

# Agenda

## For the Ordinary Council Meeting

**Location:** Council Chambers, Municipal Offices  
62-68 Ovens Street, Wangaratta

**Date:** Tuesday, 16 April 2019

**Time:** 6PM



RURAL CITY OF  
**WANGARATTA**

Brendan McGrath  
Chief Executive Officer





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## Rural City of Wangaratta Live Stream

Clause 91(4) of the Governance and Meeting Conduct Local Law provides the following:

*“This public meeting is being recorded to improve access to the meeting for our community. The recording will be published and will be retained by Council in accordance with Council’s legal obligations. As a visitor in the public gallery, your presence may be recorded.”*

### 1. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

*We acknowledge the traditional owners of the land on which we are meeting. We pay our respects to their Elders past present and emerging and to Elders from other communities who may be here today.*

### 2. OPENING PRAYER

*Almighty God, we humbly ask thee to bless and guide this council in its deliberations so that we may truly preserve the welfare of the people whom we serve. Amen*

### 3. PRESENT

### 4. ABSENT

### 5. ACCEPTANCE OF APOLOGIES & GRANTING OF LEAVE OF ABSENCE

#### RECOMMENDATION:

***THAT <<ENTER TEXT>> BE GRANTED LEAVE OF ABSENCE FOR THE PERIOD <<ENTER TEXT>> TO <<ENTER TEXT>> .***

## ORDER OF BUSINESS

### 6. CITIZEN CEREMONY

### 7. CONFIRMATION OF MINUTES

#### RECOMMENDATION:

***That Council read and confirm the Minutes of the Ordinary Meeting of 19 March 2019 and the Special Meeting of 8 April 2019 as a true and accurate record of the proceedings of the meetings.***

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**8. CONFLICT OF INTEREST DISCLOSURE**

In accordance with sections 77A, 77B, 78 and 79 of the *Local Government Act 1989* Councillors are required to disclose a '*conflict of interest*' in a decision if they would receive, or could reasonably be perceived as receiving, a direct or indirect financial or non-financial benefit or detriment (other than as a voter, resident or ratepayer) from the decision.

**Disclosure must occur immediately before the matter is considered or discussed.**

**9. RECEPTION OF PETITIONS****10. HEARING OF DEPUTATIONS****PRESENTATION OF REPORTS****11. COUNCILLOR REPORTS**

Nil

**OFFICERS' REPORTS****12. EXECUTIVE SERVICES**

Nil

### 13. CORPORATE SERVICES

#### 13.1 COUNCIL BUDGET REPORT

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 16 April 2019  
**Author:** Manager - Finance  
**File Name:** NA  
**File No:** NA

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### Executive Summary

This report is presented to Council to consider endorsing the draft 2019/20 Annual Budget (draft Budget) at Attachment 1, for public consultation, in accordance with Section 223 of the Local Government Act 1989 (the Act).

#### **RECOMMENDATION:**

***That Council, in accordance with Sections 127 and 223 of the Local Government Act 1989:***

- 1. Endorses the release of the draft 2019/20 Annual Budget for community consultation and invites written submissions until 16 May 2019.***
- 2. Gives public notice seeking written submissions on the draft 2019/20 Annual Budget in The Chronicle and on Council's website.***
- 3. Appoints all Councillors as members, to a Council Committee, to hear any submitters requesting to be heard in support of their written submission on the draft 2019/20 Annual Budget.***
- 4. Sets a Council Committee meeting for the draft 2019/20 Annual Budget to be held at 3.00 pm on Thursday 23 May 2019, in the Council Chamber, Wangaratta Government Centre, Ovens Street, Wangaratta.***
- 5. Receives a further report outlining any submissions received on the draft 2019/20 Annual Budget, including a report on the Council Committee's proceedings and summary of hearings, and presenting the 2019/20 Annual Budget for consideration.***

#### Background

The Act provides that a council must:

- Prepare a budget for each financial year – Section 127(1).
- Ensure the budget contains financial statements, a description of services and initiatives, prescribed indicators of service performance and a

statement as to how these will contribute to achieving the strategic objectives specified in the Council Plan required by the regulations – Section 127(2)(a)(e).

- Give public notice of a proposed budget and make it available for public inspection for at least 28 days – Section 129(1) and (3)(b); so, submissions may be made in accordance with Section 223 of the Act.
- Adopt the budget and submit a copy to the Minister by 30 June each year – Section 130(3)(4).

The draft 2019/20 Annual Budget is linked to Council's objectives of providing high levels of appropriate services and a strong capital expenditure program.

Council's main aim within the draft 2019/20 Annual Budget is to plan for the City's long-term growth and financial sustainability. The draft Annual Budget is a strong guide for ongoing financial management and provides the community with a clear and transparent view of Council's financial position.

As of 1 July 2018, revaluations are conducted annually, with the Valuer General being the sole valuation authority. The majority of the revaluation has been completed. The current valuation is due for completion in June 2019, with valuations effective from 1 January 2019.

The draft Budget includes a total rate increase of 2.50 per cent across all properties in the municipality.

The charges levied for the kerbside collection of garbage, organics and recycling includes an increase of 6.0 per cent.

The draft Budget provides for:

- a total operating income of \$66.072 million
- a total operating expenditure of \$63.139 Million
- a surplus of \$2.933 million
- a Capital Works Program of \$41.323 million.

Highlights of the Capital Works program include:

- \$10.522 million for roads
- \$0.513 million for footpaths
- \$0.967 million for drainage
- \$0.850 million for kerb & channel
- \$3.271 million for recreation, leisure & community
- \$13.186 million for the construction of the aquatic facility
- \$2.029 million for waste management
- \$0.510 million for rural placemaking
- \$0.271 million for the library
- \$1.462 million for the cyclical replacement of plant and vehicle fleet.

It is proposed Council's Financial Hardship Policy be continued. Council will also continue to fund additional support to Pensioners through a rebate of \$46,235, to assist with the increased recycling costs.

This is particularly relevant given the State Government rate capping legislation, which commenced in 2016/17, with rate increases capped at 2.50 per cent in 2019/20 compared to 2.25 per cent in 2018/19.

In addition to rate capping, Council has a number of other significant cost and revenue impacts to consider in the development of the draft Budget. These include:

- Council's current Enterprise Agreement
- China's ban on processing recycling material.

Finding further efficiencies has been challenging. Over the past few years, there has been a focused program of reducing operating costs, while keeping investment in community infrastructure and services at relatively high levels.

The focus for the development of this and past budgets has been to strike a balance between maintaining current levels of service, reducing operational costs, and reviewing the way that some programs are delivered. This will become increasingly more difficult in future budgets.

### **Implications**

#### **Policy Considerations**

The draft 2019/20 Budget contains a number of programs and initiatives that support Council policy.

#### **Financial/Economic Implications**

Council has prepared the draft Budget in accordance with the principles of sound financial management and its adoption will ensure long term financial viability. The additional financial information contained within the draft 2019/20 Budget includes:

1. The estimated total amount to be raised by general rates is \$26.977 million.
2. The estimated total amount to be raised by a municipal charge is \$Nil.
3. The estimated total amount to be raised by waste collection charges (garbage, organics and recycling) is \$6.286million.
4. That an amount of \$14.364 million be borrowed to support the Aquatics facility and the North West growth corridor infrastructure requirements.
5. The cost of servicing borrowings during the financial year will be \$441,000.
6. The total amount of loans proposed to be redeemed during the financial year will be \$873,000.
7. The total amount of borrowings at 30 June 2019 will be \$9.861 million.

#### **Legal/Statutory**

This report has been prepared in accordance with the Act, the Local Government (Planning and Reporting) Regulations 2014 and Australian Accounting Standards.

The draft Budget has been prepared with a strong focus on long term financial sustainability of the Council and responsible financial management.

## **Social**

The draft 2019/20 Budget contains a number of programs and initiatives that will have a positive social benefit, such as improved play spaces for children, accessibility for the art gallery, funding to support mental health initiatives and improved sport and recreation facilities.

## **Environmental/Sustainability Impacts**

The draft 2019/20 Budget contains a number of programs and initiatives that support the environment.

## **2017 – 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

### **Goal**

We are Sustainable

### **We will plan, research and advocate for the future:**

By maintaining a responsible and transparent long-term financial plan.

To make sure that everything we do – from building assets to delivering events – considers the physical, social, cultural and financial needs of our community members.

## **Strategic Links**

### **a) Rural City of Wangaratta 2030 Community Vision**

N/A

### **b) Other strategic links**

N/A

## **Risk Management**

Risks	Likelihood	Consequence	Rating	Mitigation Action
Budget not adopted within statutory timeframes	Low	High	Medium	Ensure Budget timetable for adoption is adhered to.
Budget adopted without	Low	High	Medium	Ensure completion of Council's Long



consideration of Long Term Financial implications				Term Financial Plan as part of budgetary process.
Budget adopted without consideration of ratepayer input	Low	High	Medium	Undertake community consultation in accordance with Section 223 of the Act.

### **Consultation/Communication**

If endorsed for consultation, the draft Budget will be made publicly available, and Council will invite written submissions from 19 April 2019 until 16 May 2019. The documents will be made available at Council's customer Service Centre and on Council's website.

In accordance with Section 223 of the Act, anyone who makes a written submission can request to be heard by a Council Committee in support of their submission.

Council will consider the submissions, including a summary of the proceedings of the Council Committee, and a final draft of the document, at the Ordinary Council Meeting to be held Tuesday, 18 June 2019.

### **Options for Consideration**

Council must prepare a Budget for the 2019/20 financial year in order to comply with the Act.

### **Conclusion**

Council's draft 2019/20 Budget has been prepared and is now ready for Council endorsement. Consideration of submissions by a Committee will take place on the 23 May 2019, and adoption of Council's Budget for the 2019/20 financial year will take place at an Ordinary Council Meeting to be held 18 June 2019.

### **Attachments**

- 1 Draft Budget 2019 2020 [↓](#)

## 13.2 DRAFT PROCUREMENT POLICY

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 16 April 2019  
**Author:** Procurement Specialist  
**File Name:** NA  
**File No:** NA

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### **Executive Summary**

This report is presented to Council to commence the process of seeking public feedback on the review of Council's Draft Procurement Policy (the draft policy).

#### **RECOMMENDATION:**

##### ***That Council:***

- 1. Endorses the Draft Procurement Policy 2019 for public exhibition***
- 2. Invites public submissions regarding the Draft Procurement Policy 2019 in accordance with Council's "Major Council Policy Consultation Local Law No.4 of 2015" up to close of business on Wednesday 5 June 2019***
- 3. If submissions are received:***
  - a. Establishes a Special Committee of Council to hear submissions on the Draft Procurement Policy 2019, if required, at a time to be determined***
  - b. Reviews and considers adopting the Draft Procurement Policy 2019 at the Ordinary Council Meeting on 18 June 2019, taking into consideration all submissions made.***
- 4. If no submissions are received, adopts the Draft Procurement Policy 2019 without further resolution.***

### **Background**

Council adopted a procurement policy in 2016 in compliance with section 186A(1) of the *Local Government Act 1989* (the Act). Section 186A(7) of the Act requires Council to review its procurement policy at least once in each financial year, having regard to any guidelines made by the Minister with respect to form or content. Any changes arising from that review must be adopted by Council.

The current procurement policy has been formulated with regard to the Victorian Local Government Best Practice Procurement Guidelines 2013 and the Municipal Association of Victoria Model Procurement Policy (Updated) August 2011.

Council officers have reviewed the current procurement policy and have proposed amendments to the policy. The amendments have been incorporated into the draft policy (*refer attachment*).

The notable amendments to the draft policy are as follows:

### **1. Principles**

Included commentary on the procurement principles to describe what they mean to Council.

### **2. Delegations and Authorities**

Aligned public tender threshold limits to those prescribed in the Act.

Removed commentary on internal procurement processes as these will be detailed in the supporting Procurement Manual.

### **3. Exemptions**

Removed list of exemptions, and instead referred to the Act as changes from time to time.

### **4. Probity Thresholds**

Increased the probity audit threshold limit from \$1 million to \$5 million, or lower where the tender is considered high risk, or high profile. An internal probity officer will be appointed for tenders valued above \$1 million, or high risk or profile.

### **5. Evaluation Criteria**

Removed evaluation criteria table to allow the evaluation panel to determine the criteria and weightings as part of the pre-tender process. The process, and minimum requirements, will be detailed in the supporting Procurement Manual.

### **6. Local Content**

Removed requirement to include 10% weighting for local content on all tenders to enable evaluation panel to determine the criteria and weightings as part of the pre-tender process, if practicable.

‘Local’ was previously not defined in the Policy. Replaced with ‘within the municipality, or within a 100km radius of the Wangaratta Central Business District.

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## **7. Post-tender negotiations**

Added allowance for post-tender negotiations.

## **8. Variations**

Added allowance for contract variations.

### **Implications**

#### **Policy Considerations**

Council must review the procurement policy in this financial year ending 30 June 2019.

The guidelines have not changed since the adoption of the current procurement policy.

The proposed policy is a Major Council Policy and therefore must be subject to the consultation process set out in the Major Council Policy Consultation Local Law No. 4 of 2015.

#### **Financial/Economic Implications**

The proposed policy sets out the principles, processes and procedures that will apply to all purchases of goods, services and works made by Council. The proposed policy aims to achieve value for money and continuous improvement in the provision of services for the community.

#### **Legal/Statutory**

Section 186A (7) of the Act requires Council to review the Policy at least once in each financial year, having regard to any guidelines made by the Minister.

#### **Social**

The draft policy contains a price preference of up to 10% for the purchase of goods and services with local content.

#### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this report.

### **2017 – 2021 Council Plan**

This report supports the 2017-2021 Council Plan:

#### **Goal**

We are Sustainable

**What we do every day**

We consistently focus on the achievement of the operational parameters framed in the annual budget.

Through the Our Future Project ensure our workforce systems and processes are efficient and effective.

We provide a robust and transparent governance framework

**We will plan, research and advocate for the future:**

For the best options to deliver services in conjunction with our surrounding Council partners.

To ensure our risks are managed strategically and effectively.

**The non-negotiables**

Our team will make the best and most efficient user of Council's resources.

Our legislative, governance and compliance requirements will be met.

Our protection of the environment underpins our development, projects and decisions.

**Strategic Links**

**a) Rural City of Wangaratta 2030 Community Vision**

N/A

**b) Other strategic links**

N/A

**Risk Management**

The draft policy aims to achieve high standards of probity, transparency, accountability and risk management.

**Consultation/Communication**

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	Community	Website Public notice in local newspaper
Consult	Audit Advisory Committee	Request advice Request submissions
Involve		Consider submissions

The proposed policy is a Major Council Policy and is subject to the provisions of the Major Council Policy Consultation Local Law No. 4 of 2015 which requires a public exhibition and submission process to be undertaken. This process is planned to commence with Council endorsement at the Ordinary Council Meeting on 16 April 2019 and conclude with adoption of the reviewed procurement policy at the Ordinary Council Meeting on 18 June 2019.

A public notice will be published in the Wangaratta Chronicle on Friday 5 April 2019 explaining the submission process. Submissions will be received up to close of business on Friday 31 May 2019.

In their written submission, a person may also request to be heard by a Committee of Council in support of their submission, prior to Council considering the proposal. A Special Committee of Council will be established to hear submissions on the proposed policy, if required, at a time to be determined.

The Audit Advisory Committee is required by its charter, to consider procurement practices and provide advice to Council on better practice. The committee will be requested to consider the draft policy and offer any recommendations for Council to consider at its meeting on 18 June 2019.

### **Options for Consideration**

The review is required by the Act and the process is governed by the Major Council Policy Consultation Local Law. There are no compliant alternatives to the process outlined above.

### **Conclusion**

The review process ensures compliance with the requirements of Section 186A (7) of the Act which requires a review of the procurement policy in each financial year.

Officers believe the Draft Procurement Policy is now ready to be put out for public exhibition.

### **Attachments**

- 1 Draft Procurement Policy [↓](#)
- 2 Procurement Policy 2019 Community Impact Statement [↓](#)

### 13.3 RCTP - RURAL COUNCILS TRANSFORMATION PROGRAM MOU

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 16 April 2019  
**Author:** Director Corporate Services

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Executive Summary**

This report is presented to Council to confirm our commitment to make an application for funding under the Rural Councils Transformation Program (RCTP) in conjunction with other Hume Region councils, to implement mutually-beneficial improvements to our Waste Management services and facilities.

#### **RECOMMENDATION:**

##### ***That Council:***

- 1. Notes that the Rural City of Wangaratta is a participant in a grouping of councils making an application for funding under the Victorian Government Rural Councils Transformation Program (RCTP) for the following initiative:**
  - a. 'Hume Region Transformation Program - Waste Management', in conjunction with other participating Hume region Councils (Wodonga, Moira, Mitchell, Towong, Benalla, Strathbogie, Murrindindi, Mansfield, Alpine, and Indigo Shire Council (overall lead council)), with Rural City of Wangaratta acting as Lead Council for Organics Processing.**
- 2. Notes that for an RCTP application to be eligible for consideration, the following criteria must be met:**
  - a. Submission of joint business case by 31<sup>st</sup> March 2019.**
  - b. Each council must pass an accompanying resolution committing to implement the business case, if approved for funding. The resolution must be lodged with Local Government Victoria by 30<sup>th</sup> April 2019.**
- 3. Notes that the business case has been submitted by Indigo Shire Council on behalf of the Rural City of Wangaratta.**
- 4. Approves implementation of the above project within the submitted business case by the Rural City of Wangaratta, subject to the application being approved for RCTP funding.**

#### **Background**

The Rural Councils Transformation Program (RCTP) is the first-of-its-kind initiative in Victoria, encouraging the sharing of knowledge, costs and resources at a regional

scale so that local governments can deliver more efficient, effective and sustainable services for our communities.

RCTP has funding of \$20m with groups of three or more councils able to apply for seed funding of between \$2-\$5m to support the implementation of large-scale, transformative projects on a regional level.

The Hume Region Councils have been working together to identify several initiatives which we believe will be of mutual benefit to our councils. The attached business case details those initiatives in more detail.

The Rural City of Wangaratta proposes to participate in the **Waste Management** initiative, and to act as lead council for **Organics Processing**.

### **Transformation of Waste Management Services**

The Rural City of Wangaratta (RCOW) is currently in the process of constructing a world-leading organics processing facility, with the capacity to process up to 12,000 tonnes of organic waste per year. Of this, Wangaratta will require 5,200 tonnes. RCOW is therefore uniquely placed to provide a regional organics processing service, making the additional 6,800 tonnes of capacity available to our neighbouring councils.

To provide this service, RCOW is seeking funding from the RCTP to construct a weigh bridge (\$140,000) and sifter (\$120,000).

This collaboration will benefit other Hume Region councils by providing the capital infrastructure, processing capacity and skills required to process their organic material.

It will also benefit RCOW by giving us the potential to develop our organics processing facility into a commercial operation; by creating additional jobs in our municipality; and by securing additional RCTP grant funding to enable us to do so.

Rural City of Wangaratta also believes there may be further opportunities to collaborate across the Hume Region Councils by optimising the usage of regional Landfill facilities. By developing a joint approach Council will be able to facilitate rehabilitation, meet our compliance obligations, not be at risk of increased compliance requirements and develop the rehabilitated land for other uses sooner.

### **Implications**

#### **Policy Considerations**

N/A

#### **Financial/Economic Implications**

This report applies for \$260,000 of grant funding for a weigh bridge and sifter. Any increase in ongoing operating costs due to providing a regional service are



expected to be negotiated via a ‘fee for service’ contract with other participating councils.

### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

### **Social**

There are no social impacts identified for the subject of this report.

### **Environmental/Sustainability Impacts**

Increased processing of organic materials reduces usage of landfills; can benefit agriculture through the reduced usage of pesticides, fungicides and fertilizers; and enables the recycling of non-renewable energy.

### **2017 – 2021 Council Plan (201 Revision)**

This report supports the 2017-2021 Council Plan:  
Construction of an organics processing plant.

**Goal:** We are sustainable.

### **Strategic Links**

Rural City of Wangaratta Waste Management Strategy

### **Risk Management**

Risks	Likelihood	Consequence	Rating	Mitigation Action
That other Hume Region councils do not pass a corresponding resolution to participate in RCTP funding thus making this submission void.	Medium	RCTP funding not awarded	Moderate	Participate directly with other interested councils, and seek alternative funding sources.

### **Consultation/Communication**

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	N/A	N/A
Consult	N/A	N/A
Involve	N/A	N/A
Collaborate	N/A	N/A

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Empower	N/A	N/A
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Officers believe that appropriate consultation has occurred, and the matter is now ready for Council consideration.

### **Options for Consideration**

- 1) That Council submits a resolution with the intent of collaborating with the Hume Region councils on all the areas outlined in the business case – i.e. including Business Systems; Emergency Management; Capital Works Procurement and Regulatory Services;
- 2) That Council does not submit an application for RCTP funding and instead works directly with neighbouring councils. The cost of the weigh bridge and sifter then to be covered by alternative funding sources.

### **Conclusion**

The recommendation is that Council confirms our commitment to collaborating with other Hume Region Councils to set up regional Waste Management Facilities, with RCOW acting as the lead council for Organics, and submits this resolution in order to make an application for funding under the Rural Councils Transformation Program.

### **Attachments**

- 1 Rural Councils Transformation Program - Hume Councils Business Case [↓](#)

### 13.4 DRAFT 2017 - 2021 COUNCIL PLAN (2019 REVISION)

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 16 April 2019  
**Author:** Governance & Reporting Advisor  
**File Name:** Council Plan 2017-2021 2019 Revision  
**File No:** S19/740

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Executive Summary**

This report is presented to Council to endorse the Draft 2017-2021 Council Plan (2019 Revision).

#### **RECOMMENDATION:**

##### ***That Council:***

- 1. Endorses the Draft Council Plan 2017 - 2021 (2019 Revision)***
- 2. Authorises the Chief Executive Officer to:***
  - (a) give public notice of the preparation of the Draft Council Plan 2017 - 2021 (2019 Revision), in accordance with s 125 of the Local Government Act 1989 (the Act), inviting the public to make a submission on:***
    - i. the strategic objectives of Council;***
    - ii. strategies for achieving the objectives for at least the next two years; and***
    - iii. the strategic indicators for monitoring the achievement of the objectives.***
  - (b) receive submissions up to 5.00pm Thursday 16 May 2019.***
- 3. If requested, forms a Committee in accordance with s 223 of the Act to hear any person wishing to be heard in support of their submission at 3.00pm Thursday 23 May 2019 at the Wangaratta Government Centre***
- 4. Considers all submissions on the Draft Council Plan 2017 - 2021 (2019 Revision) and the adoption of the Draft Council Plan 2017 - 2021 (2019 Revision) with or without amendment at the Ordinary Council Meeting to be held on Tuesday 18 June 2019 at 6.00pm***

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## **Background**

Sections 125 and 126 of the *Local Government Act 1989* (the Act) require that Council at least once in a financial year review its Council Plan and Strategic Resource Plan to determine if they require any adjustment and if so, amend and adopt them no later than 30 June each year.

If Council makes an adjustment to the Council Plan, the Council must within 30 days advise the Minister of the details of the adjustments.

## **Summary of Key Changes**

A number of key changes have made to the Draft Council Plan 2017 - 2021 (2019 Revision) to reflect the current position of the Council and our progression against the strategic objectives contained within the Council Plan.

Key changes include the:

- re-location our Key Projects 2017-2021 to the front of the Council Plan to highlight their importance as the key deliverables for Council under this plan and that they remain visible to the community;
- addition of key strategic projects and initiatives that will be commencing in 2019/2020 to support achievement of our Strategic Objectives;
- removal of key projects and initiatives which have been completed during 2018/2019; and
- refreshing our Pillars to highlight our Strategic Objectives, key projects and initiatives which support the achievement of those objectives and the measures which will evidence our progress.

## **Implications**

### **Policy Considerations**

The Council Plan details the Council's strategic objectives, key strategic activities and actions required to achieve those objectives. The strategic objectives outlined within the Council Plan influence a number of strategies, frameworks and policies within Council.

### **Financial/Economic Implications**

The Strategic Resource Plan aligns with Draft Budget F2019/20. The Strategic Resource Plan may need to be amended following the submission period if changes are made to the Draft Budget FY2019/20. The approval of the budget details how Council will fund the strategic intent of the Council Plan.

### **Legal/Statutory**

The review of the Draft Council Plan 2017 - 2021 (2019 Revision) is a legislative requirement and public submissions are consistent with sections 125, 126 and 223 of the Local Government Act.

## **Social**

The strategic objectives contained in the revised 2017 - 2021 Council Plan aim to contribute to the overall health and social wellbeing of our community. Positive social outcomes will be achieved by the delivery of key initiatives and Councils' ongoing advocacy and partnerships that focus on delivering benefits and opportunities for residents and visitors of the municipality.

## **Environmental/Sustainability Impacts**

The strategic objectives contained in the 2017 - 2021 Council Plan aim to contribute to environmental enhancement and sustainability. The Council Plan has a strong focus on environmental sustainability and protection.

## **Strategic Links**

### **a) Rural City of Wangaratta 2030 Community Vision**

The strategic objectives contained within the Council Plan 2017-2021 (2019 Revision) were determined with consideration to and guided by the objectives identified in the Rural City of Wangaratta 2030 Community Vision.

## **Consultation/Communication**

It is anticipated that following the endorsement of the draft 2017-2021 Council Plan (2019 Revision) at the Ordinary Council meeting on 16 April 2019, the document will be placed on public exhibition for 28 days from Friday 19 April 2019 to invite submissions from the community.

The proposed timeline is as follows:

Tuesday 16 April 2019	Ordinary Council meeting to endorse Draft 2017-2021 Council Plan (2019 Revision)
Friday 19 April 2019	Invite the public to make submissions on the Draft 2017-2021 Council Plan (2019 Revision)
Thursday 16 May 2019	Submission period closes at 5.00pm
Thursday 23 May 2019	If required, Committee is formed to hear submissions
Tuesday 18 June 2019	Adoption of the 2017-2021 Council Plan (2019 Revision) at the Ordinary Council meeting

## **Options for Consideration**

1. Endorse the Draft 2017 - 2021 Council Plan (2019 Revision) in the current state (refer to Attachments); or
2. Council recommends changes to the Draft 2017 - 2021 Council Plan (2019 Revision) which are required to be made prior to the document being made available to receive submissions from Friday 19 May 2019.

**Conclusion**

The 2017 - 2021 Council Plan (2019 Revision) was developed with direct input from senior council officers and Councillors.

The Council Plan is reviewed each year and adjustments are made, where required. The Council Plan will continue to guide the future strategic direction of Council, informing our service delivery, resource allocation and advocacy.

Council will continue to report back to the community regarding the progression of priorities and the achievement of targets.

**Attachments**

- 1 Council Plan 2019 Revision DRAFT [↓](#)

### 13.5 QUARTERLY COUNCIL PLAN MEASURES REPORT

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 16 April 2019  
**Author:** Governance & Reporting Advisor  
**File Name:** 2018-2019 - Council Plan Reporting  
**File No:** S18/5618

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Executive Summary**

This report is presented to Council to communicate Council's performance against the Council Plan for Quarter 3 of the 2018/19 financial year.

#### **RECOMMENDATION:**

***That Council receives the Council Plan 'What you will see in 2018/2019' Progress Report and the Council Plan Measures Report.***

#### **Background**

Part of Council's Mission is to provide the leadership necessary to maintain open communication and community engagement. Providing reports to the community on Council's progress against the Council Plan outcomes will assist to achieve this mission.

These results measure our progress against what is important and allow ourselves and everyone in our community to understand the impact that we are having.

#### **Implications**

Two reports are provided.

The first being the Council Plan 'What you will see in 2018/2019' Progress Report and it provides information on the progress in delivering the initiatives that are described in the Council Plan.

- Five initiatives are Nearing Completion.
- The implementation of the Aquatic Plan - Development of Wangaratta Indoor Sports and Aquatic Facility, delivery of Glenrowan Recreation Reserve upgrade project, development of female friendly facilities at Moyhu Recreation Reserve and the completion of Morgan Road drainage project have seen contracts awarded during the quarter. Having these contracts awarded enables these projects to continue to progress.

The second report being the Council Plan Measures Report which provides data against targets that were set in the Council Plan where the target can be measured quarterly. The report excludes annual targets.

All targets, including quarterly and annual, will be presented at the end of the 2018/19 financial year.

Of the 21 quarterly targets, 10 are tracking within 5% of the target set for the 2018/19 financial year.

Stable performance is occurring across a number of areas including the release of housing lots within the municipality, Wangaratta Performance Arts and Convention Centre (WPACC) ticket sales and food safety assessments.

- Green indicates that performance was within 5% of target;
- Yellow indicates that performance was within 10% of target; and
- Red indicates that performance was more than 10% outside of target.

### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

### **Financial/Economic Implications**

There is no immediate financial impact related to this report.

### **Legal/Statutory**

The *Local Government Act 1989* requires Council to report on performance annually in the Annual Report. This quarterly report provides the community with a progress update against some of Council's key measures.

### **Social**

The Council Plan 2017-2021 (2018 Revision) provides for the achievement of a number of social objectives.

### **Environmental/Sustainability Impacts**

The Council Plan 2017-2021 (2018 Revision) provides for the achievement of a number of Environmental/Sustainability objectives.

### **2017 - 2021 Council Plan (2018 Revision)**

This report supports the 2017-2021 Council Plan (2018 Revision):

### **THE PILLARS**

### **WE ARE SUSTAINABLE**



## **The Non-Negotiables**

Our team will make the best and most efficient use of Council's resources.

## **We will Plan, Research & Advocate for the Future**

By accurately understanding the constraints and opportunities that face our organisation, our community and our region.

## **WE ARE INSPIRED**

## **The Non-Negotiables**

Our commitment to communicate and engage with our community about local decision making in a way that is clear, accessible and easy to understand.

## **What we do everyday**

We talk to, inform and engage with the people who live, work and visit in our community.

## **Strategic Links**

### **a) Rural City of Wangaratta 2030 Community Vision**

The Council Plan supports the aspirations and objectives of the Rural City of Wangaratta 2030 Community Vision.

## **Risk Management**

Risks	Likelihood	Consequence	Rating	Mitigation Action
Council Plan targets not achieved leading to reputational risk	Low	High	Moderate	Identified unfavourable variances are examined and addressed.  Regular monitoring and reporting.

## **Conclusion**

This report assists Council to monitor its performance in achieving the targets prescribed within the Council Plan.

## **Attachments**

- 1 'What You Will See 2018/2019' Progress Report - Quarter 3 [↓](#)
- 2 Council Plan Measures Report - Quarter 3 [↓](#)

### 13.6 TENDER RECOMMENDATION - PROVISION OF INSURANCE

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 16 April 2019  
**Author:** Manager People & Governance  
**File Name:** Risk Management - Council Insurance - 2019-20  
**File No:** F19/18

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Executive Summary**

This report is presented to Council to seek authorisation to award the tender for the provision of insurance to the Rural City of Wangaratta.

#### **RECOMMENDATION:**

##### ***That Council:***

- 1. Award T1819/043 Insurance Broking and Associated Services to Jardine Lloyd Thompson Pty Ltd for a period of three years;***
- 2. Authorises the Chief Executive Officer to sign and seal documents for Contract T1819/043 Insurance Broking and Associated Services; and***
- 3. Authorises the Chief Executive Officer to approve total expenditure in year 2 and year 3 at increases of up to CPI +2% annually; and***
- 4. Discloses the contract price for Contract T1819/043.***

#### **Background**

Council's existing contract for the provision of Insurance Broking and Associated Services has expired.

Expressions of interest were sought and two were received – from Jardine Lloyd Thompson and Aon. Tenders were then invited from both organisations.

One tender was received and was evaluated by the Manager People and Governance, Health, Safety and Risk Adviser, Governance and Reporting Adviser and Procurement Specialist.

The tender was evaluated against these criteria:

Evaluation Criteria		Weighting
1	Cost to Council	30%
2	Experience, reputation and resources	25%
3	Response to Specifications	20%
4	Risk Management	10%
5	Capacity	10%
6	Local Content	5%
		100%

With the resulting weighted score of 67.

JLT is the current provider of insurance to Council. The prices provided through this tender process are overall quite favourable on previous years.

### **Implications**

#### **Policy Considerations**

Council's procurement policy.

#### **Financial/Economic Implications**

The preferred tender price is within the allocated budget.

#### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

#### **Social**

There are no social impacts identified for the subject of this report.

#### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

### **2013 – 2017 Council Plan (2016 Revision)**

This report supports the 2013-2017 Council Plan:

#### **Goal**

We are Sustainable

#### **Risk Management**

Holding of adequate insurance is an essential risk management action.

**Consultation/Communication**

Consultation was undertaken with relevant staff to update assets information to ensure that an accurate quotation could be provided.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

**Conclusion**

The tender received was evaluated by a panel and provides value for money in the current insurance climate.

**Attachments**

- 1 T1819/043 Tender Evaluation Report - Insurance Brokering and Associated Services - Confidential

**14. COMMUNITY WELLBEING**

Nil

## 15. INFRASTRUCTURE SERVICES

### 15.1 WASTE CHARGE POLICY 2019

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 16 April 2019  
**Author:** Waste Management Co-ordinator  
**File Name:** Waste Charge Policy  
**File No:** F16/2103

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### Executive Summary

This report is presented to Council to consider formally adopting the Waste Charge Policy 2019 (the Policy) following public exhibition. The policy sets out the basis of charges and fees applied for kerbside waste collection and waste received at Council's waste sites. It also sets out the basis for any exemptions to these services and associated costs.

#### **RECOMMENDATION:**

***That Council formally adopt the Waste Charge Policy 2019 as tabled.***

#### Background

The draft Waste Charge Policy was placed on public exhibition following the 19 February Council meeting seeking submissions until close of business Friday 22 March 2019.

Four submissions were received during the public exhibition of the draft policy.

The issues outlined in the submissions were as follows:

Issue Raised	Response
Value of the \$5 hard waste voucher should be reviewed and raised	Noted, however there is no intention to raise the value within this iteration of the policy.
Distribution of the \$5 hard waste voucher – not making its way to tenants	Some discussions have been had with real estate agents on how best to distribute hard waste vouchers to tenants. Possible distribution trial to commence in 2019/20.
Why Council do not offer hard waste collection	Wangaratta Council do not offer a hard waste collection for the following reasons: <ul style="list-style-type: none"> <li>- Cost of collection is prohibitive</li> <li>- safety risks associated with these manual handling collections.</li> </ul>

Electronic Waste – cost of disposing should be reviewed	Not a specific item covered in the Waste Charge Policy, however the proposed 2019/2020 fees and charges will see a drop and standardisation of the cost to dispose of Ewaste.
Events – fines for contamination	The waste and events team are committed to improving waste separation and education at community events. Improvement measures /actions would occur initially with the issuing of a fine for gross contamination being a last resort.
Organics – request for further roll out to rural areas	Further roll out to 4 rural areas is planned for later in 2019. These areas are identified in the draft policy.
Composting – worm farm program	Not a specific item covered in the Waste Charge Policy. Not currently identified as an initiative in Council's Waste Strategy 2018 - 2023.
Use of Whitfield transfer station for green waste month	Not a specific item covered in the Waste Charge Policy.  Waste issues noted in the local area, however there are presently no plans to reopen the Whitfield transfer station.
Commercial Businesses (rural) – Table 1 – provision of organics collection to rural commercial businesses	Noted. The table for Commercial Rural Services has been amended to clarify where additional organics collections can be requested. These will apply to businesses where the service currently exists. This is proposed to be rolled out to Glenrowan, Hamilton Park, Oxley and Milawa.
Encourage and reward residents and business operators who are proactively reducing and minimising their waste through a credit system. Approach suggested that somehow the waste charge be reduced through recording rubbish collections.	Council encourages the great initiatives of residents and business operators to reduce their waste. Further thought and discussions required on how such a system may work and the mechanisms by which it could be easily administered. The cost benefit of such a scheme would also need to be assessed.

One minor change has been made to Table 1 – provision of organics collection to rural commercial businesses in the Policy to clarify where additional organics collections can be requested.

### **Implications**

#### **Policy Considerations**

Council's Waste Management Strategy is applicable to this report.

#### **Financial/Economic Implications**

The Waste Charge Policy has a direct correlation to the fees collected for waste services with the intent of recovering all costs for additional services above the base level waste service.

**Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

**Social**

There are no social impacts identified for the subject of this report.

**Environmental/Sustainability Impacts**

The 'Four Strike Policy' has been changed to apply to garbage bins due to the introduction of the e-waste ban in landfills. This policy will use both education and enforcement to reduce the rate of contamination in Council bins.

**2017 – 2021 Council Plan (2018 Revision)**

This report supports the 2017-2021 Council Plan:

**Goal**

We are Sustainable

**We will plan, research and advocate for the future:**

for a regional approach to waste management that has economic and environmental benefits.  
to assist the community to reduce their impact on the environment.

**We will create and deliver:**

the outcomes identified in the Rural City of Wangaratta Waste Management Strategy.

**We will focus on our business:**

By the implementation of the Our Future project, and the continual review of our service levels in consideration of community expectations and available resources.

**Strategic Links****a) Rural City of Wangaratta 2030 Community Vision**

In 2030 the Rural City of Wangaratta is a 'zero waste' community.

**b) Other strategic links**

N/A



**Risk Management**

N/A

**Consultation/Communication**

Officers believe that adequate consultation has been provided with the community.

**Conclusion**

The Waste Charge Policy governs the way Council implements its waste services. From the 2019 review the four strike policy will also apply to garbage bins due to the introduction of the e-waste ban in landfills. The other changes are to increase clarity around processes.

The Waste Charge Policy has been on public exhibition for 28 days and from the submissions received one minor change to the Policy has been made.

The Waste Charge Policy 2019 is now ready for formal adoption by Council.

**Attachments**

1 WASTE CHARGE POLICY 2019 [↓](#)

## 15.2 WANGARATTA CAR PARKING REPORT - GETTING THE BALANCE RIGHT FOR OUR COMMUNITY

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 16 April 2019  
**Author:** Project Manager  
**File Name:** Traffic and Car parking Strategy  
**File No:** P17/74

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

### **Executive Summary**

This report is presented to Council seeking endorsement to the Wangaratta Car Parking Report – Getting the Balance Right for Our Community, which details a number of priority actions in relation to the supply of car parking in Wangaratta. Some recent work has been undertaken to understand our parking situation including community consultation, and the report outlines some key principles that will be carried forward in relation to parking management.

### **RECOMMENDATION:**

#### ***That Council:***

- 1. Endorse the Wangaratta Car Parking Report – Getting the Balance Right for Our Community; and***
- 2. Adopts the guiding principles for parking for the next 5 years being:***
  - prioritise pedestrians over vehicles within the CBD precinct;***
  - minimise net loss of parking spaces within the CBD and Hospital precincts;***
  - continue to move and develop all day parking to outside of the core CBD precinct;***
  - implement no net increase to parking meters within the CBD precinct;***
  - continue to support alternate all day parking options such as the multi-deck car park and Council parking permits.***

### **Background**

The Wangaratta Car Parking Report – Getting the Balance Right for Our Community is a short summary and status report that identifies key principals for Council going forward in relation to parking management, and sets out some priority actions to improve the current parking situation.

The Plan has been revised following a two month period of consultation. Thirty-six responses were received, ranging from emails, letters, social media comments and personal contacts during the consultation period. The most contentious item raised by multiple respondents, through the media, and in a joint letter from businesses and customers, was the proposal to alter the parking configuration along a section of Rowan Street. From the submissions received, many were not in favour of changing the current parallel parking, which was expressed as being necessary for long vehicles and those with trailers, and that angle parking would present a dangerous situation on a busy CBD street.

Apart from the above and an undercurrent of dissatisfaction with the use of paid parking, and the construction of the multi-deck car park, the majority of the plan appears to be supported. There was a general feeling that the number of car parking spaces are adequate in and around the CBD, and that little needed to be done.

The Wangaratta Car Parking Report has been adjusted to reflect changes resulting from the feedback as follows:

**Principles:**

Change – from “Ensure there is no net loss of parking spaces within the CBD or Hospital precincts.” to “Minimise the net loss of parking spaces within the CBD and Hospital precincts.”

**Short Term Action:**

Remove – reference to changes on Rowan Street (between Ovens St and Baker St)

**Medium Term Action:**

Move – Increase multi-deck car park usage to a “short” term action.

**Implications**

**Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

**Financial/Economic Implications**

Individual initiatives under the Plan will need to go through further project development, including a cost estimate, and presented for budget consideration in subsequent years.

**Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

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## **Social**

This report seeks to put forward changes to balance the car parking needs of our community. As Wangaratta is changing, we need to ensure the supply of car parking reflects the vision and objectives of the City. By making sure that our parking is better balanced for the kind of community we want to be, we will also encourage a more pedestrian and cyclist friendly CBD, that will support a shift in transport mode for those that can. This will in turn help support more equitable access to social, business and other economic activities for those from the rural towns and communities, who are reliant upon private vehicle use.

## **Environmental/Sustainability Impacts**

The implementation of the associated actions, will reduce Council's environmental and sustainability impacts. Even if only a few people make a small change in transport mode to more active forms, this will have a positive impact on environmental outcomes. Placing long term parking on the periphery of the CBD, should encourage an increase in parking once and walking for all day workers. This will reduce circulating traffic impacts as workers seek to change parking spots, and will help individuals to get extra physical activity into their daily routines.

## **2017 – 2021 Council Plan (2018 Revision)**

This report supports the 2017-2021 Council Plan:

### **Goal**

We are Established

### **We will plan, research and advocate for the future:**

To address traffic, parking and pedestrian challenges to create communities that are safe, easy to navigate and accessible.

### **We will create and deliver:**

A city centre that is unique, diverse and active.

## **Strategic Links**

### **a) Rural City of Wangaratta 2030 Community Vision**

The Report has connections with helping to achieve a number of the objectives described in the 2030 Community Vision:

- Manage transport issues to, from, in and around Wangaratta
- Develop a future plan for the Wangaratta CBD
- Facilitate an ongoing extension to pedestrian and cycling linkages

## **b) Other strategic links**

The Wangaratta Project – A Masterplan For Our City, identified a ‘big idea’ opportunity *to make CBD car parking more efficient*, which would require a number of actions to be taken. This paper supports those actions.

