		Each		as per regulations	
Processing of new versions of Subdivision Plans	Council Fee (GST Applies)	109.09	10.91	120.00	Per New Plan	115.45	11.55	127.00
Subdivisions (Applications for land, removal of restrictions) - see above								
Property Valuation Fee (\$0 to \$199,999)	Council Fee (GST Applies)	577.27	57.73	635.00	Per Valuation	611.82	61.18	673.00
Property Valuation Fee (\$200,000 to \$399,999)	Council Fee (GST Applies)	645.45	64.55	710.00	Per Valuation	684.55	68.45	753.00
Property Valuation Fee (\$400,000 to \$499,999)	Council Fee (GST Applies)	718.18	71.82	790.00	Per Valuation	760.91	76.09	837.00
Property Valuation Fee (\$500,000 to \$599,999)	Council Fee (GST Applies)	781.82	78.18	860.00	Per Valuation	829.09	82.91	912.00
Property Valuation Fee (\$600,000 to \$699,999)	Council Fee (GST Applies)	854.55	85.45	940.00	Per Valuation	905.45	90.55	996.00
Property Valuation Fee (\$700,000 to \$799,999)	Council Fee (GST Applies)	927.27	92.73	1,020.00	Per Valuation	982.73	98.27	1,081.00
Property Valuation Fee (\$800,000 to \$899,999)	Council Fee (GST Applies)	1,072.73	107.27	1,180.00	Per Valuation	1,137.27	113.73	1,251.00
Property Valuation Fee (\$900,000 to \$999,999)	Council Fee (GST Applies)	1,204.55	120.45	1,325.00	Per Valuation	1,277.27	127.73	1,405.00
Property Valuation Fee (\$1,000,000 to \$1,499,999)	Council Fee (GST Applies)	1,363.64	136.36	1,500.00	Per Valuation	1,445.45	144.55	1,590.00
Property Valuation Fee (\$1,500,000 to \$2,000,000)	Council Fee (GST Applies)	1,486.36	148.64	1,635.00	Per Valuation	1,575.45	157.55	1,733.00
Property Valuation Fee (\$2,000,000 +)	Council Fee (GST Applies)		Per cost from contract valuer				Per cost from contract valuer	
Amendments to Planning Schemes								
Public Notice - Planning Scheme Amendments - Notice by Normal Mail per mail out:								
Fixed Fee	Council Fee (No GST)				Per Mail Out	150.00	0.00	150.00
Plus fee per letter	Council Fee (No GST)				Per Mail Out	5.00	0.00	5.00
Public Notice - Planning Scheme Amendments - Notice in Newspaper	Council Fee (No GST)				Per Notice	350.00	0.00	350.00

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Public Notice - Planning Scheme Amendments - Notice in Government Gazette	Council Fee (No GST)				Per Notice	150.00	0.00	150.00
Note- Charges for Notices to be cumulative based on actual notices required for project and charges are subject to change due to external cost increases from time to time								
Planning Panel Victoria Fees	External Fee (GST Applies)							(refer to Planning & Env Act 1987, section 156(3))
Strategic and Sustainable Development (Economic Development & Marketing)								
Signage Permits								
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)	61.36	6.14	67.50	5 Year Permit	65.45	6.55	72.00
Operations								
Events Trailer								
Security Deposit to utilise Trailer	Council Fee (No GST)	200.00	0.00	200.00	Flat Fee	200.00	0.00	200.00
Waste Management - Sales								
Wheelie Bin 120 Litre - Only sold to residents in BM & Urban townships	Council Fee (No GST)	95.00	0.00	95.00	Per Bin	100.00	0.00	100.00
Wheelie Bin 240 Litre - Sold to all residents in Shire	Council Fee (No GST)	115.00	0.00	115.00	Per Bin	122.00	0.00	122.00
Wheelie Bin 120 Litre - Replacement Red Lid (If Bin purchased elsewhere)	Council Fee (No GST)	35.00	0.00	35.00	Per Lid	37.00	0.00	37.00
Wheelie Bin 240 Litre - Replacement Red Lid (If Bin purchased elsewhere)	Council Fee (No GST)	42.50	0.00	42.50	Per Lid	45.00	0.00	45.00
Waste Management Service Charges								

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Waste Management Service Charge <i>Farming Enterprises only pay one service charge fee</i>	Council Fee (No GST)	87.00	0.00	87.00	Annual Charge	85.00	0.00	85.00
State Landfill Levy Charge <i>Farming Enterprises only pay one service charge fee</i>	Council Fee (No GST)	36.00	0.00	36.00	Annual Charge	36.00	0.00	36.00
Waste Collection Services - Residential								
Ballan & Bacchus Marsh - 120 Litre Bin - Weekly Collection - Compulsory	Council Fee (No GST)	100.00	0.00	100.00	Per Service	108.00	0.00	108.00
Ballan & Bacchus Marsh - Fortnightly Recycle Collection - Compulsory	Council Fee (No GST)	76.00	0.00	76.00	Per Service	79.00	0.00	79.00
Total Waste Collection Fee		176.00	0.00	176.00		187.00	0.00	187.00
Other Rural - 240 Litre - Fortnightly Collection - Compulsory	Council Fee (No GST)	100.00	0.00	100.00	Per Service	108.00	0.00	108.00
Other Rural - Fortnightly Recycle Collection - Compulsory	Council Fee (No GST)	76.00	0.00	76.00	Per Service	79.00	0.00	79.00
Total Waste Collection Fee		176.00	0.00	176.00		187.00	0.00	187.00
Non Compulsory Service - 120 Litre - Weekly Collection	Council Fee (No GST)	100.00	0.00	100.00	Per Service	108.00	0.00	108.00
Non Compulsory Service - Fortnightly Recycle Collection	Council Fee (No GST)	76.00	0.00	76.00	Per Service	79.00	0.00	79.00
Total Waste Collection Fee		176.00	0.00	176.00		187.00	0.00	187.00
Non Compulsory Service - 240 Litre - Fortnightly Collection	Council Fee (No GST)	100.00	0.00	100.00	Per Service	108.00	0.00	108.00
Non Compulsory Service - Fortnightly Recycle Collection	Council Fee (No GST)	76.00	0.00	76.00	Per Service	79.00	0.00	79.00
Total Waste Collection Fee		176.00	0.00	176.00		187.00	0.00	187.00
Greenwaste Collection Services								
Non Compulsory Service - Fortnightly Greenwaste Collection	Council Fee (No GST)	71.00	0.00	71.00	Per Service	77.00	0.00	77.00
Wheelie Bin 240 Litre - Sold to Residents Taking up Non Compulsory Service	Council Fee (No GST)	115.00	0.00	115.00	Per Bin	122.00	0.00	122.00
Garbage Collection Services - Commercial								
1 (Number of 240 Litre Bins)	Council Fee (No GST)	297.00	0.00	297.00	Annual Charge	315.00	0.00	315.00
2	Council Fee (No GST)	575.00	0.00	575.00	Annual Charge	610.00	0.00	610.00
3	Council Fee (No GST)	848.00	0.00	848.00	Annual Charge	899.00	0.00	899.00
4	Council Fee (No GST)	1,124.00	0.00	1,124.00	Annual Charge	1,191.00	0.00	1,191.00
5	Council Fee (No GST)	1,405.00	0.00	1,405.00	Annual Charge	1,489.00	0.00	1,489.00
6	Council Fee (No GST)	1,690.00	0.00	1,690.00	Annual Charge	1,791.00	0.00	1,791.00
7	Council Fee (No GST)	1,961.00	0.00	1,961.00	Annual Charge	2,079.00	0.00	2,079.00
8	Council Fee (No GST)	2,247.00	0.00	2,247.00	Annual Charge	2,382.00	0.00	2,382.00
9	Council Fee (No GST)	2,517.00	0.00	2,517.00	Annual Charge	2,668.00	0.00	2,668.00
10	Council Fee (No GST)	2,798.00	0.00	2,798.00	Annual Charge	2,966.00	0.00	2,966.00
11	Council Fee (No GST)	3,053.00	0.00	3,053.00	Annual Charge	3,236.00	0.00	3,236.00
12	Council Fee (No GST)	3,344.00	0.00	3,344.00	Annual Charge	3,545.00	0.00	3,545.00
13	Council Fee (No GST)	3,625.00	0.00	3,625.00	Annual Charge	3,843.00	0.00	3,843.00

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
14	Council Fee (No GST)	3,905.00	0.00	3,905.00	Annual Charge	4,139.00	0.00	4,139.00
15	Council Fee (No GST)	4,185.00	0.00	4,185.00	Annual Charge	4,436.00	0.00	4,436.00
16	Council Fee (No GST)	4,465.00	0.00	4,465.00	Annual Charge	4,733.00	0.00	4,733.00
20	Council Fee (No GST)	4,745.00	0.00	4,745.00	Annual Charge	5,030.00	0.00	5,030.00
Ballan & Bacchus Marsh - Weekly Service Rural Areas - Fortnightly Service								
Urban. E.g.: 2 bins for collection x 3 collections of each bin Per week = 6 pick ups								
Rural. E.g.: 2 bins for collection x 1 collection of each bin per fortnight = 2 pick ups								
(4 bins for rural collection per fortnight = 4 pick ups)								
Commercial Recycling (Schools Only)								
Fortnight Collection (maximum 4 bins per School)	Council Fee (No GST)	212.00	0.00	212.00	Per Bin	225.00	0.00	225.00
Bacchus Marsh, Ballan & Mt Egerton Transfer Station & Tips - Residents								
Tyre Disposal - Motor Cycle	Council Fee (GST Applies)	11.82	1.18	13.00	Per Tyre	12.73	1.27	14.00
Tyre Disposal - Car	Council Fee (GST Applies)	10.91	1.09	12.00	Per Tyre	11.82	1.18	13.00
Tyre Disposal - Light Truck & 4WD	Council Fee (GST Applies)	14.55	1.45	16.00	Per Tyre	15.45	1.55	17.00
Tyre Disposal - Heavy Truck	Council Fee (GST Applies)	31.82	3.18	35.00	Per Tyre	33.64	3.36	37.00
Tyre Disposal - Heavy Truck Super Single	Council Fee (GST Applies)	43.64	4.36	48.00	Per Tyre	46.36	4.64	51.00
Tyre Disposal - Small Tractor	Council Fee (GST Applies)	86.36	8.64	95.00	Per Tyre	91.82	9.18	101.00
Tyre Disposal - Large Tractor	Council Fee (GST Applies)	172.73	17.27	190.00	Per Tyre	182.73	18.27	201.00
Tyre Disposal - Earthmover	Council Fee (GST Applies)	431.82	43.18	475.00	Per Tyre	458.18	45.82	504.00
Tyre Disposal - Car (tyres on rims)	Council Fee (GST Applies)	14.55	1.45	16.00	Per Tyre	15.45	1.55	17.00
Tyre Disposal - Light Truck & 4WD (tyres on rims)	Council Fee (GST Applies)	17.27	1.73	19.00	Per Tyre	18.18	1.82	20.00
Tyre Disposal - Heavy Truck (tyres on rims)	Council Fee (GST Applies)	25.45	2.55	28.00	Per Tyre	27.27	2.73	30.00
Car or Station Wagon	Council Fee (GST Applies)	27.27	2.73	30.00	Per Attendance	29.09	2.91	32.00
Small Trailer (1.8 x 1.2 x 0.3) or Utility	Council Fee (GST Applies)	40.00	4.00	44.00	Per Attendance	42.73	4.27	47.00
Small Trailer (Heaped Load)	Council Fee (GST Applies)	54.55	5.45	60.00	Per Attendance	58.18	5.82	64.00
Small Trailer (High Sides)	Council Fee (GST Applies)	70.91	7.09	78.00	Per Attendance	75.45	7.55	83.00
Large Trailer	Council Fee (GST Applies)	54.55	5.45	60.00	Per Attendance	58.18	5.82	64.00
Large Trailer (Heaped Load)	Council Fee (GST Applies)	87.27	8.73	96.00	Per Attendance	92.73	9.27	102.00
Large Trailer (High Sides)	Council Fee (GST Applies)	100.00	10.00	110.00	Per Attendance	106.36	10.64	117.00
Trucks	Council Fee (GST Applies)	59.09	5.91	65.00	Per Cubic Metre	62.73	6.27	69.00
Clean Green Waste	Council Fee (GST Applies)			1/2 Price				1/2 Price
Recyclable materials separated to the recyclable by the customer	Council Fee (GST Applies)			Free	Per Attendance			Free

Description	Type of Fee	2018/2019 Adopted Fees			Unit	2019/2020 Proposed Fees		
		Pre GST	GST	Total		Pre GST	GST	Total
Mattresses	Council Fee (GST Applies)	32.73	3.27	36.00	Each	34.55	3.45	38.00
Tip Vouchers (Book 26 Tickets)	Council Fee (GST Applies)	74.55	7.45	82.00	Book	79.09	7.91	87.00
<i>Available to residents who cannot be provided with a garbage collection service</i>								
Bacchus Marsh, Ballan & Mt Egerton Transfer Station & Tips - Non Residents								
Tyre Disposal - Motor Cycle	Council Fee (GST Applies)	11.82	1.18	13.00	Per Tyre	12.73	1.27	14.00
Tyre Disposal - Car	Council Fee (GST Applies)	10.91	1.09	12.00	Per Tyre	11.82	1.18	13.00
Tyre Disposal - Light Truck & 4WD	Council Fee (GST Applies)	14.55	1.45	16.00	Per Tyre	15.45	1.55	17.00
Tyre Disposal - Heavy Truck	Council Fee (GST Applies)	31.82	3.18	35.00	Per Tyre	33.64	3.36	37.00
Tyre Disposal - Heavy Truck Super Single	Council Fee (GST Applies)	43.64	4.36	48.00	Per Tyre	46.36	4.64	51.00
Tyre Disposal - Small Tractor	Council Fee (GST Applies)	86.36	8.64	95.00	Per Tyre	91.82	9.18	101.00
Tyre Disposal - Large Tractor	Council Fee (GST Applies)	172.73	17.27	190.00	Per Tyre	182.73	18.27	201.00
Tyre Disposal - Earthmover	Council Fee (GST Applies)	431.82	43.18	475.00	Per Tyre	458.18	45.82	504.00
Tyre Disposal - Car (tyres on rims)	Council Fee (GST Applies)	14.55	1.45	16.00	Per Tyre	15.45	1.55	17.00
Tyre Disposal - Light Truck & 4WD (tyres on rims)	Council Fee (GST Applies)	17.27	1.73	19.00	Per Tyre	18.18	1.82	20.00
Tyre Disposal - Heavy Truck (tyres on rims)	Council Fee (GST Applies)	25.45	2.55	28.00	Per Tyre	27.27	2.73	30.00
Car or Station Wagon	Council Fee (GST Applies)	36.36	3.64	40.00	Per Attendance	38.18	3.82	42.00
Small Trailer (1.8 x 1.2 x 0.3) or Utility	Council Fee (GST Applies)	70.91	7.09	78.00	Per Attendance	75.45	7.55	83.00
Small Trailer (Heaped Load)	Council Fee (GST Applies)	120.91	12.09	133.00	Per Attendance	128.18	12.82	141.00
Small Trailer (High Sides)	Council Fee (GST Applies)	155.45	15.55	171.00	Per Attendance	164.55	16.45	181.00
Large Trailer	Council Fee (GST Applies)	120.91	12.09	133.00	Per Attendance	128.18	12.82	141.00
Large Trailer (Heaped Load)	Council Fee (GST Applies)	190.91	19.09	210.00	Per Attendance	202.73	20.27	223.00
Large Trailer (High Sides)	Council Fee (GST Applies)	222.73	22.27	245.00	Per Attendance	236.36	23.64	260.00
Trucks	Council Fee (GST Applies)	118.18	11.82	130.00	Per Cubic Metre	125.45	12.55	138.00
Clean Green Waste	Council Fee (GST Applies)			1/2 Price				1/2 Price
Recyclable materials separated to the recyclable by the customer	Council Fee (GST Applies)			Free	Per Attendance			Free
Mattresses	Council Fee (GST Applies)	32.73	3.27	36.00	Each	34.55	3.45	38.00
Works Department Services								
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	

7.2 Draft 2017-2021 Council Plan (2019 Revision)

File No.: 02/02/002
Author: Danny Colgan
Chief Executive Officer: Derek Madden

The purpose of the report is to present the draft 2017-2021 Council Plan (2019 Revision) and to recommend that the Council place the document on public exhibition inviting public inspection and submissions for consideration.