The recently released (draft) version of the Urban Design Framework (UDF) explores a number of matters relating to parking and urban renewal. This paper links with the objectives of the UDF.

## **Risk Management**

Risks	Likelihood	Consequence	Rating	Mitigation Action
Community & businesses see the changes as a negative	likely	High	High	Ensure we explain changes & reasons well; strongly support with information material
Large rise in overstay in changed areas, results in enforcement issues & delays	low	High	Moderate	Ensure good communication to avoid an increase in overstay; ensure enforcement are aware of changes and work on education in the first instance.
Parking changes do not result in an improvement to CBD safety & amenity	likely	High	High	Ensure that parking changes do not happen in isolation; implement other actions in support.

## **Consultation/Communication**

The Report has been revised following two months of public consultation. Thirty-six responses received, ranging from emails, letters, social media comments, and personal contacts.

Consultation has occurred on a number of occasions in relation to other projects. The CBD Masterplan process, the Railway Precinct Project engagement, Ovens Street Redevelopment consultation and other regular discussions with individuals have all touched on various issues, ideas and opinions in relation to parking. It is considered that the matter is now ready for Council consideration.

Further community communication will occur following the endorsement of this report.

## **Conclusion**

This report presents a plan of priority actions that seeks to ensure Council are striking the right balance in relation to parking for our community.

### **Attachments**

- 1 Wangaratta Car Parking Plan - February 2019 [↓](#)

## 16. DEVELOPMENT SERVICES

### 16.1 RESPONSE TO PETITION - NED KELLY CENTRE

<b>Meeting Type:</b>	<b>Ordinary Council Meeting</b>
<b>Date of Meeting:</b>	<b>16 April 2019</b>
<b>Author:</b>	<b>Economic Development and Tourism Officer</b>
<b>File Name:</b>	<b>Community and Economic Development - Support - Proactive Programs - Ned Kelly</b>
<b>File No:</b>	<b>F16/913</b>

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Executive Summary**

This report is presented to Council to note the petition submitted by the Ned Kelly Centre Ltd and that it was tabled at the March Council meeting. The petition of 3,481 signatures was received in March with additional signatures received post the March Council meeting.

The petition is addressed to the Parliament of Victoria seeking support for the Ned Kelly Centre Ltd to be located at Glenrowan.

#### **RECOMMENDATION:**

##### ***That Council:***

- 1. Note the petition to be submitted to the Parliament of Victoria***
- 2. Confirm in-principle support to the Ned Kelly Centre and their Endeavours.***

#### **Background**

At the March 19<sup>th</sup> 2019 Ordinary Council meeting, Council was provided with a copy of a petition that was collated by the Ned Kelly Centre Ltd seeking the Victorian Parliament to support the Ned Kelly Centre Ltd to be located at Glenrowan. Additional signatures to the petition were submitted directly to council staff after 19 March. Council had accepted the petition at the March Council meeting and resolved that a report responding to the petition be brought to the next council meeting.

The petition has been submitted to the Rural City of Wangaratta Council for information, no action is required by the Council as the petition is addressed to the Parliament of Victoria.

It is also acknowledged that at the Ordinary Council meeting on 20 June 2017 a report was tabled requesting in-principle support for the Ned Kelly Interpretive Centre Project. A Council resolution was moved to this effect.

### **Implications**

#### **Policy Considerations**

There are no specific Council policies or strategies that relate to this report.

#### **Financial/Economic Implications**

There are no financial or economic implications identified for the subject of this report.

	2012/2013 Approved Budget for this proposal \$	This Proposal \$	Variance Approved Budget \$	to Comments
Revenue/Income				
Expense				
Net Result				

#### **Legal/Statutory**

There are no legal/statutory implications identified for the subject of this report.

#### **Social**

There are no social impacts identified for the subject of this report.

#### **Environmental/Sustainability Impacts**

There are no environmental/ sustainability impacts identified for this subject of this report.

### **2017 – 2021 Council Plan (2018 Revision)**

This report is not linked to the 2017-2021 Council Plan:

### **Strategic Links**

#### **a) Rural City of Wangaratta 2030 Community Vision**

N/A

#### **b) Other strategic links**

N/A



**Risk Management****Consultation/Communication**

N/A

**Options for Consideration****Option 1: Recommended**

Council accepts the recommendations per the officers report.

**Option 2: Not Recommended**

Council does not note the petition submitted by the Ned Kelly Centre Ltd

**Option 3: Not recommended**

Council does not support in-principal the development of the Ned Kelly Centre Ltd

**Conclusion**

The copy of the petition has been noted by the Council.

**Attachments**

Nil.

**17. SPECIAL COMMITTEE REPORTS**

Nil

## 18. ADVISORY COMMITTEE REPORTS

### 18.1 ADVISORY COMMITTEE REPORTS

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 16 April 2019  
**Author:** Executive Assistant - Corporate Services & Councillors  
**File Name:** Committees & Groups - Advisory Committees - Establishment - Administration  
**File No:** F16/2255

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### Executive Summary

Minutes of the following Advisory Committee Meetings are reported to Councillors for information (refer attachments).

1. Wangaratta Economic Development & Tourism Advisory Committee Meeting

#### **RECOMMENDATION:**

***That Council notes the minutes of these committees.***

#### Attachments

- 1 MINUTES - Wangaratta Economic Development & Tourism Advisory Committee - March 5 2019 [↓](#)

## 19. RECORDS OF ASSEMBLIES OF COUNCILLORS

### 19.1 RECORD OF ASSEMBLY OF COUNCILLORS

**Meeting Type:** Ordinary Council Meeting  
**Date of Meeting:** 16 April 2019  
**Author:** Executive Assistant - Corporate Services & Councillors  
**File Name:** Assemblies of Councillors  
**File No:** F16/2117

#### Executive Summary

An “Assembly of Councillors” is a meeting at which matters are considered that are intended or likely to be the subject of a Council decision and is either of the following:

- a meeting of an advisory committee where at least one Councillor is present; or
- a planned or scheduled meeting that includes at least half the Councillors and at least one Council officer.

At an assembly of Councillors, a written record is kept of:

- a) the names of all Councillors and members of the Council staff attending;
- b) the matters considered;
- c) any conflict of interest disclosures made by a Councillor attending; and
- d) whether a Councillor who has disclosed a conflict of interest leaves the assembly.

The written record of an assembly of Councillors is, as soon as practicable:

- a) reported at an Ordinary Meeting of the Council; and
- b) incorporated in the Minutes of that Council meeting.

Date	Meeting details	Refer
12 March 2019	Councillor Briefing Forum	Attachment
18 March 2019	Councillor Briefing Forum	Attachment
25 March 2019	Councillor Briefing Forum	Attachment
1 April 2019	Councillor Briefing Forum	Attachment
4 April 2019	Municipal Fire Management Planning Committee	Attachment
4 April 2019	Municipal Emergency Management Planning Committee	Attachment
8 April 2019	Councillor Briefing Forum	Attachment

**RECOMMENDATION:**

***That Council receives the reports of Assemblies of Councillors.***

**Attachments**

- 1 Assembly of Councillors - Councillors Briefing Forum - 20190312 [↓](#)
- 2 Assembly of Councillors - Councillors Briefing Forum - 20190318 [↓](#)
- 3 Assembly of Councillors - Councillors Briefing Forum - 20190325 [↓](#)
- 4 Assembly of Councillors - Councillors Briefing Forum - 20190401 [↓](#)
- 5 Assembly of Councillors - MEMPC meeting - 04 April 2019 [↓](#)
- 6 Assembly of Councillors - MFMPC meeting - 04 April 2019 [↓](#)
- 7 Assembly of Councillors - Councillors Briefing Forum - 20190408 [↓](#)

**20. NOTICES OF MOTION**

Nil

**21. URGENT BUSINESS**

**22. PUBLIC QUESTION TIME**

**23. CONFIDENTIAL BUSINESS**

Nil

**24. CLOSURE OF MEETING**

**ATTACHMENTS**



# RURAL CITY OF WANGARATTA DRAFT BUDGET 2019/20



## Mayor's Message

This Budget delivers the funding to pave the way for Wangaratta's future growth and prosperity.

On behalf of Councillors, it's with confidence and excitement that I announce we are investing in a marketing and branding strategy for our region.

While this is a significant investment, it is money we need to spend if Wangaratta is to grow and take its rightful place in Victoria and Australia as a sought after destination for businesses, new residents and tourists.

The strategy has been developed through consultation within and beyond our municipality, with a particular emphasis on finding out how we can tell our story to the Melbourne market.

The first year of the strategy will see Council's branding and identity updated. This strategy is about marketing our whole region, so it will also include impactful advertising in external markets.

Council's broader spending on capital works continues at pace in the Budget, with \$41.323m devoted to capital works.

This is funding for the key infrastructure that will help grow Wangaratta, with the centrepiece being the \$16.88m aquatics project, which will see the majority of its construction take place in the 19/20 financial year.

The Organics Processing Plant will also be completed in 2019/20. This plant will allow us to turn our kitchen and garden waste into compost. Doing this in Wangaratta will help Council achieve a significant saving over current operations, and will also reduce our carbon footprint.

Both of these projects will set Wangaratta up for the future.

Significant road projects to take place include the commencement of the Railway Precinct project, and completion of the Cruse Street extension, which links Sisely Avenue with Wangaratta's growth corridor.

Finally, I'd like to touch on the Rural Placemaking Project. This year some \$510,000 will be spent on various projects to enhance liveability, link rural communities and create a long-term vision for the districts. This follows on from the \$680,000 spend in the 2018/19 financial year, which has been devoted to projects including North Wangaratta shade sails, Milawa Netball Court, Peechelba Walking Track and the Springhurst Amenities Block.

This is a bold budget that sets the foundation for future growth.

**Dean Rees**  
**Mayor**



## CEO's Message

The 2019/20 Budget delivers on work that has been planned, designed and developed over the past four years.

Following on from the 2018/19 Budget, it has yet another significant capital works spend, of \$41.323m. This includes:

- \$10.522m for roads
- \$ 0.513m for footpaths
- \$ 0.967m for drainage
- \$ 0.850m for kerb & channel
- \$ 3.271m for recreation, leisure & community
- \$ 2.029m for waste management
- \$ 0.510m for rural placemaking
- \$ 0.271m for the library
- \$ 1.462m for the cyclical replacement of plant and vehicle fleet

I would like to acknowledge the significant work that has gone into securing grants for our capital works, which has helped alleviate the burden on ratepayers.

The most expensive project in Council's history is the Wangaratta Aquatics Project, which has attracted \$4.4m in Federal funding, \$1.5m in State funding and a \$6m low interest loan from the State Government. In 2019/20 some \$13.186m will be spent on this project.

The Railway Precinct is another example of a project that will make a big difference to our community, with \$2.5m in funding for this coming from the State Government.

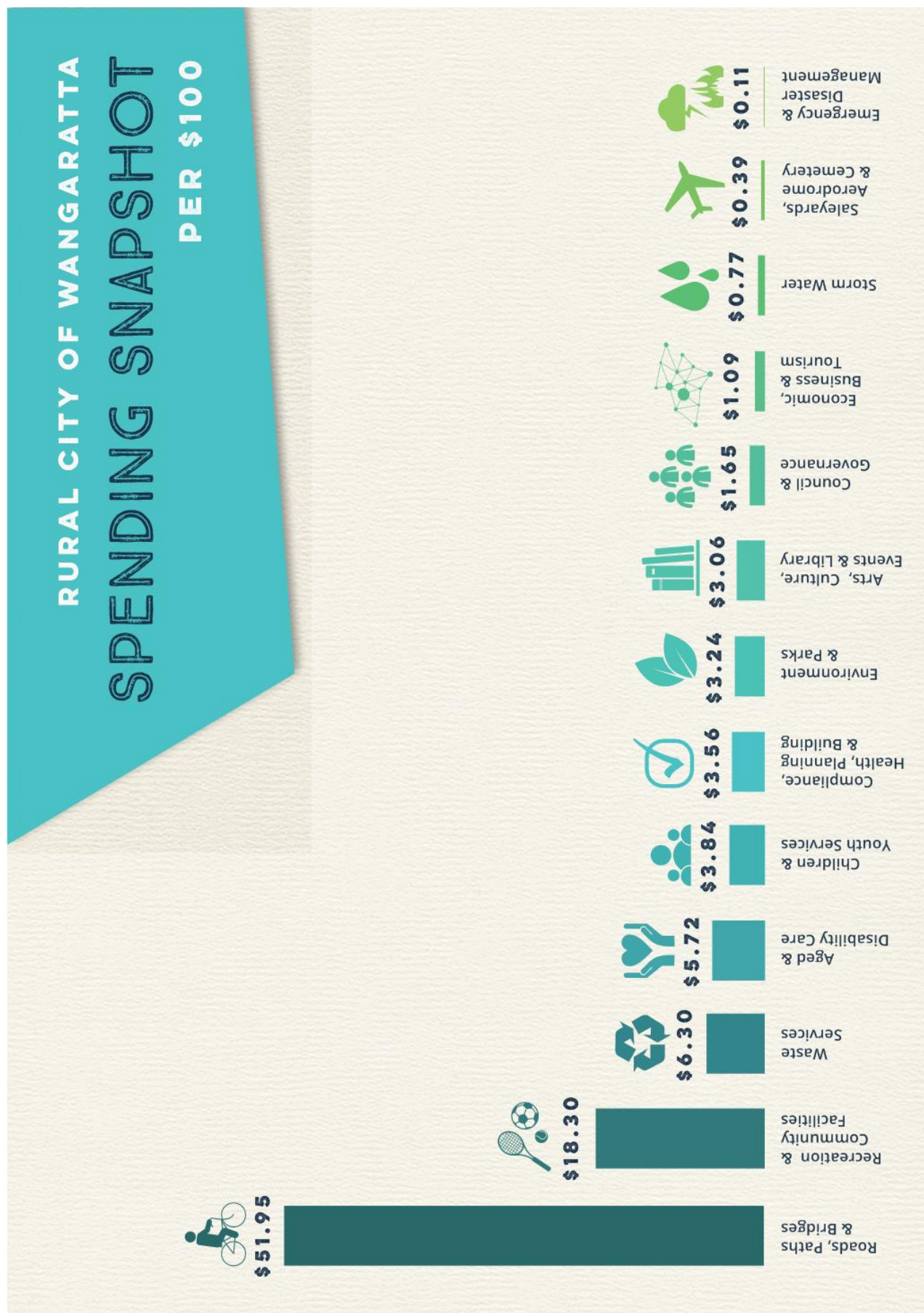
Council continues to operate under the Fair Go rates system, meaning the rate increase for this year will be 2.5% on all properties across the municipality. The increase in charges for kerbside collection of garbage, recycling and organics is 6%.

Council has not sought to raise rates above the cap, while at the same time delivering significant projects for our community. The surplus is forecast to be \$2.933m.

As a result of the increased spending, borrowings will be \$14.364m for 2019/20. This is relatively high versus previous years, however we are confident that Council's long term financial health is sound. To make this even stronger the draft budget includes provision to develop a more robust long term financial plan.

Council is making a significant investment now to put in place the infrastructure the Rural City of Wangaratta needs to grow well into the future.

**Brendan McGrath**  
Chief Executive Officer

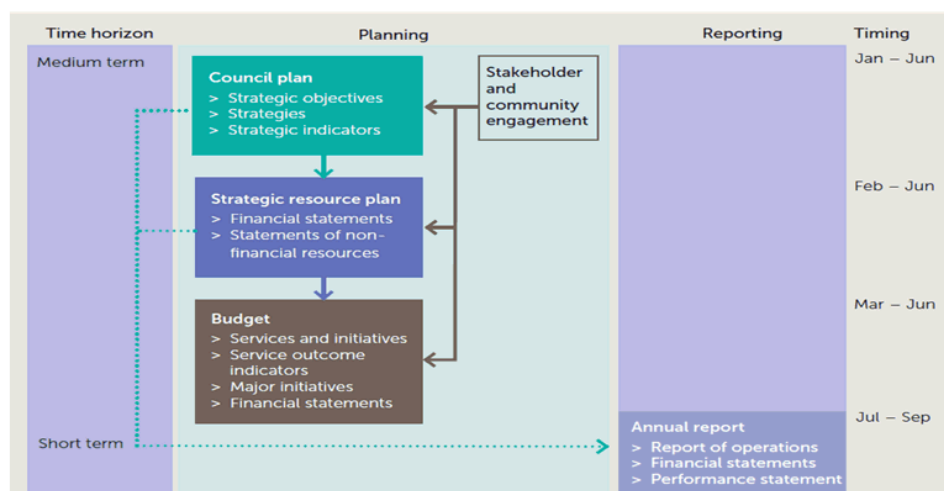


## 1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

### 1.1 Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

Feeding in to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes.

## 1.2 Our purpose

### Our vision

In 2028: Whether you stay for a day or a lifetime, it feels like home. We have the mix right - between safety and excitement, growth and certainty, rural and urban. Here, you know that there are opportunities that you can't find anywhere else. There are jobs, neighbourhoods, schools and services that ensure that everyone can build a healthy and fulfilling life for themselves and their family.

Through responsible and informed planning we have built a community that protects our environment and showcases our natural beauty to its greatest potential. We have built roads that weave together to become neighbourhoods that are home to families who feel connected to the people and places around them. Through our focus on the future we have been prepared for the challenges that have faced our community – we have grown stronger by adapting to a changing economy, we have built and maintained our infrastructure for coming generations, and we have positioned ourselves to be a destination that welcomes and attracts people from all over the world.

Our economy is stronger than ever. From agriculture to tourism, health to education, we have focused on building resilience and diversity, and achieving a prosperity that has benefitted all our residents. We have become a resourceful and vibrant regional centre.

We are a creative community and you experience this in all corners of the municipality. On our streets, at our events and in our facilities - the culture and creativity of our community is evident. The connection and partnership between our City and our rural townships is part of our strength. Our diversity – in our people, our environment and our economy – has created opportunities that continue to be celebrated and recognised.

We are strong and adaptable with a spirit that embraces both our challenges and our opportunities. Whoever you are, and wherever you have come from, this is where you want to be.

### Our values

So that we can achieve extraordinary outcomes for our community we focus on the following values and behaviours within our organisation:

**Leadership** - exercise diligence in decision making and good governance and accept responsibility for the consequences of those actions taken with appropriate accountability.

**Engagement** - actively and openly participate in consultation and strive to achieve effective governance and the best outcome for the community.

**Respect** - value the contribution and individuality of others and aim to achieve an honest and healthy working relationship with all citizens.

**Progression** - achieve continuous improvement in performance and the highest standards and outcomes for the Rural City of Wangaratta.

### 1.3 Strategic objectives

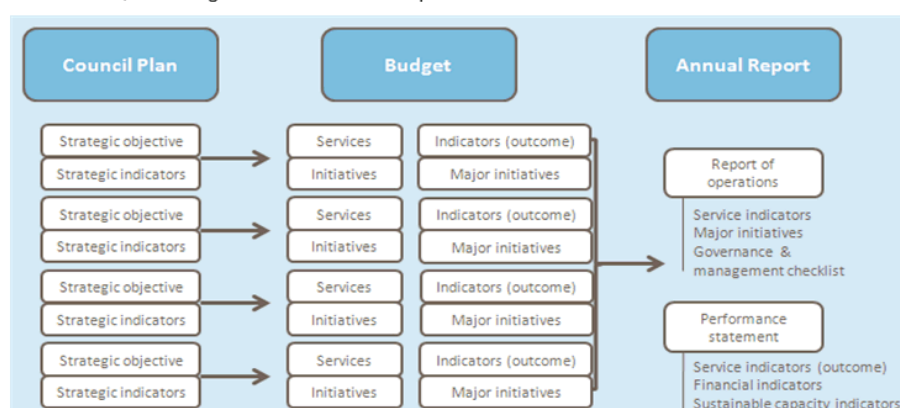
Council delivers Actions under five strategic goals, contributing to the achievement of the Council Plan for the years 2017-2021. The following table sets out the five strategic goals as described in the Council Plan.

Strategic Objective	Description
We are thriving	As a community we have access to the services and facilities we need to keep us healthy. We can move around and be active, get medical attention and join in social, cultural and recreational activities with our friends and family.
We are growing	Our economy and community are growing because we offer exciting opportunities and potential. We have a strong economic development strategy and continue to attract new businesses, residents and visitors to the region.
We are established	Our community has developed to make sure that we can connect and interact with each other by our road network and pathways, in accessible community spaces that provide activity and purpose, through effective telecommunications networks and within community facilities that are well maintained and activated.
We are inspired	As a community we have opportunities for everyone to embrace the arts, to attend vibrant and exciting events, and to experience a community that is creative and evolving. It is easy for everyone to volunteer, to talk about the things that matter, to be involved and understand the way decisions are made and to celebrate our stories and heritage.
We are sustainable	To ensure our long term viability and capacity to deliver quality services and infrastructure, we continue to meet the changing and complex challenges that face us. We focus on how we can do things better, improve our environmental and economic impact, and create lasting benefits for our community and future generations.



## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2019/20 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

### 2.1 Strategic Objective 1: We are Thriving

As a community we have access to the services and facilities we need to keep us healthy. We can move around and be active, get medical attention and join in social, cultural and recreational activities with our friends and family. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

#### Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Aged & Disability Services	Delivery of home and community care services, including senior citizens clubs, domestic assistance and group meals.	<i>Exp</i>	5,258	5,679	5,913
		<i>Rev</i>	6,454	6,593	6,411
		<i>NET</i>	1,196	914	498
Children's Services	Delivery of family oriented support services including pre-schools, maternal and child health, child care and family day care.	<i>Exp</i>	3,466	3,746	3,772
		<i>Rev</i>	2,934	3,150	3,384
		<i>NET</i>	(532)	(596)	(388)
Youth Development	Youth Services programs and advocacy with other organisations and community groups to gain positive outcomes for youth.	<i>Exp</i>	182	214	187
		<i>Rev</i>	90	74	74
		<i>NET</i>	(92)	(139)	(113)
Community & Recreation	Prepares policies, strategies and deliver projects relating to open space and recreation throughout the municipality.	<i>Exp</i>	1,059	1,568	2,488
		<i>Rev</i>	141	467	415
		<i>NET</i>	(918)	(1,101)	(2,073)

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Environmental Health	Protection of community health and well-being, including food safety, immunisation programs, septic tanks and Tobacco Act activities.	<i>Exp</i>	347	383	411
		<i>Rev</i>	234	211	210
		<i>NET</i>	(114)	(171)	(201)
Emergency Management & Response	Coordination of emergency response and recovery from natural disasters such as bushfire and flooding.	<i>Exp</i>	1,315	967	111
		<i>Rev</i>	917	831	60
		<i>NET</i>	(398)	(136)	(51)
Community Wellbeing	Provides strategic community planning.	<i>Exp</i>	590	586	516
		<i>Rev</i>	-	-	-
		<i>NET</i>	(590)	(586)	(516)
Community Services	Provides youth development programs and supports public health and wellbeing.	<i>Exp</i>	66	54	54
		<i>Rev</i>	-	-	-
		<i>NET</i>	(66)	(54)	(54)
People & Culture	Provides strategic and operational organisation development support.	<i>Exp</i>	1,427	1,148	1,285
		<i>Rev</i>	22	15	9
		<i>NET</i>	(1,405)	(1,133)	(1,276)

#### Major Initiatives

- 1) Wangaratta Indoor Sports and Aquatics Centre Delivery
- 2) Mental Health and Family Violence Program
- 3) North and South Wangaratta Reserve Lighting Upgrade
- 4) WJ Finlay Oval Lighting Upgrade
- 5) Senior Citizens Centre - Feasibility Study
- 6) Implementation of Play Space Strategy - Year 2
- 7) Mitchell Avenue Children's Garden Construction
- 8) HP Barr Reserve Oval 2 - Lighting development and drainage and restoration works
- 9) Delivery of Glenrowan Recreation Reserve upgrade project
- 10) Implementation of Waste Management Strategy (WMS)

**Service Performance Outcome Indicators**

The following indicators outline how we intend to measure achievement of service objectives.

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Children's Services	Participation in maternal child health services	80%	80%	95%
Children's Services	Service cost of maternal child health services	\$68.00	\$67.03	\$67.00
Environmental health	Participation in immunisation programs	95%	95%	95%
Environmental health	Percentage of Class 1 and 2 food premises that receive an annual food safety assessment	71%	70%	90%
Community & Recreation	Utilisation of aquatic facilities	4.7	5.4	5.0
Community & Recreation	Satisfaction on recreational facilities	71	70	70

\* refer to table at end of section 2.6 for information on the calculation of Service Performance Outcome Indicators



## 2.2 Strategic Objective 2: We are Growing

Our economy and community are growing because we offer exciting opportunities and potential. We have a strong economic development strategy and continue to attract new businesses, residents and visitors to the region. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

### Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Economic Development	Facilitates a sustainable and growing local business sector.	<i>Exp</i>	298	1,031	709
		<i>Rev</i>	456	2,456	1,685
		<i>NET</i>	158	1,425	976
Tourism	Provides support to tourism operators through industry activities, grants and the Visitor Information Centre.	<i>Exp</i>	494	438	421
		<i>Rev</i>	41	60	30
		<i>NET</i>	(454)	(378)	(391)
Planning & Building	Provides statutory planning services, advice and strategic planning. Provides statutory building services to the community.	<i>Exp</i>	1,431	1,921	1,668
		<i>Rev</i>	548	634	556
		<i>NET</i>	(884)	(1,287)	(1,112)
Aerodrome	Manages the Wangaratta Aerodrome.	<i>Exp</i>	93	107	118
		<i>Rev</i>	7	7	2
		<i>NET</i>	(87)	(101)	(117)
Development Services Management	Provides strategic direction to the Development Services directorate.	<i>Exp</i>	610	675	550
		<i>Rev</i>	-	(4)	2
		<i>NET</i>	(610)	(679)	(548)
Livestock Selling Complex	Operation of the Wangaratta Livestock Exchange.	<i>Exp</i>	550	286	-
		<i>Rev</i>	515	38	180
		<i>NET</i>	(35)	(248)	180

### Major Initiatives

- 1) Marketing and Branding Strategy - Implementation to commence
- 2) Wangaratta Aerodrome Infrastructure Development - Stage 1
- 3) Develop Growth Area Infrastructure
- 4) Business Development and Support Programs
- 5) Tourism Marketing Campaign
- 6) Our participation in Tourism North East (TNE) programs

**Service Performance Outcome Indicators**

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Economic development & Tourism	Performance on business, community development and tourism	59	63	59
Tourism	Utilisation of Visit Wangaratta social media platforms		5%	5%
Livestock Exchange	Utilisation of Livestock Exchange		35,000	38,000
Livestock Exchange	Service cost		break even	break even
Planning & Building	Number of building permits for new dwellings issued within the municipality		15%	150
Planning & Building	% of planning application decisions made within required timeframes	81%	75%	82%
Planning & Building	Performance on planning and building permits		55	57
Planning & Building	Number of new housing lots released in the municipality		5%	150
Planning & Building	Decision making for planning permits	59	50	55

\* refer to table at end of section 2.6 for information on the calculation of Service Performance Outcome Indicators

### 2.3 Strategic Objective 3: We are Established

Our community has developed to make sure that we can connect and interact with each other by our road network and pathways, in accessible community spaces that provide activity and purpose, through effective telecommunications networks and within community facilities that are well maintained and activated. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

#### Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Cemetery	Operation of the public Cemetery in Wangaratta.	<i>Exp</i>	274	311	288
		<i>Rev</i>	310	328	328
		<i>NET</i>	36	17	41
Infrastructure Planning & Delivery	Provides long term maintenance management programs for Council's property assets and delivers annual capital works programs.	<i>Exp</i>	1,956	1,219	1,478
		<i>Rev</i>	166	167	-
		<i>NET</i>	(1,790)	(1,052)	(1,478)
Infrastructure Management	Provides strategic direction to the Infrastructure Services directorate.	<i>Exp</i>	655	710	630
		<i>Rev</i>	-	-	-
		<i>NET</i>	(655)	(710)	(630)

#### Major Initiatives

- 1) Railway Precinct Redevelopment
- 2) Cruse Street Program of Works - Stage 2
- 3) Annual Gravel Re-sheeting and Resealing Programs
- 4) Drainage and upgrade of Lindner Road - Design and Land Acquisition
- 5) Council Asset Data, Condition and Renewal Policy Development - Buildings and Systems
- 6) Delivery of our asset renewal program
- 7) Progression of major projects from 'The Wangaratta Project' in line with successful funding provision and Council's priorities
- 8) Implementation of the Rural Placemaking Projects as identified within the District Plans
- 9) Preparation of a of municipality-wide Walking & Cycling Strategy
- 10) Design and planning completed for the Waldara drainage scheme
- 11) Merriwa Park and Showground Feasibility Assessment

#### Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Roads and footpaths	Performance on the condition of local streets and footpaths	60	60	60
Sealed roads	Community satisfaction with sealed roads	58	58	58
Unsealed roads	Performance on maintenance of unsealed roads	50	50	52
Infrastructure	Value of infrastructure per head of municipal population		\$15,000	\$18,000
Infrastructure	Annual asset renewal gap		zero	zero

\* refer to table at end of section 2.6 for information on the calculation of Service Performance Outcome Indicators

## 2.4 Strategic Objective 4: We are Inspired

As a community we have opportunities for everyone to embrace the arts, to attend vibrant and exciting events, and to experience a community that is creative and evolving. It is easy for everyone to volunteer, to talk about the things that matter, to be involved and understand the way decisions are made and to celebrate our stories and heritage. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

### Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Communications and Customer Services	Provides customer service, communications and media across Council.	<i>Exp</i>	731	773	876
		<i>Rev</i>	0	-	-
		<i>NET</i>	(731)	(773)	(876)
Library Services	Provides a public library with customer focused service that caters for the cultural, educational and recreational needs of residents.	<i>Exp</i>	751	816	849
		<i>Rev</i>	391	374	365
		<i>NET</i>	(360)	(442)	(484)
Wangaratta Performing Arts Centre	Provides theatre services including technical staging advice and performance operations, facilities for presentations.	<i>Exp</i>	1,109	1,419	1,194
		<i>Rev</i>	577	598	628
		<i>NET</i>	(531)	(820)	(566)
Cultural Development	Provides a culturally rich and vibrant society by working to increase the expression of culture through the arts.	<i>Exp</i>	46	18	18
		<i>Rev</i>	156	-	-
		<i>NET</i>	110	(18)	(18)
Wangaratta Gallery	Provides a varied program of arts and cultural events and activities.	<i>Exp</i>	455	512	522
		<i>Rev</i>	122	73	82
		<i>NET</i>	(333)	(439)	(440)
Events	Provides events for the musicality and cultural development.	<i>Exp</i>	493	516	599
		<i>Rev</i>	70	22	8
		<i>NET</i>	(423)	(494)	(591)

### Major Initiatives

- 1) Wangaratta Performing Arts and Convention Centre Services Feasibility Study
- 2) Art Gallery Feasibility Study Outcomes
- 3) Library Self Service, security and stock control through RFID Technology
- 4) Wangaratta Parklands Precinct Master Plan
- 5) Venue Management Software to streamline booking systems – Implementation
- 6) Review of Christmas Decoration Lighting
- 7) Development of enabling frameworks for project management, change management and innovation

**Service Performance Outcome Indicators**

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Governance	Satisfaction with consultation and engagement	49	50	55
Governance	Satisfaction with informing the community		62	63
Council	Satisfaction in making decisions in the interest of the community	49	50	52
Communications & Customer Services	Average number of days to close a customer request		14	14
Communications & Customer Services	% of customer requests overdue by more than 60 days		10.0%	10.0%
Libraries	% of the municipal population that are active library users	15.0%	17.5%	17.0%
Wangaratta Gallery	Number of attendees at the Wangaratta Art Gallery	42,000	44,100	40,000
Cultural Development	Performance on community and cultural activities	70	71	62
Wangaratta Performing Arts Centre	Number of tickets sold through the Wangaratta Performing Arts & Convention Centre	23,154	23,617	22,000

\* refer to table at end of section 2.6 for information on the calculation of Service Performance Outcome Indicators

## 2.5 Strategic Objective 5: We are Sustainable

To ensure our long term viability and capacity to deliver quality services and infrastructure, we continue to meet the changing and complex challenges that face us. We focus on how we can do things better, improve our environmental and economic impact, and create lasting benefits for our community and future generations. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

### Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Community Compliance	Delivers customer focused local law service, including animal management, parking services and school crossing supervisors.	<i>Exp</i>	1,387	1,596	1,597
		<i>Rev</i>	1,080	1,154	1,193
		<i>NET</i>	(307)	(442)	(404)
Environmental Services	Develops environmental policy, coordinates and implements environmental projects.	<i>Exp</i>	376	450	676
		<i>Rev</i>	56	55	56
		<i>NET</i>	(320)	(395)	(620)
Field Services	Provides maintenance services for property, plant and infrastructure assets.	<i>Exp</i>	4,193	3,674	4,623
		<i>Rev</i>	667	309	305
		<i>NET</i>	(3,526)	(3,365)	(4,318)
Waste Management	Provides waste collection including kerbside rubbish collections of garbage, recyclables and organics and management of Bowser landfill.	<i>Exp</i>	4,384	4,543	4,511
		<i>Rev</i>	1,935	1,901	1,939
		<i>NET</i>	(2,449)	(2,642)	(2,572)
Financial Services	Provides financial services to both internal and external customers including the management of Council's finances.	<i>Exp</i>	1,244	1,804	1,409
		<i>Rev</i>	1,529	1,545	1,347
		<i>NET</i>	285	(260)	(62)
Information Services	Provides, supports and maintains reliable and cost effective information and computing systems, facilities and infrastructure.	<i>Exp</i>	1,848	1,620	2,177
		<i>Rev</i>	-	-	42
		<i>NET</i>	(1,848)	(1,620)	(2,135)
Council	This service includes the Mayor and Councillors, support personnel and associated costs.	<i>Exp</i>	305	328	357
		<i>Rev</i>	32	1	6
		<i>NET</i>	(273)	(327)	(351)
Chief Executive and support staff	This area of governance includes the Chief Executive Officer and associated support.	<i>Exp</i>	500	636	638
		<i>Rev</i>	-	7	7
		<i>NET</i>	(500)	(630)	(631)
Corporate Services Management & Governance	Provides strategic advice, governance, and oversees our financial sustainability.	<i>Exp</i>	480	782	734
		<i>Rev</i>	2	2	2
		<i>NET</i>	(478)	(780)	(732)

**Major Initiatives**

- 1) Organics Processing Plant Completion
- 2) Rural Townships Organics Roll Out
- 3) Gun Club Rehabilitation
- 4) Domestic Waste Water Management
- 5) ICT Strategy Implementation - Commencement
- 6) Environmental Sustainable Strategy 2014 - Review and update
- 7) Deliver our roadside weed management spraying program
- 8) Improved employee experience and performance through enhanced on-boarding and talent management
- 9) Business Intelligence - Agile reporting to support business decisions
- 10) On-line lodgement and payment of permits, animal renewals and infringements
- 11) A comprehensive service planning framework

**Service Performance Outcome Indicators**

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Animal Management	Cost of animal management services per registered animal	\$96	\$42	\$91
Council	Overall performance satisfaction		61	58
Council	% of council decisions made at meetings closed to the public	4%	5%	4%
Council	Satisfaction with lobbying on behalf of the community	52	71	54
Waste collection	Council performance on Waste Management		73	70
Waste collection	% of kerbside waste diverted from landfill	57%	61%	61%
Environmental sustainability	% change in emissions from council owned buildings, street lighting and fuel/vehicle use		20%	3%
Environmental sustainability	Performance on environmental sustainability	66	67	68

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

## 2.6 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Children's Services	Participation in maternal child health services	% of children enrolled to participate in the Maternal & Child Health Service	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
Children's Services	Service cost of maternal child health services	Cost of the MCH service per hour of service delivered	Cost of the MCH service / Number of hours MCH service delivered
Environmental health	Participation in immunisation programs	% of children receiving immunisation in accordance with the Victorian Immunisation Schedule	[Number of children immunised (in the year) / Number of children enrolled in the Victorian Immunisation Schedule] x100
Environmental health	Percentage of Class 1 and 2 food premises that receive an annual food safety assessment	% of registered class 1 and 2 food premises that receive an annual food safety assessment	[Number of annual food safety assessments issued (in the year) / Number of registered class 1 and 2 food premises] x100
Community & Recreation	Utilisation of aquatic facilities	Survey: Council performance on recreational facilities	Community satisfaction rating out of 100 with how Council has performed on recreational facilities
Community & Recreation	Satisfaction on recreational facilities	Number of visits to aquatic facilities per head of population	Number of visits to aquatic facilities / Municipal population
Economic development & Tourism	Performance on business, community development and tourism	Survey: Council performance on business and community development and tourism	Community satisfaction rating out of 100 with how Council has performed on business and community development and tourism
Tourism	Utilisation of Visit Wangaratta social media platforms	% change in visitors to Visitor Information Centre	Number of visits to Visitor Information Centre this year / Number of visits to Visitor Information Centre prior year
Livestock Exchange	Utilisation of Livestock Exchange	Number of cattle throughput at Wangaratta Livestock Exchange	Number of cattle throughput at Wangaratta Livestock Exchange



Service	Indicator	Performance Measure	Computation
Livestock Exchange	Service cost	Wangaratta Livestock Exchange year 1 full-year financial position	Operating surplus or deficit for Wangaratta Livestock Exchange
Planning & Building	Number of building permits for new dwellings issued within the municipality	Number of building permits issued within growth areas	Number of building permits issued within growth areas
Planning & Building	% of planning application decisions made within required timeframes	% of planning decisions made within 60 days	[Number of planning decisions made within 60 days / Number of all planning decisions made] x100
Planning & Building	Performance on planning and building permits	Survey: Council performance on planning and building permits	Community satisfaction rating out of 100 with how Council has performed on planning and building
Planning & Building	Number of new housing lots released in the municipality	Number of housing lots released in the municipality	Number of housing lots released in the municipality
Planning & Building	Decision making for planning permits	Median number of days taken between receipt of planning application and a decision	Median number of days taken between receipt of planning application and a decision
Roads and footpaths	Performance on the condition of local streets and footpaths	Survey: Council performance on the condition of local streets and footpaths in your area	Community satisfaction rating out of 100 with how Council has performed on the condition of local streets and footpaths
Sealed roads	Community satisfaction with sealed roads	Survey: Community satisfaction with sealed local roads	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads
Unsealed roads	Performance on maintenance of unsealed roads	Survey: Council performance on the maintenance of unsealed roads in your area	Community satisfaction rating out of 100 with how Council has performed on the condition of unsealed roads
Infrastructure	Value of infrastructure per head of municipal population	Value of infrastructure per head of municipal population	Value of infrastructure assets / municipal population
Infrastructure	Annual asset renewal gap	Annual asset renewal gap	Asset renewal expenses / Asset depreciation
Governance	Satisfaction with consultation and engagement	Survey: Council performance on consultation and engagement	Community satisfaction rating out of 100 with how Council has performed on consultation and engagement

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction with informing the community	Survey: Council performance on informing the community	Community satisfaction rating out of 100 with how Council has performed on informing the community
Communications & Customer Services	Average number of days to close a customer request	Average number of days to close a customer request	[Number of days to close a customer request / Number of customer requests] x100
Communications & Customer Services	% of customer requests overdue by more than 60 days	% of customer requests overdue by more than 60 days	[Number of customer requests overdue by more than 60 days / Number of all customer requests] x100
Libraries	% of the municipal population that are active library users	% of Municipal population that are active library users	[Number of active library members / municipal population] x100
Wangaratta Gallery	Number of attendees at the Wangaratta Art Gallery	Number of attendees at the Wangaratta Art Gallery	Number of attendees at the Wangaratta Art Gallery
Cultural Development	Performance on community and cultural activities	Survey: Council performance on community and cultural activities	Community satisfaction rating out of 100 with how Council has performed on community and cultural activities
Wangaratta Performing Arts Centre	Number of tickets sold through the Wangaratta Performing Arts & Convention Centre	Number of ticket sales for WPAC	Number of ticket sales for WPAC
Animal Management	Cost of animal management services per registered animal	Cost of animal management services per registered animal	Cost of the animal management services / Number of animals registered
Council	Overall performance satisfaction	Survey: RCOW overall performance	Community satisfaction rating out of 100 with how Council's overall performance
Council	% of council decisions made at meetings closed to the public	% of Council decisions made at meetings closed to the public	[Number of decisions made at a closed meeting / Number of decisions made at all meetings] x100
Council	Satisfaction with lobbying on behalf of the community	Survey: Council performance on lobbying on behalf of the community	Community satisfaction rating out of 100 with how Council has performed on lobbying on behalf of the community

Service	Indicator	Performance Measure	Computation
Waste collection	Council performance on Waste Management	Survey: Council performance on waste management	Community satisfaction rating out of 100 with how Council has performed on waste management
Waste collection	% of kerbside waste diverted from landfill	% of kerbside collection waste 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
Environmental sustainability	% change in emissions from council owned buildings, street lighting and fuel/vehicle use	% change in greenhouse gas emissions	[Greenhouse gas emissions this year / greenhouse gas emissions in 2006] - 1
Environmental sustainability	Performance on environmental sustainability	Survey: Council performance on environmental sustainability	Community satisfaction rating out of 100 with how Council has performed on environmental sustainability

**Reconciliation with budgeted operating result**

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Community Wellbeing	(4,741)	16,108	11,367
Corporate Services	3,400	6,482	9,882
Development Services	(2,233)	6,145	3,912
Executive Services	(982)	995	13
Infrastructure Services	(11,744)	14,587	2,843
<b>Total</b>	<b>(16,300)</b>	<b>44,317</b>	<b>28,017</b>

**Expenses added in:**

Depreciation	(18,822)
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Others	(9,156)
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<b>Deficit before funding sources</b>	<b>(44,278)</b>
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**Funding sources added in:**