Background

A review of the 2017-2021 Council Plan has been conducted which has resulted in adjustments to the document. In accordance with Section 125 of the *Local Government Act 1989* (the Act), Council must consider whether the Council Plan requires any adjustment and if there are adjustments, Council must seek public submissions under Section 223 of the Act.

The draft 2017-2021 Council Plan (2019 Revision) has been reviewed by Councillors and officers and adjustments have been made to confirm actions for the next financial year which will support the objectives and strategies contained within the Council Plan.

The reviewed draft 2017-2021 Council Plan (2019 Revision) is shown in **Attachment 7.2**.

Strategic Resource Plan

Council must also develop a Strategic Resource Plan as per Part 6 Section 126 of the Act. The 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 2 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.

The Strategic Resource Plan for each financial year is subject to final determination as part of Council's Annual Budget process. The Comprehensive Income Statement, Balance Sheet, Cash Flow Statement and Statement of Capital Works in the Council Plan will require updating to align with the draft Budget once it is reviewed by Council.

Proposal

That Council, in accordance with section 223 of the *Local Government Act 1989*, places the draft 2017-2021 Council Plan (2019 Revision) on exhibition, inviting public submissions during the prescribed period of no less than 28 days as required under the Act.

Policy Implications

The Council Plan 2017-2021 provides as follows:

Strategic Objective 1: Providing Good Governance and Leadership

Context 1B: Our People

The proposal to review the draft 2017-2021 Council Plan (2019 Revision) is consistent with the Council Plan 2017-2021.

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 2017-2021 Council Plan (2019 Revision) 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 from 1 July 2017 and concluding 30 June 2021.

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

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

The draft 2017-2021 Council Plan (2019 Revision) to be placed on exhibition will be updated to reflect the Council's resolution in relation to the 2019/20 Annual Budget.

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

Risk & Occupational Health & Safety Issues

There are no risk or occupational health and safety issues identified in relation to this report.

Communications and Consultation 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 draft 2017-2021 Council Plan (2019 Revision).

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 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 no less than 28 days to make a submission.

In preparing the draft 2017-2021 Council Plan (2019 Revision), Councillors and Council staff were afforded the opportunity to provide their input and comments.

In accordance with the *Local Government Act 1989*, the draft 2017-2021 Council Plan (2019 Revision) and Strategic Resource Plan will progress through the following consultation and adoption process:

Timetable for the consultation and adoption of the 2017-2021 Council Plan (2019 Revision) inclusive of the Strategic Resource Plan	
SMC - Draft 2017-2021 Council Plan (2019 Revision) presented to Council	Wednesday 15 May
Advertise draft 2017-2021 Council Plan (2019 Revision), inviting public inspection and submissions according to Section 223 of the Local Government Act 1989, in both regional and local newspapers. Moorabool News – Tuesday 21 May 2019 Ballarat Courier – Saturday 25 May 2019	Advertising cut-off Thursday 16 May
Have your Say Moorabool website update.	From Friday 17 May to Tuesday 18 June
Statutory advertisement period ends (allows for no less than a 28-day consultation period).	Tuesday 18 June
SMC - Consideration of Submissions on draft 2017-2021 Council Plan (2019 Revision)	Wednesday 26 June
OMC - Adoption 2017-2021 Council Plan (2019 Revision)	Wednesday 3 July
Checklist Post-Adoption: <ul style="list-style-type: none"> • Notice of Adoption of Council Plan Ballarat Courier – Saturday 6 July Moorabool News – Tuesday 9 July • Copies for Public Inspection at Council Offices • Submit Council Plan 2017-2021 (2019 Revision) to Minister for Local Government 	Monday 8 July Friday 5 July

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 – Derek Madden

In providing this advice to Council as the Chief Executive Officer, 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 draft 2017-2021 Council Plan (2019 Revision) 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 no less than 28 days as required under the Act.

Recommendation:

1. **That, having considered the details of the draft 2017-2021 Council Plan (2019 Revision) 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 2017-2021 Council Plan (2019 Revision) 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 21 May 2019 until 18 June 2019.**
2. **That Council resolves to allow no less than 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 26 June 2019 at a Special Meeting of Council to be held in the Council Chamber, 15 Stead Street, Ballan commencing at 6.00 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 (2019 Review) on Wednesday 3 July 2019 at the Ordinary Meeting of Council to be held in the Council Chamber, 15 Stead Street, Ballan commencing at 6.00 pm.**

Report Authorisation

Authorised by: 

Name: Derek Madden
Title: Chief Executive Officer
Date: Tuesday 07 May 2019

Attachment Item - 7.2



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

2019 REVIEW





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 the 1830s 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 1836 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

Moorabool Shire is growing ... fast.

Moorabool Shire has faster population growth than the national and Victorian average, and between 2016-2017 Moorabool's population grew by 2.4%. Bacchus Marsh's and surrounds population grew by 3.1%.

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 45.3%. In comparison the better funded regional councils, with larger revenue streams, will experience growth of 26.7%.¹

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 forecast population of Moorabool in 2019 is 34,839. The population of the Shire is forecast to increase by 53% between 2019 and 2041 to 53,270².

More than half the population lives in Bacchus Marsh and surrounds (18,835) (2016). The Shire's second largest population can be found in and around Ballan (3,052).

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.

¹ <http://pugrc.vic.gov.au/key-priorities/> (last accessed 29/01/2019)

² <https://forecast.id.com.au/moorabool>



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.

Construction, health care and social assistance, education and training, retail and service industries, transport, postal and warehousing, public administration 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 2016 showed the top ranking industry sectors were:

- Construction (1,789 people or 12.2%)
- Health care and social assistance (1,555 people or 10.6%)
- Education and training (1,355 people or 9.3%)
- Retail (1,251 people or 8.5%)
- Transport, postal and warehousing (1,018 people or 7.9%)
- Public administration and safety (1,074 people or 7.3%)
- Manufacturing (1,001 people or 6.8%)
- Accommodation and food services (764 people or 5.2%)
- Professional, scientific and technical services (764 people or 5.2%)
- Agriculture, forestry and fishing (624 people or 4.3%)

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.

A trial V/Line bus service which served the communities between Daylesford and Ballan, and Mt Egerton and Gordon to Ballan was extended to 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

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 the integration of land use planning, social planning and development, infrastructure, environmental sustainability, 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

Over the past two years the Council has undertaken engagement with its many and diverse communities. Examples include:

- Timing of the Proposed Indoor Aquatic Centre
- Splash Parks Feasibility Study
- Ballan Recreation Reserve Masterplan
- Indoor Recreation Facility Feasibility Study
- Small Towns and Settlement Strategy
- Ballan Strategic Directions
- Gordon Infrastructure Study
- Bacchus Marsh Urban Growth Framework Plan
- Bacchus Marsh Integrated Transport Strategy
- Major strategies including Economic Development, Retail, Industrial and Parwan Precinct
- Multiple Planning Scheme Amendments
- Age Well Live Well Plan & Access and Inclusion Plan
- Youth Strategy

The feedback received from this strategic work has

directly informed the Council Plan.

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

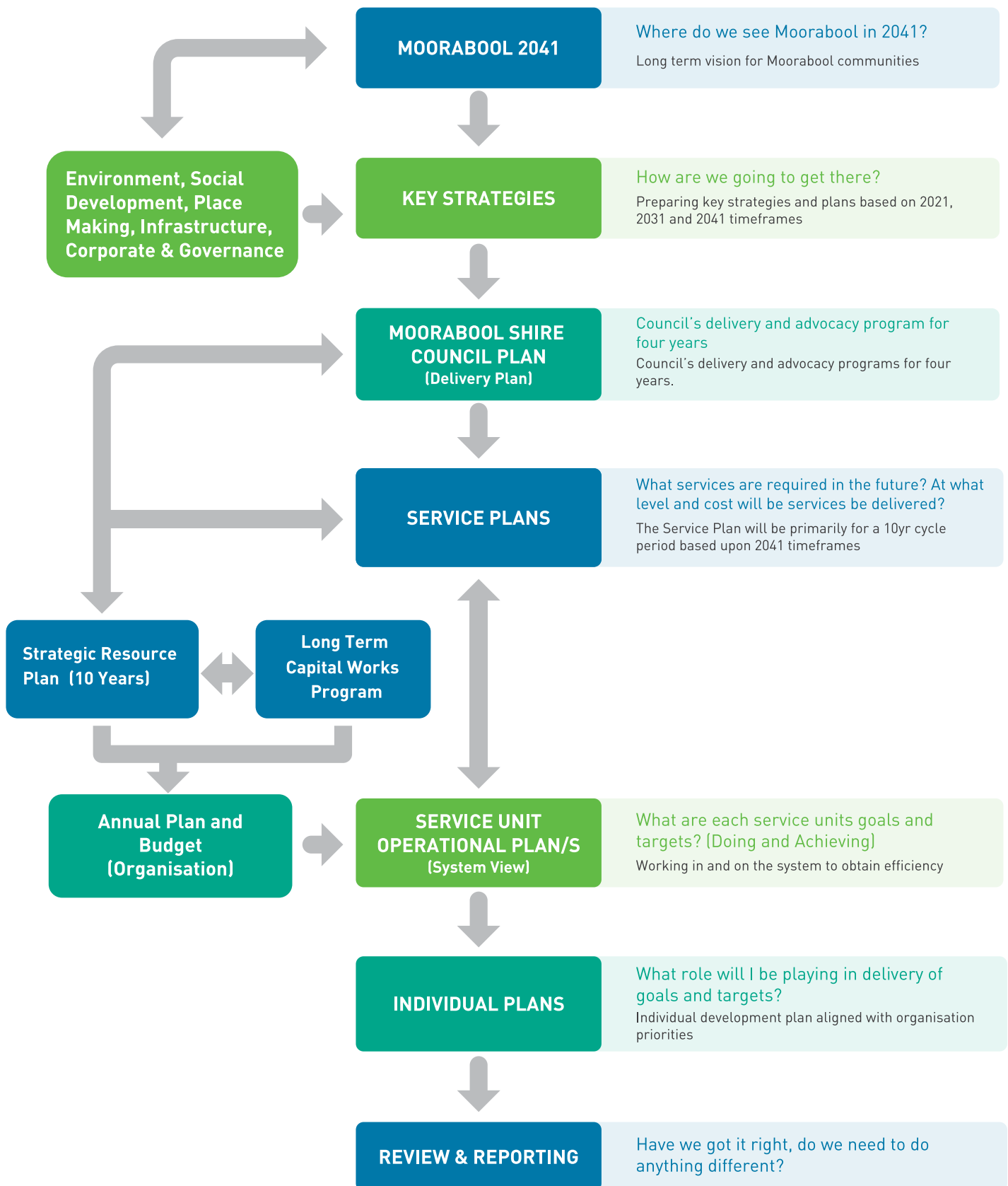


COUNCIL PLAN 2017 – 2021

The Council Plan sits within the Council’s planning framework **(p.10)** 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

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	» Produce 10 Year Capital Improvement Programs	2019-2020
	» Deliver Annual Capital Improvement Programs	2019-2021
	» Develop and implement a Fleet and Plant Strategy	2019-2020
	» Finalise the Community Infrastructure Framework	2019-2020
	» Develop a framework for asset handover	2019-2021
	» Develop Infrastructure Policy for:	2019-2021
	- Nature strips	
	- Bores/Standpipes	

Resources (Financial, ICT, Workforce) Existing resources

STRATEGIC OBJECTIVE 1: PROVIDING GOOD GOVERNANCE AND LEADERSHIP

CONTEXT 1B: OUR PEOPLE

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

Challenges

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

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

- » Councillor Development
 - Councillors will be offered an induction and ongoing professional development programs 2019-2021

- » Customer Service
 - Review the Customer Service Policy and Strategy 2019-2020
 - Develop and implement the Action Plan of the Customer Service Policy and Strategy 2019-2020

- » Risk and OHS Management
 - Enhance our OHS systems and procedures for the organisation 2019-2021
 - Implement child safety standards across the organisation 2019-2021

Resources

(Financial, ICT,
Workforce)

Existing resources:

STRATEGIC OBJECTIVE 1: PROVIDING GOOD GOVERNANCE AND LEADERSHIP

CONTEXT 1C: OUR BUSINESS & SYSTEMS

Definition	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.	
Challenges	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.	
Benefits	<ul style="list-style-type: none"> » Value for money services » Less duplication of effort » Risk is understood and mitigated » Improved organisational intelligence for decision making » Improved integration and streamlining of systems and processes 	
Actions	<ul style="list-style-type: none"> » Legislative and Regulatory <ul style="list-style-type: none"> - Review the Local Law - Review the Municipal Planning Scheme - Develop an Enforcement Policy » ICT <ul style="list-style-type: none"> - Implement Phase 3 (GIS replacement) of the Digital Strategy - Develop and implement a Project Management Framework » Service Reviews <ul style="list-style-type: none"> - Develop service plans for all services - Undertake service reviews in accordance with the policy and framework and determined by Council - Align finance system with service plans, systems views and ESC requirements » Financial Sustainability <ul style="list-style-type: none"> - Annually review the Long Term Financial Plan - Annually review the need to make a rate cap variation application - Develop shared services opportunities with other local governments, community and private sector organisations - Seek funding for new, upgrade and renewed community facilities from State and Federal Governments 	<ul style="list-style-type: none"> 2019 2019-2020 2019 2019-2021 2020-2021 2019-2021 2019-2021 2019-2020 2019-2021 2019-2021 2019-2021 2019-2021

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

Budget is required to:

- » Review the Local Law (current resources)
 - » Implement the Maintenance Management System
 - » Implement Phase 3 (GIS replacement) of the Digital Strategy
 - » 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

» Develop the Gateways Strategy	2019-2021
» Work with relevant authorities to ensure that flooding risks are addressed and flood mapping incorporated into the planning scheme	2019-2021
» Review and implement a Bacchus Marsh Avenue of Honour Management Plan	2019-2020
» Implement an Energy Efficient Street Lighting Plan	2019-2020
» Complete Bald Hill Activation Plan Feasibility Study	2019-2020

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

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

» Implement the action plan of the Moorabool Sustainable Environment Strategy	2019-2021
» Waste Management - Review the Waste Strategy (2015)	2020-2021
» Develop an Open Space Integrated Water Management Plan	2019-2020
» Develop and implement a policy on allocation, use and trading of water for Council water assets	2019-2020
» Complete a Waterway and Stormwater Management Strategy	2019-2021

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

- » Allocate reserve funds for a landfill review
- » Resource waterway and stormwater development uses

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	<ul style="list-style-type: none"> » 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 	
Actions	<ul style="list-style-type: none"> » Include the following strategic documents into the Planning Scheme <ul style="list-style-type: none"> - Recommendations from Planning Scheme Review Report - Ballan Strategic Directions - West Moorabool Heritage Study » Implement the adopted Small Towns and Settlement Strategy <ul style="list-style-type: none"> - Prepare structure plans for the key growth towns - Develop a program for services and utilities in small towns » Develop a long term strategy for the Bacchus March Civic Precinct » Review future opportunities for the Darley Civic Precinct 	<p>2019-2021</p> <p>2020-2021</p> <p>2019-2021</p> <p>2019-2021</p>
Resources (Financial, ICT, Workforce)	Budget is required to: <ul style="list-style-type: none"> » Incorporate strategic documents into the Planning Scheme » Implement actions of the Small Town Strategy » Finalise land use strategic projects 	

STRATEGIC OBJECTIVE 3: STIMULATING ECONOMIC DEVELOPMENT

CONTEXT 3B: INVESTMENT & EMPLOYMENT

Definition	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.	
Challenges	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.	
Benefits	<ul style="list-style-type: none"> » Increased economic investment and job growth » Improved lifestyles » Decreased travel » Increased community cohesion » Improved employment and education opportunities » Stimulated local economy and creating more resilient communities » Connect local people to local jobs 	
Actions	<ul style="list-style-type: none"> » Implement the action plan of the Economic Development Strategy » Facilitate Parwan Employment Precinct planning and marketing » Construct the Ballan depot » Advocate, resource and implement the Bacchus Marsh Integrated Transport Strategy (BMITS) action plans including: <ul style="list-style-type: none"> - Finalise the alignment for Bacchus Marsh Eastern Link Road (with VicRoads and VPA) - Pursue Gisborne Road/Grant Street capacity improvement projects (with VicRoads) - Refer Council's BMITS infrastructure actions to the long term capital program » Advocate for improved Ballarat Line rail and integrated public transport outcomes through the Ballarat Line Action Committee (BRAC) 	<p>2019-2021</p> <p>2019-2021</p> <p>2019-2021</p> <p>2019-2021</p> <p>2019-2021</p> <p>2019-2021</p>