Rates and charges revenue	33,459
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Capital grants	6,741
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Capital contributions	325
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Gain on sale of property, plant and equipment	819
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<b>Total funding sources</b>	<b>41,344</b>
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<b>Operating (surplus)/deficit for the year</b>	<b>(2,933)</b>
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**Less**

Capital grants - non-recurring	6,229
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Capital contributions	325
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Sale of property, plant and equipment	819
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<b>Underlying (surplus)/deficit for the year</b>	<b>4,440</b>
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### 3. Financial Statements

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

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

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

#### Pending Accounting Standards

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

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

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

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

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

**Comprehensive Income Statement**

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
<b>Income</b>						
Rates and charges	4.1.1	32,194	<b>33,459</b>	34,733	35,974	37,264
Statutory fees and fines	4.1.2	1,178	<b>1,204</b>	1,229	1,253	1,278
User fees	4.1.3	7,442	<b>7,996</b>	8,156	8,319	8,485
Grants - Operating	4.1.4	11,657	<b>14,826</b>	15,123	15,425	15,734
Grants - Capital	4.1.4	4,411	<b>6,741</b>	6,242	5,203	4,812
Contributions - monetary	4.1.5	596	<b>325</b>	2,402	1,338	10,699
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		778	<b>819</b>	-	-	-
Fair value adjustments for investment property		-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures		-	-	-	-	-
Other income	4.1.6	1,858	<b>701</b>	944	862	934
<b>Total income</b>		<b>60,115</b>	<b>66,072</b>	<b>68,829</b>	<b>68,373</b>	<b>79,205</b>
<b>Expenses</b>						
Employee costs	4.1.7	23,458	<b>24,144</b>	24,571	25,005	25,445
Materials and services	4.1.8	19,153	<b>19,628</b>	19,959	20,226	20,388
Depreciation and amortisation	4.1.9	16,683	<b>18,822</b>	21,324	21,968	22,528
Bad and doubtful debts		-	-	-	-	-
Borrowing costs		371	<b>441</b>	1,021	1,116	1,136
Other expenses	4.1.10	102	<b>104</b>	106	108	110
<b>Total expenses</b>		<b>59,766</b>	<b>63,139</b>	<b>66,981</b>	<b>68,423</b>	<b>69,608</b>
<b>Surplus/(deficit) for the year</b>		<b>348</b>	<b>2,933</b>	<b>1,848</b>	<b>(50)</b>	<b>9,597</b>
<b>Other comprehensive income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation increment /(decrement)		-	-	-	-	-
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
<b>Items that may be reclassified to surplus or deficit in future periods</b>						
(detail as appropriate)		-	-	-	-	-
<b>Total comprehensive result</b>		<b>348</b>	<b>2,933</b>	<b>1,848</b>	<b>(50)</b>	<b>9,597</b>

**Balance Sheet**

For the four years ending 30 June 2023

		Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections 2020/21 2021/22 2022/23 \$'000 \$'000 \$'000		
NOTES		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		4,502	1,795	1,620	2,585	1,822
Trade and other receivables		3,948	3,979	4,009	4,040	4,072
Other financial assets		13,049	9,694	5,029	6,934	18,065
Inventories		1	1	1	1	1
Non-current assets classified as held for sale		1,333	-	-	-	-
Other assets		402	402	402	402	402
<b>Total current assets</b>	4.2.1	23,235	15,871	11,061	13,962	24,362
<b>Non-current assets</b>						
Trade and other receivables		17	17	17	17	17
Other financial assets		-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries						
Property, infrastructure, plant & equipment		550,550	572,374	578,091	574,175	571,052
Investment property		-	-	-	-	-
Intangible assets		-	-	-	-	-
<b>Total non-current assets</b>	4.2.1	550,567	572,391	578,108	574,192	571,069
<b>Total assets</b>		573,802	588,262	589,169	588,155	595,431
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		4,419	5,018	3,892	3,256	3,300
Trust funds and deposits		1,237	1,237	1,212	1,188	1,164
Provisions		5,042	5,081	5,121	5,162	5,203
Interest-bearing liabilities	4.2.3	873	1,989	2,260	2,414	2,407
<b>Total current liabilities</b>	4.2.2	11,571	13,326	12,485	12,020	12,074
<b>Non-current liabilities</b>						
Provisions		15,310	14,040	12,121	11,502	11,534
Interest-bearing liabilities	4.2.3	8,988	21,364	23,182	23,301	20,894
<b>Total non-current liabilities</b>	4.2.2	24,298	35,404	35,303	34,803	32,428
<b>Total liabilities</b>		35,869	48,730	47,788	46,823	44,502
<b>Net assets</b>		537,933	539,532	541,381	541,331	550,928
<b>Equity</b>						
Accumulated surplus		175,546	174,835	176,323	177,344	184,786
Reserves		362,387	364,698	365,058	363,987	366,142
<b>Total equity</b>	4.3.1	537,933	539,533	541,381	541,331	550,928

**Statement of Changes in Equity**

For the four years ending 30 June 2023

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation n Reserve \$'000	Other Reserves \$'000
<b>2019 Forecast Actual</b>					
Balance at beginning of the financial year		540,040	175,550	353,030	11,460
Surplus/(deficit) for the year		348	348	-	-
Net asset revaluation increment/(decrement)		(2,455)	-	(2,455)	-
Transfers to other reserves		-	(6,796)	-	6,796
Transfers from other reserves		-	6,443	-	(6,443)
<b>Balance at end of the financial year</b>		<b>537,933</b>	<b>175,546</b>	<b>350,575</b>	<b>11,812</b>
<b>2020 Budget</b>					
Balance at beginning of the financial year		537,933	175,546	350,574	11,812
Surplus/(deficit) for the year		2,933	2,933	-	-
Net asset revaluation increment/(decrement)		(1,333)	-	(1,333)	-
Transfers to other reserves	4.3.1	-	(7,182)	-	7,182
Transfers from other reserves	4.3.1	-	3,538	-	(3,538)
<b>Balance at end of the financial year</b>	4.3.1	<b>539,533</b>	<b>174,835</b>	<b>349,241</b>	<b>15,456</b>
<b>2021</b>					
Balance at beginning of the financial year		539,533	174,835	349,242	15,456
Surplus/(deficit) for the year		1,848	1,848	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(3,920)	-	3,920
Transfers from other reserves		-	3,560	-	(3,560)
<b>Balance at end of the financial year</b>		<b>541,381</b>	<b>176,323</b>	<b>349,242</b>	<b>15,816</b>
<b>2022</b>					
Balance at beginning of the financial year		541,381	176,323	349,242	15,816
Surplus/(deficit) for the year		(50)	(50)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(3,826)	-	3,826
Transfers from other reserves		-	4,897	-	(4,897)
<b>Balance at end of the financial year</b>		<b>541,331</b>	<b>177,344</b>	<b>349,242</b>	<b>14,746</b>
<b>2023</b>					
Balance at beginning of the financial year		541,331	177,344	349,242	14,746
Surplus/(deficit) for the year		9,597	9,597	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(3,737)	-	3,737
Transfers from other reserves		-	1,582	-	(1,582)
<b>Balance at end of the financial year</b>		<b>550,928</b>	<b>184,786</b>	<b>349,242</b>	<b>16,901</b>



**Statement of Cash Flows**

For the four years ending 30 June 2023

Notes	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
	Inflows (Outflows)	Inflows (Outflows)	2020/21 \$'000 (Outflows)	2021/22 \$'000 (Outflows)	2022/23 \$'000 (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	32,310	<b>33,427</b>	34,703	35,943	37,232
Statutory fees and fines	1,178	<b>1,204</b>	1,229	1,253	1,278
User fees	7,442	<b>7,996</b>	8,156	8,319	8,485
Grants - operating	11,657	<b>14,826</b>	15,123	15,425	15,734
Grants - capital	4,411	<b>6,741</b>	6,242	5,203	4,812
Contributions - monetary	596	<b>325</b>	2,402	1,338	10,699
Interest received	-	-	230	133	190
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	1,858	<b>701</b>	715	729	744
Net GST refund / payment	-	-	-	-	-
Employee costs	(23,458)	<b>(24,075)</b>	(24,500)	(24,933)	(25,372)
Materials and services	(19,249)	<b>(20,433)</b>	(23,166)	(21,644)	(20,479)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(130)	<b>(80)</b>	-	-	-
<b>Net cash provided by/(used in) operating activities</b> 4.4.1	<b>16,615</b>	<b>20,633</b>	<b>21,133</b>	<b>21,766</b>	<b>33,323</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(34,506)	<b>(41,323)</b>	(27,284)	(19,281)	(19,648)
Proceeds from sale of property, infrastructure, plant and equipment	2,715	<b>1,577</b>	244	1,229	244
Payments for investments	-	-	-	-	-
Proceeds from sale of investments	-	-	-	-	-
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
<b>Net cash provided by/ (used in) investing activities</b> 4.4.2	<b>(31,791)</b>	<b>(39,747)</b>	<b>(27,041)</b>	<b>(18,053)</b>	<b>(19,405)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(371)	<b>(441)</b>	(1,021)	(1,116)	(1,136)
Proceeds from borrowings	4,983	<b>14,364</b>	4,078	2,533	-
Repayment of borrowings	(3,858)	<b>(873)</b>	(1,989)	(2,260)	(2,414)
<b>Net cash provided by/(used in) financing activities</b> 4.4.3	<b>754</b>	<b>13,051</b>	<b>1,068</b>	<b>(843)</b>	<b>(3,551)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(14,422)</b>	<b>(6,063)</b>	<b>(4,840)</b>	<b>2,870</b>	<b>10,368</b>
Cash and cash equivalents at the beginning of the financial year	31,973	<b>17,551</b>	11,488	6,648	9,518
<b>Cash and cash equivalents at the end of the financial year</b>	<b>17,551</b>	<b>11,488</b>	<b>6,648</b>	<b>9,518</b>	<b>19,886</b>

**Statement of Capital Works**

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
<b>Property</b>					
Land	-	-	-	-	-
Land improvements	2,595	-	2,250	1,150	450
<b>Total land</b>	2,595	-	2,250	1,150	450
Buildings	1,591	1,156	1,005	520	531
Heritage buildings	-	-	-	-	-
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
<b>Total buildings</b>	1,591	1,156	1,005	520	531
<b>Total property</b>	4,186	1,156	3,255	1,670	981
<b>Plant and equipment</b>					
Heritage plant and equipment	-	-	-	-	-
Plant, machinery and equipment	1,604	1,549	1,610	2,047	1,582
Fixtures, fittings and furniture	25	452	-	-	-
Computers and telecommunications	901	446	100	100	100
Art Collection	5	6	-	-	-
Library books	183	187	190	190	190
<b>Total plant and equipment</b>	2,718	2,640	1,900	2,337	1,872
<b>Infrastructure</b>					
Roads	15,331	11,898	16,295	13,049	10,781
Bridges	479	294	306	312	318
Footpaths and cycleways	2,015	613	182	201	1,425
Drainage	755	967	1,444	728	1,949
Recreational, leisure and community facilities	4,854	16,552	744	243	1,495
Waste management	3,639	2,029	2,200	-	-
Parks, open space and streetscapes	415	2,667	440	167	197
Aerodromes	62	943	-	-	-
Off street car parks	52	1,564	181	186	192
Other infrastructure	-	-	338	388	439
<b>Total infrastructure</b>	27,602	37,527	22,129	15,274	16,796
<b>Total capital works expenditure</b>	4.5.1 34,506	41,323	27,284	19,281	19,648
<b>Represented by:</b>					
New asset expenditure	17,892	23,593	14,261	8,053	8,228
Asset renewal expenditure	12,076	11,348	8,270	8,543	8,677
Asset expansion expenditure	116	-	-	-	-
Asset upgrade expenditure	4,422	6,382	4,754	2,684	2,743
<b>Total capital works expenditure</b>	4.5.1 34,506	41,323	27,284	19,281	19,648
<b>Funding sources represented by:</b>					
Grants	4,411	6,742	5,731	4,691	4,300
Contributions	596	195	332	338	345
Council cash	24,517	20,021	17,144	11,719	15,003
Borrowings	4,983	14,365	4,078	2,533	-
<b>Total capital works expenditure</b>	4.5.1 34,506	41,323	27,284	19,281	19,648

## Statement of Human Resources

For the four years ending 30 June 2023

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	23,458	<b>24,144</b>	24,571	25,005	25,445
Employee costs - capital	346	<b>380</b>	386	391	397
<b>Total staff expenditure</b>	<b>23,804</b>	<b>24,524</b>	<b>24,957</b>	<b>25,396</b>	<b>25,842</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	268.5	<b>276.7</b>	276.7	276.7	276.7
<b>Total staff numbers</b>	<b>268.5</b>	<b>276.7</b>	<b>276.7</b>	<b>276.7</b>	<b>276.7</b>

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

Department	Budget 2019/20 \$'000	Comprises			
		Permanent Full Time \$'000	Permanent Part time \$'000	Casual \$'000	Temporary \$'000
Community Wellbeing	<b>7,864</b>	3,653	3,748	464	-
Corporate Services	<b>2,898</b>	2,372	398	40	88
Development Services	<b>3,749</b>	3,150	273	185	141
Executive Services	<b>1,022</b>	717	216	28	61
Infrastructure Services	<b>8,611</b>	7,998	465	112	36
Total operating staff expenditure	<b>24,144</b>	17,890	5,099	829	326
Capitalised labour costs	<b>380</b>				
<b>Total expenditure</b>	<b>24,524</b>				

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

Department	Budget 2019/20	Comprises			
		Permanent Full Time	Permanent Part time	Casual	Temporary
Community Wellbeing	<b>90.5</b>	38.0	47.4	5.1	-
Corporate Services	<b>31.3</b>	23.0	5.1	0.2	3.0
Development Services	<b>40.3</b>	32.0	4.1	2.2	2.0
Executive Services	<b>10.6</b>	5.0	2.4	0.2	3.0
Infrastructure Services	<b>104.0</b>	97.0	5.1	0.9	1.0
Total operating staff expenditure	<b>276.7</b>	195.0	64.1	8.6	9.0
Capitalised labour costs	<b>6.3</b>				
<b>Total staff</b>	<b>283</b>				

## 4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

### 4.1 Comprehensive Income Statement

#### 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. Kerbside waste collection, recycling and organic waste charges will increase by 6.0%.

The 2019/20 Budget reflects the Rating Strategy 2018 - 2022.

This will raise total rates and charges for 2019/20 to \$33.459 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*	26,318	<b>26,976</b>	658	<b>2.50%</b>
Municipal charge*	-	-	-	<b>0.00%</b>
Waste management charge	-	-	-	<b>0.00%</b>
Service rates and charges	5,841	<b>6,286</b>	445	<b>7.63%</b>
Special rates and charges	-	-	-	<b>0.00%</b>
Supplementary rates and rate adjustments	198	<b>196</b>	- 2	<b>0.00%</b>
Interest on rates and charges	-	-	-	<b>0.00%</b>
Revenue in lieu of rates	-	-	-	<b>0.00%</b>
<b>Total rates and charges</b>	<b>32,357</b>	<b>33,459</b>	<b>1,102</b>	<b>3.41%</b>

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

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

Type or class of land	2018/19 cents/\$CIV*	2019/20 cents/\$CIV*	Change
General	0.499400	<b>0.482400</b>	-3.4%
Vacant General	0.998700	<b>0.964800</b>	-3.4%
Rural Residential	0.499400	<b>0.482400</b>	-3.4%
Vacant Rural Residential	0.998700	<b>0.964800</b>	-3.4%
Rural 1	0.349600	<b>0.337700</b>	-3.4%
Rural 2	0.324600	<b>0.313500</b>	-3.4%
Commercial	0.689100	<b>0.665700</b>	-3.4%
Industrial	0.689100	<b>0.665700</b>	-3.4%
Vacant Commercial/Industrial	0.998700	<b>0.964800</b>	-3.4%
Vacant General > 3 Years	-	<b>1.254000</b>	<b>100.0%</b>
Mixed Use	-	<b>0.574000</b>	<b>100.0%</b>

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 \$'000	2019/20 \$'000	Change \$'000	%
General	11,510	<b>11,429</b>	- 81	<b>-0.70%</b>
Vacant General	304	<b>293</b>	- 11	<b>-3.62%</b>
Rural Residential	4,470	<b>4,585</b>	115	<b>2.57%</b>
Vacant Rural Residential	225	<b>250</b>	25	<b>11.11%</b>
Rural 1	1,418	<b>1,489</b>	71	<b>5.01%</b>
Rural 2	4,293	<b>4,619</b>	326	<b>7.59%</b>
Commercial	2,844	<b>2,914</b>	70	<b>2.46%</b>
Industrial	1,140	<b>1,156</b>	16	<b>1.40%</b>
Vacant Commercial/Industrial	114	<b>133</b>	19	<b>16.67%</b>
Vacant General > 3 Years	-	<b>96</b>	96	<b>100.0%</b>
Mixed Use	-	<b>12</b>	12	<b>100.0%</b>
<b>Total amount to be raised by general rates</b>	<b>26,318</b>	<b>26,976</b>	<b>658</b>	<b>2.50%</b>

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 Number	2019/20 Number	Change Number	%
General	8,494	<b>8,585</b>	91	<b>1.07%</b>
Vacant General	186	<b>172</b>	(14)	<b>-7.53%</b>
Rural Residential	2,624	<b>2,656</b>	32	<b>1.22%</b>
Vacant Rural Residential	144	<b>136</b>	(8)	<b>-5.56%</b>
Rural 1	961	<b>965</b>	4	<b>0.42%</b>
Rural 2	1,959	<b>1,964</b>	5	<b>0.26%</b>
Commercial	704	<b>683</b>	(21)	<b>-2.98%</b>
Industrial	379	<b>386</b>	7	<b>1.85%</b>
Vacant Commercial/Industrial	47	<b>48</b>	1	<b>2.13%</b>
Vacant General > 3 Years	-	<b>46</b>	46	<b>100.0%</b>
Mixed Use	-	<b>5</b>	5	<b>100.0%</b>
<b>Total number of assessments</b>	<b>15,498</b>	<b>15,646</b>	<b>148</b>	<b>0.95%</b>

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	%
General	2,304,815	2,369,265	64,450	2.80%
Vacant General	30,410	30,339	- 71	-0.23%
Rural Residential	895,137	950,435	55,298	6.18%
Vacant Rural Residential	22,529	25,957	3,428	15.22%
Rural 1	405,609	440,831	35,222	8.68%
Rural 2	1,322,505	1,473,471	150,966	11.42%
Commercial	412,782	437,805	25,023	6.06%
Industrial	165,375	173,636	8,261	5.00%
Vacant Commercial/Industrial	11,420	13,795	2,375	20.80%
Vacant General > 3 Years	-	7,635	7,635	100.0%
Mixed Use	-	2,022	2,022	100.0%
<b>Total value of land</b>	<b>5,570,582</b>	<b>5,925,191</b>	<b>354,609</b>	<b>6.37%</b>

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2018/19	Per Rateable Property 2019/20	Change	
	\$	\$	\$	%
Municipal	Nil	Nil	-	0.00%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2018/19	2019/20	Change	
	\$	\$	\$	%
Municipal	Nil	Nil	-	0.00%

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2018/19	Per Rateable Property 2019/20	Change	
	\$	\$	\$	%
<i>Urban</i>				
Kerbside collection - 140l	151	160	9	6.00%
Kerbside collection - 240l	300	318	18	6.00%
Recycling charge - 240l	123	130	7	6.00%
Recycling charge - 360l	123	130	7	6.00%
Organic waste charge	151	160	9	6.00%
<i>Rural</i>				
Kerbside collection - 240l	240	254	14	6.00%
Kerbside collection - 140l	-	160	160	100.0%
Recycling charge - 240l	123	130	7	6.00%
Recycling charge - 360l	123	130	7	6.00%
Organic waste charge	151	160	9	6.00%

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

Type of Charge	2018/19	2019/20	Change	
	\$	\$	\$	%
Kerbside collection	2,702	<b>2,963</b>	261	<b>9.66%</b>
Recycling charge	1,725	<b>1,824</b>	99	<b>5.76%</b>
Organic Waste Charge	1,414	<b>1,499</b>	85	<b>6.04%</b>
<b>Total</b>	<b>5,841</b>	<b>6,287</b>	<b>446</b>	<b>7.63%</b>

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

	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
General rates	26,318	<b>26,976</b>	658	<b>2.50%</b>
Kerbside collection and recycling	5,841	<b>6,287</b>	446	<b>7.63%</b>
Supplementary Rates	198	<b>196</b>	2	<b>-0.81%</b>
<b>Total Rates and charges</b>	<b>32,357</b>	<b>33,459</b>	<b>1,102</b>	<b>3.41%</b>

4.1.1(l) Fair Go Rates System Compliance

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

	2018/19	2019/20
Total Rates \$'000	\$ 26,318	\$ 26,976
Number of rateable properties	15,498	15,646
Base Average Rates	1,612	1,698
Maximum Rate Increase (set by the State Government)	<b>2.25%</b>	<b>2.50%</b>
Capped Average Rate	1,698	1,724
Maximum General Rates and Municipal Charges Revenue	\$ 26,318	\$ 26,976
Budgeted General Rates and Municipal Charges Revenue	\$ 26,318	\$ 26,976
Budgeted Supplementary Rates	\$ 198	\$ 196
Budgeted General Rates and Municipal Charges Revenue	\$ 26,516	\$ 27,172

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2019/20: estimated \$196,000 and 2018/19: \$198,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes commercial land and vice versa.

4.1.1(n) Differential rates

The rate and amount of rates payable in relation to land in each category of differential are set out above.

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 (refer 4.1.1(b)).



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.

### **Type and Description**

#### **General**

All land except where otherwise classified.

**General rate – 100%:** The objective of this general rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health, recreation and community services
- Provision of general support services.

#### **Vacant General Land**

Any land which:

1. is located within a General Residential, Neighbourhood Residential or Residential Growth Zone under the Wangaratta Planning Scheme; and
2. on which there is no building affixed to the land which is designed and constructed primarily for residential purposes and can lawfully be used as a place of residence.

**Rating differential – 200%:** The objective of the Vacant General Land differential rate is to encourage development of this class of property.

#### **Rural Residential Land**

Any land:

1. which does not have the characteristics of Commercial/Industrial Land; and
- 2.1 is located within a Rural Living 1 Zone, Rural Living 2 Zone, Low Density Residential Zone, or Township Zone under the Wangaratta Planning Scheme; or
- 2.2(i) is located within a Farming Zone or Rural Conservation Zone under the Wangaratta Planning Scheme and is less than 8ha in area,
- 2.2(ii) except where the land is a component of a single farm enterprise [as defined in Section 9A(5) of the Fire Services Property Levy Act 2012]; and
- 2.2(iii) is not less than 2ha; and
3. on which there is a building affixed to the land which is designed and constructed primarily for residential purposes and can lawfully be used as a place of residence.

**Rating differential – 100%:** The objective of this differential rate is to reflect that the reduced benefits received by this lower density property are reflected in property values, and therefore, no discounted rate should be applied.

#### **Vacant Rural Residential Land**

Any land:

1. which does not have the characteristics of Commercial/Industrial Land; and
- 2.1 is located within a Rural Living 1 Zone, Rural Living 2 Zone, Low Density Residential Zone, or Township Zone under the Wangaratta Planning Scheme;
- 2.2(i) except where the land is a component of a single farm enterprise [as defined in Section 9A(5) of the Fire Services Property Levy Act 2012]; and
- 2.2(ii) is not less than 2ha; and
3. on which there is no building affixed to the land which is designed and constructed primarily for residential purposes and can lawfully be used as a place of residence.

**Rating differential – 200%:** The objective of the Vacant Rural Residential Land differential rate is to encourage development of this class of property.



### Rural 1 Land

Any land:

1. which does not have the characteristics of Commercial/Industrial Land; and
- 2.1 is located within a Farming Zone or Rural Conservation Zone under the Wangaratta Planning Scheme and is not less than 8ha in area; or
- 2.2(i) is a component of a single farm enterprise [as defined in Section 9A(5) of the Fire Services Property Levy Act 2012]; and
- 2.2(ii) is not less than 2ha.

**Rating differential – 70%:** The objective of the Rural Land differential rate is to recognise the reduced infrastructure investment and provision of services to this class of property.

### Rural 2 Land

Any land:

1. which does not have the characteristics of Commercial/Industrial Land; and
- 2.1 is located within a Farming Zone or Rural Conservation Zone under the Wangaratta Planning Scheme and is greater than 40ha in area; or
- 2.2(i) is a component of a single farm enterprise [as defined in Section 9A(5) of the Fire Services Property Levy Act 2012], and when combined total an area greater than 40ha; and
- 2.2(ii) is not less than 2ha.

**Rating differential – 65%:** The objective of the Rural Land differential rate is to recognise the reduced infrastructure investment and provision of services to this class of property. This differential rate also recognises the land stewardship and amenity that large rural holdings provide to the rural landscape.

### Commercial

Any land which is:

- 1.1 located within Mixed Use Zone, Industrial Zone 1, Commercial Zone 1-2, or Special Use Zone 1-4 under the Wangaratta Planning Scheme; and
- 1.2 is used primarily for commercial purposes or is obviously adapted or designed to be used primarily for commercial purposes; or
2. is used for commercial purposes or is obviously adapted or designed to be used for commercial purposes and is not the owner/s principal place of residence; or
3. is allocated an Australian Valuation Property Classification Code that correlates with the Commercial classification of the Fire Services Property Levy.

**Rating differential – 138%:** The objective of the Commercial rate is to recognise the benefits derived by this class of property including higher infrastructure investment and general support services.

### Industrial

Any land which is:

- 1.1 located within Mixed Use Zone, Industrial Zone 1, Commercial Zone 1-2, or Special Use Zone 1-4 under the Wangaratta Planning Scheme; and
- 1.2 is used primarily for industrial purposes or is obviously adapted or designed to be used primarily for industrial purposes; or
2. is used for industrial purposes or is obviously adapted or designed to be used for industrial purposes and is not the owner/s principal place of residence; or
3. is allocated an Australian Valuation Property Classification Code that correlates with the Industrial classification of the Fire Services Property Levy.

**Rating differential – 138%:** The objective of the Industrial rate is to recognise the benefits derived by this class of property including higher infrastructure investment and general support services.

#### Vacant Commercial/ Industrial Land

1. Any land which is located within:
  - Mixed use Zone
  - Industrial Zone 1
  - Commercial Zone 1-2
  - Special Use Zone 1-4
 under the Wangaratta Planning Scheme; and
2. has developed infrastructure and utilities available to it but in respect of which no commercial or industrial use of occurring; and
3. on which there is no building affixed to the land which cannot be lawfully occupied.

**Rating differential – 200%:** The objective of the Vacant Commercial/Industrial differential rate is to recognise the benefits derived by this class of property including higher infrastructure investment and general support services and to encourage development of this class of property.

#### General Vacant > Three Years

1. Any land which is located within:
  - General Residential Zone
  - Neighbourhood Residential Zone
  - Residential Growth Zone
 under the Wangaratta Planning Scheme; and
2. on which there is no building affixed to the land which is designed and constructed primarily for residential purposes and can lawfully be used as a place of residence; and
3. which has been vacant for more than three years at 1 July; and
4. which has not changed ownership for more than three years at 1 July.

**Rating differential – 260%:** The objective of the General Vacant > Three Years differential rate is to encourage development of medium to long-term unimproved residential property.

#### Mixed Use

Any land:

- 1.1 on which there is a building, at least part of which is used, designed or adapted for the carrying out of the manufacture or production of, or the trade in, goods and services and is occupied for that purpose; and
- 1.2 on which there is a building, at least part of which is used, designed or adapted as a principal place of residence and is lawfully occupied as such; and
- 1.3 both the part of the land which meets the requirements of subparagraph 1.1 and the part of the land which meets the requirements of subparagraph 1.2 is occupied by the ratepayer; or
- 1.4 where there is more than one ratepayer, at least one of those ratepayers occupies both the parts of the land which meets the requirements of subparagraph 1.1 and the part of the land which meets the requirements of subparagraph 1.2.

**Rating differential – 119%:** The objective of the Mixed Use differential rate is to recognise the benefits derived by this class of property including higher infrastructure investment and general support services when compared to the General differential category.

#### 4.1.2 Statutory fees and fines

	Forecast Actual 2018/19	Budget 2019/20	Change	
	\$'000	\$'000	\$'000	%
Animal registrations	446	455	9	2.0%
Town planning fees	284	290	6	2.1%
Other statutory fees	299	306	7	2.3%
Infringements and costs	77	79	2	2.6%
Building fees	34	35	1	2.9%
Health fees	22	23	1	4.5%
PERIN court recoveries	15	16	1	6.7%
Election fines	1	-	(1)	-100.0%
<b>Total statutory fees and fines</b>	<b>1,178</b>	<b>1,204</b>	<b>26</b>	<b>2.2%</b>

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations, planning and building fees and parking fines. Statutory fees are set in accordance with legislative requirements.

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

#### 4.1.3 User fees

	Forecast Actual 2018/19	Budget 2019/20	Change	
	\$'000	\$'000	\$'000	%
Children's services	2,011	2,249	238	11.8%
Landfill and transfer station charges	1,850	1,922	72	3.9%
Aged and disability services	1,020	1,038	18	1.8%
Performing arts and culture	483	513	30	6.2%
Rental properties	498	482	(16)	-3.2%
Community compliance	402	421	19	4.7%
Cemetery	328	328	-	0.0%
Building	212	212	-	0.0%
Livestock exchange	39	182	143	366.7%
Engineering	133	132	(1)	-0.8%
Library	126	114	(12)	-9.5%
External private works	38	37	(1)	-2.6%
Other	302	366	64	21.2%
<b>Total user fees</b>	<b>7,442</b>	<b>7,996</b>	<b>554</b>	<b>7.4%</b>

User fees 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, entertainment, community facilities and the provision of community wellbeing services such as family day care and home help services. In setting the budget the key principle determining the level of user charges has been to ensure that increases are kept to a minimum or inline with market levels and do not exceed CPI increases, where possible.

User fees are projected to increase by 7.44% or \$554,000 in 2019/20. This is substantially due to an expected improvement in user fee income for the Children's services area through increased occupancy rates and a return to Council from the Wangaratta Livestock Exchange.

A detailed listing of the 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 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000 %	
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	10,698	15,696	4,998	46.7%
State funded grants	5,369	5,871	502	9.4%
<b>Total grants received</b>	<b>16,067</b>	<b>21,567</b>	<b>5,500</b>	<b>34.2%</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance Grants	3,641	7,184	3,543	97.3%
Social Support	1,338	1,358	20	1.5%
Volunteer coordination	5	5	-	0.0%
Senior citizens	11	11	0	3.1%
Packaged care	3,714	3,390	(324)	-8.7%
<b>Recurrent - State Government</b>				
Environmental health	33	33	-	0.0%
Performing Arts	117	115	(2)	-1.7%
Family Day Care	599	634	35	5.8%
Youth development	72	72	-	0.0%
Community compliance	72	74	2	2.8%
Emergency Management	60	60	-	0.0%
Libraries	230	235	5	2.2%
Community & Recreation	46	-	(46)	-100.0%
Maternal and child health	441	441	-	0.0%
Home and Community Care	223	214	(9)	-4.0%
Intake and assessment	269	272	3	1.1%
<b>Total recurrent grants</b>	<b>10,871</b>	<b>14,098</b>	<b>3,227</b>	<b>29.7%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Emergency Management	-	35	35	0.0%
Community & Recreation	10	10	-	100.0%
<b>Non-recurrent - State Government</b>				
Natural Resource Management	55	55	0	0.0%
Emergency Management	-	-	-	0.0%
Economic development	110	-	(110)	-100.0%
Finance	-	-	-	0.0%
Events	8	3	(5)	-62.5%
Strategy	31	-	(31)	-100.0%
Waste	34	-	(34)	-100.0%
Youth Services	2	2	-	0.0%
Children's Services	99	59	(40)	-40.4%
Community & Recreation	376	380	4	1.1%
Community Care	-	124	124	0.0%
Gallery	60	60	-	0.0%
<b>Total non-recurrent grants</b>	<b>785</b>	<b>728</b>	<b>(57)</b>	<b>-7.3%</b>
<b>Total operating grants</b>	<b>11,656</b>	<b>14,826</b>	<b>3,170</b>	<b>27.2%</b>

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000 %	
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to recovery	1,715	512	(1,203)	-70.1%
<b>Recurrent - State Government</b>				
	-	-	-	0.0%
<b>Total recurrent grants</b>	<b>1,715</b>	<b>512</b>	<b>(1,203)</b>	<b>-70.1%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Recreation, Leisure & Community Facilities	246	2,498	2,252	915.4%
Buildings	18	18	-	0.0%
Roads	-	675	675	100.0%
<b>Non-recurrent - State Government</b>				
Buildings	395	-	(395)	100.0%
Roads	710	-	(710)	-100.0%
Footpaths	100	-	(100)	-100.0%
Drainage	-	100	100	100.0%
Recreation, Leisure & Community Facilities	244	1,569	1,325	543.0%
Waste	598			
Parks open spaces and streetscape	340	1,000	660	100.0%
Aerodrome	45	369	324	100.0%
<b>Total non-recurrent grants</b>	<b>2,696</b>	<b>6,229</b>	<b>3,533</b>	<b>131.0%</b>
<b>Total capital grants</b>	<b>4,411</b>	<b>6,741</b>	<b>2,330</b>	<b>52.8%</b>
<b>Total Grants</b>	<b>16,067</b>	<b>21,567</b>	<b>5,500</b>	<b>34.2%</b>

Operating grants and contributions 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 is expected to increase by 27% (or \$3.17 million) compared to 2018/19. This increase primarily relates to an expected annual allocation of Victorian Grants Commission funding in 2019/20. Council received only 50% of the 2018/19 grant amount in 2018/19, having received the first 50% earlier in 2017/18.

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 is expected to increase by 54% (or \$2.380 million) compared to 2018/19 mainly associated with funding received from the State and Federal Governments in relation to various Recreational facilities which were announced during 2018/19.

#### 4.1.5 Contributions

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Monetary	596	325	- 271	-45.4%
Non-monetary	-	-	-	0.0%
<b>Total contributions</b>	<b>596</b>	<b>325</b>	<b>- 271</b>	<b>-45.4%</b>

Monetary contributions relate to monies received from Developer Contributions and community sources for the purposes of funding the capital works program. Non-monetary contributions relate to assets that arise out of new subdivisions within the municipality and are vested with Council. The level of monetary contributions expected for 2019/20 is \$325,000 which is a decrease of \$271,000 or 45.4% compared to 2018/19.

#### 4.1.6 Other income

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Interest	748	648	(100)	-13.4%
Other	3	-	(3)	-100.0%
Natural Disaster reimbursement	771	-	(771)	-100.0%
Reimbursements	336	53	(283)	-84.2%
<b>Total other income</b>	<b>1,858</b>	<b>701</b>	<b>(1,157)</b>	<b>-62.3%</b>

Other income relates to a range of items such as private works, cost recoups and other miscellaneous items. It also includes interest on investments and reimbursements for emergency response and restoration costs.

In 2018/19 Council received significant reimbursement income following asset restoration works associated with the 2016 floods and the 2017 wind storm.

#### 4.1.7 Employee costs

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Wages and salaries	19,509	20,025	516	2.6%
Superannuation	1,947	2,075	128	6.6%
Annual leave and long service leave	939	967	28	3.0%
Other employee benefits	861	852	(9)	-1.0%
Workcover	202	225	23	11.4%
<b>Total employee costs</b>	<b>23,458</b>	<b>24,144</b>	<b>686</b>	<b>2.9%</b>

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, WorkCover, etc. Employee costs are forecast to increase by 2.92% or \$686,000 compared to 2018/19 forecast. Salary and Wages have been budgeted in accordance with Council's 2018 Enterprise Bargaining Agreement 2017 - 2021.

#### 4.1.8 Materials and services

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Other materials and services	11,853	13,613	1,760	14.8%
Contract payments	5,388	3,823	(1,565)	-29.0%
Utilities	817	952	135	16.5%
Consultants	1,052	1,197	145	13.8%
Building maintenance	24	24	-	0.0%
Plant and equipment maintenance	19	19	-	0.0%
<b>Total materials and services</b>	<b>19,153</b>	<b>19,628</b>	<b>475</b>	<b>2.5%</b>

Materials and services include the purchase of consumables, payments to contractors for the provision of services and utility costs. It is forecast to increase by 2.48% or \$475,000 compared to 2018/19.

#### 4.1.9 Depreciation and amortisation

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Property	1,084	2,063	979	90.3%
Plant & equipment	1,828	1,223	(605)	-33.1%
Infrastructure	13,771	15,536	1,765	12.8%
<b>Total depreciation and amortisation</b>	<b>16,683</b>	<b>18,822</b>	<b>2,139</b>	<b>12.8%</b>

Depreciation and amortisation 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. The projected increase of \$2.139 million is mainly due to the completion of the 2018/19 capital works program and the full year effect of depreciation on the 2018/19 capital works program.

Refer to section 4.5. "Analysis of Capital Budget" for a more detailed analysis of Council's capital works program for the 2019/20 year.

#### 4.1.10 Other expenses

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Other expenses	102	104	2	1.96%
<b>Total other expenses</b>	<b>102</b>	<b>104</b>	<b>2</b>	<b>1.96%</b>



## 4.2 Balance Sheet

### 4.2.1 Assets

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. These balances are projected to decrease by \$6.065 million during the year mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months. It also includes land held for sale 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 \$21.824 million increase in this balance is attributable to the net result of the capital works program, depreciation of assets and the sale through sale of property, plant and equipment.

### 4.2.2 Liabilities

Total current liabilities are expected to increase by \$1.755 million from 2018/19.

The increase in current liabilities represents obligations that Council must pay within the next twelve months. Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase by \$599,000 due to the substantial capital works program for 2019/20.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees and for landfill rehabilitation. The employee entitlements are only expected to increase marginally due to more active management of entitlements.

Interest-bearing loans and borrowings are forecast to increase due to proposed borrowings for the aquatic development project and the North West growth corridor infrastructure needs.

### 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	8,737	9,861
Amount proposed to be borrowed	4,983	14,364
Amount projected to be redeemed	(3,858)	(873)
Amount of borrowings as at 30 June	9,861	23,352



### 4.3 Statement of changes in Equity

#### 4.3.1 Reserves

Reserves have increased by a net \$2.31 million in the Waste and Landfill Reserve.

#### 4.3.2 Equity

Total equity has increased by \$1.6 million from 2018/19.

Total equity always equals net assets and is made up of the following components:

1. Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
2. Other reserves that 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 surplus of the Council to be separately disclosed.

### 4.4 Statement of Cash Flows

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2019/20 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

#### 4.4.1 Net cash flows provided by/used in operating activities

**Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.

The increase in cash inflows from operating activities of \$4.014 million is primarily due to an overall increase in grants \$5.499 million, other receipts decreased by \$1.301 million, an increase in employee costs of \$617,000, materials and services increase of \$1.184 million, which is offset against an increase in rates and charges of \$1.257 million.

#### 4.4.2 Net cash flows provided by/used in investing activities

**Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.

Council's investment activities relate primarily to the capital works program which is expected to be \$41.323 million in 2019/20.

#### 4.4.3 Net cash flows provided by/used in financing activities

**Financing activities** - Refers to cash generated or used in the financing of Council functions and includes borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

An increase in financing activities of \$12.297 million is mainly due to the total proceeds from borrowings being \$14.364 million in 2019/20.