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

Budget is required to:

- » Implement the action plan of the Economic Development Strategy
 - » Facilitate the Parwan Employment Precinct planning and marketing
 - » Construct the Ballan Depot
 - » Implement Bacchus Marsh Integrated Transport Strategy (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

Definition	Enhanced community health and wellbeing is achieved through the intersection of enhanced economic, social, built and natural environments.
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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.
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Benefits	<ul style="list-style-type: none">» 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
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Actions	<ul style="list-style-type: none">» Health & Wellbeing Plan<ul style="list-style-type: none">- Implement the advocacy and partnership plan to attract investment in government and non-government services in the municipality 2019-2021- Facilitate and support existing and emerging arts and cultural development groups and activities across the municipality 2019-2021» Municipal Early Years Plan<ul style="list-style-type: none">- Plan and design the proposed West Maddingley Community Facility 2019-2021- Adopt a revised Municipal Early Years Plan (MEYP) 2020-2021» Recreation and Leisure Strategy<ul style="list-style-type: none">- Design indoor courts in Bacchus Marsh 2019-2020- Construct stage 1 of the Bacchus Marsh Racecourse Recreation Reserve 2019-2020- Revise the Recreation and Leisure Strategy (incorporating Hike and Bike Strategy) 2020-2021- Finalise the Open Space Framework including beautification and irrigation of neighbourhood parks 2019» Community Development Strategy<ul style="list-style-type: none">- Revise the Community Development Strategy (incorporating the Volunteer Strategy and an Arts and Culture Strategy) 2020-2021» Youth Strategy<ul style="list-style-type: none">- Undertake a Master Plan including concept and cost plan for a youth space at Rotary Park, including the Andy Arnold Facility 2019-2020- Deliver the Youth Engagement Support (YES) program to support young people to remain engaged in education or employment 2020-2021- Advocate and support the development of programs and services to increase employment opportunities for young people 2019-2021
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**Resources
(Financial, ICT,
Workforce)**

Budget is required to:

- Plan and design the proposed West Maddingley Community Facility
 - Construct Stage 1 of the Bacchus Marsh Racecourse Recreation Reserve
 - Plan and construct the new indoor sports facility
 - Undertake a Master Plan including concept and cost plan for a youth space at Rotary Park, including the Andy Arnold Facility
-

STRATEGIC OBJECTIVE 4: IMPROVING SOCIAL OUTCOMES

CONTEXT 4B: COMMUNITY CONNECTEDNESS AND CAPACITY

Definition	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.
Challenges	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.
Benefits	<ul style="list-style-type: none">» Healthier individuals and communities» Reduced social isolation and exclusion» Reduced anti-social behaviour» More resilient and self -reliant individuals and communities
Actions	<ul style="list-style-type: none">» Community Development and Volunteer Strategies<ul style="list-style-type: none">- Develop and deliver a community group capacity building program 2019-2020» Emergency Management Plan<ul style="list-style-type: none">- Deliver community emergency management education program 2019-2021
Resources (Financial,ICT, Workforce)	Budget is required to: <ul style="list-style-type: none">» Develop and deliver the community group capacity building and sustainability program

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

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.29).
- 2. Strategic Progress Indicators:** Council will measure results and progress in implementing Council's Strategic Actions in the Annual Report each year (p.30).

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
Providing Good Governance and Leadership	Increase community satisfaction score (overall performance)	54 (2017)	60	70	80
	Increase staff satisfaction score (1-5 scale)	2.5	3.5	4.5	5
	Increase BEX score (out of 1000)	506 (2018)	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%
Minimising Environmental Impact	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	1.17%	15%	25%	40%
	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%
Stimulating Economic Development	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	41.2% (2016) ¹	42.0%	44.0%	60.0%
	Increase number of local jobs as % of total jobs for employed Moorabool residents	0.47%	0.46%	0.46%	0.52%
	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	75%	60%	40%	20%
Improving Social Outcomes	Improvement in SEIFA score	1010.0 (2016) ²	1009.0	1010.0	1011.0
	Percentage of people that volunteer	21.6% (2016) ³	22.0%	23.0%	25.0%
	Percentage of people self-reporting health as excellent or very good	47.5% ⁴	48.0%	49.0%	50.0%
	Percentage of children developmentally vulnerable on one or more developmental domains	15.6% ⁵	15.0%	12.0%	10.0%
	Percentage of people undertaking adequate physical activity	41.4% ⁶	43.0%	47.0%	50.0%
	Percentage of people requiring assistance with core activities	4.6% ⁷	4.6%	4.3%	4.0%
	Proportion of adults feeling safe walking in their street at night	63.1% (2015) ⁸	63.5%	64%	65%
	Rate of family violence incidents (per 100,000 people)	1502 (2015/16) ⁹	1480	1400	1300

1. Australian Bureau of Statistics - Census of Population and Housing - 2016

2. ABS Report 2033.0.55.001 (Index of Relative Socio-Economic Disadvantage by Local Government Area and percentile within Victoria)

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

4. Victorian Population Health Survey (Department of Health) - linked to health and wellbeing plan

5. Australian Early Development Census - linked to Municipal Early Years Plan

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

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

8. VicHealth Indicators 2015 - linked to health and wellbeing plan

9. 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	C			
	Review Asset Policy and Strategy	C			
	Review Asset Management Plans - Transport		C		
	Review Asset Management Plans - Buildings		C		
	Review Asset Management Plans - Water		C		
	Review Asset Management Plans - Open Space		C		
	Produce State of the Assets Reports		C		
	Produce 10 Year Capital Improvement Programs	C	C	✓	✓
	Deliver Annual Capital Improvement Programs	C	C	✓	✓
	Develop and implement a Fleet & Plant Strategy		M	✓	
	Finalise the Community Infrastructure Framework		M	✓	
	Develop a framework for Asset Handover		M	M	✓
	Develop Infrastructure policies for nature strips, bores/standpipes, and graffiti (traffic calming, unmade road reserves completed)	C	C	✓	✓
1B Our People	Councillor Development – induction and ongoing professional development	C	C	✓	✓
	Prepare an Organisational Development Strategy		C		
	Revise the Community Engagement Policy and Framework			C	
	Review the PR Communications and Marketing Strategy	C			
	Develop and implement the actions from the Communications Plan		C	C	C
	Review the Customer Service Policy & Strategy		M	✓	
	Develop and implement the action plan of the Customer Service Policy and Strategy		M	✓	
	Develop an OHS Strategy	C			
	Enhance OHS systems and procedures	C	C	✓	✓
	Review the Risk Management Strategy and Framework		C		
	Review identified corporate, strategic and operational risks	C	C	C	C
	Implement child safety standards across the organisation	C	C	✓	✓

n = not completed c = completed m = modified ✓ = action ongoing

STRATEGIC PROGRESS INDICATORS

PROVIDING GOOD GOVERNANCE & LEADERSHIP (CONT)