#### 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2018/19 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

##### 4.5.1 Summary

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Property	4,187	1,156	(3,031)	-72.39%
Plant and equipment	2,719	2,640	(79)	-2.91%
Infrastructure	27,600	37,527	9,927	35.97%
<b>Total</b>	<b>34,506</b>	<b>41,323</b>	<b>6,817</b>	<b>19.76%</b>

	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	1,156	56	1,084	16	18	-	1,138	-
Plant and equipment	2,640	357	2,186	97	-	-	2,640	-
Infrastructure	37,527	23,180	8,078	6,269	6,724	195	16,243	14,365
<b>Total</b>	<b>41,323</b>	<b>23,593</b>	<b>11,348</b>	<b>6,382</b>	<b>6,742</b>	<b>195</b>	<b>20,021</b>	<b>14,365</b>

## 4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>								
<b>Land</b>								
<b>Land Improvements</b>								
<b>Buildings</b>								
Building Renewal	680	-	680	-	-	-	680	-
Public Toilet Renewal & Upgrade	236	-	236	-	-	-	236	-
Structural Assessment - Community Halls	18	-	18	-	-	-	18	-
Depot - Building Refurbishment	150	-	150	-	-	-	150	-
Children's Services Centre Building	16	-	-	16	-	-	16	-
Cheshunt Hall Emergency Amenity	44	44	-	-	18	-	26	-
Smart Meeting Rooms Stage 1	12	12	-	-	-	-	12	-
<b>Building Improvements</b>								
<b>Leasehold Improvements</b>								
<b>Heritage buildings</b>								
<b>TOTAL PROPERTY</b>	<b>1,156</b>	56	1,084	16	18	-	1,138	-
<b>PLANT AND EQUIPMENT</b>								
<b>Plant, Machinery and Equipment</b>								
Bin Purchases	50	-	50	-	-	-	50	-
Renew Signs	37	-	37	-	-	-	37	-
Plant Replacement	1,459	-	1,459	-	-	-	1,459	-
SG&E - Marquee, Cover & Banner	3	3	-	-	-	-	3	-
<b>Fixtures, Fittings and Furniture</b>								
Street Furniture Renewal	50	-	50	-	-	-	50	-
Gallery Security Camera Upgrade	15	-	-	15	-	-	15	-
Ground Floor Office Alterations	104	104	-	-	-	-	104	-

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>Computers and Telecommunications</b>								
IT Asset Renewal	120	-	120	-	-	-	120	-
Corporate Calendar Re-Imagined	30	-	-	30	-	-	30	-
Event Pro Upgrade - Additional Modules	12	-	-	12	-	-	12	-
Automation of Dial before you Dig	12	12	-	-	-	-	12	-
Fire Prevention Notices/Compliance	7	7	-	-	-	-	7	-
Mobility Solution	65	65	-	-	-	-	65	-
Library self-service, security and stock control	85	85	-	-	-	-	85	-
Local Law Permits	13	13	-	-	-	-	13	-
<b>Artwork</b>								
Gallery acquisitions	6	6	-	-	-	-	6	-
<b>Library books</b>								
Library Book Collection	187	-	187	-	-	-	187	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>2,255</b>	295	1,903	57	-	-	2,255	-

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE								
Roads								
Annual Reseal Program	850	-	850	-	-	-	850	-
Major Patching and Asphalting	550	-	550	-	-	-	550	-
Road Resurfacing Preparation Works	150	-	150	-	-	-	150	-
Table Drain Renewal	242	-	242	-	-	-	242	-
Sisely Avenue/Swan Street Intersection	420	-	420	-	420	-	-	-
Urban Street Renewal - detailed design	50	-	50	-	-	-	50	-
Boggy Creek Road Reconstruct - design	45	-	45	-	-	-	45	-
Township Gravel Road Sealing - design	50	-	-	50	-	-	50	-
Greta Rd/Mason St roundabout improvement	767	-	-	767	767	-	-	-
Sandford Road for freight movements - design	100	-	-	100	-	-	100	-
Glenrowan-Moyhu Rd/Wangaratta-Kilfeera Rd	50	-	-	50	-	-	50	-
Sealing Benalla/Whitfield Road - design	150	-	-	150	-	-	150	-
Cruse St (Stage 2A, 2A Bridge & 2B)	5,000	5,000	-	-	-	-	822	4,178
Design/Land Acquisition - Lindner Rd	472	472	-	-	-	-	472	-
Gravel Resheeting Program	1,627	-	1,627	-	-	-	1,627	-
Gravel Road Sealing	525	-	-	525	-	-	525	-
Kerb and Channel Renewal	850	-	850	-	-	-	850	-
Bridges								
Bridge Renewal - design	150	-	150	-	-	-	150	-
Major Culvert Renewal - Sinclair Lane	144	-	144	-	-	-	144	-

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>Footpaths and Cycleways</b>								
On Street Footpath Renewal	293	-	293	-	-	-	293	-
Off Street Path Renewal	115	-	115	-	-	-	115	-
Art Gallery Entrance	40	-	-	40	-	-	40	-
CBD Pedestrian Improvements	100	100	-	-	-	-	100	-
Cambridge Drive Estate Wetlands Path - design	15	15	-	-	-	-	15	-
New Footpath/Shared Path Program	50	50	-	-	-	-	50	-
<b>Drainage</b>								
Urban Drainage Renewal	322	-	322	-	-	-	322	-
Murrell Street Basin Renewal	230	-	230	-	-	-	230	-
Rural Drainage Renewal	200	-	200	-	-	-	200	-
Waldara Drive Drainage	25	-	25	-	-	-	25	-
Handley Street/Bachelor Green Drainage Review	20	-	20	-	-	-	20	-
Milawa Tarrawingee Road Drainage Reveiw	25	-	25	-	-	-	25	-
Drainage Sth Wangaratta Ind Estate - concept	75	-	-	75	-	-	75	-
Drainage outside Whorouly Primary School	20	-	-	20	-	-	20	-
Flood Mitigation Structures - design	50	50	-	-	100	-	50	-
<b>Recreational, Leisure &amp; Community Facilities</b>								
Aquatics Renewal	478	-	478	-	-	-	478	-
Playground Renewal	30	-	30	-	-	-	30	-
South Wangaratta Reserve Lighting Upgrade	400	-	-	400	23	50	327	-
Aquatics Plan - WISAC Development	6,518	6,518	-	-	2,198	-	-	4,320
WJ Findlay Oval Lighting	351	351	-	-	167	95	89	-
North Wangaratta Reserve Lighting	516	516	-	-	400	50	66	-
Mitchell Avenue Children's Garden Construction	350	350	-	-	80	-	270	-
Town Entrances Beautification	55	55	-	-	-	-	55	-
Implementation of Play Space Strategy - Year 2	40	40	-	-	-	-	40	-
Mitchell Ave Splash Park Repairs	350	350	-	-	-	-	350	-
Gun Club Rehabilitation	1,200	-	1,200	-	1,200	-	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>Waste Management</b>								
Organics Processing Plant	1,409	1,409	-	-	-	-	1,409	-
Bowser Cell 6 landfill liner design/sign off	50	50	-	-	-	-	50	-
Groundwater bores - Bowser Landfill	20	20	-	-	-	-	20	-
Organics Shredder	550	550	-	-	-	-	550	-
<b>Parks, Open Space and Streetscapes</b>								
Signage Renewal	45	-	45	-	-	-	45	-
Repair Merriwa Park Retaining Wall	17	-	17	-	-	-	17	-
Railway Precinct	1,850	-	-	1,850	1,000	-	850	-
Rural Placemaking	510	-	-	510	-	-	510	-
Marketing & Branding Strategy - Capital	300	300	-	-	-	-	300	-
<b>Aerodromes</b>								
Infrastructure Development Stage 2	150	-	-	150	-	-	150	-
<b>Off Street Car Parks</b>								
Cusack & Spearing Street Drainage/Car Parking	657	-	-	657	-	-	657	-
H P Barr Reserve - Western Carpark	906	906	-	-	-	-	324	582
<b>Other Infrastructure</b>								
<b>TOTAL INFRASTRUCTURE</b>	<b>30,524</b>	<b>17,102</b>	<b>8,078</b>	<b>5,344</b>	<b>6,355</b>	<b>195</b>	<b>14,894</b>	<b>9,080</b>
<b>TOTAL CURRENT (2019/20) CAPITAL WORKS</b>	<b>33,935</b>	<b>17,453</b>	<b>11,065</b>	<b>5,417</b>	<b>6,373</b>	<b>195</b>	<b>18,287</b>	<b>9,080</b>

## 4.5.3 Works carried forward from the 2018/19 year

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>								
Land								
Land Improvements								
Buildings								
Building Improvements								
Leasehold Improvements								
Heritage buildings								
<b>TOTAL PROPERTY</b>	-	-	-	-	-	-	-	-
<b>PLANT AND EQUIPMENT</b>								
Plant, Machinery and Equipment								
Fixtures, Fittings and Furniture								
CBD Street Banners	283	-	283	-	-	-	283	-
<b>Computers and Telecommunications</b>								
CRMS & IntraMaps Integration	15	-	-	15	-	-	15	-
WPAC Ticketing System Upgrade	25	-	-	25	-	-	25	-
Mobility User Licences	22	22	-	-	-	-	22	-
Document Scanning Software	40	40	-	-	-	-	40	-
<b>Artwork</b>								
Library books								
<b>TOTAL PLANT AND EQUIPMENT</b>	385	62	283	40	-	-	385	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>INFRASTRUCTURE</b>								
Roads								
Bridges								
Footpaths and Cycleways								
Drainage								
Recreational, Leisure & Community Facilities								
Barr Two Oval Lighting - Mobile Tower	152	-	-	152	-	-	152	-
HP Barr Oval 2 Drainage & Restoration	773	-	-	773	-	-	773	-
Aquatics Plan - WISAC Development	5,285	5,285	-	-	-	-	-	5,285
Waste Management								
Parks, Open Space and Streetscapes								
Aerodromes							-	
Commercial Hangars	793	793	-	-	369	-	424	-
Off Street Car Parks							-	
Other Infrastructure								
<b>TOTAL INFRASTRUCTURE</b>	<b>7,003</b>	<b>6,078</b>	<b>-</b>	<b>925</b>	<b>369</b>	<b>-</b>	<b>1,349</b>	<b>5,285</b>
<b>TOTAL CARRIED FORWARD CAPITAL WORKS</b>	<b>7,388</b>	<b>6,140</b>	<b>283</b>	<b>965</b>	<b>369</b>	<b>-</b>	<b>1,734</b>	<b>5,285</b>

## 5. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

Indicator	Measure	Notes	Actual 2017/18	Forecast 2018/19	Budget 2019/20	Strategic Resource Plan Projections			Trend
						2020/21	2021/22	2022/23	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	8.00%	-5.94%	-6.05%	-8.17%	-8.17%	-5.73%	-
Liquidity									
Working Capital	Current assets / current liabilities	2	358%	201%	119%	89%	116%	202%	-
Unrestricted cash	Unrestricted cash / current liabilities		75%	22%	-60%	-83%	-53%	15%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	28.00%	30.63%	69.80%	73.25%	71.48%	62.53%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.00%	10.83%	1.29%	2.79%	3.18%	3.43%	-
Indebtedness	Non-current liabilities / own source revenue		56.00%	56.94%	81.65%	78.34%	74.99%	67.61%	-
Asset renewal	Asset renewal expenses / Asset depreciation	4	54.00%	72.38%	60.29%	38.78%	38.89%	38.52%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	52.00%	55.57%	51.23%	52.64%	54.02%	54.75%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.60%	0.53%	0.49%	0.50%	0.52%	0.53%	o

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	+/-
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$3,547	\$4,192	\$4,396	\$4,650	\$4,737	\$4,806	-
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,750	\$1,496	\$1,530	\$1,572	\$1,615	\$1,658	-
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		13.00%	11.54%	12.80%	12.80%	12.80%	12.80%	o

**Key to Forecast Trend:**

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

**Notes to indicators****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. Council's financial performance is considered medium risk according to the Victorian Auditor General Office.

**2. Working Capital**

The proportion of current liabilities represented by current assets. Working capital is considered low risk according to the Victorian Auditor General Office.

**3. Debt compared to rates**

Trend indicates Council's reliance on debt against its annual rate revenue due to proposed borrowings for key infrastructure projects for the aquatic development and CBD masterplan projects and to support the capital works required for the North West growth corridor.

**4. Asset renewal**

This percentage indicates the extent to which 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 Council's 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 ongoing services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
<b>AGED &amp; DISABILITY SERVICES – Case Management</b>				
<b>Home Care Package</b>				
Care Co-Ordination Full Cost Recovery- per hour	C	Y	\$65.20	\$66.70
Case Management Full Cost Recovery - per hour	C	Y	\$92.10	\$94.20
<b>AGED &amp; DISABILITY SERVICES – Community Meals</b>				
<b>Rural Community Meal program</b>				
Cost per meal	C	N	\$9.70	\$9.90
<b>Italian Pensioners Group Community Meal program</b>				
Cost per meal	C	N	\$10.20	\$10.40
<b>AGED &amp; DISABILITY SERVICES – Home Care</b>				
<b>Domestic Assistance</b>				
Low Rate per hour	C	N	\$6.30	\$6.50
Medium Rate per hour	C	N	\$16.00	\$16.40
High Rate per hour	C	N	\$47.80	\$48.90
<b>Home &amp; Garden Maintenance</b>				
Low Rate per hours plus cost of materials	C	N	\$12.50	\$12.80
Medium Rate per hour - plus cost of materials	C	N	\$18.80	\$19.20
High Rate per hour plus cost of materials - plus cost of materials	C	N	\$49.60	\$50.70
<b>Personal Care</b>				
Low Rate per hour	C	N	\$4.70	\$5.00
Medium Rate per hour	C	N	\$9.40	\$10.00
High Rate per hour	C	N	\$47.80	\$48.90
<b>Respite</b>				
Low Rate per hour	C	N	\$3.20	\$3.60
Medium Rate per hour	C	N	\$4.70	\$5.20
High Rate per hour	C	N	\$47.80	\$48.90
<b>PRIVATE AGENCY SERVICE</b>				
<b>Domestic Assistance, Personal Care, Respite</b>				
Mon to Fri 7am to 7pm Rate per half hour	C	Y	\$31.30	\$32.00
<b>Domestic Assistance, Personal Care, Respite</b>				
Mon to Fri 7am to 7pm rate per hour	C	Y	\$56.00	\$57.20
<b>Home &amp; Garden Maintenance</b>				
Rate per Hour (labour)	C	Y		\$70.00
Rate per hour plus cost of materials (standard Mower)	C	Y	\$82.70	\$84.50
Rate per hour for Ride on mower - plus cost of materials	C	Y	\$88.10	\$90.00
<b>Out of Hours - Personal Care, Respite</b>				
Mon to Fri 7pm to 7am including weekends rate per half hour	C	Y	\$43.50	\$44.50
Mon to Fri 7pm to 7am rate per hour for Personal Care, Respite	C	Y	\$83.60	\$85.50
<b>Public Holidays - Personal Care Respite</b>				
Rate per hour	C	Y	\$110.50	\$113.00
Rate per half hour	C	Y	\$55.30	\$56.50
<b>Travel</b>				
Rate per km in excess of 5 kms	C	Y	\$1.13	\$1.15
<b>VETERANS' HOME CARE</b>				
<b>Domestic Assistance - rate per hour</b>	C	N	\$5.00	\$5.00
<b>Home &amp; Garden Maintenance - rate per hour</b>	C	N	\$5.00	\$5.00
<b>Personal Care - Rate per hour to a maximum of \$10 per week</b>	C	N	\$5.00	\$5.00
<b>Respite - no rate applicable</b>	C	N	\$0.00	n/a
<b>ANIMALS - Cat Registrations</b>				
Cats - continually registered prior to 10 April 2013	C	N	\$43.00	\$44.00
Any cats to which the following description does not apply	C	N	\$129.00	\$132.00

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Cats kept for breeding by the proprietor of a domestic animal business conducted on registered premises	C	N	\$43.00	\$44.00
Cats over 10 years old	C	N	\$43.00	\$44.00
Cats registered with the Feline Control Council, the Governing Council of the Cat Fancy Australia and Victoria Incorporated, the Democratic Cat Council Incorporated or any successor in law of any one of those associations or a breed society approved by the Council	C	N	\$43.00	\$44.00
Desexed cats	C	N	\$43.00	\$44.00
Domestic Animal Business registration - includes admin and full annual audit required by DELWP (7 hr @ \$36 +\$10.00 paid to DELWP)	C	N	\$286.00	\$292.00
Replacement Registration Tag ( zero since lifetime tag has reduced costs in normal regos)	C	N	\$0.00	\$0.00
<b>ANIMALS - Dog Registrations</b>				
Dogs - continually registered prior to 10 April 2013	C	N	\$43.00	\$44.00
Any dogs (including dangerous dogs, menacing dogs or restricted breed dogs) to which a description in Column 2 does not apply	C	N	\$129.00	\$132.00
Desexed dogs	C	N	\$43.00	\$44.00
Dogs kept for breeding by the proprietor of a domestic animal business conducted on registered premises	C	N	\$43.00	\$44.00
Dogs kept for working stock	C	N	\$43.00	\$44.00
Dogs over 10 years old	C	N	\$43.00	\$44.00
Dogs registered with the Victorian Canine Association or any successor in law of that Association or any organisation approved by the Council	C	N	\$43.00	\$44.00
Dogs that have undergone obedience training which complies with the regulations	C	N	\$43.00	\$44.00
NOTE: discount of 50% on animal registration fee - requires presentation of social security pensioner discount card	C	N	50% of relevant fee	50% of relevant fee
<b>ANIMALS - Cat &amp; Dog Registrations - Late Fees</b>				
Late fee applied to dog and cat registration payments	C	N	\$0.00	\$0.00
<b>ANIMALS - Pound Fees</b>				
<b>Impounding Fee (per attendance +per head):</b>				
Cattle	C	Y	\$90.00 + \$7.00	\$92.00 + \$7.00
Horses	C	Y	\$90.00 + \$7.00	\$92.00 + \$7.00
Other	C	Y	\$90.00 + \$7.00	\$92.00 + \$7.00
<b>Other</b>				
Advertising: per notice in addition to actual cost of advertisement	C	Y	Pass on	Pass on
Auction Expenses reasonably incurred	C	Y	Pass on	Pass on
Carcass Disposal Expenses reasonably incurred	C	Y	Pass on	Pass on
Destruction Expenses reasonably incurred	C	Y	Pass on	Pass on
Disposal Fee	C	Y	\$21.00	\$22.00
Other	C	Y	\$7.00	\$7.00
Tender Expenses reasonably incurred	C	Y	Pass on	Pass on
Transport Fee: Expenses reasonably incurred	C	Y	Pass on	Pass on
Veterinary Fee: Expenses reasonably incurred	C	Y	Pass on	Pass on
<b>Sustenance Fee per head per day:</b>				
Cattle	C	Y	\$14.50	\$15.00
Horses	C	Y	\$14.50	\$15.00
<b>Trespass Fee:</b>				
Expenses reasonably incurred reinstating loss or damage attributed to trespassing livestock	C	Y	Pass on	Pass on
<b>ANIMALS - Pound Fees - Release Fee</b>				
Release fee for seized domestic animals: dogs	C	N	\$200.00	\$205.00
Release fee for seized domestic animals: cats	C	N	\$100.00	\$102.00

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
<b>AQUATIC FACILITIES - Olympic Pool</b>				
<b>Entrance Fees:</b>				
Adult – casual	C	Y	\$4.60	\$4.70
Child – casual	C	Y	\$3.20	\$3.30
Schools (per student)	C	Y	\$2.70	\$2.60
Supervising child under 3	C	Y	\$3.20	\$3.30
Waterslide/inflatable & swim	C	Y	\$6.80	\$7.00
Waterslide/inflatable & swim(season pass holders)	C	Y	\$3.60	\$3.80
Adult season ticket	C	Y	\$100.00	\$103.00
Child season ticket	C	Y	\$64.00	\$65.00
Family season ticket	C	Y	\$170.00	\$175.00
<b>BUILDING - Building Permit - Domestic - Major works</b>				
2-Unit development (cost of work / 80) or min fee}	C	Y	\$2,100.00	\$2,145.00
3 or more unit development (cost of work / 80) or min fee}	C	Y	\$3,050.00	\$3,120.00
Demolitions - (Commercial - Class 3 - 9) (cost of work / 20) or min fee}	C	Y	\$870.00	\$890.00
Demolitions - (Domestic single storey - Class 1 & 10 only)	C	Y	\$665.00	\$680.00
Extensions/alterations (Major) - 4 inspections incl (cost of work / 100) or min fee}. (eg applies to substantial extensions to a Class 1 or 2 buildings with additions greater than 25% of the existing floor area and/or alterations greater than 50% of the existing floor area)	C	Y	\$951.00	\$972.00
New Dwellings (includes relocated dwellings) - 4 inspections incl (cost of work / 120) or min fee}	C	Y	\$1,202.00	\$1,230.00
<b>BUILDING - Building Permit - Domestic - Minor works</b>				
Swimming Pools & Safety Barriers - 2 inspections incl	C	Y	\$665.00	\$680.00
Carpports, Fences, Verandas, Patios, Pergolas, Mast and Minor Alterations & Additions or Masts - 2-3 Inspections incl - <\$16000 (Note: Minor alterations may include internal structural alterations to a Class 1, 2 or 10 building or additions to a Class 10 building)	C	Y	\$665.00	\$680.00
Demolitions - (Domestic low rise - Class 10 only)	C	Y	\$665.00	\$680.00
Garages, Carports, Verandas, Patios, Pergolas, Sheds etc. - 4 inspections incl - \$16,001 or greater (cost of work / 100) or min fee}. (Note: Minor alterations may include substantial internal structural alterations to a Class 1, 2 or 10 building or additions to a Class 10 building)	C	Y	\$731.00	\$747.00
Restump, Re-blocking, Under Pinning, etc. - 2 inspections incl	C	Y	\$850.00	\$870.00
<b>BUILDING - Building Permit - Commercial</b>				
Up to \$10,000	C	Y	\$870.00	\$890.00
\$10,001 to \$100,000	C	Y	\$1,483.00	\$1,516.00
\$100,001 to \$500,000 Fee = cost of work / 80 or minimum \$1250	C	Y	\$1,500.00	\$1,535.00
\$500,001 +	C	Y	By Quote	By Quote
<b>BUILDING - Building Permit Levy</b>				
Building Permit Levy - 0.00128% of contract amount (Levy only applies where cost of contract amount is more than \$10,000) – set by State Govt. Fee subject to change in line with amendments to the regulations	S	N	.128 cents per \$1	.128 cents per \$1
<b>BUILDING - Inspections</b>				
Private - Additional Inspections, non-mandatory inspections, contract inspections (within 25 km radius of Ovens St office)	C	Y	\$200.00	\$205.00
Pool - Requested Pool Compliance Inspection (Domestic Class 10b pools only) Includes 1 x Audit inspection, Compliance Report or Letter. Fee based on 2hr Consultancy fee. Additional follow up as result of non-compliance charged per Building Enforcement fee	C	Y	\$440.00	\$450.00
Consultancy fee - Building Reports, Pool Safety Reports, Subdivision reports (Reg 503), Essential Safety Measures Reports, etc. Per hour. (Note): Fee quote to be provided based on estimated of scope of works by Building Coordinator or MBS)	C	Y	\$220.00	\$225.00

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Building Enforcement Fee - Administration of Building Notices & Orders in accordance with Part 8 of the Building Act. Discretion of Building Surveyor or Coordinator will apply	C	Y	Cost of the building permit +25% surcharge to discourage construction of illegal buildings.	Cost of the building permit +25% surcharge to discourage construction of illegal buildings.
<b>BUILDING - Other</b>				
Advertising to adjoining landowners	C	N	\$120.00	\$123.00
Archive file retrieval (Building search fee + 5 pages of document copies - additional copies charged per schedule of coping fees)	C	Y	\$87.00	\$89.00
Title retrieval fee	C	N	\$82.00	\$84.00
Lodgement fees where cost of building work is more than \$10,000 (In accordance with Reg 45). Fee subject to change in line with amendments to the regulations.	S	N	\$118.92	\$118.90
Staged Building Permit	C	Y	\$200.00	\$205.00
Amendments to Approved Plan & Building Permit	C	Y	\$200.00	\$205.00
Extension of time to Building Permit	C	Y	\$200.00	\$205.00
Request for Information in accordance with Reg 51(1), (2) & (3) (each) – Max. fee set in accordance with Reg 52. Fee subject to change in line with amendments to the regulations	S	N	\$46.10	\$46.10
Legal Point of Discharge (Reg. 133) – Max. fee set in accordance with Reg 36(4). Fee subject to change in line with amendments to the regulations	S	N	\$141.20	\$141.20
Liquor licencing reports	C	Y	\$1,100.00	\$1,125.00
Owner Builder Report - (Minor works) under section 137B	C	Y	\$500.00	\$510.00
Owner Builder Report - Dwellings (Major works) under section 137B	C	Y	\$1,200.00	\$1,225.00
<b>BUILDING - Report &amp; Consent</b>				
Report and Consent – Part 5, 6 & 10, Reg 132(1) and Reg 134(2) - (each) - Max fee set in accordance with Reg 36(2). Fee subject to change in line with amendments to the regulations	S	N	\$283.40	\$283.40
Report and Consent – Reg 116 protection of public. Max fee set in accordance with Reg 36(3). Fee subject to change in line with amendments to the regulations.	S	N	\$287.60	\$287.60
Report and Consent – Demolition under section 29A - Max fee set in accordance with Reg 312(1). Fee subject to change in line with amendments to the regulations	S	N	\$83.10	\$83.10
<b>BUILDING - Security deposits &amp; bonds</b>				
Demolition/removal of Dwellings Security Deposit (Held in Trust) - (Reg 323(1))	S	N	The lesser of equivalent to the cost of works; or \$100 per m2 of floor area	The lesser of equivalent to the cost of works; or \$102 per m2 of floor area
Demolish/ relocate/re-erected buildings Security Deposit (Held in Trust) - In accordance with Reg 323(2) the amount held in trust must not exceed the lesser of; the estimated cost of carrying out the work authorised by the building permit; or \$5,000. In accordance with section 22 of the Act, the amount is to the discretionary (per building surveyor or building coordinators authority) Amount is subject to change in line with amendments to the regulations - (Reg 323(2))	S	N	The lesser of equivalent to the cost of works; or \$5,000	The lesser of equivalent to the cost of works; or \$5,000
<b>BUILDING - Temporary approvals &amp; POPE</b>				



2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Temporary Siting approvals x3 Structures	C	Y	\$429.00	\$439.00
Temporary Siting approvals more than 3 Structures	C	Y	\$547.00	\$559.00
Place of Public Entertainment (Pope) approvals - Attendance of greater than 5,000 persons and more than 5 Prescribed structures	C	Y	\$1,700.00	\$1,735.00
Place of Public Entertainment (Pope) approvals - Attendance up to 5000 persons and 5 Prescribed Structure	C	Y	\$1,500.00	\$1,530.00
Place of Public Entertainment (Pope) approvals- Attendance up to 1000 persons and 1 Prescribed Structure	C	Y	\$1,100.00	\$1,124.00
<b>CARAVAN PARKS</b>				
150-200 sites (per 3 year renewal fee)	S	N	\$1,948.14	\$1,979.65
25-50 sites (per 3 year renewal fee)	S	N	\$483.48	\$491.30
50 - 100 sites (per 3 year renewal fee)	S	N	\$966.96	\$982.60
Up to 25 Sites (per 3 year renewal fee)	S	N	\$241.74	\$245.65
<b>CEMETERY</b>				
<b>Grave and cremated sites</b>				
Right of Interment bodily remains At Need - Child - First interment - Under 2 years	S	Y	\$203.00	\$205.00
Right of Interment bodily remains At Need - Children's lawn - First interment	S	Y	\$458.00	\$465.00
Right of Interment bodily remains At Need - Adult - First interment - General and Lawn	S	N	\$1,251.00	\$1,275.00
Right of Interment bodily remains At Need - Adult - First interment - Vaults (1.5 blocks)	S	N	\$2,124.00	\$2,165.00
Right of Interment cremated remains At Need - Single - Perpetual tenure - Niche Wall	S	N	\$903.00	\$920.00
Right of Interment cremated remains At Need - Double - Perpetual tenure - Rose Bush	S	N	\$1,265.00	\$1,290.00
Right of Interment cremated remains At Need - Multiple - Perpetual tenure - Shrub or Bush	S	N	\$1,509.00	\$1,540.00
<b>Administration - Miscellaneous</b>				
Administration fees miscellaneous - Interment out of standard hours (per half hour)	S	Y	\$78.00	\$80.00
Administration fees miscellaneous - Hire of facilities and equipment - Lowering device	S	Y	\$32.00	\$32.00
Administration fees miscellaneous - Search of cemetery records	S	N	\$29.00	\$29.00
Administration fees miscellaneous - Hire of facilities and equipment - Canopy/ Chairs	S	Y	\$48.00	\$48.00
Administration fees miscellaneous - Interment out of hours (Weekends and Public Holidays)	S	Y	\$949.00	\$970.00
Administration fees miscellaneous - Hire of facilities and equipment - Extra usage	S	Y	\$40.00	\$40.00
Administration fees miscellaneous - Hire of facilities and equipment - Plaque cleaning	S	Y	\$228.00	\$235.00
<b>Interment Services</b>				
Interment Services Interment of bodily remains - Adult - all interments	S	Y	\$1,315.00	\$1,340.00
Interment Services Interment of bodily remains - Child over 2 years	S	Y	\$756.00	\$770.00
Interment Services - Oversized grave	S	Y	\$97.00	\$100.00
Interment Services - Grave capping - Vault sealing	S	Y	\$1,404.00	\$1,430.00
Interment Services of bodily remains - Each additional 0.3m	S	Y	\$101.00	\$105.00
Interment Services Interment of cremated remains - Scattering of cremated ashes	S	Y	\$182.00	\$185.00
Interment Services Interment of cremated remains - Interment in grave	S	Y	\$391.00	\$400.00
Interment Services Interment of cremated remains - Interment in memorial - Rose Bush	S	Y	\$391.00	\$400.00
Interment Services Interment of cremated remains - Interment in memorial - Shrub or Tree	S	Y	\$391.00	\$400.00
Interment Services Interment of cremated remains - Interment in memorial - Niche Wall	S	Y	\$391.00	\$400.00
Interment Services Reopening grave - with cover	S	Y	\$219.00	\$225.00
Interment Services Exhumation - also for lift and reposition	S	Y	\$1,948.00	\$1,985.00
<b>Memorials</b>				
Memorial permit fees Installation - New headstone and base with existing foundation - Single grave - General	S	N	\$219.00	\$225.00
Memorial permit fees Installation - New headstone and base with existing foundation - Single grave - Lawn (excluding flower container)	S	N	\$170.00	\$175.00



2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Memorial permit fees Renovation - Additional inscription	S	N	\$83.00	\$85.00
Memorial permit fees Installation - New headstone and base with existing foundation - Single grave - Childrens Lawn (excluding flower container)	S	N	\$77.00	\$80.00
Memorial permit fees Installation - Affixing bronze externally supplied plaque and or granite panel or other base by Cemetery - Affixing or installation or placement fee	S	Y	\$129.00	\$130.00
Memorialisation - all sizes and styles	S	N	Cost plus 60%	Cost plus 60%
Memorialisation - Rock/ boulder - Granite blocks	S	N	Cost plus 60%	Cost plus 60%
<b>CHILDREN AND YOUTH SERVICES - Hire of meeting room</b>				
<b>Hire of Meeting Room per hour:</b>				
- all other users	C	Y	\$31.00	\$31.00
- by not-for-profit community groups	C	Y	\$20.00	\$20.00
- No Charge for current tenants	C	N	\$0.00	\$0.00
<b>CHILDREN'S SERVICES - Family Day Care</b>				
Administration Levy per hour	C	N	\$1.80	\$2.50
Educator Levy per week	C	N	\$18.00	\$18.00
<b>CHILDREN'S SERVICES - Kindergarten</b>				
Per Term - Kindergarten program as well as Long Day Care included for full day	C	N	\$350.00	\$355.00
<b>CHILDREN'S SERVICES - Long Day Care Centre</b>				
<b>Sessional Fees</b>				
Per session (5.5 hours)	C	N	\$55.00	\$60.00
<b>Casual Fees</b>				
Daily	C	N	\$104.00	\$107.00
Weekly	C	N	\$460.00	\$480.00
<b>Permanent Fees</b>				
Daily	C	N	\$102.00	\$105.00
Weekly	C	N	\$455.00	\$475.00
<b>CHILDREN'S SERVICES - Late pickup of child</b>				
To be applied to families that pickup children late resulting in a need to pay staff additional time - per instance	C	N	\$27.00	\$28.00
<b>CORPORATE SERVICES - Freedom of Information</b>				
Application fee may be waived or reduced if it would cause the applicant hardship. Proposed fees to be updated with update in FOI regs and/or Monetary Units Act changes. Fees units under the Monetary Units Act 2004 are updated by Gazette each year	S	N		
Freedom of Information application - 2 fee units	S	N	\$28.90	\$29.60
Photocopying - per A4 page	S	N	\$0.20	\$0.20
Search fee - per hour or part thereof	S	N	\$21.68	\$21.68
Supervision (inspection, listening or viewing of documents) - per 15 minutes	S	N	\$7.23	\$7.23
<b>CORPORATE SERVICES - Photocopy / Plan printing</b>				
GI Services - produce & label to scale (officer time only) - per hour	C	Y	\$39.33	\$40.00
A0	C	Y	\$13.42	\$13.50
A1	C	Y	\$13.42	\$13.50
A2	C	Y	\$13.42	\$13.50
A3	C	Y	\$1.34	\$1.50
A3 Colour	C	Y	\$5.29	\$5.50
A4	C	Y	\$0.86	\$1.00
A4 Colour	C	Y	\$2.83	\$3.00
B1	C	Y	\$13.42	\$13.50
B2	C	Y	\$13.42	\$13.50
Plan scanning (per scan)	C	Y	\$13.42	\$13.50
plus per CD	C	Y	\$2.67	\$3.00

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
<b>CORPORATE SERVICES - Property Database Information</b>				
Land Information Certificate (LIC) Prescribed fee by legislation	S	N	\$26.30	\$26.85
Urgent certificate (issued within 24 hours) – additional charge to LIC	C	Y	\$71.00	\$72.50
Provision of historical rates data/file retrieval (Post 1999)	C	Y	\$21.00	\$21.50
Provision of historical rates data/file retrieval (Pre 2000)	C	Y	\$120.00	\$123.00
Dishonoured Payment Administration Fee (Direct Debit)	C	Y	\$15.00	\$16.50
Fencing Notice Fee	C	Y	\$15.00	\$16.50
Adverse Possession search fee	C	Y	\$350.00	\$350.00
<b>EVENTS</b>				
<b>MINOR EVENTS</b>				
<i>A Minor event will have some of the following characteristics: ATTENDANCE (less than 200 people), AMPLIFICATION (Amplified music, announcements), MINOR INFRASTRUCTURE (Total space of temporary structures does not exceed 50m2). Example: Moonlight Movies</i>				
<b>Minor Events - 3M X 3M</b>				
Volunteer - Food, Produce, Beverages, General	C	Y	\$10.00	\$12.00
Community - Food, Produce, Beverages, General	C	Y	\$20.00	\$23.00
Small Business - Food, Produce, Beverages, General	C	Y	\$30.00	\$35.00
Commercial - Food, Produce, Beverages, General	C	Y	\$35.00	\$40.00
Commercial - Alcohol	C	Y	\$45.00	\$52.00
Electricity	C	Y	\$10.00	\$12.00
<b>Minor Events - 6M X 3M</b>				
Volunteer - Food, Produce, Beverages, General	C	Y	\$15.00	\$17.00
Community - Food, Produce, Beverages, General	C	Y	\$30.00	\$35.00
Small Business - Food, Produce, Beverages, General	C	Y	\$50.00	\$58.00
Commercial - Food, Produce, Beverages, General	C	Y	\$60.00	\$69.00
Commercial - Alcohol	C	Y	\$80.00	\$92.00
Electricity	C	Y	\$10.00	\$12.00
<b>MEDIUM EVENTS</b>				
<i>A Medium event will have some of the following characteristics: ATTENDANCE (less than 1000 people), FOOD - (Serving, Selling, External Vendors), AMPLIFICATION (Amplified music, announcements), MINOR INFRASTRUCTURE (Total space of temporary structures does not exceed 100m2). LIQUOR (Where liquor is consumed as part of the event). IMPACT TO TRAFFIC/ROADS (Where an event is held on or near a road that requires road closures or traffic management). Example: Outdoor Ball</i>				
<b>Medium Events - 3M X 3M</b>				
Volunteer - Food, Produce, Beverages, General	C	Y	\$15.00	\$17.00
Community - Food, Produce, Beverages, General	C	Y	\$25.00	\$29.00
Small Business - Food, Produce, Beverages, General	C	Y	\$40.00	\$46.00
Commercial - Food, Produce, Beverages, General	C	Y	\$45.00	\$52.00
Commercial - Alcohol	C	Y	\$60.00	\$69.00
Electricity	C	Y	\$15.00	\$17.00
<b>Medium Events - 6M X 3M</b>				
Volunteer - Food, Produce, Beverages, General	C	Y	\$25.00	\$29.00
Community - Food, Produce, Beverages, General	C	Y	\$40.00	\$46.00
Small Business - Food, Produce, Beverages, General	C	Y	\$70.00	\$81.00
Commercial - Food, Produce, Beverages, General	C	Y	\$80.00	\$92.00
Commercial - Alcohol	C	Y	\$95.00	\$109.00
Electricity	C	Y	\$15.00	\$17.00
<b>MAJOR EVENTS</b>				

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
A Major event will have some of the following characteristics: ATTENDANCE (less than 5000 people), FOOD - (Serving, Selling, External Vendors), AMPLIFICATION (Amplified music, announcements), INFRASTRUCTURE (Total space of temporary structures may or may not exceed 100m2), IMPACT TO TRAFFIC/ROADS (Where an event is held on or near a road that requires road closures or traffic management) LIQUOR (Where liquor is consumed as part of the event). Example: Down By The River				
<b>Major Events - 3M X 3M</b>				
Volunteer - Food, Produce, Beverages, General	C	Y	\$25.00	\$29.00
Community - Food, Produce, Beverages, General	C	Y	\$40.00	\$46.00
Small Business - Food, Produce, Beverages, General	C	Y	\$60.00	\$69.00
Commercial - Food, Produce, Beverages, General	C	Y	\$90.00	\$104.00
Commercial - Alcohol	C	Y	\$110.00	\$127.00
Electricity	C	Y	\$20.00	\$23.00
<b>Major Events - 6M X 3M</b>				
Volunteer - Food, Produce, Beverages, General	C	Y	\$40.00	\$46.00
Community - Food, Produce, Beverages, General	C	Y	\$60.00	\$69.00
Small Business - Food, Produce, Beverages, General	C	Y	\$90.00	\$104.00
Commercial - Food, Produce, Beverages, General	C	Y	\$140.00	\$161.00
Commercial - Alcohol	C	Y	\$160.00	\$184.00
Electricity	C	Y	\$20.00	\$23.00
<b>MARQUEE EVENTS</b>				
A Marquee event will have some of the following characteristics: ATTENDANCE (more than 5000 people), FOOD - (Serving, Selling, External Vendors), AMPLIFICATION (Amplified music, announcements), INFRASTRUCTURE (Total space of temporary structures may or may not exceed 100m2), IMPACT TO TRAFFIC/ROADS (Where an event is held on or near a road that requires road closures or traffic management), HIGH RISK ACTIVITIES (Air displays, Motorcycle stunts) LIQUOR (Where liquor is consumed by more than 50% of attendees for more than 5 hours), AMUSEMENTS Multiple mechanical amusement rides, FIREWORKS (Indoor and/or outdoor pyrotechnics display). Example: NAB Challenge Game				
<b>Marquee Events - 3M X 3M</b>				
Volunteer - Food, Produce, Beverages, General	C	Y	\$60.00	\$69.00
Community - Food, Produce, Beverages, General	C	Y	\$90.00	\$104.00
Small Business - Food, Produce, Beverages, General	C	Y	\$140.00	\$161.00
Commercial - Food, Produce, Beverages, General	C	Y	\$230.00	\$265.00
Commercial - Alcohol	C	Y	\$260.00	\$299.00
Electricity	C	Y	\$20.00	\$23.00
<b>Marquee Events - 6M X 3M</b>				
Volunteer - Food, Produce, Beverages, General	C	Y	\$90.00	\$104.00
Community - Food, Produce, Beverages, General	C	Y	\$140.00	\$161.00
Small Business - Food, Produce, Beverages, General	C	Y	\$230.00	\$265.00
Commercial - Food, Produce, Beverages, General	C	Y	\$400.00	\$460.00
Commercial - Alcohol	C	Y	\$430.00	\$495.00
Electricity	C	Y	\$20.00	\$23.00
<b>FIREWOOD COLLECTION</b>				
<b>Firewood Collection (2 cubic meters) with a permit</b>				
1.5 units	C	Y	\$21.90	\$22.00
Concession card holder 1 unit	C	Y	\$14.60	\$15.00
<b>HEALTH - Registered Premises</b>				
<b>Class 1 &amp; 2 food premises requiring a Food Safety Plan</b>				
1 - 4 employees	C	N	\$470.00	\$480.00

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
5 - 10 employees	C	N	\$537.00	\$550.00
Class 3 (Food Safety Plan Exempt Premises)	C	N	\$230.00	\$235.00
Extra staff - per person over 10 FTE	C	N	\$14.10	\$14.40
Hairdressers/Beauty Parlour/Ear Piercers/Tattooists/Skin Penetration	C	N	\$230.00	\$235.00
Prescribed Accommodation	C	N	\$355.00	\$363.00
all classes - charge for late payment	C	N	50% of original fee	50% of original fee
Sporting, Community and Charitable Groups (reduced fee)	C	N	\$55.00	\$56.00
Transfer of Premises			50% of annual registration fee	50% of annual registration fee
<b>HEALTH - Septic Tank Permits</b>				
<b>Building alteration</b>				
Design standard assessment - alterations	C	N	\$200.00	\$205.00
<b>New septic installation</b>				
Design standard assessment	C	N	\$295.00	\$300.00
<b>Inspection of finished septic installation</b>				
Final inspection (as installed)	C	N	\$200.00	\$205.00
<b>HEALTH - Immunisations</b>				
Flu Vaccine	C	Y	\$20.00	\$20.00
<b>KIOSK HIRE (Corner of Murphy &amp; Reid Streets, Wangaratta)</b>				
<b>Casual Users</b>				
Kiosk Hire - per day, Commercial	C	Y	\$42.00	\$45.00
Kiosk Hire - per day, Community	C	Y	Nil	
<b>Soundshell - Merriwa Park</b>				
Per hour (minimum 3 hours)	C	Y	\$69.50	\$69.50
Power usage (evening functions requiring lights, per hour) Including GST	C	Y	\$35.00	\$35.00
<b>LIBRARY - General charges</b>				
<b>Fines for overdue items</b>				
Adult	C	Y	\$0.25	\$0.25
Junior	C	Y	\$0.15	\$0.00
Inter-library loans	C	Y	\$0.60	\$0.60
Items returned with Lost status	C	Y	\$6.00	\$6.00
Fine for Book Club item	C	Y	\$1.00	\$1.00
<b>Maximum unpaid fines before borrowing privileges are suspended</b>				
Adults	C	Y	\$12.50	\$12.50
Junior	C	Y	\$7.50	\$7.50
Institution	C	Y	\$12.50	\$12.50
Temporary Resident	C	Y	\$12.50	\$12.50
<b>Replacement cost for lost or damaged items - if no purchase price listed</b>				
Adult book	C	Y	\$26.00	\$26.00
Junior book	C	Y	\$14.00	\$14.00
Light romance	C	Y	\$2.00	\$2.00
Magazine	C	Y	\$9.00	\$9.00
Book on disc	C	Y	\$100.00	\$100.00
Single disc	C	Y	\$19.00	\$19.00
DVD	C	Y	\$27.00	\$27.00
Playaway	C	Y	\$100.00	\$100.00
MP3	C	Y	\$105.00	\$105.00
<b>Non collection of reserved items</b>				
Non collection of reserved items - charged per item	C	Y	\$2.00	\$2.00

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
<b>Library cards</b>				
replacement of lost or damaged card	C	Y	\$3.00	\$3.00
<b>Photocopying / Printing</b>				
A4 B&W ( per side)	C	Y	\$0.20	\$0.20
A4 Colour ( per side)	C	Y	\$1.00	\$1.00
A3 B&W ( per side)	C	Y	\$0.40	\$0.40
A3 Colour ( per side)	C	Y	\$2.00	\$2.00
Printout from microfilm printer	C	Y	\$0.20	\$0.20
<b>Inter-library loans</b>				
Requests for items obtained via Inter-library loan and any associated postage costs, including photocopies	C	Y	as charged by supplier	as charged by supplier
Interlibrary Loan strap/barcode	C	Y	\$4.00	\$4.00
<b>Minor damage</b>				
damaged barcode or minor damage to item	C	Y	\$3.00	\$3.00
<b>Replacement of audio-visual cover</b>				
DVD case	C	Y	\$3.00	\$3.00
Talking book case	C	Y	\$10.00	\$10.00
<b>Research fee</b>				
Per half hour	C	Y	\$15.00	\$15.00
<b>Telephone calls</b>				
Local calls only	C	Y	\$0.50	\$0.50
<b>Programs and activities</b>				
Charges may be applied on cost recovery basis	C	Y	cost recovery basis	cost recovery basis
<b>Disc cleaning</b>				
Per disc	C	Y	\$4.00	\$4.00
<b>Miscellaneous</b>				
Earphones	C	Y	\$1.00	\$1.00
USB	C	Y	\$8.00	\$8.00
<b>LIBRARY - Hiring of facilities</b>				
<b>Community Room</b>				
Volunteer - hourly rate ( minimum of one hour)	C	Y	\$15.00	\$15.00
Volunteer - full day fee	C	Y	\$90.00	\$90.00
Community - hourly fee ( minimum of one hour)	C	Y	\$20.00	\$20.00
Community - full day fee	C	Y	\$120.00	\$120.00
Business - hourly rate ( minimum of one hour)	C	Y	\$40.00	\$40.00
Business - full day rate	C	Y	\$240.00	\$240.00
<b>Seminar Room</b>				
Volunteer - hourly rate ( minimum of one hour)	C	Y	\$13.00	\$13.00
Volunteer - full day rate	C	Y	\$78.00	\$78.00
Community - hourly fee ( minimum of one hour)	C	Y	\$15.00	\$15.00
Community - full day fee	C	Y	\$90.00	\$90.00
Business - hourly rate ( minimum of one hour)	C	Y	\$30.00	\$30.00
Business - full day rate	C	Y	\$180.00	\$180.00
<b>Training Room</b>				
Volunteer - hourly rate ( minimum of one hour)	C	Y	\$20.00	\$20.00
Community - hourly fee ( minimum of one hour)	C	Y	\$50.00	\$50.00
Business - Half day	C	Y	\$150.00	\$150.00
Business - Full day	C	Y	\$300.00	\$300.00
IT support - per hour	C	Y	\$59.00	\$59.00
<b>Small Meeting Room</b>				

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Volunteer - hourly rate ( minimum of one hour)	C	Y	\$10.00	\$10.00
Volunteer - full day rate	C	y	\$60.00	\$60.00
Community - hourly fee ( minimum of one hour)	C	Y	\$12.00	\$12.00
Community - full day rate	C	y	\$72.00	\$72.00
Business - hourly rate ( minimum of one hour)	C	Y	\$24.00	\$24.00
<b>LOCAL LAWS - Parking infringements, impounded vehicles and shopping trolleys</b>				
impounded vehicles - Disposal charges at cost	C	Y	Cost recovery	Cost recovery
Impounded vehicles - Holding Fee per day	C	Y	\$31.00	\$32.00
Impounded Trolleys release fee - Impound fee plus holding fee \$10.00 per trolley per day	C	Y	\$10.00	\$10.00
Impounded Vehicles - plus towing fee reasonably incurred	C	Y	\$220.00	\$225.00
Release impounded goods fee - vehicle	C	Y	\$107.00	\$109.00
Release impounded goods fee - goods	C	Y	\$53.00	\$54.00
Parking Fees per hr	C	Y	\$1.00	\$1.00
Parking Infringement Notices - determined by VicRoads Infringement Penalty Units - maximum of 0.5 penalty units	C	Y	\$79.00	\$81.00
Schedule 6 of Road Safety (General) Regulations 2009 provides for a maximum penalty amount of up to two penalty units. Fees units and Penalty Units under the Monetary Units Act 2004 are reviewed each year & Gazetted (approx. March) to commence 1 July	C	Y	\$158.57	\$164.00
<b>LOCAL LAWS - Itinerant Trading Permits</b>				
Application Fee	C	Y	\$39.00	\$40.00
Day Event	C	Y	\$72.00	\$74.00
Seasonal Permit	C	Y	\$307.00	\$314.00
Yearly Permit	C	Y	\$510.00	\$520.00
Yearly (weekends only)	C	Y	\$410.00	\$420.00
<b>LOCAL LAWS - Droving of Livestock</b>				
Application Fee (non-refundable) including field inspections and administration	C	N	\$194.00	\$198.00
Bond (cash or bank cheque)	C	N	\$1,625.00	\$1,662.00
<b>LOCAL LAWS - Footpath Permits</b>				
Consumption of Alcohol	C	N	\$22.00	\$23.00
The impoundment release fee of A- frames, goods and table and chairs etc.	C	N	\$80.00	\$82.00
Using footpath (outdoor eating or display of goods or free standing advertising signs) - charge based on work to issue, audit and inspect footpath activity and associated administration	C	Y	\$80.00	\$82.00
Exercise / Personal Training in public parks - Seasonal user	C	Y	\$147.00	\$150.00
Exercise / Personal Training in public parks - Casual user	C	Y	\$2.50	\$2.50
Exercise / Personal Training in public parks - Casual user Student	C	Y	\$1.60	\$1.60
<b>LOCAL LAWS - Obstructions on Council Roads (including banners)</b>				
Commercial banners per permit	C	N	\$21.00	\$21.00
Community banners	C	N	\$0.00	\$0.00
Other Obstructions per permit	C	N	\$77.00	\$79.00
<b>LOCAL LAWS - Permits</b>				
Camping - private land per day per site	C	N	\$24.00	\$24.00
Droving Cattle - per head per day	C	Y	\$0.22	\$0.22
Grazing of Livestock - fee includes administration, site inspection and monitoring	C	N	\$51.00	\$52.00
Itinerant trading - per day per site	C	N		
Keeping excess number of animals	C	Y	\$49.00	\$50.00
Droving Other - per head per day	C	Y	\$0.17	\$0.17
Droving Sheep - per head per day	C	Y	\$0.04	\$0.04
<b>LOCAL LAWS - Recreational Vehicles (residential area)</b>				
Recreational Vehicles (residential area)	C	N	\$72.00	\$74.00

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
<b>LOCAL LAWS - Rubbish Hoppers and Clothing Recycling bins</b>				
Community/charitable	C	N	\$0.00	\$0.00
Other	C	N	\$17.00	\$17.00
<b>LOCAL LAWS - Street Appeals, Buskers and Street Stalls</b>				
Commercial activities per day	C	N	\$16.00	\$16.00
Community activities	C	N	\$0.00	\$0.00
Incinerators and open air burning - Residential and commercial area	C	N	\$71.00	\$73.00
<b>LOCAL LAWS - Vehicle crossings and temporary vehicle crossings</b>				
New or Altered Crossing	C	N	\$286.00	\$292.00
Storage of machinery and second hand goods (residential and commercial area).	C	N	\$286.00	\$292.00
Temporary Crossing	C	N	\$163.00	\$167.00
<b>LOCAL LAWS - Parking Permits</b>				
- One (1) month (per month)	C	Y	\$60.00	\$60.00
- Six (6) months (per month)	C	Y	\$60.00	\$60.00
- Three (3) months (per month)	C	Y	\$60.00	\$60.00
<b>Under Cover</b>				
- One (1) month (per month)	C	Y	\$100.00	\$100.00
- Six (6) months (per month)	C	Y	\$100.00	\$100.00
- Three (3) months (per month)	C	Y	\$100.00	\$100.00
<b>LOCAL LAWS - Footpath security deposit and footpath inspections</b>				
Footpath Inspection Fee *	C	Y	\$177.30	\$181.29
Footpath Security Deposit - placed in Trust Account	C	N	\$625.75	\$639.83
Tapping into Council drains	C	N	\$177.30	\$181.29
<b>MURRAY TO MOUNTAINS RAIL TRAIL - Permits, Licences &amp; Leases</b>				
<b>Annual or specified period:</b>				
Community Events - With or without trail closure	C	Y	No charge plus outgoings	No charge plus outgoings
<b>Authorised Crossings:</b>				
Farm access – vehicle (no trucks) and stock movement only	C	N	No Charge	No Charge
<b>Community Events</b>				
1 or more days - With or without closure of trail	C	Y	No charge, except for outgoings i.e. cost of advertising	No charge, except for outgoings i.e. cost of advertising
<b>Community Events</b>				
Commercial operator - With or without trail closure	C	Y	\$62.00	\$63.00
<b>Licence (with DSE approval) 3 Year Renewable</b>				
Conservation or Re-vegetation	C	N	No Charge	No Charge
<b>Licence (with DSE approval) 3 Year Renewable</b>				



2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Grazing	C	Y	\$110 application fee (80% refundable if application not successful). \$38.50 per hectare/per year plus any outgoings with a minimum charge per licence of \$60.00	\$112 application fee (80% refundable if application not successful). \$39 per hectare/per year plus any outgoings with a minimum charge per licence of \$62.00
<b>Licence (with DSE approval) 3 Year Renewable</b>				
Hay or crash grazing	C	N	No Charge	No Charge
<b>Licence (with DSE approval) 3 Year Renewable</b>				
Lease (with DSE approval) 21 year - On application	C	Y	POA	POA
<b>Licence (with DSE approval) 3 Year Renewable</b>				
Yard / Storage (urban)	C	Y	\$62.00	\$63.00
Commercial operator - With or without trail closure	C	Y	\$62.00	\$63.00
Residential Access – existing (former authorised railway crossing)	C	N	No Charge	No Charge
Residential Access – no previous authorisation	C	Y	\$113.00	\$116.00
With gates not conforming	C	Y	\$113.00	\$116.00
<b>PARKS AND GARDENS</b>				
Bond (A)	C	N	\$1,000.00	\$1,000.00
Commercial Promotions usage:	C	Y	\$250.00	\$250.00
Facility and Open Space Keys (Bond C)	C	N	\$20.00	\$20.00
Minimum fee	C	Y	\$22.00	\$22.00
Mitchell Avenue Amenities (Bond B)	C	N	\$50.00	\$50.00
There is no fee charged for holding a function within Council's parks and gardens	C	N	Nil	n/a
<b>PARKS, SPORT &amp; RECREATION - Ground Charges</b>				
<b>Casual Users</b>				
Full Day (maximum 8 hours)	C	Y	\$98.00	\$100.00
Half Day (or part thereof, maximum 4 hours)	C	Y	\$52.00	\$55.00
<b>Seasonal Users</b>				
Seasonal Agreements - Winter & Summer	C	Y	15% of total annual cost of facilities	15% of total annual cost of facilities
<b>PARKS, SPORT &amp; RECREATION - Appin Park</b>				
<b>Use of lights</b>				
All lights used - per hour charge	C	Y	\$15.00	\$15.00
50% of lights used - per hour charge	C	Y	\$6.00	\$6.00
<b>PARKS, SPORT &amp; RECREATION - Bowmans / Murmungee Hall</b>				
Bond	C	N	\$750.00	\$750.00
Hire of Hall for functions	C	Y	\$225.00	\$225.00
<b>PARKS, SPORT &amp; RECREATION - Carboor Soldiers Memorial Hall</b>				
Bond	C	N	\$500.00	\$500.00



2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Caravans (per night)	C	Y	\$12.50	\$12.50
Casual Users	C	Y	\$25.00	\$25.00
Main Hall and Supper Room	C	Y	\$250.00	\$250.00
Main Hall and Supper Room - community rate	C	Y	\$150.00	\$150.00
Meetings - business	C	Y	\$75.00	\$75.00
<b>PARKS, SPORT &amp; RECREATION - Edi Upper Hall</b>				
Chairs	C	Y	\$1.00	\$1.00
Bench seats	C	Y	\$2.50	\$2.50
Equipment – Trestles	C	Y	\$5.00	\$5.00
Full Hall	C	Y	\$150.00	\$150.00
Kitchen and Supper Room	C	Y	\$65.00	\$65.00
Hall without Kitchen use	C	Y	\$25.00	\$25.00
Supper Room only	C	Y	\$25.00	\$25.00
Tennis court hire with lights (per hour)	C	Y	\$10.00	\$10.00
Community sign hire	C	Y		\$10.00
<b>PARKS, SPORT &amp; RECREATION - Eldorado Memorial Hall</b>				
<b>Supper Room only (inclusive of all facilities except cooking)</b>				
Evening	C	Y	\$40.00	\$40.00
Fold up Theatre seats	C	Y	\$5.00	\$5.00
Full day	C	Y	\$40.00	\$40.00
Half day	C	Y	\$30.00	\$30.00
Kitchen Facilities	C	Y	\$40.00	\$40.00
Outside Hire of Stools (each)	C	Y	\$2.00	\$0.00
Outside Hire of Trestles (each)	C	Y	\$5.00	\$0.00
Supper Room irregular meetings of approximately 2 hours (gas heating included)	C	Y	\$20.00	\$20.00
Supper Room regular meetings of approximately 2 hours (gas heating included)	C	Y	\$10.00	\$10.00
Evening (6pm to 12 midnight)	C	Y	\$90.00	\$90.00
Full day (8am to 12 midnight) includes insurance	C	Y	\$90.00	\$90.00
Half day (8am to 1pm, 1pm to 6pm)	C	Y	\$45.00	\$45.00
Hall (inclusive of all facilities except cooking) - Hourly rate	C	Y	\$15.00	\$15.00
<b>PARKS, SPORT &amp; RECREATION - Everton Hall and Sporting Complex</b>				
BBQ Trailer	C	Y	\$20.00	\$20.00
Bond	C	N	\$50.00	\$50.00
Chairs x 50 green	C	Y	\$0.70	\$0.70
Chairs x 90 brown	C	Y	\$0.70	\$0.70
Equipment – Trestles x 8	C	Y	\$7.00	\$7.00
Hall	C	Y	\$200.00	\$200.00
Large Urn	C	Y	\$15.00	\$15.00
Meetings (2 hrs)	C	Y	\$20.00	\$20.00
Small Urn	C	Y	\$10.00	\$10.00
School use of supper room for cooking	C	Y	\$10.00	\$10.00
Supper Room – General use	C	Y	\$75.00	\$75.00
Tables x 6	C	Y	\$7.00	\$7.00
<b>PARKS, SPORT &amp; RECREATION - HP Barr 1 Oval</b>				
Barr 1 Oval Light Usage (hourly fee)	C	Y	\$15.50	\$16.00
<b>PARKS, SPORT &amp; RECREATION - HP Barr Community Centre</b>				
<b>Casual Users - Commercial</b>				
Hourly Rate (applies up to 3 hours)	C	Y	\$45.00	\$46.00
<b>Casual Users - Community</b>				
Hourly Rate (applies up to 3 hours)	C	Y	\$26.50	\$27.00
Per day or night	C	Y	\$200.00	\$204.00

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Security deposit	C	Y	\$600.00	\$600.00
<b>PARKS, SPORT &amp; RECREATION - HP Barr Multipurpose Centre (City Oval)</b>				
<b>Venue Hire Fee</b>				
Casual User - Hourly rate	C	Y	\$40.00	\$41.00
Major Events (i.e. weddings, birthday parties)	C	Y	\$720.00	\$735.00
Per day or night - maximum 8 hours	C	Y	\$160.00	\$164.00
Per hour after midnight	C	Y	\$40.00	\$40.00
Regular Users - Hourly rate	C	Y	\$20.00	\$20.00
<b>Venue Bond</b>				
Security Deposit *	C	N	\$600.00	\$600.00
<b>PARKS, SPORT &amp; RECREATION - Milawa Public Hall &amp; Park</b>				
<b>Hall Hire</b>				
Week day - Sun-Thu 9.00am to 5.00pm (Community)	C	Y	\$60.00	\$60.00
Week day - Sun-Thu 9.00am to 5.00pm (Commercial)	C	Y	\$120.00	\$120.00
Weekend - Fri-Sat 8.00am to 4.00pm (Community)	C	Y	\$75.00	\$75.00
Weekend - Sun-Thu 8.00am to 4.00pm (Commercial)	C	Y	\$150.00	\$150.00
Evenings 5.00pm -1.00am (Community)	C	Y	\$150.00	\$150.00
Evenings 5.00pm -1.00am (Commercial)	C	Y	\$300.00	\$300.00
Function 24 hours (Community)	C	Y	\$250.00	\$250.00
Function 24 hours (Commercial)	C	Y	\$500.00	\$500.00
Community groups (per hour)	C	Y	\$15.00	\$15.00
Commercial groups (per hour)	C	Y	\$30.00	\$30.00
<b>Bond</b>				
Lost key fee	C	Y	\$100.00	\$100.00
Refundable bond	C	N	\$50.00	\$50.00
Refundable bond for 18th birthdays	C	N	\$500.00	\$500.00
Cancellation fee	C	Y	\$20.00	\$20.00
Late function fee	C	Y	\$100.00	\$100.00
<b>Heating</b>				
Full day and evenings until 12.00am	C	Y	\$12.50	n/a
Evening (8pm to 2.00am)	C	Y	\$25.00	n/a
Half day	C	Y	\$7.50	n/a
Weddings, parties and other event with alcohol	C	Y	\$30.00	n/a
<b>Equipment Hire</b>				
Ashtrays (each)	C	Y	\$0.30	n/a
Crockery (each)	C	Y	\$0.20	n/a
Cutlery (each)	C	Y	\$0.10	n/a
Salt and pepper shakers (each)	C	Y	\$0.20	n/a
Urn (each)	C	Y	\$4.00	n/a
Chairs (each)	C	Y	\$1.00	n/a
Trestles (each)	C	Y	\$5.00	n/a
<b>PARKS, SPORT &amp; RECREATION - Moyhu Soldiers Memorial Hall</b>				
<b>Functions &amp; Meetings – full day or night</b>				
Main Hall only	C	Y	\$105.00	\$100.00
Main Hall and Supper Room	C	Y	\$125.00	\$125.00
Supper Room and Kitchen	C	Y	\$50.00	\$50.00
Supper Room only	C	Y	\$25.00	\$25.00
Consulting Room - MCH	C	Y	\$40.00	\$40.00
<b>PARKS, SPORT &amp; RECREATION - Old Murrumbidgee Hall</b>				
<b>Hire of Hall</b>				
Bond	C	N	\$105.00	\$200.00

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Hire of Grounds	C	Y	\$37.00	\$37.00
Summer	C	Y	\$52.00	\$52.00
Winter (including wood)	C	Y	\$62.00	\$62.00
<b>PARKS, SPORT &amp; RECREATION - Oxley Hall</b>				
Bond (refundable)	C	N	\$400.00	\$400.00
Chairs or stools - each	C	Y	\$1.00	\$1.00
Functions	C	Y	\$350.00	\$350.00
Major Events (i.e. weddings)	C	Y	\$700.00	\$700.00
Hall decorating, clean up etc. per hour	C	Y	\$25.00	\$0.00
Hall hire – full day or evening 5.00pm to 12.00am (Sunday to Thursday)	C	Y	\$180.00	\$180.00
Hall hire – evening 5.00pm to 12.00am (Friday and Saturday)	C	Y	\$240.00	\$240.00
Hall hire – half day (max 3 hrs)	C	Y	\$90.00	\$90.00
Meetings of Community Organisations	C	Y	\$30.00	\$30.00
Trestles - each	C	Y	\$5.00	\$5.00
Urns - each	C	Y	\$10.00	\$10.00
<b>PARKS, SPORT &amp; RECREATION - Wangaratta Showgrounds</b>				
<b>Commercial Events</b>				
Fee	C	Y	\$415.00	\$423.00
<b>Community Events</b>				
Fee	C	Y	\$275.00	\$281.00
<b>Lions Club of Wangaratta</b>				
Gate Takings - percentage of gross	C	Y	10.00%	10.00%
Ground Use - per year	C	Y		
Storeroom/Clubroom/ use of space for Swap Meet per year	C	Y	\$1,095.00	\$1,117.00
<b>Ovens &amp; King Football League</b>				
Gate Takings - Percentage of gross up to \$20,000	C	Y	5.00%	5.00%
Gate Takings - Percentage of gross over \$20,000	C	Y	2.50%	2.50%
Ground use Competition Matches	C	Y	\$550.00	\$561.00
Ground use Grand Final	C	Y	\$1,100.00	\$1,122.00
<b>Ovens and Murray Football/Netball League Inc.</b>				
Hosting of Grand final	C	Y	\$1,370.00	\$1,397.00
Hosting of Interleague competition matches - applicant	C	Y	\$274.00	\$280.00
Hosting of Finals Match	C	Y	\$562.00	\$573.00
<b>Wangaratta &amp; District Cricket Association</b>				
Electricity – annual usage fee	C	Y	100.00%	100.00%
Use of ground and buildings (incl. grandstand) - per year	C	Y	\$1,365.00	\$1,392.00
<b>Wangaratta &amp; District Cricket Association – Junior Cricket Centre</b>				
Electricity - As per meter reading	C	Y	100.00%	100.00%
<b>Wangaratta A &amp; I Society</b>				
Electricity - percentage of special meter reading	C	Y	100.00%	100.00%
Gate Takings - percentage of gross (up to \$40k then 2.5%)	C	Y	10.00%	10.00%
Membership - percentage of gross	C	Y	5.00%	5.00%
Plus charge for annual usage	C	Y		
Use of ground and buildings (incl. grandstand)	C	Y	\$3,280.00	\$3,346.00
<b>Wangaratta Bridge Club</b>				
Ground use - Club Rooms per year	C	Y	\$550.00	\$560.00
<b>Wangaratta Cycling Club</b>				
Electricity – Charge for usage during the year	C	Y	100.00%	100.00%
Use of cycling track - per year	C	Y	\$1,365.00	\$1,392.00
<b>Wangaratta Football and Netball Club Inc.</b>				

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Use of grounds and buildings (incl. grandstand, gate takings, membership and oval fence advertising) per season	C	Y	\$10,390.00	\$10,598.00
<b>Wangaratta Junior Football League</b>				
Use of grounds - per year	C	Y	\$1,095.00	\$1,117.00
<b>Wangaratta Kennel &amp; Obedience Dog Club Inc.</b>				
Electricity - As per meter reading	C	Y	100.00%	100.00%
Use of grounds and building - per year	C	Y	\$1,095.00	\$1,117.00
<b>Wangaratta Players</b>				
Ground use - Club Rooms per year	C	Y	\$820.00	\$836.00
<b>Wangaratta Sports Club</b>				
Electricity - percentage of special meter reading	C	Y	100.00%	100.00%
Gate Takings - percentage of gross	C	Y	10.00%	10.00%
Membership - percentage of gross	C	Y	5.00%	5.00%
Use of ground and buildings (incl. grandstand) - per year	C	Y	\$550.00	\$560.00
<b>Wangaratta Table Tennis Association</b>				
Electricity - As per meter reading	C	Y	100.00%	100.00%
<b>PARKS, SPORT &amp; RECREATION - Wangaratta Sports Development Centre</b>				
<b>Change Room 1, 2 or 3</b>				
Commercial Per day	C	Y	\$205.00	\$210.00
Commercial Per hour	C	Y	\$77.00	\$79.00
Commercial Per hour thereafter	C	Y	\$21.00	\$21.50
Community Per day	C	Y	\$102.00	\$104.00
Community Per hour	C	Y	\$39.00	\$40.00
Community Per hour thereafter	C	Y	\$10.00	\$10.00
<b>Community Room Monday - Friday</b>				
Commercial Per day	C	Y	\$155.00	\$158.00
Commercial Per hour	C	Y	\$52.00	\$53.00
Commercial Per hour thereafter	C	Y	\$16.00	\$16.00
Community Per day	C	Y	\$76.00	\$78.00
Community Per hour	C	Y	\$25.00	\$25.00
Community Per hour thereafter	C	Y	\$9.00	\$9.00
<b>Upper Deck Function Area</b>				
Commercial Per day	C	Y	\$630.00	\$645.00
Commercial Per hour	C	Y	\$210.00	\$215.00
Commercial Per hour thereafter	C	Y	\$105.00	\$107.00
Community Per day	C	Y	\$315.00	\$322.00
Community Per hour	C	Y	\$105.00	\$107.00
Community Per hour thereafter	C	Y	\$52.00	\$53.00
<b>PARKS, SPORT &amp; RECREATION - Wareena Hall (located in Swan Street)</b>				
<b>Venue Hire Fee</b>				
Casual User - Hourly rate	C	Y	\$40.00	\$41.00
Major Events (i.e. weddings, birthday parties)	C	Y	\$720.00	\$735.00
Per day or night - maximum 8 hours	C	Y	\$160.00	\$164.00
Per hour after midnight	C	Y	\$40.00	\$40.00
Regular Users - Hourly rate	C	Y	\$20.00	\$20.00
<b>Venue Bond</b>				
Security Deposit *	C	N	\$600.00	\$600.00
<b>PARKS, SPORT &amp; RECREATION - Whitfield Recreation Reserve (King Valley Community Centre)</b>				
A fee for all outdoor use that generates a profit for users eg: fitness classes	C	Y	\$10.25	\$10.25

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
A refundable bond is required for all functions. If cleaning is required it will be deducted from the bond	C	Y	\$300.00	\$300.00
Chairs	C	Y	\$1.00	\$1.00
Cleaning per hour	C	Y	\$26.25	\$26.25
Community Group Meeting	C	Y	\$30.00	\$30.00
Crockery	C	Y	\$50.00	\$50.00
Full day, Government Dept., Seminars or small evening function	C	Y	\$153.75	\$153.75
Functions 24 hours 10am to 10am	C	Y	\$307.50	\$307.50
Half day (in excess of 3 hrs) per hour	C	Y	\$26.25	\$26.25
Half day (minimum charge of 3 hrs)	C	Y	\$77.00	\$77.00
Major function	C	Y	\$615.00	\$615.00
Shower access	C	Y	\$6.25	\$6.25
Trestle tables	C	Y	\$6.25	\$6.25
<b>PARKS, SPORT &amp; RECREATION - Whorouly Hall</b>				
Chairs (each)	C	Y	\$1.00	\$1.00
Day Meeting - per hour	C	Y	\$6.60	\$6.60
Hall function – with heaters	C	Y	\$52.80	\$55.00
Hall function – without heaters	C	Y	\$33.00	\$33.00
Night Meeting - per hour	C	Y	\$7.70	\$7.70
Small front meeting room	C	Y	\$0.00	\$11.00
Tables (each)	C	Y	\$10.00	\$10.00
<b>PARKS, SPORT &amp; RECREATION - Whorouly Memorial Park Reserve</b>				
Bar area	C	Y	\$110.00	\$110.00
Day hall hire	C	Y	\$140.00	\$140.00
Day hall hire and kitchen	C	Y	\$210.00	\$210.00
Day kitchen hire	C	Y	\$70.00	\$70.00
Hall area	C	Y	\$195.00	\$195.00
Insurance fee (for private hire)	C	Y	\$12.00	\$12.00
Kitchen/Canteen area (includes food preparation prior to function)	C	Y	\$110.00	\$110.00
Meeting Room	C	Y	\$28.00	\$28.00
School Arts Council	C	Y	\$35.00	\$35.00
Total Centre facilities	C	Y	\$380.00	\$380.00
Wakes - donation	C	Y	\$250.00	\$250.00
Wakes and Funeral - donation	C	Y	\$315.00	\$315.00
Whorouly Cricket Club - Ground Fee & Function Room Fee (1 function)	C	Y	\$1,110.00	\$1,110.00
Whorouly Football/Netball Club - Ground Fee & Function Room Fee (5 functions)	C	Y	\$4,575.00	\$4,575.00
Whorouly Tennis Club -Court Fee & Function Room Fee (1 function)	C	Y	\$460.00	\$460.00
<b>PLANNING - Application to amend Planning Scheme</b>				
<b>Stage 1</b> a) Considering a request to amend a planning scheme; and b) Exhibition and notice of the amendment; and c) Considering any submissions which do not seek a change to the amendment; and d) If applicable, abandoning the amendment.	S	N	\$2,929.30	\$2,976.70
<b>Stage 2</b> a) Considering submissions which seek a change to an amendment, and where necessary, referring the submissions to a panel:				
i) Up to 10 submissions	S	N	\$14,518.60	\$14,753.50
ii) 11 to 20 submissions	S	N	\$29,008.80	\$29,478.00
iii) More than 20 submissions	S	N	\$38,778.00	\$39,405.20

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
b) Providing assistance to a panel ; and c) Making a submission to the panel; and d) Considering the panel's report; and e) After considering submissions and the report, if applicable, abandoning the amendment.				
<b>Stage 3</b> a) Adopting the amendment or a part of an amendment; and b) Submitting the amendment for approval by the Minister; and c) giving the notice of the approval of the amendment.	S	N	\$462.20	\$469.60
<b>Stage 4</b> a) Consideration by the Minister of a request to approve an amendment; and b) Giving notice of approval of an amendment.	S	N	\$462.20	\$469.60
<b>Private PS Amendments</b>				
Advertising fee (for private PS amendments)	C	N	\$158.00	\$162.00
<b>Panel Fees - Application for Planning Scheme amendment</b>				
Full cost of Panel to be paid by applicant if matter is to go to a Panel Hearing	S	N	Actual panel Cost	Actual panel Cost
<b>Combined Planning Scheme Amendment and Planning Permit application</b>				
The fee for an application for a planning permit combined with a request for amendment of a planning scheme, made in accordance with section 96A, is the sum of the amounts shown for the relevant Stage above (request to amend the scheme) plus the full amount of the higher planning permit fees, plus 50% of the lower of the fees which would have applied if separate applications had been made.	S	N	Per Above (request to amend the scheme) plus the full amount of the higher planning permit fees, plus 50% of the lower of the fees which would have applied if separate applications had been made.	Per Above (request to amend the scheme) plus the full amount of the higher planning permit fees, plus 50% of the lower of the fees which would have applied if separate applications had been made.
<b>PLANNING - Planning Permit Applications</b>				
Change or allow a new use of the land	S	N	\$1,265.60	\$1,286.10
Amendment to change what the permit allows, or change any or all conditions	S	N	\$1,265.60	\$1,286.10
<b>SINGLE DWELLING</b>				
To develop land, or to use and develop land for a single dwelling per lot, or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of the development is:				
Up to \$10,000	S	N	\$192.00	\$195.10
> \$10,000 ≤ \$100,000	S	N	\$604.40	\$614.10
> \$100,000 ≤ \$500,000	S	N	\$1,237.10	\$1,257.20
> \$500,000 ≤ \$1,000,000	S	N	\$1,336.70	\$1,358.30
> \$1,000,000 ≤ \$2,000,000	S	N	\$1,436.20	\$1,459.50
<b>Vic SMART</b>				

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
A permit that is the subject of a Vic Smart application if the estimated cost of the development is:				
Up to \$10,000	S	N	\$192.00	\$195.10
More than \$10,000	S	N	\$412.40	\$419.10
Vic Smart application to subdivide or consolidate land	S	N	\$192.00	\$195.10
<b>ALL OTHER DEVELOPMENT</b>				
To develop land if the estimated cost of the development is:				
Up to \$100,000	S	N	\$1,102.10	\$1,119.90
> \$100,000 ≤ \$1,000,000	S	N	\$1,486.00	\$1,510.00
> \$1,000,000 ≤ \$5,000,000	S	N	\$3,277.70	\$3,330.70
> \$5,000,000 ≤ \$15,000,000	S	N	\$8,354.30	\$8,489.40
> \$15,000,000 ≤ \$50,000,000	S	N	\$24,636.20	\$25,034.60
> \$50,000,000	S	N	\$55,372.70	\$56,268.30
<b>SUBDIVISION</b>				
To subdivide an existing building	S	N	\$1,265.60	\$1,286.10
To subdivide land into two lots	S	N	\$1,265.60	\$1,286.10
To effect a realignment of a common boundary between lots or to consolidate two or more lots	S	N	\$1,265.60	\$1,286.10
To subdivide land	S	N	\$1,265.60	\$1,286.10
To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than two years before the date of the applications in a manner which would have been lawful under the <i>Planning and Environment Act 1987</i> but for the existence of the restriction	S	N	\$1,265.60	\$1,286.10
To create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or To create or remove a right of way	S	N	\$1,265.60	\$1,286.10
To create, vary or remove an easement other than a right of way; or To vary or remove a condition in the nature of an easement other than a right of way in a Crown grant	S	N	\$1,265.60	\$1,286.10
A permit not otherwise provided for in the Regulations	S	N	\$1,265.60	\$1,286.10
<b>SUBDIVISION CERTIFICATION AND ENGINEERING</b>		N		
Certification of a plan of subdivision	S	N	\$167.80	\$170.50
Alteration of plan	S	N	\$106.70	\$108.40
Amendment of certified plan	S	N	\$135.10	\$137.30
<b>Engineering costs based on the estimated cost of construction works:</b>				
Checking of engineering plans	S	N	0.75%	0.75%
Engineering plan prepared by Council	S	N	3.50%	3.50%
Supervision of works	S	N	2.50%	2.50%
<b>SATISFACTION MATTERS</b>				
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	S	N	\$312.80	\$317.90
<b>COMBINED PERMIT APPLICATION</b>				
If the application for a planning permit is for any combination of the classes of application outlined previously, the fee for the planning permit is the sum arrived at by adding the higher of the fees plus 50% of the lower of the fees which would have applied if separate applications had been made	S	N	Higher use/development fee plus 50% of the lower use/development fee	Higher use/development fee plus 50% of the lower use/development fee
<b>PERMIT APPLICATIONS FOR MORE THAN ONE CLASS</b>				



2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
(1) An application for more than one class of permit (2) An application to amend a permit in more than one class	S	N		
<b>AMENDING AN APPLICATION AFTER NOTICE HAS BEEN GIVEN</b>				
(1) Section 57A - Request to amend an application for permit after notice has been given; or (2) Section 57A – Request to amend an application for an amendment to a permit after notice has been given	S	N		
<b>PLANNING - Other Fees</b>				
Application for a certificate of compliance under section 97N	S	N	\$312.80	\$317.90
Copy of planning permit including plans	C	Y	\$104.00	\$106.00
Investigating past permits and/or written planning advice	C	Y	\$156.00	\$160.00
Section 173 agreement search (part of permit condition)	C	Y	\$104.00	\$106.00
Checking proposed covenants	C	Y	\$260.00	\$265.00
Advertisement in newspaper circulating generally in district	C	Y	\$135.00	\$138.00
Advertising in Rural City Connections Page	C	Y	\$52.00	\$53.00
Advertising to adjoining landowners	C	Y	\$42.00	\$43.00
Amending or ending a Section 173 Agreement	S		\$632.80	\$632.80
Extension of time of planning permits	C	Y	\$219.00	\$224.00
If a permit for a development is required only due to the application of an Heritage Overlay and the cost of works is less than \$20,000	C	N	n/a	n/a
Secondary Consent to endorsed plans	C	Y	\$271.20	\$277.00
Timber harvesting plans - Inspection fee (per inspection)	C	y	\$104.00	\$106.00
<b>REGIONAL CERTIFYING BODY</b>				
Fee for certification per application	C	Y	\$715.00	\$715.00
<b>SALEYARDS - Wangaratta Livestock Exchange</b>				
<b>Agent Fees</b>				
Agents Sale Fee (includes special sales- CATTLE)	C	Y	\$186.70	n/a
Agents Special Sale Throughput Fee (store sale – CATTLE)	C	Y	\$1,091.50	n/a
Agents Throughput Fee (weekly sale - CATTLE)	C	Y	\$672.70	n/a
<b>HOLDING FEES (Per head, per day)</b>				
Holding Paddock Charges – Cattle	C	Y	\$1.40	n/a
Holding Paddock Charges – Cow & Calf	C	Y	\$1.50	n/a
Holding Paddock Charges – Sheep	C	Y	\$0.80	n/a
<b>OTHER FEES</b>				
Canteen Hire (per day-not all days available due to sales etc.) - Commercial users	C	Y	\$200.00	n/a
Canteen Hire (per day-not all days available due to sales etc.) - Community groups	C	Y	\$80.00	n/a
Canteen Weekend Hire Fee (per day)	C	Y	\$300.00	n/a
Crush Use	C	Y	\$2.40	n/a
<b>Droving</b>				
Droving -Weekends and after hours	C	Y	\$157.10	n/a
Droving - Working Hours	C	Y	\$52.10	n/a
<b>Droving - Selling pens to despatch pens</b>				
Scanning fees - store sales	C	Y	\$1.80	n/a
Post Breeder Ear Tag (each – applied by Council)	C	Y	\$35.80	n/a
Post-Breeder Ear Tag (each- applied by Agent)	C	Y	\$33.70	n/a
Standpipe fees/ per kilolitre	C	Y	\$3.10	n/a
Trans Shipment Cattle (per head)	C	Y	\$3.10	n/a
Truck wash (per kilolitre)	C	Y	\$3.10	n/a
<b>Private Weigh – Scale Opening</b>				
Weekend & Public Holidays	C	Y	\$158.20	n/a



2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
<b>Private weighing (weigh fees + yard dues)</b>				
Singles	C	Y	\$17.81	n/a
2 to 5	C	Y	\$14.10	n/a
6+	C	Y	\$13.00	n/a
<b>Weighing Fees</b>				
Singles	C	Y	\$7.30	n/a
2 to 5	C	Y	\$3.60	n/a
6+	C	Y	\$2.50	n/a
Bulls	C	Y	\$7.60	n/a
<b>Yard dues</b>				
Bobbies	C	Y	\$4.90	n/a
Young cattle & Cows	C	Y	\$10.51	n/a
Cows & Calves	C	Y	\$11.80	n/a
Cows	C	Y	\$10.51	n/a
Bulls	C	Y	\$15.50	n/a
Horses	C	Y	\$14.20	n/a
<b>Yard dues (express) (Transhipment)</b>				
Singles	C	Y	\$10.70	n/a
2 to 5	C	Y	\$7.00	n/a
6+	C	Y	\$5.80	n/a
Sheep and lamb yard dues	C	Y	\$0.90	n/a
Disposal Fee	C	Y	\$56.10	n/a
<b>Transhipment</b>				
Transhipment	C	Y	\$3.40	n/a
Transhipment - Bulls Only	C	Y	\$5.50	n/a
<b>Delivery - per head</b>				
Delivery - per head	C	Y	\$1.80	n/a
<b>TREE VALUATION</b>				
<b>Cost for the removal of a tree 0-2 years that does not comply with the 'general guidelines for removal'</b>				
Removal of Tree (no grinding)	C	Y	\$50.00	\$50.00
Purchase of replacement tree (45L)	C	Y	\$100.00	\$100.00
Planting of tree	C	Y	\$75.00	\$75.00
Maintenance of new tree until established	C	Y	\$75.00	\$75.00
<b>Cost for the removal of a tree 3-5 years that does not comply with the 'general guidelines for removal'</b>				
Removal of Tree	C	Y	\$175.00	\$175.00
Purchase of replacement tree (100L)	C	Y	\$180.00	\$180.00
Planting of tree	C	Y	\$75.00	\$75.00
Maintenance of new tree until established	C	Y	\$75.00	\$75.00
<b>Cost for the removal of a tree 5-8 years that does not comply with the 'general guidelines for removal'</b>				
Removal of Tree	C	Y	\$250.00	\$250.00
Purchase of replacement tree (200L)	C	Y	\$400.00	\$400.00
Planting of tree	C	Y	\$75.00	\$75.00
Maintenance of new tree until established	C	Y	\$75.00	\$75.00
<b>VISITOR INFORMATION CENTRE</b>				
Business - full day rate	C	Y	\$144.00	\$144.00
<b>Bainz Gallery</b>				
Exhibitions with artwork or material for sale	C	Y	\$100.00	\$100.00
Brochure display for businesses not in the municipality (Per year rate - Pro-rata for half year)	C	Y	\$120.00	\$120.00
<b>WANGARATTA AERODROME</b>				
Terminal - per day plus bond equivalent Cat A	C	Y	\$150.00	\$160.00

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Terminal - per day plus bond equivalent Cat B	C	Y	\$280.00	\$290.00
Terminal - per day bond Cat A	C	Y	\$150.00	\$160.00
Terminal per day bond Cat B	C	Y	\$280.00	\$290.00
Terminal - max. 2 hours plus bond equivalent Cat A	C	Y	\$80.00	\$90.00
Terminal - max. 2 hours plus bond equivalent Cat B	C	Y	\$140.00	\$150.00
Terminal max. 2 hours Bond Cat A	C	Y	\$80.00	\$90.00
Terminal max. 2 hours Bond Cat B	C	Y	\$140.00	\$150.00
Terminal - set up / pack additional days per day CAT A	C	Y	\$80.00	\$90.00
Terminal - set up / pack additional days per day CAT B	C	Y	\$140.00	\$150.00
Lock Up - after 6pm weekdays, anytime weekends/public holidays	C	Y	\$50.00	\$60.00
Late Occupation Time - after 1am (per hour)	C	Y	\$100.00	\$110.00
Abnormal Cleaning (per hour)	C	Y	\$80.00	\$80.00
Rate per hour for management staff to be in attendance	C	Y	\$45.00	\$45.00
Runway hire Cat A	C	Y	\$150.00	\$160.00
Runway hire Cat B	C	Y	\$280.00	\$290.00
<b>WANGARATTA ART GALLERY - Community</b>				
<b>Entry Fee (Gallery 1 &amp; 2)</b>				
Entry Fee	C	Y	Donation	Donation
<b>Venue hire ~ Gallery 1</b>				
Per hour rate (subject to gallery suitability)	C	Y	\$105.50	\$108.00
<b>Venue hire ~ Gallery 2</b>				
Workshop Hall (per hour, min 3 hours)	C	Y	\$21.50	\$22.00
Per day (8 hours)	C	Y	\$105.50	\$108.00
Per week - individual	C	Y	\$210.50	\$215.00
Per week - group	C	Y	\$263.00	\$269.00
Two week exhibition fee - individual	C	Y	\$421.00	\$430.50
Two week exhibition fee - group	C	Y	\$472.50	\$483.00
<b>Soundshell - Merriwa Park</b>				
Per hour (minimum 3 hours)	C	Y	\$69.50	\$71.05
Power usage (evening functions requiring lights, per hour) Including GST	C	Y	\$35.00	\$35.80
<b>WANGARATTA ART GALLERY - Commercial</b>				
<b>Entry Fee (Gallery 1 &amp; 2)</b>				
Entry Fee	C	Y	Donation	Donation
<b>Venue hire ~ Gallery 1</b>				
Per hour rate (subject to gallery suitability)	C	Y	\$210.00	\$214.50
<b>Venue hire ~ Gallery 2</b>				
Workshop Hall (per hour, min 3 hours)	C	Y	\$43.00	\$44.00
Per day (8 hours)	C	Y	\$210.50	\$215.00
Per week - individual	C	Y	\$421.00	\$430.50
Per week - group	C	Y	\$525.00	\$537.00
Two week exhibition fee - individual	C	Y	\$861.00	\$880.50
Two week exhibition fee - group	C	Y	\$944.50	\$966.00
<b>WANGARATTA ART GALLERY - Event Staffing</b>				
Events requiring staffing will be charged an hourly rate to cover salaries per hr - minimum 3 hours - <b>Mon - Fri</b>	C	Y	\$53.00	\$54.20
<b>Mon-Fri: Overtime Level 1</b> - per hour (when a staff member is required for more than 8 hours and less than 10 hours continuously. Time is charged to the nearest 15 minute increment)	C	Y	applicable hourly rate + \$22.00 additional per hour	\$22.50