STRATEGIC CONTEXT	STRATEGIC ACTION	2017-2018	2018-2019	2019-2020	2020-2021
1C Our Business and Systems	Review the Local Law	M	M	✓	
	Review the Municipal Planning Scheme	M	M	✓	
	Develop an Enforcement Policy		M	✓	
	Implement Phases 2 (Intranet) of the Digital Strategy	N	C		
	Implement Phases 3 (GIS replacement) of the Digital Strategy	M	M	✓	✓
	Streamline integrated corporate reporting systems and methods	C			
	Implement the Maintenance Management System	C			
	Develop and Implement a Project Management System		M		✓
	Develop Service Plans for all services	C	C	✓	✓
	Undertake service reviews as determined by Council	C	C	✓	✓
	Align the finance system with service plans, systems views and ESC requirements		M	✓	
	Annually review the Long Term Financial Plan	C	C	✓	✓
	Annually review the need to make a rate cap variation	C	C	✓	✓
	Review the Rating Strategy	C	C		
	Identify and develop shared services with other LGs, community and private sector organisations	M	C	✓	✓
Seek funding for new, upgrade and renewed community facilities	C	C	✓	✓	

n = not completed c = completed m = modified ✓ = action ongoing

STRATEGIC PROGRESS INDICATORS

2. MINIMISING ENVIRONMENTAL IMPACT

STRATEGIC CONTEXT	STRATEGIC ACTION	2017-2018	2018-2019	2019-2020	2020-2021
2A Built Environment	Develop the Gateway Strategy	C	M	✓	✓
	Implement the Gordon Infrastructure Plan and the Gordon Structure Plan	C	C		
	Finalise a review of the Bacchus Marsh Aerodrome	C			
	Work with relevant authorities to ensure that flooding risks are addressed, and flood mapping incorporated into the Planning Scheme.	C	M	✓	✓
	Review and implement a Bacchus Marsh Avenue of Honour Management Plan	N	N	✓	
	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	C			
	Complete Bald Hill Activation Plan Feasibility Study		M	✓	
	Prepare and revise a rolling cycle of Reserve Master Plans	C	C	✓	✓
2B Natural Environment	Implement the action plan of the Moorabool Sustainable Environment Strategy	C	C	✓	✓
	Complete a trial and undertake a review of the green waste service		C		
	Undertake an audit of closed landfills		C		
	Determine Council's position on hard waste	C			
	Review the 2015 Waste Strategy				✓
	Develop an Open Space Integrated Water Management Plan	N	N	✓	
	Develop and implement a policy on allocation, use and trading of water for Council water assets	N	N	✓	
	Complete a Waterway and Stormwater Management Strategy			M	✓

n = not completed c = completed m = modified ✓ = action ongoing

STRATEGIC PROGRESS INDICATORS

3. STIMULATING ECONOMIC DEVELOPMENT

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

n = not completed c = completed m = modified ✓ = action ongoing

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	M	C	✓	✓
	Adopt a leadership statement on the issue of violence against women to increase community awareness and demonstrate Council's commitment to the issues	C			
	Facilitate and support existing and emerging arts and cultural development groups and activities across the municipality	C	C	✓	✓
	Adopt a revised Health and Well Being Plan	C			
	Plan and construct the West Maddingley Community Facility			M	✓
	Adopt a revised Municipal Early Years Plan (MEYP)				✓
	Implement the Reserve Management Framework	C	C	C	C
	Prepare sport specific feasibility studies and strategies	C	M		
	Design indoor courts in Bacchus Marsh			✓	✓
	Construct stage 1 of the Bacchus Marsh Racecourse Recreation Reserve	✓	M	✓	
	Review feasibility of the timing of the proposed Bacchus Marsh Indoor Aquatic Centre and include a feasibility study on the construction and location of splash parks.	C			
	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 Masterplan for the Ballan Recreation Reserve	C			
	Finalise Open Space Framework including beautification and irrigation of neighbourhood parks	M	M	✓	
	Prepare a directions paper to deliver Aged Services in a consumer directed care environment	C			
	Facilitate the transition of eligible clients to the NDIS	C			
	Prepare a revised Age Well Live Well Strategy and Access and Inclusion Plan		C		C
	Undertake a Master Plan including concept and cost plan for Rotary Park including the Andy Arnold Facility		M	✓	

n = not completed c = completed m = modified ✓ = action ongoing

STRATEGIC PROGRESS INDICATORS

4. IMPROVING SOCIAL OUTCOMES (CONT)

STRATEGIC CONTEXT	STRATEGIC ACTION	2017-2018	2018-2019	2019-2020	2020-2021
	Deliver the Youth Engagement Support (YES) program to support young people to remain engaged in education or employment		M	M	✓
	Advocate and support the development of programs and services to increase employment opportunities for young people	M	C	✓	✓
	Revise and adopt the Youth Strategy	M	C		
	Undertake a feasibility study to inform the future provision of library services in Ballan	C			
	Conduct a trial period of extended opening hours for the Lerderderg Library	C			
4B Community Connectedness and Capacity	Develop and deliver a community group capacity building and sustainability program		M	✓	
	Deliver community emergency management education program	C	C	✓	✓

n = not completed c = completed m = modified ✓ = action ongoing



STRATEGIC RESOURCE PLAN

The Financial Plan is based on the following key assumptions:

- CPI is based on 2.25% for 2018/19 and 2.5% thereafter
- 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 2.25% per annum with an allowance for population growth
- Employee costs indexed in line with year two of the Enterprise Bargaining Agreement and includes allowances for banding movements
- Other revenue will increase by 2.25% 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
- Average rate increase of 2.11% in 2018/19
- 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 four years in terms of revenues, expenses and other gains/losses.

Comprehensive Income Statement

FOR THE FOUR YEARS ENDING 30 JUNE 2022

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Income					
Rates and charges	32,370	33,889	35,434	37,218	38,950
Statutory fees and fines	866	885	909	933	959
User fees	2,445	2,895	2,893	3,029	3,168
Grants - Operating (recurrent)	8,939	9,441	9,743	10,199	10,662
Grants - Operating (non-recurrent)	428	350	324	343	362
Grants - Capital (recurrent)	1,452	526	879	900	900
Grants - Capital (non-recurrent)	2,566	1,784	0	650	1,450
Contributions - monetary	80	3,990	996	4,659	5,693
Contributions - non-monetary assets	4,635	4,739	4,858	4,979	5,104
Other income	3,779	990	1,015	1,040	1,066
Interest received	445	565	718	778	785
Total income	58,006	60,053	57,767	64,728	69,098
Expenses					
Employee costs	18,522	20,092	20,929	21,578	22,389
Materials and services	19,150	15,318	16,343	16,103	16,531
Depreciation and amortisation	9,664	9,842	10,781	11,558	12,645
Finance costs	800	785	837	782	648
Other expenses	722	541	555	569	583
Loss on disposal of property, infrastructure, plant and equipment	1,474	1,573	1,500	1,500	1,500
Total expenses	50,332	48,151	50,945	52,090	54,295
Surplus (deficit) for the year	7,673	11,902	6,822	12,638	14,802
Other comprehensive income					
Items that will not be reclassified to surplus or deficit:					
Impairment of fire impacted infrastructure	0	0	0	0	0
Net asset revaluation increment/(decrement)	35,682	0	39,740	0	44,039
Share of other comprehensive income of associates and joint ventures accounted for by the equity method	0	0	0	0	0
Comprehensive result	43,355	11,902	46,562	12,638	58,841

STRATEGIC RESOURCE PLAN

2. Balance Sheet

The Balance Sheet provides a snapshot of the Council's expected financial position at the end of each of the next four years. It shows the total of what is owned (assets) less what is owed (liabilities). The bottom line of this statement is net assets which is the net worth of Council.

Balance Sheet

FOR THE FOUR YEARS ENDING 30 JUNE 2022

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	12,517	19,130	22,376	25,618	23,594
Trade and other receivables	6,138	4,852	5,001	5,193	5,371
Other assets	357	357	357	357	357
Total current assets	19,011	24,339	27,734	31,168	29,322
Non-current assets					
Trade and other receivables	112	112	112	112	112
Property, infrastructure, plant & equipment	520,470	532,540	577,426	586,477	643,125
Total non-current assets	520,582	532,652	577,539	586,590	643,237
Total assets	539,593	556,991	605,273	617,758	672,559
Liabilities					
Current liabilities					
Trade and other payables	3,905	3,965	4,224	4,168	4,279
Trust funds and deposits	743	743	743	743	743
Provisions	4,490	5,019	5,567	6,132	6,718
Interest-bearing loans and borrowings	1,121	1,120	727	4,804	0
Total current liabilities	10,258	10,847	11,261	15,847	11,739
Non-current liabilities					
Provisions	1,607	1,668	1,732	1,797	1,865
Interest-bearing loans and borrowings	11,127	15,973	17,215	12,410	12,410
Total non-current liabilities	12,734	17,641	18,946	14,207	14,275
Total liabilities	22,992	28,488	30,208	30,054	26,014
Net assets	516,601	528,503	575,065	587,703	646,545
Equity					
Accumulated surplus	157,651	168,430	172,727	182,505	199,918
Asset revaluation reserve	350,362	350,362	390,102	390,102	434,141
Other reserves	8,588	9,711	12,236	15,096	12,485
Total equity	516,601	528,503	575,065	587,703	646,545