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Events requiring staffing will be charged an hourly rate to cover salaries per hr - minimum 3 hours - <b>Sat &amp; Sun</b>	C	Y	\$63.00	\$64.50
<b>Sat &amp; Sun: Overtime Level 1</b> - per hour (when a staff member is required for more than 8 hours and less than 10 hours continuously. Time is charged to the nearest 15 minute increment)	C	Y	applicable hourly rate + \$22.00 additional per hour	\$22.50
Events requiring staffing will be charged an hourly rate to cover salaries per hr - minimum 3 hours - <b>Public Holidays</b>	C	Y	\$106.00	\$108.20
<b>Public Holidays: Overtime Level 1</b> - per hour (when a staff member is required for more than 8 hours and less than 10 hours continuously. Time is charged to the nearest 15 minute increment.)	C	Y	applicable hourly rate + \$22.00 additional per hour	\$22.50
<b>WANGARATTA GOVERNMENT CENTRE - Council Chambers hire</b>				
<b>Monday – Friday</b>				
Full day hire (between 8.30am – 5.00pm - includes access & vacate time)	C	Y	\$496.00	\$512.00
Additional hours – charged in blocks of ONE hour	C	Y	\$62.00	\$64.00
<b>WANGARATTA INDOOR SPORTS &amp; AQUATIC CENTRE &amp; SPORTS STADIUM</b>				
<b>Aquatic</b>				
Adult	C	Y	\$6.80	\$7.00
Aquatic Ed gold family member (existing)	C	Y		
Aquatic Education – fortnightly debit	C	Y	\$32.60	\$33.00
Aquatic Education – subsequent children 5% off. Fortnightly debit	C	Y	\$31.00	\$33.00
Aquatic Education (per class – term payment)	C	Y	\$16.30	\$16.50
Aquatic Education (per class – term payment - primary) – New members	C	Y	n/a	n/a
Aquatic Education (per class – term payment) – Current	C	Y	n/a	n/a
Child (under 16)	C	Y	\$5.40	\$5.60
Concession	C	Y	\$5.40	\$5.60
Family	C	Y	\$17.00	\$17.50
Family – New module - fortnightly debit	C	Y	\$26.10	\$26.40
Family – new module	C	Y	n/a	n/a
Lane Hire/hour/lane	C	Y	\$29.00	\$30.00
Student	C	Y	\$5.40	\$5.60
Subsequent children (5% off)	C	Y	n/a	n/a
Subsequent children (5% off)	C	Y	n/a	n/a
Supervising U/3yrs	C	Y	\$5.40	\$5.60
<b>Birthday parties</b>				
YMCA supply food per child	C	Y	\$21.50	\$22.00
Self catered	C	Y	\$15.50	\$16.00
<b>Crèche</b>				
First child	C	Y	\$7.20	\$7.50
First child – non member	C	Y	\$8.20	\$8.50
Second + child non member	C	Y	\$6.90	\$8.50
Second + children	C	Y	\$5.20	\$7.50
<b>Disability Groups/Special Needs</b>				
Gym Session	C	Y	\$7.20	\$7.40
Personal Training (half hour)	C	Y	\$40.00	\$41.00
Swim	C	Y	\$5.40	\$5.60
Swimming Instructor (per hour)	C	Y	\$40.00	\$41.00
<b>Group Fitness</b>				

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Aerobics	C	Y	\$16.50	\$17.00
Aerobics - concession	C	Y	\$13.20	\$13.60
Aqua aerobics	C	Y	\$16.50	\$17.00
<b>Health Club</b>				
Casual	C	Y	\$18.50	\$19.00
Casual Concession	C	Y	\$14.80	\$15.20
Casual Gym Assessment	C	Y	\$67.00	\$69.00
Casual Pryme Mover	C	Y	\$7.20	\$7.40
Casual Teen Gym	C	Y	\$14.80	\$15.20
Personal training ½ hour member	C	Y	\$35.00	\$36.00
Personal training ½ hour non-member	C	Y	\$40.00	\$41.00
Personal training 10-pass member	C	Y	\$315.00	\$324.00
Personal training 10-pass non-member	C	Y	\$360.00	\$369.00
Personal training group 1/2 hour session 1:2 10 pass member	C	Y	\$342.00	\$351.00
Personal training group 1/2 hour session 1:2 10 pass non-member	C	Y	\$387.00	\$396.00
Personal training group 1/2 hour session 1:2 member	C	Y	\$38.00	\$39.00
Personal training group 1/2 hour session 1:2 non-member	C	Y	\$43.00	\$44.00
Personal training group 1/2 hour session 1:3 10 pass member	C	Y	\$360.00	\$369.00
Personal training group 1/2 hour session 1:3 10 pass non-member	C	Y	\$414.00	\$423.00
Personal training group 1/2 hour session 1:3 member	C	Y	\$40.00	\$41.00
Personal training group 1/2 hour session 1:3 non-member	C	Y	\$46.00	\$47.00
<b>Hire Rates</b>				
Health Room Hire	C	Y	\$175.00	\$180.00
Lane Hire	C	Y	\$29.00	\$30.00
Meeting Room/Crèche Hire per hour	C	Y	\$27.00	\$28.00
Program pool per hour	C	Y	\$55.00	\$56.00
<b>Memberships - Fortnightly</b>				
Aquatic (Current)	C	Y	\$23.40	\$24.00
Aquatic Adult Family (New)	C	Y	\$18.70	\$19.20
Aquatic Concession (Current)	C	Y	\$18.70	\$19.20
Aquatic Concession Family (New)	C	Y	\$14.00	\$14.40
Corporate (Current)	C	Y	\$31.20	\$32.00
Health & Wellness Concession Family (New)	C	Y	\$0.00	n/a
Health and Wellness Adult Concession	C	Y	\$31.20	\$32.00
Health and Wellness Adult Family (New)	C	Y	\$31.20	\$32.00
Health and Wellness Single	C	Y	\$39.00	\$40.00
Pryme Movers (Current)	C	Y	\$23.40	\$24.00
Teen gym (Current)	C	Y	\$31.20	\$32.00
Teen gym family	C	Y	\$23.40	\$24.00
Aquatic Child Family	C	Y	\$14.00	\$14.40
Aquatic Child	C	Y	\$18.70	\$19.20
<b>Memberships - Monthly</b>				
Rural City of Wangaratta Single (CURRENT)	C	Y	\$62.40	\$64.00
Rural City of Wangaratta Family (CURRENT)	C	Y	\$140.00	n/a
<b>Miscellaneous Programs</b>				
Squash – ½ hour	C	Y	\$10.30	\$10.50
Squash - 1 hour	C	Y	\$20.50	\$21.00
Squash club court hire	C	Y	\$18.50	\$19.00
<b>Schools</b>				
YMCA lessons (ratio 1:7 - 1:10)	C	Y	\$7.50	\$7.70
<b>Stadium USE</b>				

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Primary & secondary	C	Y	\$2.60	\$2.70
Land/aqua – YMCA instructor (20 min)	C	Y	\$100.00	\$100.00
Land/aqua – No instructor (min 20)	C	Y	\$75.00	\$75.00
Supervised Gym Session	C	Y	\$100.00	\$100.00
<b>Stadium fees (per hour per court)</b>				
Training/Casual Use	C	Y	\$25.50	\$26.00
WBI Court Hire (Competition)	C	Y	\$41.00	\$42.00
<b>Stadium</b>				
Inter Schools Sports days	C	Y	\$300.00	\$0.00
Y Ball	C	Y	\$80.00	\$80.00
Badminton casual hr – 1hr member	C	Y	\$20.00	\$20.00
Badminton casual – 1hr non member	C	Y	\$22.00	\$22.00
Netball – mixed	C	Y	\$70.00	\$70.00
Volleyball – Junior	C	Y	\$5.00	\$0.00
Volleyball – Senior	C	Y	\$8.20	\$0.00
Ed Gym	C	Y	\$8.00	\$8.00
Gymnastics	C	Y	\$10.00	\$10.50
<b>WANGARATTA PERFORMING ARTS CENTRE - Hiring of facilities - Commercial</b>				
<b>Box Office / Ticketing Costs</b>				
Per ticket - with dollar value	C	Y	\$4.20	\$4.20
Per tickets - complimentary tickets	C	Y	\$0.85	\$0.85
Specialised ticket sales (preparation of seating plans, priority ticketing etc.) - ADDITIONAL charge	C	Y	\$1.00	\$1.00
Card Processing Surcharge			\$0.00	2.47%
Merchandise commission	C	Y	10%	10%
Box office operation fee (when ticket sales are less than 100 paid tickets. Final charges will be based on the minimum fee listed OR actual attendance ~ whichever is greater)	C	Y	\$132.50	\$132.50
Set up fee for off site events	C	Y	\$159.00	\$159.00
Minor changes to ticketing details after "on sale"	C	Y	\$0.00	\$0.00
Medium changes to ticketing details after "on sale"	C	Y	\$79.50	\$79.50
Major changes to ticketing details after "on sale"	C	Y	\$159.00	\$159.00
Cancellation of booking after "on sale"	C	Y	\$159.00	\$159.00
AND (when cancelled) applicable inside ticket charge for every ticket sold	C	Y	\$4.20 / \$0.85	\$4.20 / \$0.85
AND (when cancelled) Card Processing Surcharge	C	Y	0.00%	2.47%
<b>Fees charged to ticket purchaser</b>				
Mail fee	C	Y	\$6.50	\$6.50
Exchange fee	C	Y	\$3.00	\$3.00
Ticket re-print fee	C	Y	\$3.00	\$3.00
<b>Alpine MDF Theatre - Performance / Function</b>				
<b>Monday – Friday</b>				
4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$1,200.00	\$1,200.00
Additional hours – charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$280.00	\$280.00
<b>Monday - Friday ~ Rehearsal or non performance day</b>				
Rehearsal 4 hour hire (includes 1 x technical staff member)	C	Y	\$1,109.50	\$1,109.50
Rehearsal 4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$1,109.50	\$1,109.50
Rehearsal additional hours - charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$257.50	\$257.50
<b>Saturday &amp; Sunday</b>				
4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$1,434.00	\$1,434.00
Additional hours – charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$335.00	\$335.00
<b>Saturday - Sunday ~ Rehearsal or non performance day</b>				

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Rehearsal 4 hour hire (includes 1 x technical staff member)	C	Y	\$1,328.00	\$1,328.00
Rehearsal 4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$1,328.00	\$1,328.00
Rehearsal additional hours - charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$308.00	\$308.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
4 hour hire -MINIMUM (includes 1 x technical staff member)	C	Y	\$1,945.00	\$1,945.00
Additional hours – charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$446.50	\$446.50
<b>Public Holidays ~ Rehearsal or non performance day</b>				
Rehearsal 4 hour hire (includes 1 x technical staff member)	C	Y	\$1,810.00	\$1,810.00
Rehearsal 4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$1,810.00	\$1,810.00
Rehearsal additional hours - charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$413.00	\$413.00
<b>Memorial Hall A - Function (smaller section)</b>				
<b>Monday - Friday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time) Correction for actual costs	C	Y	\$360.00	\$360.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$720.00	\$720.00
Night Rate			\$540.00	\$540.00
Additional hours – charged in blocks of ONE hour	C	Y	\$90.00	\$90.00
<b>Saturday - Sunday</b>				
Half day hire (08:30am - 12:30pm OR 1.00pm - 5.00pm ~ includes access & vacate time)	C	Y	\$424.00	\$424.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$848.00	\$848.00
Night rate	C	Y	\$636.00	\$636.00
Additional hours – charged in blocks of ONE hour	C	Y	\$106.00	\$106.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$580.00	\$580.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$1,160.00	\$1,160.00
Night Rate	C	Y	\$870.00	\$870.00
Additional hours – charged in blocks of ONE hour	C	Y	\$145.00	\$145.00
<b>Memorial Hall B (Larger section)</b>				
<b>Monday - Friday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$576.00	\$576.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$1,152.00	\$1,152.00
Night Rate	C	Y	\$864.00	\$864.00
Additional hours – charged in blocks of ONE hour	C	Y	\$144.00	\$144.00
<b>Saturday - Sunday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$624.00	\$624.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$1,248.00	\$1,248.00
Night Rate	C	Y	\$936.00	\$936.00
Additional hours – charged in blocks of ONE hour	C	Y	\$156.00	\$156.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$816.00	\$816.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$1,632.00	\$1,632.00
Night Rate	C	Y	\$1,224.00	\$1,224.00
Additional hours – charged in blocks of ONE hour	C	Y	\$204.00	\$204.00
<b>Memorial Hall - A &amp; B</b>				
<b>Monday - Friday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$720.00	\$720.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$1,440.00	\$1,440.00
Night Rate	C	Y	\$1,080.00	\$1,080.00
Additional hours – charged in blocks of ONE hour	C	Y	\$180.00	\$180.00

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
<b>Saturday - Sunday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$864.00	\$864.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$1,728.00	\$1,728.00
Night Rate			\$1,296.00	\$1,296.00
Additional hours – charged in blocks of ONE hour	C	Y	\$216.00	\$216.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$1,080.00	\$1,080.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$2,160.00	\$2,160.00
Night Rate	C	Y	\$1,620.00	\$1,620.00
Additional hours – charged in blocks of ONE hour	C	Y	\$270.00	\$270.00
<b>Conference Room</b>				
<b>Monday – Friday</b>				
Half day hire (8.30am – 12.30pm – includes access & vacate time). Adjusted to cover actual costs.	C	Y	\$248.00	\$248.00
Full day hire (between 8.30am – 5.00pm - includes access & vacate time)	C	Y	\$496.00	\$496.00
Night Rate	C	Y	\$372.00	\$372.00
Additional hours – charged in blocks of ONE hour	C	Y	\$62.00	\$62.00
<b>Saturday - Sunday</b>				
Half day hire (8.30am – 12.30pm – includes access & vacate time)	C	Y	\$280.00	\$280.00
Full day hire (between 8.30am – 5.00pm - includes access & vacate time)	C	Y	\$560.00	\$560.00
Night Rate	C	Y	\$420.00	\$420.00
Additional hours – charged in blocks of ONE hour	C	Y	\$70.00	\$70.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Half day hire (8.30am – 12.30pm – includes access & vacate time)	C	Y	\$360.00	\$360.00
Full day hire (between 8.30am – 5.00pm - includes access & vacate time)	C	Y	\$720.00	\$720.00
Night Rate	C	Y	\$540.00	\$540.00
Additional hours – charged in blocks of ONE hour	C	Y	\$90.00	\$90.00
<b>Other Facilities</b>				
Kitchen - per day (includes cool room)	C	Y	\$448.00	\$448.00
Abnormal cleaning (per hour) - minimum three hours	C	Y	\$61.50	\$61.50
Grand Piano (per session, including tuning to <i>performance standard</i> )	C	Y	\$440.00	\$440.00
Grand Piano (untuned)	C	Y	\$90.00	\$90.00
Opening of orchestra pit	C	Y	\$318.00	\$318.00
Installation of apron	C	Y	\$318.00	\$318.00
Relocation of control position to bio box	C	Y	\$318.00	\$318.00
Installation of Stage Projection Cinema Screen	C	Y	\$0.00	\$220.00
<b>WANGARATTA PERFORMING ARTS CENTRE - Hiring of facilities - Community</b>				
<b>Box Office / Ticketing Costs</b>				
Per ticket - with dollar value	C	Y	\$2.95	\$2.95
Per tickets - complimentary tickets	C	Y	\$0.85	\$0.85
Specialised ticket sales (preparation of seating plans, priority ticketing etc.) - ADDITIONAL charge	C	Y	\$1.00	\$1.00
Card Processing Surcharge	C	Y	\$0.00	2.47%
Merchandise commission	C	Y	0.00%	0.00%
Box office operation fee (when ticket sales are less than 100 paid tickets. Final charges will be based on the minimum fee listed OR actual attendance ~ whichever is greater)	C	Y	\$132.50	\$132.50
Set up fee for off site events	C	Y	\$159.00	\$159.00
Minor changes to ticketing details after "on sale"	C	Y	\$0.00	\$0.00
Medium changes to ticketing details after "on sale"	C	Y	\$79.50	\$79.50
Major changes to ticketing details after "on sale"	C	Y	\$159.00	\$159.00



2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Cancellation of booking after "on sale"	C	Y	\$159.00	\$159.00
AND (when cancelled) applicable inside ticket charge for every ticket sold	C	Y	\$2.95 / \$0.85	\$2.95 / \$0.85
AND (when cancelled) Card Processing Surcharge	C	Y	0.00%	2.47%
<b>Fees charged to ticket purchaser</b>				
Mail fee	C	Y	\$6.50	\$6.50
Exchange fee	C	Y	\$3.00	\$3.00
Ticket re-print fee	C	Y	\$3.00	\$3.00
<b>Alpine MDF Theatre - Performance / Function</b>		Y		
<b>Monday – Friday</b>				
4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$927.00	\$927.00
Additional hours – charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$212.00	\$212.00
<b>Monday - Friday ~ Rehearsal or non performance day</b>				
Rehearsal 4 hour hire (includes 1 x technical staff member)	C	Y	\$864.00	\$864.00
Rehearsal 4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$864.00	\$864.00
Rehearsal additional hours - charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$196.00	\$196.00
<b>Saturday &amp; Sunday</b>				
4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$1,108.00	\$1,108.00
Additional hours – charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$253.50	\$253.50
<b>Saturday - Sunday ~ Rehearsal or non performance day</b>				
Rehearsal 4 hour hire (includes 1 x technical staff member)	C	Y	\$1,034.00	\$1,034.00
Rehearsal 4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$1,034.00	\$1,034.00
Rehearsal additional hours - charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$235.00	\$235.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$1,536.00	\$1,536.00
Additional hours – charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$344.00	\$344.00
<b>Public Holidays ~ Rehearsal or non performance day</b>				
Rehearsal 4 hour hire (includes 1 x technical staff member)	C	Y	\$1,442.00	\$1,442.00
Rehearsal 4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$1,442.00	\$1,442.00
Rehearsal additional hours - charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$321.00	\$321.00
<b>Memorial Hall A - Function (smaller section)</b>				
<b>Monday - Friday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time) Correction for actual costs.	C	Y	\$252.00	\$252.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$504.00	\$504.00
Night Rate			\$378.00	\$378.00
Additional hours – charged in blocks of ONE hour	C	Y	\$63.00	\$63.00
<b>Saturday - Sunday</b>				
Half day hire (08:30am - 12:30pm OR 1.00pm - 5.00pm ~ includes access & vacate time)	C	Y	\$296.00	\$296.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$592.00	\$592.00
Night rate	C	Y	\$444.00	\$444.00
Additional hours – charged in blocks of ONE hour	C	Y	\$74.00	\$74.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$404.00	\$404.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$808.00	\$808.00
Night Rate	C	Y	\$606.00	\$606.00
Additional hours – charged in blocks of ONE hour	C	Y	\$101.00	\$101.00
<b>Memorial Hall B (Larger section)</b>				
<b>Monday - Friday</b>				



2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$404.00	\$404.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$808.00	\$808.00
Night Rate	C	Y	\$606.00	\$606.00
Additional hours – charged in blocks of ONE hour	C	Y	\$101.00	\$101.00
<b>Saturday - Sunday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$440.00	\$440.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$880.00	\$880.00
Night Rate	C	Y	\$660.00	\$660.00
Additional hours – charged in blocks of ONE hour	C	Y	\$110.00	\$110.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$568.00	\$568.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$1,136.00	\$1,136.00
Night Rate	C	Y	\$852.00	\$852.00
Additional hours – charged in blocks of ONE hour	C	Y	\$142.00	\$142.00
<b>Memorial Hall - A &amp; B</b>				
<b>Monday - Friday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$504.00	\$504.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$1,008.00	\$1,008.00
Night Rate	C	Y	\$756.00	\$756.00
Additional hours – charged in blocks of ONE hour	C	Y	\$126.00	\$126.00
<b>Saturday - Sunday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$604.00	\$604.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$1,208.00	\$1,208.00
Night Rate	C	Y	\$906.00	\$906.00
Additional hours – charged in blocks of ONE hour	C	Y	\$151.00	\$151.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$756.00	\$756.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$1,512.00	\$1,512.00
Night Rate	C	Y	\$1,134.00	\$1,134.00
Additional hours – charged in blocks of ONE hour	C	Y	\$189.00	\$189.00
<b>Conference Room</b>				
<b>Monday – Friday</b>				
Half day hire (8.30am – 12.30pm – includes access & vacate time). Adjusted to cover actual costs	C	Y	\$172.00	\$172.00
Full day hire (between 8.30am – 5.00pm - includes access & vacate time)	C	Y	\$344.00	\$344.00
Night Rate	C	Y	\$258.00	\$258.00
Additional hours – charged in blocks of ONE hour	C	Y	\$43.00	\$43.00
<b>Saturday - Sunday</b>				
Half day hire (8.30am – 12.30pm – includes access & vacate time)	C	Y	\$196.00	\$196.00
Full day hire (between 8.30am – 5.00pm - includes access & vacate time)	C	Y	\$392.00	\$392.00
Night Rate	C	Y	\$294.00	\$294.00
Additional hours – charged in blocks of ONE hour	C	Y	\$49.00	\$49.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Half day hire (8.30am – 12.30pm – includes access & vacate time)	C	Y	\$252.00	\$252.00
Full day hire (between 8.30am – 5.00pm - includes access & vacate time)	C	Y	\$504.00	\$504.00
Night Rate	C	Y	\$378.00	\$378.00
Additional hours – charged in blocks of ONE hour	C	Y	\$63.00	\$63.00
<b>Other Facilities</b>				
Kitchen - per day (includes cool room)	C	Y	\$314.00	\$314.00
Abnormal cleaning (per hour) - minimum three hours	C	Y	\$61.50	\$61.50
Grand Piano (per session, including tuning to <i>performance standard</i> )	C	Y	\$440.00	\$440.00

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Grand Piano (untuned)	C	Y	\$90.00	\$90.00
Opening of orchestra pit	C	Y	\$318.00	\$318.00
Installation of apron	C	Y	\$318.00	\$318.00
Relocation of control position to bio box	C	Y	\$318.00	\$318.00
Installation of Stage Projection Cinema Screen	C	Y	\$0.00	\$220.00
<b>WANGARATTA PERFORMING ARTS CENTRE - Hiring of facilities - Volunteer</b>				
<b>Box Office / Ticketing Costs</b>				
Per ticket - with dollar value	C	Y	\$2.10	\$2.10
Per tickets - complimentary tickets	C	Y	\$0.85	\$0.85
Specialised ticket sales (preparation of seating plans, priority ticketing etc.) - ADDITIONAL charge	C	Y	\$1.00	\$1.00
Card Processing Surcharge	C	Y	\$0.00	2.47%
Merchandise commission	C	Y	0%	0%
Box office operation fee (when ticket sales are less than 100 paid tickets. Final charges will be based on the minimum fee listed OR actual attendance ~ whichever is greater	C	Y	\$132.50	\$132.50
Set up fee for off site events	C	Y	\$159.00	\$159.00
Minor changes to ticketing details after "on sale"	C	Y	\$0.00	\$0.00
Medium changes to ticketing details after "on sale"	C	Y	\$79.50	\$79.50
Major changes to ticketing details after "on sale"	C	Y	\$159.00	\$159.00
Cancellation of booking after "on sale"	C	Y	\$159.00	\$159.00
AND (when cancelled) applicable inside ticket charge for every ticket sold	C	Y	\$2.10 / \$0.85	\$2.10 / \$0.85
AND (when cancelled) Card Processing Surcharge	C	Y	0.00%	2.47%
<b>Fees charged to ticket purchaser</b>				
Mail fee	C	Y	\$6.50	\$6.50
Exchange fee	C	Y	\$3.00	\$3.00
Ticket re-print fee	C	Y	\$3.00	\$3.00
<b>Alpine MDF Theatre - Performance / Function</b>				
<b>Monday – Friday</b>				
4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$745.50	\$745.50
Additional hours – charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$166.50	\$166.50
<b>Monday - Friday ~ Rehearsal or non performance day</b>				
Rehearsal 4 hour hire (includes 1 x technical staff member)	C	Y	\$700.50	\$700.50
Rehearsal 4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$700.50	\$700.50
Rehearsal additional hours - charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$155.00	\$155.00
<b>Saturday &amp; Sunday</b>				
4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$890.50	\$890.50
Additional hours – charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$199.00	\$199.00
<b>Saturday - Sunday ~ Rehearsal or non performance day</b>				
Rehearsal 4 hour hire (includes 1 x technical staff member)	C	Y	\$837.00	\$837.00
Rehearsal 4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$837.00	\$837.00
Rehearsal additional hours - charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$186.00	\$186.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$1,264.00	\$1,264.00
Additional hours – charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$276.00	\$276.00
<b>Public Holidays ~ Rehearsal or non performance day</b>				
Rehearsal 4 hour hire (includes 1 x technical staff member)	C	Y	\$1,196.00	\$1,196.00
Rehearsal 4 hour hire - MINIMUM (includes 1 x technical staff member)	C	Y	\$1,196.50	\$1,196.50

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Rehearsal additional hours - charged in blocks of ONE hour (includes 1 x technical staff member)	C	Y	\$259.00	\$259.00
<b>Memorial Hall A - Function (smaller section)</b>				
<b>Monday - Friday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time) Correction for actual costs.	C	Y	\$180.00	\$180.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$360.00	\$360.00
Night Rate	C	Y	\$270.00	\$270.00
Additional hours – charged in blocks of ONE hour	C	Y	\$45.00	\$45.00
<b>Saturday - Sunday</b>				
Half day hire (08:30am - 12:30pm OR 1.00pm - 5.00pm ~ includes access & vacate time)	C	Y	\$212.00	\$212.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$424.00	\$424.00
Night rate	C	Y	\$318.00	\$318.00
Additional hours – charged in blocks of ONE hour	C	Y	\$53.00	\$53.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$288.00	\$288.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$576.00	\$576.00
Night Rate	C	Y	\$432.00	\$432.00
Additional hours – charged in blocks of ONE hour	C	Y	\$72.00	\$72.00
<b>Memorial Hall B (Larger section)</b>				
<b>Monday - Friday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$288.00	\$288.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$576.00	\$576.00
Night Rate	C	Y	\$432.00	\$432.00
Additional hours – charged in blocks of ONE hour	C	Y	\$72.00	\$72.00
<b>Saturday - Sunday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$312.00	\$312.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$624.00	\$624.00
Night Rate	C	Y	\$468.00	\$468.00
Additional hours – charged in blocks of ONE hour	C	Y	\$78.00	\$78.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$408.00	\$408.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$816.00	\$816.00
Night Rate	C	Y	\$612.00	\$612.00
Additional hours – charged in blocks of ONE hour	C	Y	\$102.00	\$102.00
<b>Memorial Hall - A &amp; B</b>				
<b>Monday - Friday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$360.00	\$360.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$720.00	\$720.00
Night Rate	C	Y	\$540.00	\$540.00
Additional hours – charged in blocks of ONE hour	C	Y	\$90.00	\$90.00
<b>Saturday - Sunday</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$432.00	\$432.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$864.00	\$864.00
Night Rate	C	Y	\$648.00	\$648.00
Additional hours – charged in blocks of ONE hour	C	Y	\$108.00	\$108.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Half day hire (08:30am - 12:30pm ~ includes access & vacate time)	C	Y	\$540.00	\$540.00
Full day hire (between 8.30am – 5.00pm ~ includes access & vacate time)	C	Y	\$1,080.00	\$1,080.00
Night Rate	C	Y	\$810.00	\$810.00
Additional hours – charged in blocks of ONE hour	C	Y	\$135.00	\$135.00

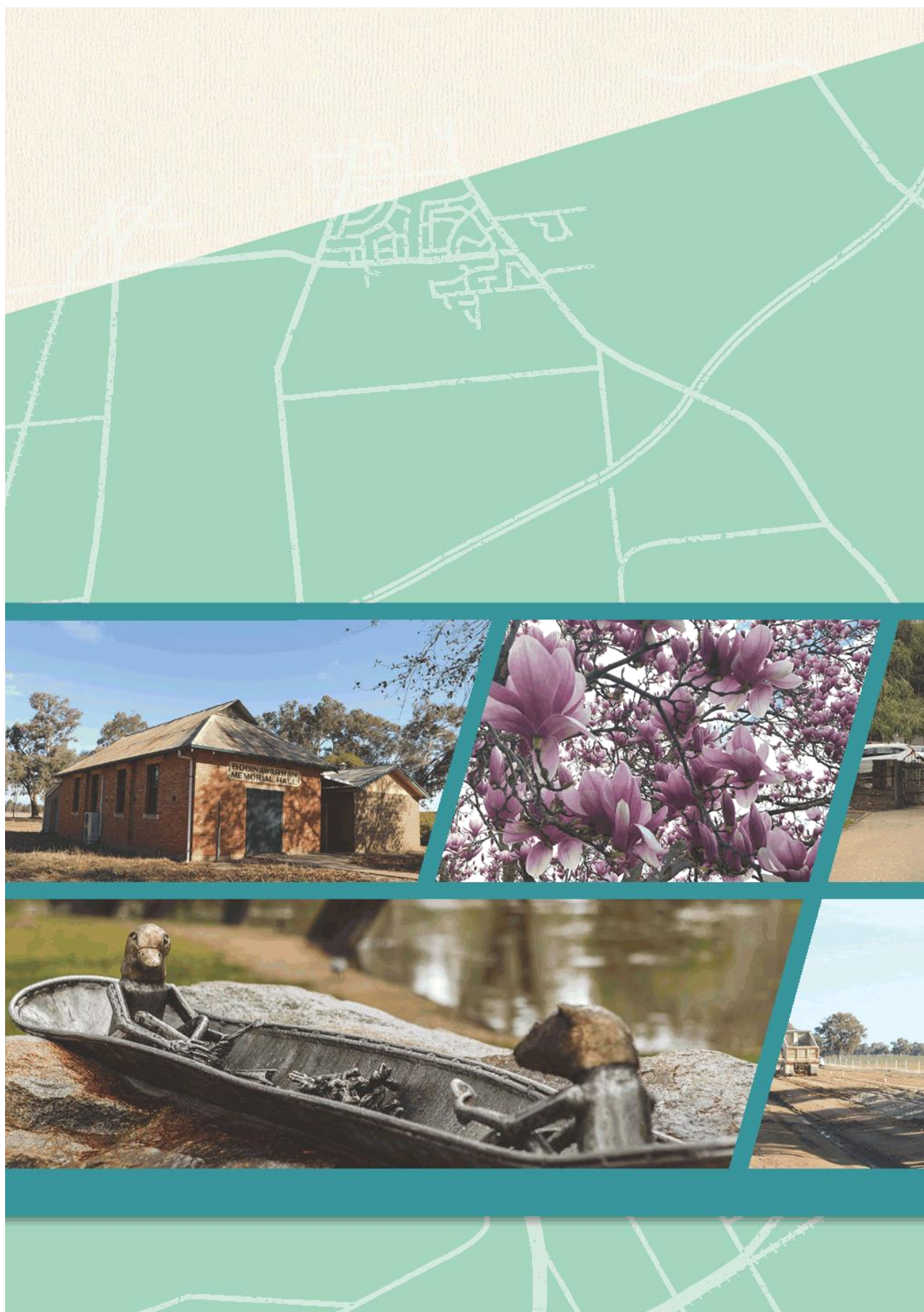
2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
<b>Conference Room</b>				
<b>Monday – Friday</b>				
Half day hire (8.30am – 12.30pm – includes access & vacate time). Adjusted to cover actual costs.	C	Y	\$124.00	\$124.00
Full day hire (between 8.30am – 5.00pm - includes access & vacate time)	C	Y	\$248.00	\$248.00
Night Rate	C	Y	\$186.00	\$186.00
Additional hours – charged in blocks of ONE hour	C	Y	\$31.00	\$31.00
<b>Saturday - Sunday</b>				
Half day hire (8.30am – 12.30pm – includes access & vacate time)	C	Y	\$140.00	\$140.00
Full day hire (between 8.30am – 5.00pm - includes access & vacate time)	C	Y	\$280.00	\$280.00
Night Rate	C	Y	\$210.00	\$210.00
Additional hours – charged in blocks of ONE hour	C	Y	\$35.00	\$35.00
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Half day hire (8.30am – 12.30pm – includes access & vacate time)	C	Y	\$180.00	\$180.00
Full day hire (between 8.30am – 5.00pm - includes access & vacate time)	C	Y	\$360.00	\$360.00
Night Rate	C	Y	\$270.00	\$270.00
Additional hours – charged in blocks of ONE hour	C	Y	\$45.00	\$45.00
<b>Other Facilities</b>				
Kitchen - per day (includes cool room)	C	Y	\$224.00	\$224.00
Abnormal cleaning (per hour) - minimum three hours	C	Y	\$61.50	\$61.50
Grand Piano (per session, including tuning to performance standard)	C	Y	\$440.00	\$440.00
Grand Piano (un tuned)	C	Y	\$90.00	\$90.00
Opening of orchestra pit	C	Y	\$318.00	\$318.00
Installation of apron	C	Y	\$318.00	\$318.00
Relocation of control position to bio box	C	Y	\$318.00	\$318.00
Installation of Stage Projection Cinema Screen	C	Y	\$0.00	\$220.00
<b>WANGARATTA PERFORMING ARTS CENTRE - Staffing</b>				
<b>Staff Rates (min 3 hours)</b>				
<b>Monday – Friday</b>				
Technical Staff per hour (min 3 hours )	C	Y	\$53.00	\$54.00
FOH Supervisor per hour (min 3 hours)	C		\$53.00	\$54.00
Ushers / Front of House Staff (per hour, minimum of 3 hours)	C	Y	\$44.00	\$45.00
Overtime <b>Level 1</b> - per hour (when a staff member is required for more than 8 hours and less than 10 hours continuously. Time is charged to the nearest 15 minute increment)	C	Y	applicable hourly rate + \$22.00 additional per hour	applicable hourly rate + \$22.50 additional per hour
Overtime <b>Level 2</b> - per hour (when a staff member is required continuously for 10 hours or more. Time is charged to the nearest 15 minute increment.)	C	Y	applicable hourly rate + \$44.00 additional per hour	applicable hourly rate + \$45.00 additional per hour
<b>Saturday - Sunday</b>				
Technical Staff per hour (min 3 hours )	C	Y	\$63.00	\$64.00
FOH Supervisor per hour (min 3 hours)	C	Y	\$63.00	\$64.00
Ushers / Front of House Staff (per hour, minimum of 3 hours)	C	Y	\$53.00	\$54.00
Overtime <b>Level 1</b> - per hour (when a staff member is required for more than 8 hours and less than 10 hours continuously. Time is charged to the nearest 15 minute increment)	C	Y	applicable hourly rate + \$22.00 additional per hour	applicable hourly rate + \$22.50 additional per hour

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Overtime <b>Level 2</b> - per hour (when a staff member is required continuously for 10 hours or more. Time is charged to the nearest 15 minute increment)	C	Y	applicable hourly rate + \$44.00 additional per hour	applicable hourly rate + \$45.00 additional per hour
<b>Public Holidays (CLOSED Christmas Day &amp; Good Friday)</b>				
Technical Staff per hour (min 3 hours )	C	Y	\$106.00	\$107.70
FOH Supervisor per hour (min 3 hours)	C	Y	\$106.00	\$107.70
Ushers / Front of House Staff (per hour, minimum of 3 hours)	C	Y	\$88.00	\$89.30
Overtime <b>Level 1</b> - per hour (when a staff member is required for more than 8 hours and less than 10 hours continuously. Time is charged to the nearest 15 minute increment)	C	Y	applicable hourly rate + \$22.00 additional per hour	applicable hourly rate + \$22.50 additional per hour
Overtime <b>Level 2</b> - per hour (when a staff member is required continuously for 10 hours or more. Time is charged to the nearest 15 minute increment)	C	Y	applicable hourly rate + \$44.00 additional per hour	applicable hourly rate + \$45.00 additional per hour
<b>WANGARATTA PERFORMING ARTS CENTRE - Secretarial services</b>				
<b>Photocopying / Printing</b>				
A4 colour	C	Y	\$2.50	\$2.55
A4 B&W	C	Y	\$0.75	\$0.80
A3 colour	C	Y	\$4.70	\$4.80
A3 B&W	C	Y	\$1.20	\$1.25
<b>Flipchart</b>				
Flipchart paper - additional pads	C	Y	\$22.00	\$22.50
<b>Laminating</b>				
A4	C	Y	\$2.65	\$2.70
A3	C	Y	\$4.80	\$4.90
<b>WASTE MANAGEMENT - Bowser Landfill</b>				
<b>Commercial cartage contractors</b>				
General Waste for commercial contractors	C	Y	\$219.00	\$226.00
Recyclable Materials (concrete/timber/ trunks/branches)	C	Y	\$45.00	\$46.00
Green Waste (grass/small pruning's)	C	Y	\$45.00	\$46.00
Metal	C	Y	FREE	FREE
Low Level Contaminated Soil	C	Y	\$270.00	\$278.00
Asbestos	C	Y	\$240.00	\$247.00
Uncontaminated Fill material	C	N	FREE	FREE
New fee - \$100 fee for non conforming waste, i.e. tyres, mattress, e-waste, liquid and oils and illegal asbestos	C	Y	\$155.00	\$160.00
<b>WASTE MANAGEMENT - Disposal fees</b>				
Waste Administration Fee (Landfill and Transfer Station)	C	Y	\$30.00	\$32.00
<b>General Waste</b>				
General Waste minimum (garbage bag / up to 30L)	C	Y	\$3.00	\$3.00
General Waste wheelie bin	C	Y	\$10.00	\$11.00
1/4m3 General Waste (0.25m3 )	C	Y	\$15.50	\$17.00
1/2m3 General Waste (0.5m3 )	C	Y	\$32.00	\$34.00
3/4m3 General Waste (0.75m3 )	C	Y	\$47.00	\$51.00
General Waste - per cubic metre	C	Y	\$64.00	\$68.00
<b>Recyclable Materials</b>				

2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
1/4m3 Timber (minimum) (0.25m3)	C	Y	\$6.00	\$6.00
1/2 m3 Timber (0.5m3)	C	Y	\$8.50	\$9.00
Timber - per cubic metre	C	Y	\$17.00	\$18.00
1/4m3 Concrete & Rubble (minimum) (0.25m3)	C	Y	\$6.00	\$6.00
1/2 m3 Concrete & Rubble (0.5m3)	C	Y	\$16.00	\$16.50
Concrete - (per cubic metre) up to a maximum of 2 cubic metres	C	Y	\$32.00	\$34.00
Car/motorcycle tyres (P)	C	Y	\$5.00	\$5.00
Truck Tyres Small - Light weight / small / 4WD	C	Y	\$11.00	\$12.00
Truck Tyres Large (LT) - includes forklift & bobcat tyres up to 0.5m high.	C	Y	\$15.00	\$16.00
Forklift Tyres up to 1m high	C	y	\$35.00	\$37.00
Tractor Tyres up to 1m high	C	y	\$90.00	\$95.00
Tractor Tyres up to 2m high	C	y	\$135.00	\$143.00
Earthmoving Tyres Small up to 1m high	C	y	\$115.00	\$122.00
Earthmoving Tyres Medium up to 1.5m high	C	y	\$200.00	\$212.00
Earthmoving Tyres Large up to 2m high	C	y	\$400.00	\$424.00
Cot Mattress All Sizes	C	y	\$9.00	\$10.00
Single Mattress	C	Y	\$27.00	\$29.00
Double/queen/king Mattress	C	Y	\$30.00	\$32.00
<b>Other</b>				
Furniture items - Small & medium single items (chairs, tables) - each	C	Y	\$7.00	\$7.00
Furniture items - Large & multiple items (lounge suites, dining suites, cupboards, wardrobes) Equivalent to a 2 seater settee	C	Y	\$17.00	\$18.00
<b>Recyclable Materials</b>				
Metal - scrap metals, white goods (except fridges)	C	N	FREE	FREE
Fridges, Freezers & Air Conditioners	C	Y	\$7.00	\$7.00
Glass, aluminium cans, PET plastic, HDPE plastic, paper, cardboard	C	N	FREE	FREE
Green waste - Minimum fee (≤0.25 per cubic metre)	C	Y	\$3.00	\$3.00
1/2m3 Green waste (0.5m3)	C	Y	\$5.00	\$5.50
Green waste - per cubic metre	C	Y	\$10.00	\$11.00
All Ewaste per individual item	C	Y		\$2.00
Ewaste small appliances below 2 kg	C	Y	\$2.00	n/a
Household Batteries	C	N	FREE	FREE
Car Batteries	C	N	FREE	FREE
Fluorescent Globes	C	N	FREE	FREE
Paint Tins	C	N	FREE	FREE
Gas Bottles (up to 10kg)	C	Y	\$2.00	\$2.00
Motor Oil (accepted at Markwood & Wangaratta)	C	N	FREE	FREE
Plastic Oil Containers < 20 litres	C	N	FREE	FREE
Plastic Oil Containers > 20 litres	C	Y	\$2.50	\$3.50
Metal Oil Containers	C	N	FREE	FREE
Drum Muster Approved Chemical Drums	C	N	FREE	FREE
<b>Garbage</b>				
Public place event bins (Garbage)	C	Y	\$7.50	\$10.00
Public place event bins (Organics)	C	Y	\$5.00	\$8.00
Public place event bins (Recycling)	C	Y	\$7.50	\$10.00
Public place event bins (outside ordinary hours) per hr	C	Y	\$184.00	\$195.00
Weekly garbage (Kerbside) collection for Rural Commercial premises only	C	Y	\$620.00	\$657.00
Kitchen Caddie	C	Y	\$10.00	\$11.00
<b>WORKS WITHIN A ROAD RESERVE</b>				
<b>Arterial Road</b>				



2019/2020 Fees and Charges				
Description of Fees and Charges	Statutory (S) or Council (C)	GST Y/N	2018/19 Fee Inc. GST	2019/20 Fee Inc. GST
Minor Works - Not conducted on any part of the roadway, shoulder or pathway	S	N	16.0 Fee units (\$231.20)	16.0 Fee units (\$236.95)
Works other than minor works - Conducted on any part of the roadway, shoulder or pathway	S	N	43.2 Fee units (\$624.20)	43.2 Fee units (\$639.80)
Minor Works - Not conducted on any part of the roadway, shoulder or pathway	S	N	9.5 Fee units (\$137.30)	9.5 Fee units (\$140.70)
Works other than minor works - Not conducted on any part of the roadway, shoulder or pathway	S	N	30.2 Fee units (\$436.40)	30.2 Fee units (\$447.25)
<b>Municipal road or non-arterial State road where maximum speed limit at any time is more than 50 kph</b>				
Minor Works - Conducted on any part of the roadway, shoulder or pathway	S	N	9.3 Fee units (\$134.40)	9.3 Fee units (\$137.70)
Works other than minor works - Conducted on any part of the roadway, shoulder or pathway	S	N	43.1 Fee units (\$622.80)	43.1 Fee units (\$638.30)
Minor Works - Not conducted on any part of the roadway, shoulder or pathway	S	N	6.0 Fee units (\$86.70)	6.0 Fee units (\$88.85)
Works other than minor works - Not conducted on any part of the roadway, shoulder or pathway	S	N	23.50 Fee units (\$339.60)	23.50 Fee units (\$348.00)
<b>Municipal road or non-arterial State road where maximum speed limit at any time is less than 50 kph</b>				
Minor Works - Conducted on any part of the roadway, shoulder or pathway	S	N	9.3 Fee units (\$134.40)	9.3 Fee units (\$137.70)
Works other than minor works - Conducted on any part of the roadway, shoulder or pathway	S	N	23.5 Fee units (\$339.60)	23.5 Fee units (\$348.00)
Minor Works - Not conducted on any part of the roadway, shoulder or pathway	S	N	6.0 Fee units (\$86.70)	6.0 Fee units (\$88.85)
Works other than minor works - Not conducted on any part of the roadway, shoulder or pathway	S	N	6.0 Fee units (\$86.70)	6.0 Fee units (\$88.85)







## PROCUREMENT POLICY

Responsible Officer: <b>Procurement Specialist</b>	Adoption Date:	[Choose date]
	Approved By:	Council
Authorising Officer: <b>Director Corporate Services</b>	Review Date:	[Choose date]
	Policy Type	Major Council Policy

### PURPOSE

The *Local Government Act 1989* (the Act) requires Rural City of Wangaratta (Council) to comply with an approved Procurement Policy (Policy) that applies to the purchase of all goods, services and works.

The purpose of this Policy is to:

- provide policy and guidance to the Council to ensure consistency and control over Procurement activities;
- demonstrate accountability to ratepayers;
- demonstrate the application of best practice principles; and
- increase the probability of obtaining the right outcome when purchasing goods and services.

### OBJECTIVES

The objectives of this Policy are to:

- establish a framework to achieve value for money and continuous improvement in the provision of services to the community;
- ensure Council resources are used efficiently and effectively;
- achieve compliance with relevant legislative requirements, including probity, transparency, accountability and risk management;
- support the Council's corporate strategies; and
- use strategic procurement practices and innovative solutions, including making use of collaborative and partnership opportunities.

Adopted by Wangaratta Rural City Council  
[Choose date]

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## LEGISLATIVE COMPLIANCE

The Council's procurement activities shall be carried out to the professional standards required by best practice and in compliance with:

- The Act;
- Council's policies;
- Council's Code of Conduct; and
- Local Government Procurement Best Practice Guidelines.

## SCOPE

This Policy applies to all contracting and procurement activities at Council and is binding upon Councillors, Council staff and all persons undertaking procurement on behalf of Council.

## CONDUCT OF COUNCILLORS AND COUNCIL STAFF

Councillors, Council staff and all persons undertaking procurement on behalf of Council are to ensure they:

- Conduct themselves ethically and with integrity;
- Comply with Council's Gifts, Benefits and Hospitality Policy;
- Declare, and effectively manage, real, perceived and potential Conflicts of Interest;
- Maintain information security and confidentiality; and
- Comply with the relevant Codes of Conduct for Councillors and Council staff.

It is a requirement of Council that all Council staff involved in preparing a request for quote or request for tender, evaluating a proposal or placing a purchase order be trained in the use of, and comply with, this Policy.

## PRINCIPLES

All procurement shall be conducted in accordance with the following best principles, this Policy as a whole, and Council's Procurement Manual.

### VALUE FOR MONEY

Council will consider both cost and non-cost factors in determining value for money, including:

- Advancing Council's priorities;
- Fitness for purpose;
- Quality;
- Service and support; and
- Whole of life costs

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Under section 186(4) of the Act, Council is not obligated to accept the lowest, or any, price when considering value for money.

#### **OPEN AND FAIR COMPETITION**

Council will treat all current and prospective suppliers and contractors fairly and in an open and transparent manner without bias, or perception of bias.

#### **ACCOUNTABILITY AND DELEGATIONS**

Councils Instrument of Delegation determines the levels of staff authority required for expenditure.

Measures which intentionally seek to avoid the requirement to give public notice, such as contract splitting, placing multiple orders, seeking multiple quotations with a single supplier, or engaging a single supplier under different guises, are considered to breach the requirement to call public tenders where threshold values would otherwise be reached.

#### **RISK MANAGEMENT AND OCCUPATIONAL HEALTH AND SAFETY REQUIREMENTS**

Council will manage all aspects of its procurement processes in accordance with its Risk Management Policy and Occupational Health and Safety Policy in such a way as to minimise risk to a minimum standard required by law, or in accordance with relevant Australian Standards where applicable.

Council requires all contractors and service providers to comply with all legislative requirements, including but not limited to, their obligations under the Occupational Health and Safety Act 2004 (Vic). These are mandatory, and any non-compliance will disqualify prospective suppliers immediately.

#### **PROBITY**

Council's procurement activities shall be performed with integrity and in a manner able to withstand the closest possible audit scrutiny.

#### **CONFLICT OF INTEREST**

Councillors and Council staff shall at all times avoid situations in which private interests conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their Council duties.

Councillors and Council staff involved in the procurement process, must:

- **Avoid** conflicts where possible, whether actual, potential or perceived, arising between their official duties and their private interests. Private interests include the financial and other interests of Councillors and Council Staff, plus their relatives and close associates;
- **Declare** that there is no conflict of interest. Where future conflicts, or relevant private interests arise. Council Staff must make their manager, or the chairperson of the relevant tender assessment panel or board aware and allow them to decide whether the officer should continue to be involved in the specific Procurement exercise;

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- **Observe** Council guidelines on how to prevent or deal with conflict of interest situations; and not take advantage of any tender related information whether or not for personal gain.

## LOCAL CONTENT

Council is committed to the strategic use of local suppliers to encourage economic development where such purchases are justified on value for money grounds, while remaining compliant with the Competition and Consumer Act 2010 and other fair trading legislation requirements.

Wherever practicable, Council will fully examine the benefits available through purchasing goods, services and works from suppliers and contractors within a 100km radius from Wangaratta by applying a weighted score component for local content.

## TENDERS AND QUOTATIONS

Tenders and Quotations shall be conducted in accordance with the Act, this Policy and the Procurement Manual, unless approved exemptions are available.

All values are for the full contract term (including optional terms), and including GST, unless specified otherwise.

### PURCHASING METHODS

Councils' standard methods for purchasing goods, services and works shall be by:

- Petty cash;
- Purchasing cards;
- Purchase order following a quotation or tender process; or
- Under purchasing schemes including collaborative purchasing arrangements with other Councils, and commercial schemes such as those provided through Procurement Australia (PA), Municipal Association of Victoria (MAV), State Procurement Contracts etc

### PURCHASING UNDER \$150,000

For procurements under \$150,000 Council staff are required to follow processes in accordance with the Procurement Manual, and within approved delegations.

Purchase orders must be raised in Council's Technology One finance system. Reference to the quote is to be included on the purchase order.

A public tender process may be used for values less than \$150,000 if this is within Council's interest and will produce a better outcome under the context of this Policy.

### PURCHASING OVER \$150,000

For procurement over \$150,000 Council staff are required to follow processes in accordance with the Procurement Manual, and within approved delegations:

- a) For procurement where there is an existing Panel Contract, staff are required to:

- Obtain quotes from suitable Panel members;

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- Raise a Purchase order in Council's Technology One finance system, detailing any milestone payments. Reference to the quote is to be included on the purchase order.
- b) Where there is a Contract in place and Council has appointed a tendering agent, for example Procurement Australia, staff are required to:
- Obtain quotes from the Contracted Suppliers;
  - Raise a Purchase order in Council's Technology One finance system, detailing any milestone payments. Reference to the quote is to be included on the purchase order.
- c) Where no Contract exists, Council may determine to seek Expressions of Interest where there is likely to be many tenderers, tendering will be costly, or the procurement is complex, or there is uncertainty as to the willingness and/or interest of suppliers or contractors to undertake the proposed works.

Where Expressions of Interest are to be sought, staff are required to:

- Use the appropriate Expression of Interest template;
  - Conduct a publicly advertised, open and competitive Expression of Interest process in accordance with the Procurement Manual;
  - Once Expressions of Interest have been received, develop the Request for Tender using the appropriate template;
  - Conduct a closed tender in accordance with the Procurement Manual;
  - Raise a Purchase orders in Council's Technology One finance system, detailing any milestone payments. Reference to the quote is to be included on the purchase order.
- d) Where no Contract exists, and Expressions of Interest are not sought, staff are required to:
- Use the appropriate Request for Tender template;
  - Conduct a publicly advertised, open and competitive Tender in accordance with the Procurement Manual;
  - Raise a Purchase orders in Council's Technology One finance system, detailing any milestone payments. Reference to the quote is to be included on the purchase order.

Publicly advertised Tenders will be listed on Council's website and in the Wangaratta Chronicle newspaper at a minimum.

Exemptions for advertising are set out in Section 186(5 and 5A) of the Act.

#### **TENDER EVALUATIONS**

All Quotations and Tenders are to be evaluated in accordance with the Procurement Manual by an evaluation panel of no less than two (2) persons.

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[Choose date]

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The evaluation panel will be established to independently evaluate each tender or quotation submission against the selection criteria.

Council staff must:

- Not accept late tenders under any circumstance;
- Appoint an independent Council employee onto an evaluation panel for all Tenders over \$1 million, or that are considered high risk or high profile under this amount, to ensure the procedural integrity of the procurement process has been maintained;
- Appoint a Probity Auditor onto an evaluation panel for all Tenders over \$5 million, or that are considered high risk or high profile under this amount;

#### **POST- TENDER NEGOTIATIONS**

Once a preferred tenderer, or shortlist of tenderers, has been selected through an evaluation panel negotiations may be conducted in order to better meet or achieve Councils' needs, providing negotiations remain within the intent and scope of the tender.

#### **VARIATIONS**

Contract and scope variations must be approved in accordance with the Instrument of Delegations based on the revised lump sum contract value.

The total sum of contract variations worth 10% or more of the original lump sum contract value are to be assigned to the higher delegation level.

#### **DISPUTE RESOLUTION**

All Council contracts shall incorporate dispute management and alternative dispute resolution provisions to minimise the chance of disputes getting out of hand and leading to legal action.

#### **REVIEW**

Any change or update which materially impacts and alters this policy must be by Council approval following review by the Corporate Management Team.

Under the Act Council must review and approve the Policy within twelve (12) months of adoption.

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[Choose date]

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## Major Council Policy Community Impact Statement

### Procurement Policy

Council provides the following information to the community in respect of the proposed major council policy.

#### PART A – General

##### Background

Council is considering altering a major council policy, the Procurement Policy (the policy). The policy provides a procurement framework for Council.

##### Purpose

Section 186A (7) of the *Local Government Act 1989* (the Act) requires Council to review the policy at least once in each financial year, having regard to any guidelines made by the Minister with respect to form or content. Any changes arising from that review must be adopted by Council.

The current policy has been formulated with regard to the Victorian Local Government Best Practice Procurement Guidelines 2013 and the Municipal Association of Victoria Model Procurement Policy (Updated) August 2011.

Council officers have reviewed the current policy and have proposed amendments to the policy. The amendments have been incorporated into the draft policy.

#### PART B – Overall Impact Assessment

The Policy will ensure that all procurement activities are undertaken in a manner which is consistent with the requirements of the Local Government Act 1989.

##### Measures of success of the policy

The success of the policy will be best measured by the extent to which it improves the efficiency and effectiveness of procurement activities.

##### Existing legislation that might be used instead

There is no existing local legislation that could be adapted for this purpose.

##### State legislation more appropriate

There is no existing State legislation that could be adapted for this purpose.



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Major Council Policy Community Impact Statement  
Procurement Policy

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**Overlap of existing legislation**

There is no overlap with existing legislation or policies.

**Overlap of planning scheme**

The policy has no relevance to the Planning Scheme.

**Risk assessment**

The policy enhances the probity of Council's processes in regards to procurement.

The approach addresses the risk that procurement activities may inadvertently breach the Local Government Act 1989.

**Legislative approach adopted**

There is no other relevant legislation.

**Restriction of competition**

Council has conducted a review of the policy in accordance with National Competition Principles. The results of that review are attached.

The policy has no National Competition Policy implications.

**Penalties**

The policy imposes an obligation only on Council itself and therefore no practical sanction can apply.

**Permits**

The policy does not make provision for the issue of permits.

**Fees**

The policy does not make provision for the charging of fees.

**Performance standards or prescriptive**

It is considered appropriate that the policy is a mix of performance standards and prescribed actions.

**Comparison with neighbouring and like Councils**

The policy is a standard approach as adopted by many Councils. It is based on a review of other Council Procurement policies.



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Major Council Policy Community Impact Statement  
Procurement Policy

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**Charter of Human Rights**

Council has assessed the policy for compatibility with the Charter of Human Rights and Responsibilities. A report of this assessment is attached.

The policy is considered to be compatible with the Charter of Human Rights.

**Consultation**

In accordance with Council's Major Council Policy Consultation Local Law, Council will invite submissions from interested parties.

All submissions and any proposed changes will be considered by Council prior to the policy being adopted.

**Submissions**

Submissions are invited from the community in regard to the policy in accordance with clause 7 of the Major Council Policy Consultation Local Law No. 4 of 2015.

A notice to this effect will be advertised in the Chronicle newspaper, and on Council's website, indicating that submissions will be received for 28 days.

Persons making submissions can request an opportunity to address Council. A Special Committee of Council has been established to hear submissions on the policy on the Tuesday following the close of submissions.

All submissions will be considered by Council at the Ordinary Meeting of Council scheduled for 18 June 2019.

**Part C – Specific Provisions****Objectives**

The objectives have been specified.

**Legislative Compliance**

Relevant acts have been documented.

**Application**

The policy applies to all Councillors and Council Officers.

This provision ensures that there is adequate definition of the scope of the policy.

**Procurement Principles**

Council will apply the following fundamental best practice principles to every procurement, irrespective of the value and complexity of that procurement, including:

## Major Council Policy Community Impact Statement

Procurement Policy

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- best value, encompassing the best combination of quality, cost (including whole of life costs) and environmental, social and economic sustainability
- open and fair competition
- purchasing from local businesses where such purchases are justified on value for money grounds and are compliant with the Competition and Consumer Act 2010
- accountability
- risk management
- probity and transparency
- workplace health and safety.

Council is also committed to reducing its environmental impacts. Council will encourage the design and use of products and services that have been produced to ethical standards, which have minimal impact on the environment and human health. This includes, but is not limited to:

- waste management
- recycling
- energy management
- emissions management
- water conservation
- green building design
- environmentally sustainable procurement.



## Major Council Policy Human Rights Charter Assessment

### Procurement Policy

As from 1 January 2008 all public authorities (including Councils) are required to act in accordance with the Human Rights Charter, and to consider human rights when making a decision.

The Charter is a law that protects the rights of all people in Victoria. It introduces standards and a framework to assist public authorities to consider the rights of all interested parties, and to be better able to strike a balance between an individual's rights and those of competing public interests.

The rights in the Charter may be subject to reasonable limitations in order to achieve this balance. As with all discerning decision making, if limitations are applied, this must be documented.

There are twenty rights listed in the Charter that promote the principles of freedom, respect, equality and dignity. These are listed at the end of this document.

Issues and Purpose	Rights Impacted Positive	Rights impacted Negative	Justification and alternatives
OBJECTIVES	Nil	Nil	No impact as it sets out the purpose of the policy.
APPLICATION	Nil	Nil	No impact as it sets out who, what and when the policy applies.
POLICY	Nil	Nil	No impact as the policy sets out the provisions for the conduct of procurement activities. There are no restrictions on human rights.
DEFINITIONS	Nil	Nil	Provides relevant definitions to aid understanding of the policy provisions.

### Victoria's Charter of Human Rights and Responsibilities

The Charter sets out the rights, freedoms and responsibilities that are shared by all Victorians and protected by law.

The Charter protects the following rights in Victoria:

- Right to be recognised and treated equally before the law;
- Right to life and to not have your life taken without a lawful reason;
- Protection from cruel treatment or punishment, including torture and medical treatment without consent;
- Freedom from forced work or slavery;
- Right to move freely within Victoria, to come into and leave Victoria, and to choose where to live;

## Major Council Policy Human Rights Charter Assessment

Procurement Policy

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- Right to privacy and to protect your reputation;
- Freedom of thought, conscience, religion and belief;
- Right to hold an opinion and freedom of expression;
- Right to gather together, take part in a peaceful demonstration or protest, and to join groups such as political, sport or union groups;
- Protection of families and children;
- Right to take part in public life, including the right to vote;
- Right to enjoy your culture, practise your religion, and speak your language;
- Right not to have your property taken away, unless the law says it can be taken;
- Right not to be arrested or detained unfairly, and right to the security of person, such as protection from harassment and threats in everyday life;
- Right to be treated humanely when arrested or detained ;
- Protection of children in the criminal process;
- Right to a fair hearing ;
- Rights in criminal proceedings including the right to be presumed innocent until proved guilty; and
- Right not to be tried or punished more than once for the same crime.



## Major Council Policy National Competition Policy Assessment

### Procurement Policy

#### Introduction

A policy must not restrict competition unless it can be demonstrated that:-

- The benefits of the restrictions to the community as a whole outweigh the costs; and
- The objectives of the policy can only be achieved by restricting competition.

This report applies the competition test to the Procurement Policy.

#### Objectives, Legislative Compliance and Application

These sections set out the objectives, legislative compliance and application elements of the policy.

*It does not contain any restriction on competition.*

#### Policy

This section sets out the procurement policy settings and supporting processes that will guide the conduct of Council and staff.

*It does not contain any restriction on competition*

## **Rural Councils Transformation Program**

### **Hume Region Business Case**

Submission to Local Government Victoria  
31 March 2019





### Hume Region Rural Transformation Project

Lead council(s) and contact details	Indigo Shire Council trevor.ierino@indigoshire.vic.gov.au
Member councils / entities	Wodonga, Wangaratta, Moira, Mitchell, Towong, Benalla, Strathbogie, Murrindindi, Mansfield, Alpine
Total funding requirements:	\$5.0 million over 5 years

For convenience the business case assessment criteria are reproduced below from the 'Rural Councils Transformation Program Funding Guidelines'. The Department of Environment, Land, Water and Planning reserves the right not to award funding in the case that no applications reasonably meet these criteria.

Criteria	Description	Weighting
<b>Financial sustainability</b>	Demonstrate how the proposal will deliver efficiencies / savings that will contribute to improved sustainability of involved councils	35%
	Quantify the financial benefits of the proposal in annual terms and demonstrate that there will be a positive Net Present Value (NPV) within five years, which will be sustained beyond this period	
<b>Evidence-based</b>	Clearly articulates the evidence of the need and how the proposal will address this need	25%
	Outlines a robust framework for collecting data or other evidence to assess the proposal's outcomes and, if applicable, to assess its viability as a model that can be replicated or scaled up	
<b>Impact</b>	Clearly quantifies the expected improvements from current baseline resourcing and service provision levels or council operations that will result from the proposal	25%
	Outlines how the proposal project will result in a transformation of significant scale	
	Demonstrates that the proposal project will have a positive impact on rural communities through improving service delivery quality or scope	
<b>Collaboration</b>	Demonstrates clear and comprehensible partnering arrangement governance arrangements, including roles and responsibilities for project delivery on an ongoing basis*	15%





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# 1. Overview

## 1.1 Executive Summary

### Business Case Overview

#### Funding ask

Hume Regional Councils are seeking **\$5.0 million** from Local Government Victoria (LGV) to implement transformational shared service improvements which will increase sustainability of the region's councils.

#### Strategic Response

To address the Hume Region's problems of having siloed operating systems, increasing cost pressure and increasing community expectations, the following strategic responses have been identified:

- Align business systems and processes across councils
- Enable resourcing sharing and flexible working to attract and retain highly skilled staff
- Coordinate service delivery across appropriate functions.

The alignment of business systems and processes creates the required environment to facilitate responsive resource sharing and coordination of service delivery across the region. These responses will be applied to business systems, capital work procurement, regulatory services, waste management and emergency management.

#### Return on Investment

The 5-year Net Present Value (NPV) of the recommended project option has been estimated at **\$6.2 million**, based on the 'Medium' efficiency scenario and using a discount rate of 4 per cent. Based on these estimations, a positive return on investment would be expected by the end of FY21 (the third year of the program).

#### Benefits

The preferred solution will deliver benefits to the community through transformational reforms to council functions. Four major benefit categories have been identified as being critical to the success of the project, including:

- Creating greater capacity for the workforce to deliver consistently high-quality services
- Providing greater access to the skilled workforce required
- Improving local community liveability
- Increasing the cost-effectiveness of delivery of services.

#### Implementation and Deliverability

The shared services program is planned to be rolled out over a four year period, from 2019 to 2022, with efficiencies analysed over a five-year period. The implementation will begin with further due diligence and market assessment to better determine the cost impacts to individual councils. After this initial work, there will be an 'opt-in' decision point for councils to confirm participation across functional areas.

The Business Systems category is scheduled to be introduced across councils from 2019, with other service areas commencing shared services in 2021. Waste management solutions can be implemented without delay, and the remaining categories (Procurement, Regulatory Services and Emergency Management) will all be implemented from 2021-22. All service categories are expected to be operating in full efficiency (achieving maximum cost savings) by mid-2022.



### 1.1.1 The funding ask

This business case is seeking \$5.0 million (\$4.5 million in present value) in funding over 3 years to implement the Hume Regional Councils Transformation Program. The grant application is submitted to Local Government Victoria as part of the Rural Council Transformation Program.

### 1.1.2 Background

Local councils play a vital role in the livelihood of Victoria's regional and rural communities. They serve their communities through the provision of essential services, development and maintenance of local assets and infrastructure, enforcement of local laws and engagement with their communities.

Ensuring the long-term financial and operational stability and sustainability of Victoria's rural and regional councils is crucial to protect the continued delivery of these services and to support community needs into the future.

## RURAL AND REGIONAL GOVERNMENT SUSTAINABILITY

***Regional and rural local government sustainability rests on councils' ability to deliver efficient, quality services to local communities, both now and into the future***

As part of the 2018-2019 Victorian State Budget, \$20 million was committed to the Rural Councils Transformation Program to explore and implement options to improve the long-term financial and operational sustainability for rural and regional councils. The program aims to:

1. Improve the financial sustainability of rural and regional councils by achieving economies of scale including through regional service delivery or collaborative procurement;
2. Promote more efficient and improved service delivery through collaboration and innovation;
3. Facilitate benefits for rural and regional communities, with priority given to those for rural communities; and
4. Demonstrate potential efficiencies to be gained through regional service delivery.

Following an *Expressions of Interest* phase in November 2018, the Hume Region was successful in gaining support to develop a business case to provide further justification for investment in 5 planned transformation initiatives to be implemented across 11 municipalities in the Hume Region. The business case (this document) will be submitted by 31 March 2019, and funding outcomes will be decided by LGV in June 2019.

### 1.1.3 Guiding principles for councils' commitment

The following guiding principles from council CEOs and councillors were identified throughout the business case process to guide the development of the Hume Region Transformation Project. These are outlined below:

- *Council staff considerations* – Councils have indicated there should be no intended loss of existing staff (aside from regular attrition) under the proposed project transformation. Future planning of staff roles may change to better suit the collaborative cross regional approaches to working arrangements being implemented as part of the project.
- *Improved financial sustainability for councils* - It is expected that individual councils will need to conduct further financial due diligence to assess impacts of up-front or on-going costs of each. It is not intended that participating councils would be subject to costs beyond their expenditure forecasts provided for the recommended solution. The project aims to provide savings rather than additional costs.
- *Flexibility in implementation* – Participating councils will need flexibility in their commitment to making transformational changes within their organisations, subject to further detail and costs of solutions being provided during the implementation stage.
- *Positive community impact* – Councils will seek to ensure all changes under the RCTP will have a positive impact on the delivery of services to local communities.
- *Equitable distribution of benefits* - Benefits are to be shared equitably amongst participating councils.
- *Avoidance of centralisation* – Enabling flexible shared services will facilitate staff who live anywhere in the region to provide services to other councils, avoiding centralisation of services towards the larger council and away from regional shires.



- *'Future proofing' the Hume Region councils* - Efficiencies will be reinvested into improved service delivery and asset maintenance, renewal and development.

#### 1.1.4 Problems

The project is seeking to address the following problems, identified during the investment logic mapping workshop with council participants in January 2019:

- ***Problem 1: Siloed council operating systems are causing inefficient service delivery and inconsistent service quality across councils*** - Councils in the Hume Region are using different business systems and processes to meet their respective residents' needs. This is preventing effective council collaboration in service delivery resulting in an inconsistent level of services provided to residents across the region.
- ***Problem 2: Increasing cost pressure on councils is leading to unsustainable council operations*** - Increasing service delivery costs and relatively high asset maintenance costs are placing financial pressure on the Region's councils. This financial pressure is amplified by the increasing scope and complexity of council services and their reduced capacity to generate additional revenue.
- ***Problem 3: Increasing community expectations of council services are causing demand beyond current council capabilities*** - The Hume Region has experienced difficulty attracting skilled staff to the region, reducing councils' ability to keep up with increasing community expectations of council services and community engagement.

#### 1.1.5 Recommended Solution

To address the Hume Region's identified problems and improve financial performance and sustainable capacity of councils, the following strategic responses have been identified:

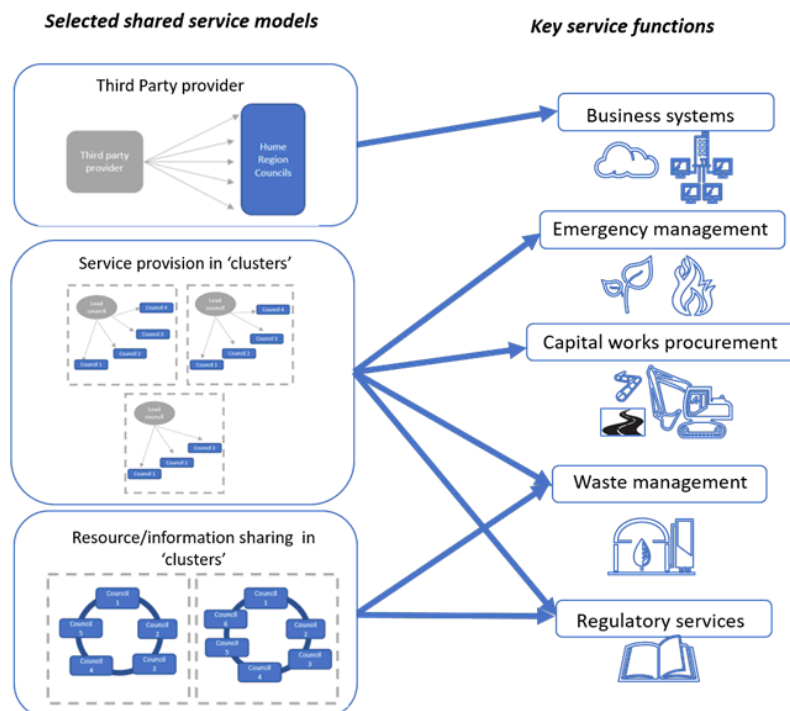
- Align business systems and processes across councils
- Enable resourcing sharing and flexible working to attract and retain highly skilled staff
- Coordinate service delivery across appropriate functions.

The alignment of business systems and processes creates the required environment to facilitate responsive resource sharing and coordination of service delivery across the region. These responses will be applied to the following functions:

- Business systems
- Capital work procurement
- Regulatory services
- Waste management
- Emergency management.

Through the application of the strategic responses, the Hume Region will benefit from the solutions identified in the Investment Logic Map: common specifications, strategic resource sharing and clear governance around multi-council activities and collaboration. The planned response is outlined in the figure below.

Figure 1: Key transformation functions and service models



Source: EY analysis, 2019

#### 1.1.6 Benefits

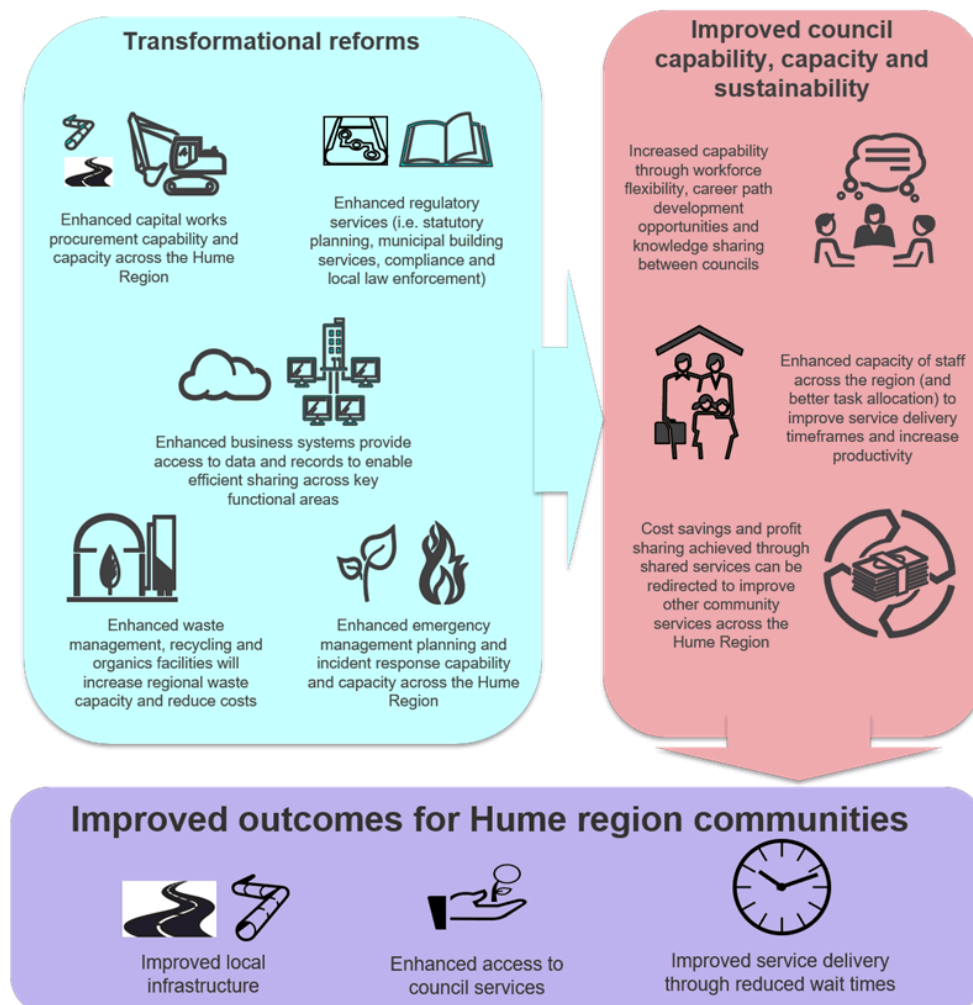
The recommended shared service solution will see resource and information sharing deliver better service to the community and enable councils to run their core functions at a better capacity.

The preferred solution will deliver benefits to the community through transformational reforms to council functions. Four major benefit categories have been identified as being critical to the success of the project, including:

- Creating greater capacity for the workforce to deliver consistently high-quality services
- Providing greater access to skilled workforce required
- Improving local community liveability
- Increasing the cost-effectiveness of delivery of services

The diagram below outlines the key benefit streams for the preferred solution. Further discussion of benefits is provided in section 4.

Figure 2: Key benefit streams for the Hume Regional Transformation program



Source: EY, 2019

### 1.1.7 Delivery of recommended solution

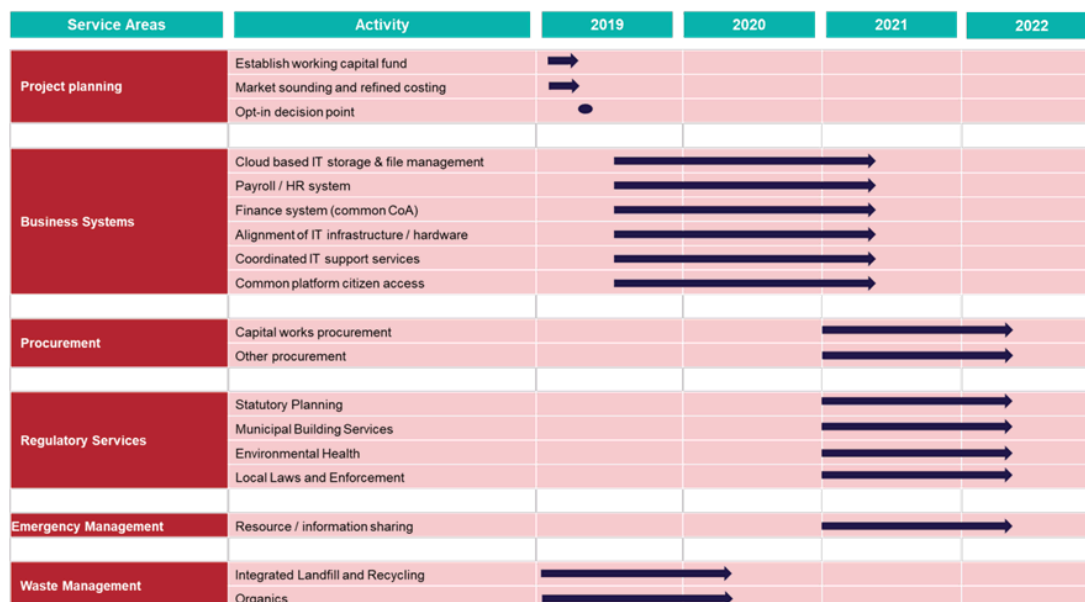
The shared services program is planned to be rolled out over a four year period, from 2019 to 2022, with efficiencies analysed over a five-year period. The implementation will begin with further due diligence and market assessment to better determine the cost impacts to individual councils. This initial work allows a further decision point (to proceed or not to proceed) to be considered by each council to ensure that the solutions being implemented will be of mutual benefit and not place an undue cost on short or long-term budgets of councils.

The Business Systems category is scheduled to be introduced across councils from 2019, with other service areas commencing shared services in 2021. Waste management solutions can be implemented without delay, and the remaining categories (Procurement, Regulatory Services and Emergency Management) will all be implemented from 2021-22. All service categories are expected to be operating in full efficiency (achieving maximum cost savings) by mid-2022. Outlined below is the scheduled delivery timeline of the different service categories.





Figure 3: Schedule delivery timeline of service categories



Source: EY analysis, 2019

### 1.1.8 Return on Investment

Table 1 below presents the present value of expected efficiency savings, estimated at \$10.9 million, and the 5-year Net Present Value (NPV) of the project, which has been estimated at \$6.2 million, based on the 'Medium' efficiency scenario and using a discount rate of 4 percent.

Table 1: Net present value cash flow analysis: Medium efficiency savings, discounted @ 4%

Indicative project savings	Present value	FY19	FY20	FY21	FY22	FY23	FY24
<b>Indicative project savings</b>							
Medium efficiency savings	\$10.87m	-	-	-	\$2.87m	\$5.10m	\$5.34m
<b>Estimated Implementation cost</b>							
Business systems	\$2.9m	\$0.70m	\$2.00m	\$0.50m	-	-	-
Waste management	\$0.2m	\$0.26m					
Project Management costs	\$0.5m	\$0.22m	\$0.22m	\$0.21m			
Legal advisors	\$0.19m	\$0.20m					
Consultants	\$0.58m	\$0.60m					
Working Capital Fund	\$0.10m	\$0.10m					
<b>Total implementation costs</b>	<b>\$4.67m</b>	<b>\$2.08m</b>	<b>\$2.22m</b>	<b>\$0.71m</b>			
<b>Indicative net financial impact (savings less costs)</b>							
Net Value		-\$2.08m	-\$2.22m	-\$0.71m	\$2.87m	\$5.10m	\$5.34m
Net present value (NPV)	<b>\$6.2m</b>						

Source: EY analysis, 2019



*Note: these savings include potential value of efficiency savings for councils, but do not include quantitative estimates of benefits to the community, which are described qualitatively in the benefits section above.*

### 1.1.9 Project Cases Summary Statistics

Description	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	5-year total	Ongoing
<b>Deliverables - Implementation costs (\$ 000's)</b>								
Business Systems	1,000	1,700	500	-	-	3,200	-	-
Waste Management	260	-	-	-	-	260	-	-
Project Management	215	215	210	-	-	640	-	-
Legal advisors	100	100	-	-	-	200	-	-
Consultants	200	200	200	-	-	300	-	-
Working Capital Fund	100	-	-	-	-	100	-	-
<b>Total implementation costs</b>	<b>1,875</b>	<b>2,215</b>	<b>910</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>-</b>
<b>Net RCTP funds sought (\$ 000's)</b>	<b>1,875</b>	<b>2,215</b>	<b>910</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>-</b>
<b>Performance Measures</b>								
Number of sealed local road requests received by council per 100 kilometres of sealed local road	22.0	24.9	23.5	24.0	23.5	23.5	n/a	n/a
Percentage of sealed local roads that are below the renewal intervention level set by council and therefore do not require renewal	96%	96%	96%	96%	96%	97%	n/a	n/a
Direct cost to council of sealed local road resealing per square metre resealed	\$3.18	\$6.36	\$6.34	\$6.29	\$6.25	\$6.21	n/a	n/a
Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads	50	49	50	50	51	51	n/a	n/a
Percentage of VicSmart planning application decisions made within 10 days and regular planning application decisions made within 60 days	78%	-1%	+2%	0	0	+1%	n/a	n/a
Direct cost to council of the statutory planning service per planning application received	\$2,120	78%	77%	79%	79%	79%	n/a	n/a
Direct cost to council of the kerbside garbage bin collection service per kerbside garbage collection bin	\$104	\$2,083	\$2,076	\$2,058	\$2,046	\$2,032	n/a	n/a
Amount of council expenditure for each property	\$3,200						n/a	n/a
Expenses divided by the population of the municipality	\$2,027	\$98	\$97	\$97	\$96	\$95	n/a	n/a
Community satisfaction rating out of 100 with how council has performed in making decisions in the interests of the community	50	+2	-1	+1	0	+1	n/a	n/a
Frontline staff	-	135.9	139.3	142.8	146.4	150.0	n/a	0.0
Back office staff	-	245.0	243.8	242.6	241.3	240.1	n/a	0.0
Contractors	-	3.0	3.0	3.0	0.0	0.0	n/a	0.0
<b>Total staff</b>	<b>-</b>	<b>383.9</b>	<b>386.1</b>	<b>388.3</b>	<b>387.7</b>	<b>390.1</b>	<b>n/a</b>	<b>0.0</b>

## 2. Problem identification

### 2.1 Background

Local councils play a vital role in the livelihood of regional and rural communities. They serve their communities through the provision of essential services; development and maintenance of local assets and infrastructure; enforcement of local laws; and engagement with their communities. Ensuring the long-term financial and operational stability and sustainability of Victoria's rural and regional councils is crucial to ensuring the continued delivery of these services and support of community needs into the future.

#### RURAL AND REGIONAL GOVERNMENT SUSTAINABILITY

***Local governments having the capacity to meet the agreed service and infrastructure needs of their community and absorb foreseeable changes and unexpected shocks into the future<sup>1</sup>***

The two key drivers affecting councils' sustainability are financial performance and sustainable capacity to meet future demand. These are distinctly different aspects of sustainability, with each requiring different means of assessment. In line with rural and regional councils across the state, local governments in the Hume Region have reported revenue constraints, operational capability and capacity issues and relatively high service delivery and asset maintenance costs.

Through assessment of financial performance of Victorian councils, it is evident that the Hume Region's local councils have a strong asset to liability ratios, with the average assets as a percentage of current liabilities being 358% (compared to 317% for Victoria as a state-wide average).<sup>2</sup> While financial metrics provide a sound indication of the financial performance of councils, they are not the principal indicator of a council's ability to maintain financial and operational sustainability to meet future demand.