STRATEGIC RESOURCE PLAN

3. Cashflow

The Cash Flow Statement shows what is expected to occur during the next four 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 2022

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	32,821	35,174	35,285	37,026	38,772
Statutory fees and fines	866	885	909	933	959
User fees	2,445	2,895	2,893	3,029	3,168
Grants - operating	9,367	9,791	10,067	10,542	11,024
Grants - capital	4,018	2,310	879	1,550	2,350
Contributions - monetary	0	3,990	996	4,659	5,693
Interest received	445	565	718	778	785
Other receipts	4,671	990	1,015	1,040	1,066
Employee costs	(17,950)	(19,501)	(20,318)	(20,948)	(21,735)
Materials and consumables	(19,290)	(15,258)	(16,083)	(16,159)	(16,420)
Other payments	(728)	(541)	(555)	(569)	(583)
Net cash provided by operating activities	16,665	21,299	15,804	21,881	25,078
Cash flows from investing activities					
Payments for property, plant and equipment	(13,461)	(19,051)	(12,882)	(17,451)	(21,978)
Proceeds from sale of property, plant and equipment	396	305	313	320	328
Net cash used in investing activities	(13,066)	(18,746)	(12,570)	(17,130)	(21,650)
Cash flows from financing activities					
Finance costs	(794)	(785)	(837)	(782)	(648)
Proceeds from borrowings	0	5,966	1,969	0	0
Repayment of borrowings	(1,364)	(1,121)	(1,120)	(727)	(4,804)
Net cash provided by (used in) financing activities	(2,157)	4,060	12	(1,509)	(5,452)
Net (decrease) increase in cash & cash equivalents	1,442	6,613	3,247	3,242	(2,024)
Cash and cash equivalents at beginning of the financial year	11,074	12,517	19,130	22,376	25,618
Cash and cash equivalents at end of the financial year	12,517	19,130	22,376	25,618	23,594

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 four 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 five years. Including the Bacchus Marsh Racecourse and Recreation Reserve Upgrade. Council is forecasting in excess of \$25 million of expenditure across its major projects program, to support the rapid growth in population in the coming five years.

STRATEGIC RESOURCE PLAN

Statement of Capital Works

FOR THE FOUR YEARS ENDING 30 JUNE 2022

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Property					
Land	0	0	295	0	0
Buildings	449	657	444	602	2,758
Building improvements	0	0	0	0	0
Total property	449	657	739	602	2,758
Plant and equipment					
Plant, machinery and equipment	1,518	1,960	1,321	2,064	2,261
Computers and telecommunications	0	529	358	485	610
Library books	102	105	76	96	121
Total plant and equipment	1,620	2,594	1,754	2,644	2,993
Infrastructure					
Roads	6,847	9,019	5,703	7,890	7,225
Bridges	870	326	221	299	376
Footpaths	1,417	638	431	584	736
Drainage	0	0	100	120	200
Recreational, leisure and community facilities	1,656	5,779	3,728	5,119	7,452
Parks, open space and streetscapes	0	18	180	175	215
Other infrastructure	602	20	26	18	23
Total infrastructure	11,392	15,800	10,389	14,205	16,228
Total capital works expenditure	13,461	19,051	12,882	17,451	21,978
Represented by:					
Asset renewal expenditure	9,122	10,602	7,169	9,711	12,231
New asset expenditure	2,905	7,369	4,983	6,750	8,501
Asset upgrade expenditure	1,433	1,081	731	990	1,247
Asset expansion expenditure	0	0	0	0	0
Total capital works expenditure	13,461	19,051	12,882	17,451	21,978

STRATEGIC RESOURCE PLAN

- NON-FINANCIAL RESOURCES

- 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 2022

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Staff expenditure					
Employee costs - operating	18,522	20,092	20,929	21,578	22,389
Employee costs - capital	920	910	948	977	1,014
Total staff expenditure	19,442	21,002	21,877	22,556	23,403
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	215	220	222	223	225
Total staff numbers	215	220	222	223	225

CONTACTING COUNCIL

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

Website: www.moorabool.vic.gov.au

Email: info@moorabool.vic.gov.au

Mail to: PO Box 18, Ballan, 3342

Interpreter and TTY service available



moorabool shire council



@mooraboolshire



Moorabool Vision 2021

VIBRANT AND RESILIENT COMMUNITIES
WITH UNIQUE IDENTITIES

7.3 Victorian Government Country Football Netball program 2019-20

Author: Ian Waugh
General Manager: Danny Colgan

Introduction

The purpose of the report is to advise Council of the outcomes of the Expression of Interest (EOI) process completed for the Victorian Government 2019-20 Country Football Netball Program (CFNP) and endorse the grant application for the Wallace Recreation Reserve Oval Irrigation project.

Background

The CFNP is a Victorian Government funding program delivered in partnership with the AFL, AFL Victoria and Netball Victoria which provides funding to assist grassroots country football and netball clubs, associations and umpiring organisations to develop facilities in rural, regional and outer metropolitan locations.

Grants of up to a total **maximum of \$100,000** (excluding GST) are available for projects that improve facilities, including new or redeveloped change rooms, installation of improved turf, drainage and irrigation, new or upgraded netball courts or installation of sports lighting for courts or ovals. This can comprise of **one large project seeking \$100,000 or up to three smaller projects across different sites**.

Only local Councils are able to submit applications, and the Moorabool Shire has a required funding ratio of Sport and Recreation Victoria (SRV) \$2:\$1 local. The 'local' funding can comprise of both Council and club cash and in-kind contributions. Funding models are encouraged that demonstrate stakeholder commitment to the project.

All of the country football and netball clubs within the municipality were given the opportunity to register their interest via an expression of interest (EOI) process. Correspondence was circulated to all Football Netball Clubs in the Shire notifying them of the program and requesting EOIs to be submitted.

Two Expressions of Interest were received from Moorabool clubs – Dunnstown Recreation Reserve Committee and Darley Football Netball Club. Officers have reviewed the two (2) submissions and recommend that neither project proposal proceed to the final application stage for submission to SRV in this round of funding. The EOIs were reviewed by Council's officers and evaluated considering the following criteria:

- Alignment with CFNP guidelines
- Alignment with Council advocacy projects list
- Alignment with Council strategic documents including master plans and the Recreation & Leisure Strategy 2015-2021
- Alignment with regional football and netball plans
- Project scope, design and costing development and clarity
- Compliance with relevant sporting codes and standards
- Project shovel readiness
- Financial contributions and risk for Council
- Financial contributions from clubs
- Compliance with funding ratio requirements

Proposal

It is proposed that the Council does not submit an application for the following projects in this round of funding and Council officers continue to work with the clubs to further develop the project proposals for future funding consideration:

Dunnstown Community Centre Unisex Change Rooms Upgrade

This project proposal was submitted under the previous round of the Victorian Government's Female Friendly Facilities Fund (FFFF); however, the application was unsuccessful in progressing past the Expression of Interest stage following assessment from Council officers and feedback from Sport and Recreation Victoria (SRV) that further demonstration of female participation and planning was required as well as further development on the pavilion plans and costings.

The Dunnstown Recreation Reserve Committee of Management and user groups had previously developed preliminary concept plans and basic cost estimates for redevelopment of the pavilion. These plans include components such as a meeting room, storage room, entry space, toilets and kitchen facilities based around the social space in the pavilion, however these components are beyond the scope of the CFNP guidelines. The redevelopment of the player and umpires change rooms and amenities identified in the plans would be the focus of the CFNP EOI application and act as a 'Stage 1' of the pavilion development.

To address and demonstrate the female participation outcomes desired by Sport & Recreation Victoria (SRV), the Dunnstown Recreation Reserve Committee of Management, Dunnstown Football Club, Dunnstown Netball Club, Dunnstown Tennis Club and Dunnstown Cricket Club are partnering with the Moorabool Shire in the 'Girls in Sport' project which aims to identify barriers to participation and develop an action plan to address these barriers moving forward, as well as participation in the This Girl Can and Premier's Active April campaigns.

Scope: Upgrade of the existing player and umpire change rooms and amenities to be unisex facilities to support both male and female participation at the reserve

Proposed Funding Model:	Proposed <u>Project Budget:</u>	<u>\$200,000</u>
	Dunnstown user groups	\$50,000 cash contribution
	Moorabool Shire	\$50,000 from CIP
	Required grant funding	\$100,000

Since the submission of the EOI the user groups have engaged qualified consultants to refine the pavilion plans and develop an associated cost plan from a quantity surveyor. This cost plan was intended to confirm project cost estimates against the proposed project budget.

The cost plan for the proposed pavilion redevelopment has outlined an estimated 'Stage 1' cost relating to the CFNP EOI of \$299,811 ex GST which is beyond the proposed project budget of \$200,000.

Whilst this project meets the CFNP funding ratio and is considered the most shovel ready of the EOI's received, the maximum dollar amounts available through the CFNP (\$100,000) and the user groups financial contributions (\$50,000), it would leave a funding shortfall of \$99,811 based on the indicative Council contribution of \$50,000 in the draft Council budget.

Funding Status:	<u>Project Cost Estimate</u>	<u>\$299,811</u>
	Dunnstown user groups	\$50,000
	CFNP Grant	\$100,000 (if application successful)
	Moorabool Shire	\$50,000 (draft 2019-20 CIP budget)
	Funding Shortfall	\$ 99,811

As such, it is recommended that Council officers, in partnership with the Dunnstown user groups, work to identify future SRV funding program opportunities which offer greater State Government funding contribution opportunities to help meet the indicative project funding shortfall.

Darley Park Community Courts Upgrade

Scope: Re-surfacing, line marking and new netball rings for the disused courts area at Darley Park

Proposed Funding Model:	<u>Proposed Project Budget:</u>	<u>\$135,000</u>
	Darley FNC	\$0
	Moorabool Shire	\$35,000
	Required grant funding	\$100,000

Officers will undertake further project development work with the club. This will primarily focus on clarification of scope of works, development of more detailed and compliant designs (e.g. courts plans) as required in the CFNP guidelines, obtaining quotes which match the proposed project budget, confirmation of the required funding ratios and the associated Club/Council contributions to enable the unsuccessful project to be in a ‘shovel ready’ position when future funding programs are announced.

Should an alternate SRV funding program become available which would allow more significant investment into the Dunnstown project, or when the Darley Park court project scope and costings are further refined, a financial contribution from Council may then be recommended as part of the funding models to deliver these community projects in the future.

Based on the above information, no funding submission would be made to the Victorian Government 2019-20 Country Football Netball Program (CFNP) for either of the project proposals received through the EOI process. The two clubs who submitted an EOI would need to be informed of this outcome.

However, following this process the Wallace Recreation Reserve Oval Irrigation project was identified as an alternate project which may be suitable to be submitted for funding under this round of the CFNP. This project is listed on Council’s Capital Improvement Program (CIP) project list and Priority Projects and Advocacy list to be delivered. Oval irrigation plans and cost estimates, as well as liaison with relevant stakeholders will need to be completed prior to the CFNP submission deadline of 3 June 2019.

Subject to oval irrigation plans and cost estimates being completed, the proposed Council contribution from the 2019-20 Council budget would be \$50,000 with a funding request of \$100,000 from the 2019-20 CFNP.

Proposed Funding Model:	<u>Proposed Project Budget</u>	<u>\$150,000</u>
	Springbank FNC	\$0
	CFNP Grant	\$100,000 (if application successful)
	Moorabool Shire	\$50,000 (draft 2019-20 CIP)

Expression of Interest Evaluation

The following table summarises the assessment process undertaken by Officers to determine which applications were considered suitable to progress to the submission stage. MSC received expressions of interest from two Moorabool clubs and evaluated their submissions using the following evaluation matrix.

Evaluation Criteria	Club	Dunnstown Football Club	Darley Football Netball Club
	Reserve	Dunnstown Recreation Reserve	Darley Park
	Project	Dunnstown Community Centre Unisex Change Rooms Upgrade	Darley Park Community Courts Upgrade
Funding Ratio Compliant		Yes	No
Costing Estimates		Since submission of the EOI, further pavilion plans, and an associated cost plan have been completed which indicates a cost estimate of \$411,873 (ex GST) for the project. This amount is significantly more than the proposed project budget.	Quote for \$50,000 (ex GST) was submitted for asphaltting of the existing disused courts area. Quote does not match the proposed project budget of \$135,000 and lacks details required for a funding application. Funding ratio as per the CFNP guidelines was also not met.
Alignment with CFNP Guidelines		Yes	Yes
Present in Council Advocacy Projects List		No	No
Shovel Ready		High	Low
General Comments		User groups have been working in partnership with Council to address the feedback received from the previous EOI submitted for the project. Given the subsequent cost plan completed, the project should be deferred to a future funding program. This will be communicated with the community and a subsequent review of the project funding model to be addressed.	It is proposed that a qualified courts contractor conducts a site assessment and provides a proposal including a full scope of works, courts concept plan and associated cost estimates to inform future funding applications for the club.
Supports participation outcomes		Yes	Yes
Overall Assessment Ranking		Not recommended	Not recommended

Policy Implications

The 2017– 2021 Council Plan provides as follows:

Strategic Objective 4 Improving social outcomes

Context 4A Health and wellbeing

The Expression of Interest process completed, and proposal to submit an application for potential funding under the Victorian Government Country Football Netball Program is consistent with the 2017-2021 Council Plan.

Financial Implications

The CFNP funding program has been discussed by the Capital Improvement Program Control Group and the proposed Council contribution to the project cost has been incorporated into the draft proposed CIP for 2019/20.

The proposed council contribution requested towards the project dependant on the outcome of the application is as follows:

Wallace Recreation Reserve Oval Irrigation – a \$50,000 contribution has been included in the draft Capital Improvement Program for the 2019/20 Council budget.

The Council contribution, and submission of the CFNP full application, is also subject to the completion of the oval irrigation plan and cost estimate being in alignment with, or below, the proposed project budget of \$150,000.

Should an alternate SRV funding program become available which would allow more significant investment into the Dunnstown project, or when the Darley Park court project scope and costings are further refined, a financial contribution from Council may then be recommended as part of the funding models to deliver these community projects in the future.

Risk & Occupational Health & Safety Issues

Risk Identifier	Detail of Risk	Risk Rating	Control/s
Community Needs	Current community needs for additional capacity at facilities for both males and females will not be met if facility improvements are not made	Medium	Strategic planning to ensure that priority projects are identified and included in Council's strategic financial planning and capital improvement program to allow opportunities for leveraging of funds
Financial	Funding required to deliver identified improvements to the facilities	Medium	Planning completed to ensure that projects are identified within Council's strategic financial plans and external grant funding and club contribution can be added to the project funding models.

Communications and Consultation Strategy

The outcomes of this report will be communicated to all clubs who submitted expressions of interest.

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

It is recommended that the Wallace Recreation Reserve Oval Irrigation project progresses to full application and is submitted for funding under the Victorian Government's 2019-20 Country Football Netball Program (CFNP) with an indicative Council contribution of \$50,000 from the 2019-20 budget.

It is recommended that neither of the project proposals from Dunnstown Recreation Reserve and Darley Park submitted via the Expression of Interest (EOI) process for the 2019-20 Country Football Netball Program (CFNP) progress to full application.

The Dunnstown project requires further funding either from Council or an alternate funding program through SRV to address the funding shortfall identified following the completion of the formal project cost plan. The Darley Park project proposal requires further development including the scoping, costing and a funding model to meet the SRV funding ratio requirements.

It is proposed that Council officers continue to work with these clubs to further develop the project proposals and to identify future funding offered through SRV which may be appropriate for funding based on the scope and cost of each project.

Recommendation:

That Council, subject to allocation of Council's contribution in the 2019/2020 budget, and subject to alignment of the project cost estimate with the proposed project budget, endorses the submission of the following project for funding under the State Government Country Football Netball Program 2019-20:

- Wallace Recreation Reserve Oval Irrigation (\$50,000 Council contribution towards project).

Report Authorisation**Authorised by:****Name:**

Danny Colgan

Title:

General Manager Community Development

Date:

Wednesday 8 May 2019

8. FURTHER BUSINESS AS ADMITTED BY UNANIMOUS RESOLUTION OF COUNCIL

9. 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

10. MEETING CLOSURE