Two of the major factors affecting the ongoing sustainability of Hume Region councils are:

- Increased service costs; and
- Pressure on revenue sources.

The Hume Region is experiencing an interplay of opposing forces: increasing costs and declining available revenue. The factors leading to increasing costs include large asset bases, dispersed populations, government grants falling short of real cost increases and increasingly vulnerable populations with higher service demands. Council revenue in real terms is at risk of declining due to diminishing and ageing populations, the unpredictability of grant funding and disadvantaged residents with lower capacity to pay.

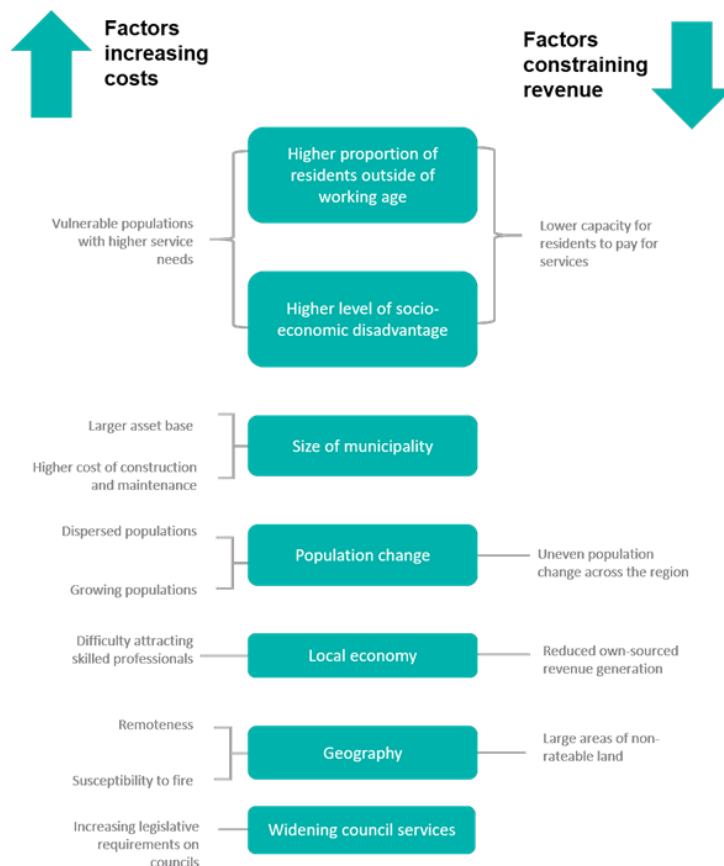
<sup>1</sup> Department of Environment, Land, Water and Planning 2012, Local Government Performance Reporting Framework

<sup>2</sup> Department of Environment, Land, Water and Planning 2018, Know Your Council information





Figure 4: Factors increasing costs and constraining revenue for the Hume Region



Source: EY Analysis of Parliament of Victoria Environmental, Natural Resources and Regional Development Committee graphic, 2018

Over the past decade, national and state public inquiries have investigated the operational and financial pressures experienced by local government municipalities in Australia. These inquiries reported that local councils across the country are experiencing difficulties meeting the service needs of their communities into the future, with financial pressures and operational difficulties most acute in small regional, rural and remote local authorities.<sup>3</sup>

Current population trends show that asset/liability ratios are likely to decline across Victoria, with the expectation of increased service levels and a constrained capacity to draw increased revenues from local communities. This constraint will test the limits of councils' ability to deliver against their service obligations.

### 2.1.1 Victorian Government policies and initiatives

Regional council sustainability has been acknowledged as a growing issue by the Victorian Government, with policies and initiatives in place to increase support and improve outcomes for local councils, businesses and communities in rural and regional areas. Examples of recent initiatives are outline in Table 2 below.

<sup>3</sup> S Valle de Souza and B Dollery 2011, Shared Services in Australian Local Government: The Brighton Common Service Model



Table 2: State Government policies and initiatives with a focus on Regional Victoria

State Government initiative	Description
<b>The Victorian Government's Regional Statements</b>	<p>The Regional Statement (2016) shows a clear commitment to work with regional communities to overcome challenges and realise growth.</p> <p>The previous year's statement, Victoria's Regional Statement (2015) outlines the State's plan for greater engagement in regional areas leading to the establishment of nine Regional Partnerships (2016) to better understand the challenges and opportunities faced by their region</p>
<b>Victoria's 30-year Infrastructure Strategy (2016)</b>	Victoria's 30-year Infrastructure Strategy, released in 2016 by Infrastructure Victoria, makes recommendations to improve the supply, operation, maintenance and access to infrastructure in regional and rural Victoria
<b>Regional Jobs and Infrastructure Fund</b>	<p>A \$500m Victorian Government grant package that feeds into the following programs:</p> <ul style="list-style-type: none"> <li>○ The Regional Infrastructure Fund (\$250 million)</li> <li>○ The Regional Jobs Fund (\$200 million)</li> <li>○ Stronger Regional Communities Plan (\$50 million)</li> </ul>
<b>Connecting Regional Communities Program (2017)</b>	After all nine Regional Partnerships identified digital inclusion and improvements as crucial for social and economic development, the \$45 million Connecting Regional Communities Program was launched (2017) with the aim to bring regional Victoria improved broadband, mobile coverage and Wi-Fi hubs.
<b>FAST program (2016)</b>	<p>LGV established the FAST program to improve the financial sustainability of councils. The \$3.2 million program over four years is targeted at three streams:</p> <ol style="list-style-type: none"> <li>1. Expert financial support to individual rural councils</li> <li>2. Grants to groups of rural and regional councils to support the development of shared services, procurement and service improvements</li> <li>3. Sector-wide better practice guidance on planning and financial management, including guides and templates for preparing council plans, strategic recourse plans, and revenue and rating strategies.</li> </ol>
<b>Rural and Regional Councils Sustainability Reform Program (2017)</b>	<p>A \$1 million commitment from the 2017-2018 Victorian State Budget provided for the establishment of the Rural and Regional Councils Sustainability Reform Program. The program highlighted the difficulties and barriers faced by rural and regional to the achievement of ongoing sustainability, including:</p> <ul style="list-style-type: none"> <li>• Financial pressures and revenue constraints,</li> <li>• Higher infrastructure and service delivery costs per unit than metropolitan municipalities,</li> <li>• Capability and operational capacity issues,</li> <li>• Ageing populations, and</li> <li>• Lower level and quality of digital connectivity in regional and rural areas.</li> </ul> <p>The report noted that rural and regional councils are likely to face the following issues:</p> <ol style="list-style-type: none"> <li>1. Reduced ability to invest for the long term</li> <li>2. Increased dependency of shire councils on the government for financial support</li> </ol> <p>Continued difficulty attracting and retaining skilled, professional staff equipped for specialist roles.</p>



State Government initiative	Description
<b>Fair Go Rates System (2016)</b>	The State Government introduced the Fair Go Rates System on the 1 July 2016 which caps the amount councils can raise the general rate by in any given year. For the 2019-20 financial year, council rate rises have been capped at 2.50%, with councils having the ability to apply for a higher cap if they can demonstrate critical need.

### 2.1.2 Rural Councils Transformation Program

As part of the broader reforms, the 2018-2019 Victorian State Budget committed \$20 million to the Rural Councils Transformation Program (RCTP) for the 2018-19 financial year to explore and implement options to improve the long-term financial and operational sustainability for rural and regional councils. The program aims to:

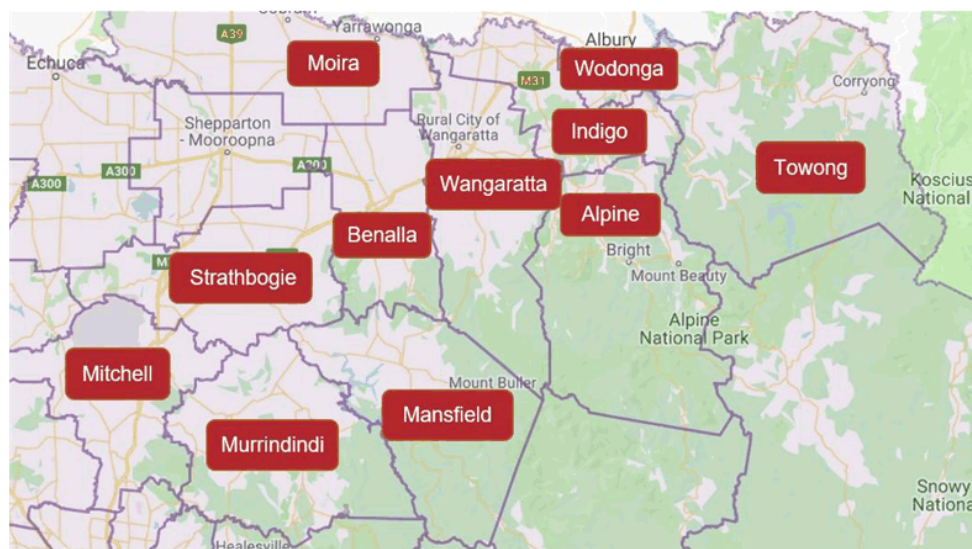
1. Improve the financial sustainability of rural and regional councils by achieving economies of scale including through regional service delivery or collaborative procurement;
2. Promote more efficient and improved service delivery through collaboration and innovation;
3. Facilitate benefits for rural and regional communities, with priority given to those for rural communities; and
4. Demonstrate potential efficiencies to be gained through regional service delivery.

The program is designed to fund projects that target the provision of shared services between three or more rural or regional councils. Final project funding allocation decisions are to be made in May of 2019.

### 2.1.3 The Hume Region Expression of Interest

The Hume Region, comprising 11 municipalities, submitted an *Expression of Interest* highlighting the evidence of need and expected benefits to be gained through the program (RCTP). The region consists of predominately small shires, with some large shires and regional centres (as categorised by the Victorian Auditor General's Office), as outlined below in Figure 5 below.

Figure 5: Hume Region Municipalities





Small Shires	Large Shires	Regional Centres
<ul style="list-style-type: none"> <li>• Alpine Shire</li> <li>• Towong Shire</li> <li>• Mansfield Shire</li> <li>• Indigo Shire</li> <li>• Benalla Rural City</li> <li>• Murrindindi Shire</li> <li>• Strathbogie Shire</li> </ul>	<ul style="list-style-type: none"> <li>• Mitchell Shire</li> <li>• Moira Shire</li> </ul>	<ul style="list-style-type: none"> <li>• Wodonga City</li> <li>• Wangaratta Rural City</li> </ul>

Source: EY analysis, Vic Councils map

Throughout the Hume Region, local governments are often the main employer, and council policies and strategies help to attract businesses to the area to keep people living and working locally. Over the past decade, the region's councils have been under pressure to drive efficiencies and economies, often with constrained income levels and with higher expectations from the community about the services and levels of service they deliver, enable or advocate for.

By way of an integrated service response through strengthened working partnerships, the participating Hume Region councils are committed to fundamental strategic and operational transformation to support the ongoing viability and sustainability of the region's councils and the provision of responsive, quality services to meet the changing needs of the community.

## 2.2 Definition and evidence of the problem

Three core problems have been identified as part of the Business Case:

1. *Inefficiency and inconsistency* – Siloed council operating systems are causing inefficient service delivery and inconsistent service quality across councils
2. *Increasing operational costs* – Increasing cost pressure on councils is leading to unsustainable council operations
3. *Effectiveness/ capability issues* – Increasing community expectations of council services is causing demand beyond current council capabilities

These problems are limiting the ability of the Hume Region councils to effectively meet the service needs of their communities now, and into the future.

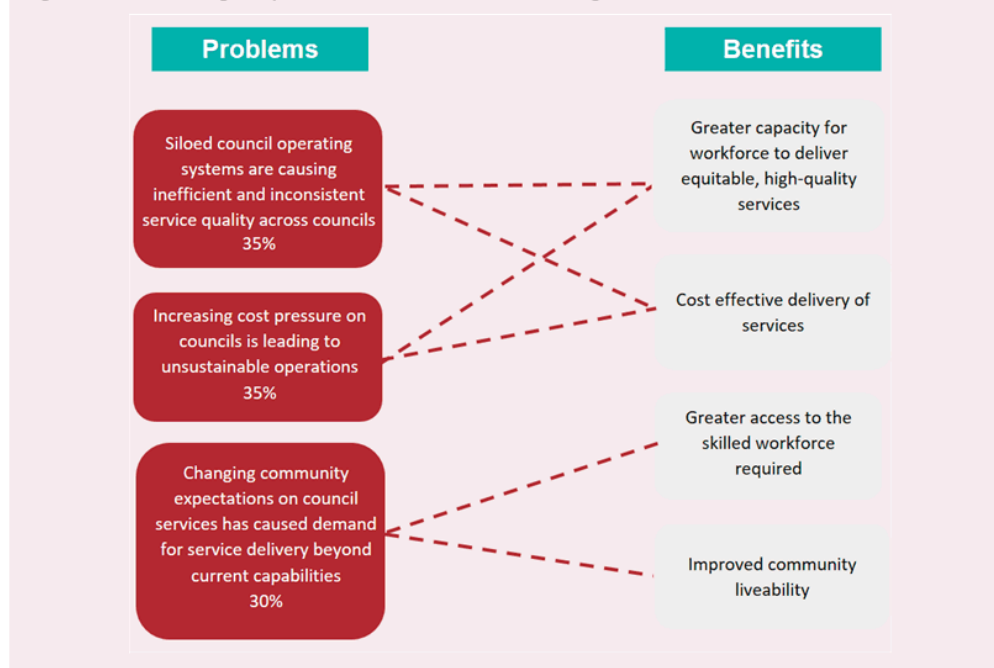
This Section of the Business Case describes these problems, their causes and effects.

### Identifying and examining the problems

To improve decision-making in relation to complex major projects, Victoria's Department of Treasury and Finance (DTF) developed the Investment Management Standard. Central to the Standard is the Investment Logic Map (ILM) which provides the basis for exploring in detail the reasons behind an investment. The ILM for the Hume Regional Transformation Project was co-developed by council participants from the Hume Region, with support from EY.

The ILM identifies three existing problems that this business case seeks to address, and weights these according to the level of importance. The ILM also outlines potential strategic solutions and associated benefits that would result from addressing the reported problems. The potential strategic solutions are discussed in Section 3.

Figure 6: Investment Logic Map for Rural Council Transformation Program 2019-20



#### 2.2.1 Problem 1: Siloed council operating systems are causing inefficient service delivery and inconsistent service quality across councils

Councils in the Hume Region are using different process, systems and functions to try and meet the needs of residents spread over a large distance. This is preventing council collaboration in service delivery resulting in an inconsistent level of services provided to residents across the region.

Table 3: Summary of key causes and impacts for Problem

Cause	What does this mean?
<p>Siloed council operating systems are causing inefficient service delivery and inconsistent service quality across councils, specifically:</p> <ul style="list-style-type: none"> <li>Use of different business systems and processes across councils</li> <li>Difficulties delivering services over a large region</li> </ul>	<ul style="list-style-type: none"> <li>Duplication of business systems and associated costs</li> <li>Variation in reporting and forecasting of information across the region and lack of information sharing</li> <li>Inconsistent experiences from council services across the region</li> </ul>



- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>Diluted negotiating power in procurement processes</li> </ul> | <ul style="list-style-type: none"> <li>Competition for skilled staff</li> <li>Unsustainable spending on procurement</li> </ul> |
|--|--|

### 2.2.1.1 Causes

#### Use of different business systems and processes across councils

Councils in the Hume Region are currently using different business systems and processes. In many cases, the same (or similar) tasks are being completed in varying digital systems. For example, there are 12 different software programs used for building services across seven of the councils in the region (see Table 4).

Table 4: Building Services Systems

System	Alpine	Benalla	Indigo	Moira	Towong	Wangaratta	Wodonga
Microsoft Office		x				x	x
Open Office	x	x	x	x	x	x	x
Trim		x	x		x		x
Map Info		x					x
Synergy Soft		x					
RM8				x			
Tech 1						x	x
Authority	x		x	x	x		x
Intramaps	x		x		x	x	x
Spark	x				x		
Trapeze	x				x		
Shadow Draw	x				x		x

Source: Information provided by Hume Region councils

#### Difficulties delivering services over a large region

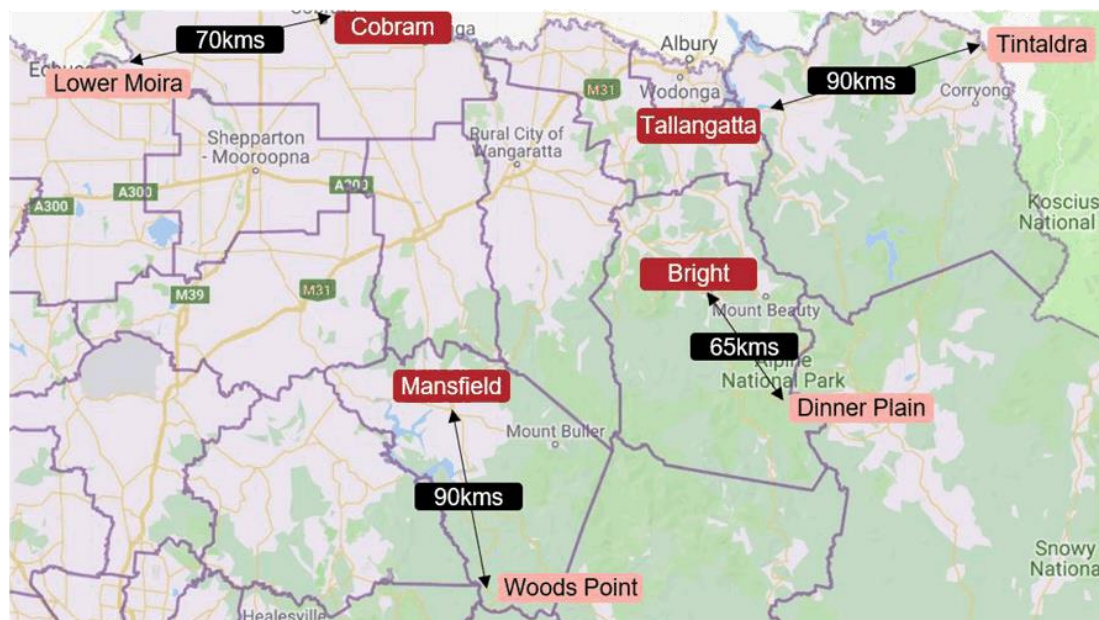
The 11 councils in the Hume Region cover a combined area of over 34,000km<sup>2</sup> covering different landscapes including urban, peri-urban and rural. Much of the eastern part of the region is covered by mountainous terrain, which is an attractive asset for tourism but a barrier for service delivery.

With the region covering such a vast area, the distance between major towns is much larger than metropolitan councils. This provides difficulties for both councils and residents. Not only is the area for service delivery far greater (a problem for councils), but residents may have to travel greater distances to access a service. For example, Indigo Shire has 5 (small) outdoor pools for a population of 16,000, while Wodonga has one (larger) outdoor pool (and one indoor) for 40,000 residents. In Towong Shire, residents living in Tintaldra are approximately 90 kilometres from Tallangatta, which is considered the major township in the municipality as council headquarters are located here. This scenario is not uncommon for residents living in the Hume Region, as highlighted in Figure 7.





Figure 7: Distance between towns in municipalities



#### Diluted negotiating power and lack of expertise in procurement processes

Traditionally, local government has had a low level of procurement capability compared to Commonwealth or State governments or even private businesses. This is even more pertinent in rural and regional councils, who have less expertise and negotiating power in the procurement of goods and services.<sup>4</sup>

In many cases, councils undertake procurement processes on an individual basis. When councils act on their own, they have less leverage in procurement agreements. Findings from local government procurement processes include:

- Local government has acknowledged that their level of procurement capability is low
- The capability is even lower for regional councils compared to those in metropolitan councils
- Regional councils have difficulty attracting experienced procurement staff
- There is limited sharing of procurement strategies between councils
- Coordinated management of a cluster of councils could lead to lower prices and superior service levels for those councils.<sup>5</sup>

#### 2.2.1.2 Effects

##### Duplication of business systems and associated costs

<sup>4</sup> Local Government Victoria 2008, Local Government Procurement Strategy

<sup>5</sup> Ibid.





Councils across the Hume Region use different business systems, templates and processes for various service areas. Not only does this make comparisons of information across the region difficult, but it means that councils are all dependent on different external providers (meaning increased service costs for installation or service assistance). Software licensing costs account for approximately 50% of overall IT expenditure for councils in the region.<sup>6</sup> Approximately 80% of this cost is charged on a per-user basis<sup>7</sup>, resulting in multiple accounts and duplication of unnecessary expenses. If common systems were used across the region, it is likely that licensing and user costs could be shared across councils to achieve some savings. However, the majority of the savings would derive from the resource and information sharing that common specifications facilitate.

#### **Variation in reporting and forecasting of information across the region and lack of information sharing**

While local councils need to duplicate certain services and facilities across numerous towns in order to ensure that they are accessible to residents, multiple strategies, compliance frameworks, back-office functions and processes create unnecessary inefficiencies. Without a common platform to develop initiatives, forming a collaborative arrangement to allow pooling of resourcing is largely not possible.

The Hume Region's current reliance on siloed operations and technology makes interactions between the Region's councils complex, even though councils routinely deliver similar services. The current environment leads to:

- Processes that are not accessible by other Hume Region councils
- A culture of 'isolation' and 'protecting turf'
- Closed technology infrastructure that fails to enable common service delivery between councils.

In addition, the use of varying reporting tools, systems and processes make analysis and benchmarking across the region's municipalities very difficult. LGV data such as 'Know Your Council' information provides common metrics for a set of common indicators, but further analysis that interrogates business performance and facilitates information sharing is stymied.

#### **Inconsistent Community experience**

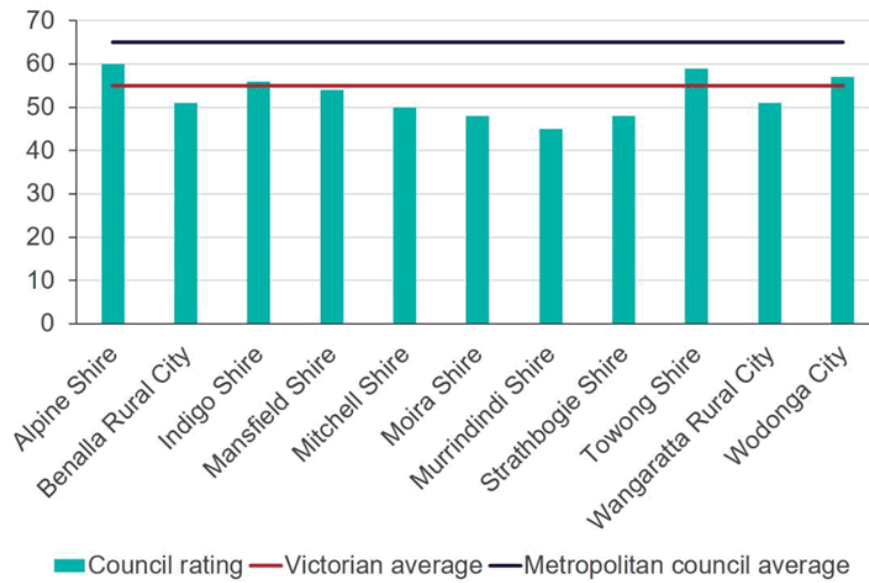
There is a discrepancy across the Hume Region in overall community satisfaction with councils, which partly reflects the differing nature of each council's operations, processes and functions. As outlined in Figure 8, community satisfaction with council decision making varied from 45 (in Murrindindi Shire) to 60 (in Alpine Shire) in 2017-18. The majority of councils in the region have a rating below the Victorian average (55), and no council is achieving the average rating of Metropolitan residents (65).

<sup>6</sup> Based on financial information provided by councils

<sup>7</sup> Ibid.



Figure 8: Community Satisfaction with councils (out of 100)



Source: Know your Council data, 2017-18



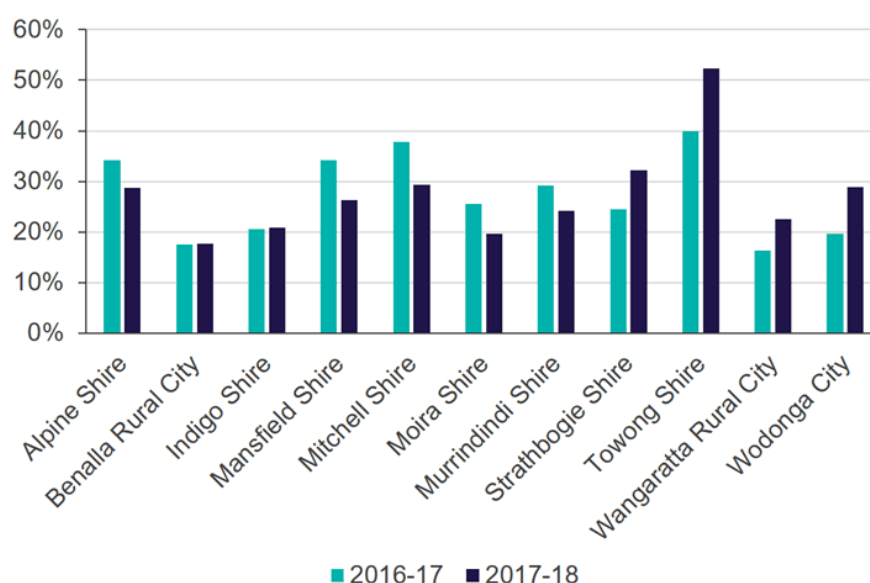
### Competition for skilled staff

Rural councils have generally experienced greater difficulty in attracting skilled staff than metropolitan councils.<sup>8</sup> With councils in the Hume Region generally working alone to deliver services, and a smaller pool of specialist staff available, they are competing against one another for resources. This can drive up the market price of service providers. This is particularly evident for building surveyors, with limited supply in the area causing councils to pay higher fees for the required expertise.<sup>9</sup> When councils cannot access the skilled staff required for delivery, the overall standard of service in that municipality can be affected.

### Unsustainable spending on procurement

Reduced negotiating power for individual councils could be leading to unsustainable expenditure on procurement. As illustrated in Figure 9, the ratio of procurement expenditure as a total of council expenditure increased in six municipalities in the Hume Region in 2017-18. This may suggest that councils in the region are required to pay a higher price for procurement than other councils.

Figure 9: Procurement expenditure as a percentage of total council expenditure



Source: Council financial information and annual reports

### Problem 2: Increasing cost pressure on councils is leading to unsustainable council operations

Increasing service delivery costs and relatively high asset maintenance costs are placing financial pressure on Hume Region's councils. This financial pressure is amplified by the increasing scope and complexity of council services and their reduced capacity to generate additional revenue.

<sup>8</sup> Parliament of Victoria: Environment, Natural Resources and Regional Development Committee 2018, Inquiry into the sustainability and operational challenges of Victoria's rural and regional councils

<sup>9</sup> Based on financial information provided by councils



### 2.2.1.3 Causes

#### Hume Region's expenditure is focused on relatively high asset maintenance and renewal costs

Hume Region council's expenditure is not able to cover all asset renewal required, leaving very limited funds for the development of new assets and services. The fact the region is spending less than what is required to cover asset renewal requirements is illustrated in the 'asset renewal gap' – which refers to the difference between expenditure and the amount required to maintain infrastructure to an acceptable standard. The 'asset renewal gap' was a council sustainability challenge acknowledged in the Inquiry into the sustainability and operational challenges of Victoria's rural and regional councils.<sup>10</sup>

In Wangaratta Rural City's submission into the Inquiry, the municipality noted that renewal expenditure in their 2016/17 budget was curtailed below that required by their modelling. By 2020, the renewal gap would have been \$1.8m and growing had these trends and processes continued.<sup>11</sup>

Figure 10 below outlines the actual and forecast asset renewal ratio for the Hume Region. This ratio is the potential renewal gap between planned expenditure on asset renewal compared to the forecast cost of depreciation. It is an indicator of whether council spending on asset renewal is keeping pace with the rate of consumption of those assets, and a ratio of 100% or greater is desirable. This data shows nine of the 11 councils have lower levels of expenditure on renewing existing assets or replacing existing assets to their original capability than the amount spent of depreciation on all assets. This sees their asset renewal ratio fall below the desired level of 1:1 renewal spend against depreciation.

Figure 10: Actual and forecast asset renewal ratio



Source: Know your Council Data, 2018

Having large asset bases relative to population size results in numerous challenges for Hume Region councils, with the primary issue being that the burden of asset renewal that does not leave capacity or capital for development of new assets which reflect contemporary needs. For many councils, this challenge is becoming greater, with asset portfolios growing to meet modern community needs. Substantial costs are associated with monitoring, assessing and maintaining council-owned infrastructure. A larger, and often ageing, asset base places a disproportionate asset management burden on regional councils in comparison to metropolitan councils. This results in larger service delivery cost per capita.

<sup>10</sup> Parliament of Victoria, Environment, Natural Resources and Regional Development Committee 2018, Inquiry into the sustainability and operational challenges of Victoria's rural and regional councils

<sup>11</sup> Wangaratta Rural City Council, Submission 7, p.5



### Increasing service delivery costs

Increasing expenditure in response to a number of factors has resulted in an overall increase in service delivery costs relative to other parts of Victoria.

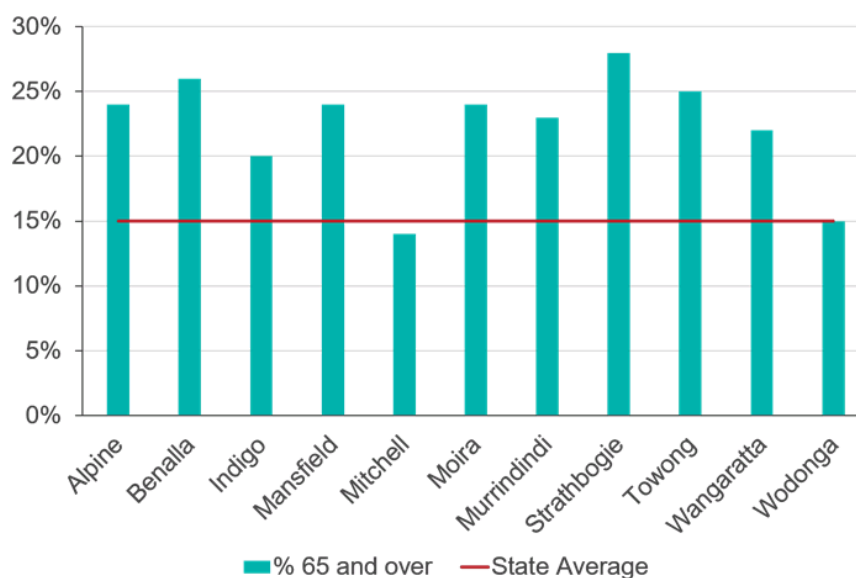
#### Widening of council services on offer

Historically, local government municipalities were solely responsible for roads, utilities and other property-related services. However, over recent decades these services have expanded to include a range of human services. The Commonwealth Grants Commission noted that the composition of services provided by local government has changed markedly over the last 30-35 years.<sup>12</sup>

#### Ageing population

While the State's average proportion of residents over 65 is 15%, Figure 10 below illustrates that the majority of councils have aged populations that are in excess of 20% of their total population.

Figure 11: Percentage of Council Residents over 65 years old



Source: Victoria in Future, 2016

An ageing population will have a direct effect on the scope and complexity of services expected of the Hume Region.

#### Vulnerable populations with higher service needs

The region is experiencing a growing and ageing population. By 2031, the proportion of residents over 65 is expected to exceed 30% in the region<sup>13</sup>, signalling that the service expectations will only continue to impact councils. This will result in an increase in the range and complexity of services required by the region to meet community needs.

#### Dispersed populations

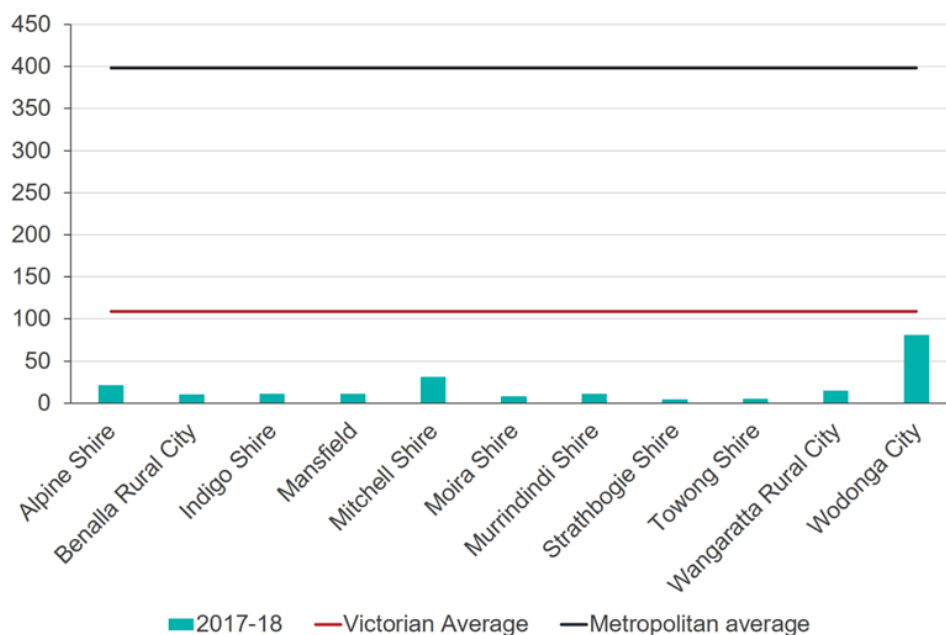
<sup>12</sup> Commonwealth Grants Commission 2008, The Commonwealth Grants Commission: The Last 25 Years

<sup>13</sup> Victoria in Future 2016 Data tables



Hume Region's municipalities are highly dispersed with very low population density per length of road, as illustrated in Figure 12. This vast geographical footprint compounds the difficulties that the Hume Region faces in their efforts to deliver the same level of service to their communities as metropolitan counterparts.

Figure 12: Population density per length of Road



Source: Know your council data, 2017-18

#### Increasing staff costs

Hume Region Councils have reported that location makes it difficult for them to fill advertised positions with appropriately qualified staff and that high salaries are used to 'lure' people away to other councils. These staff shortages have led some councils to rely on more expensive contractors. This trend is reflective of a wider trend in local governments across Australia, with the Local Government Workforce and Future Skills report finding that 69% of local governments were experiencing a skill shortage and skill gaps. Engineers, Urban and Town Planners, Building Surveyors, Environmental Health Officers and Project Managers top the list of occupations and expertise in demand.<sup>14</sup>

#### Revenue constraints

Grant allocation to local councils has fallen from 1% of the federal budget to less than 0.5% in the last 20 years, placing increased pressure on councils to source revenue from alternative sources. Own-source revenue is the revenue councils generate directly from rates, user fees and a range of charges and from other sources such as developer contributions and government grants.<sup>15</sup> The Region's ability to raise own-source revenue capacity is

<sup>14</sup> Australian Local Government Association 2018, Local Government Workforce and Future Skills Report Australia

<sup>15</sup> Victorian Auditor-General's Office 2013, Organisational Sustainability of Small Councils

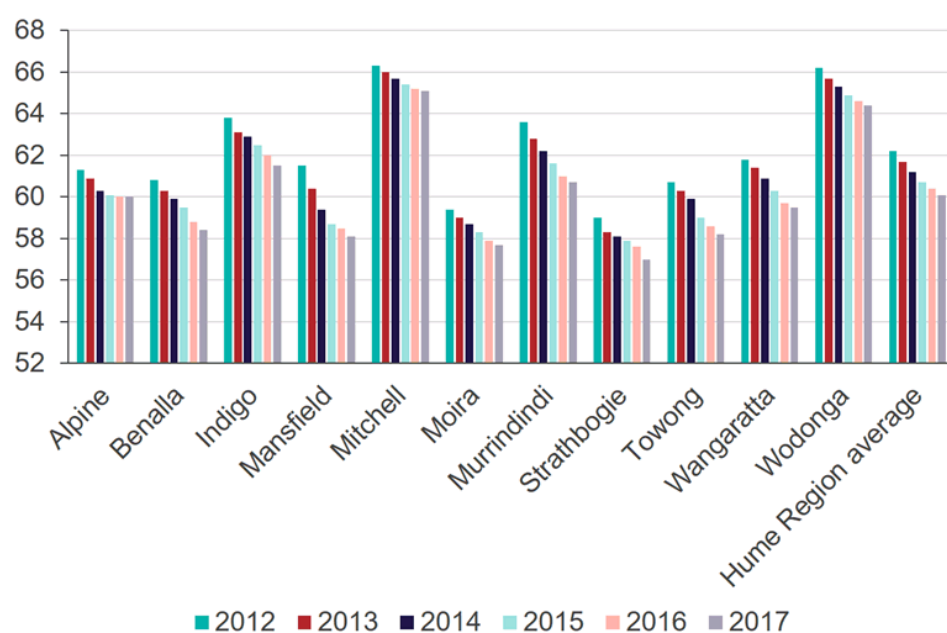


constrained due to reduced capacity for the community to pay for services, remoteness and inability to increase rates outside the Fair Go Rates System framework.

#### Reduced capacity for the community to pay

Figure 13 demonstrates that the proportion of residents who are of a 'working age' (between 15 and 65 years of age) has been steadily decreasing since 2012 in all Hume Region municipalities. Accordingly, the region now has a higher proportion of infant and aged populations, reducing the number of residents who have the capacity to pay for council services. Retirees and pensioners can apply for a 50% discount on council rates<sup>16</sup>, further reducing the revenue for councils with ageing populations.

Figure 13: Percentage of council population that is of 'Working Age' (15-64)



Source: Victoria in Future, 2016

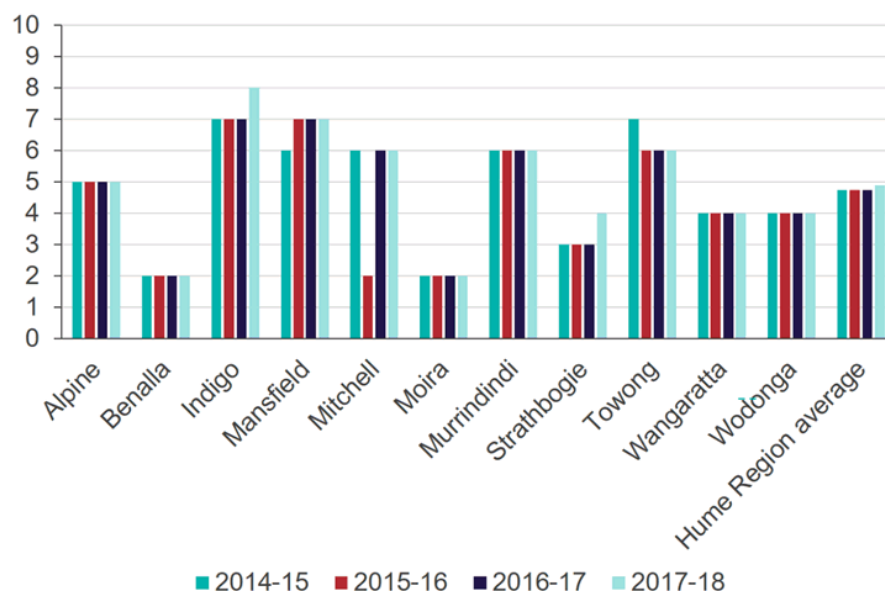
Residents' capacity to pay for services is further constrained in some Hume Region municipalities, who have high levels of socioeconomic disadvantage. Figure 14 illustrates the score out of ten measuring the relative socioeconomic disadvantage of the area in which the municipality is located as reported by the Australian Bureau of Statistics.

<sup>16</sup> Department of Health and Human Services 2019, municipal council rates





Figure 14: Socio-economic disadvantage of the region



Source: Know your council data

As demonstrated above, the socioeconomic demographics across the region are varied, meaning community ability to pay for services also mixed. Benalla, Moira, Strathbogie, Alpine, Wangaratta, Wodonga all have socioeconomic disadvantage scores below the Victorian council average (5.5) meaning that constraints are around own-source revenue are particularly pronounced in these municipalities.

Due to the region's lower capacity to raise own-source revenue, the Fair Go rates system has had a more severe impact on council finances. Metropolitan councils in Victoria, particularly the City of Melbourne and those directly surrounding it, have a greater ability to raise revenue from sources other than rates compared to the Hume Region. This is primarily due to an increased ability to raise revenue from communities, such as parking fees and fines. As Metropolitan councils have these additional revenue streams as part of their 'income mix', the Fair Go rates system is anticipated to have less of an impact on these councils compared to regional and rural communities who generate a far higher proportion of their income from rates.<sup>17</sup>

#### Reliance on Financial Assistance Grants

Revenue constraints are further compounded by a higher regional reliance on Financial Assistance Grants. Commonwealth Financial Assistance Grants (FAGs) are comprised of General Revenue (73%) and Local Roads Funding (27%) components and are untied with respect to spending purpose. While FAGs are a significant revenue source for most councils, they account for a higher proportion of the recurrent revenues in rural councils and regional councils than in metropolitan councils, as outlined the table below. Consequently, regional councils were disproportionately affected by the 3-year freeze in indexation of the FAGS grants in 2014. Overall, approximately \$600 million of funding was lost to communities, predominantly in regional areas. This lower grant base means that the impact will continue to be felt in regional councils, unless a 'catch-up' funding adjustment is made.

<sup>17</sup> Parliament of Victoria, Environment and Planning Committee 2015, First report into rate capping policy



Table 5: Financial Assistance Grants as a % of Recurrent Revenue

	FAGs as % Recurrent Revenue	Max %	Min %
All Councils	6.8%	27.2%	0.80%
Inner Metro	2.3%	4.90%	0.80%
Large Shires	13.7%	18.10%	6.00%
Outer Metro	6.1%	9.80%	3.10%
Regional Cities	8.9%	13.50%	5.40%
Small Shires	17.1%	27.20%	2.70%
Rural & Regional	12.2%	27.20%	2.70%

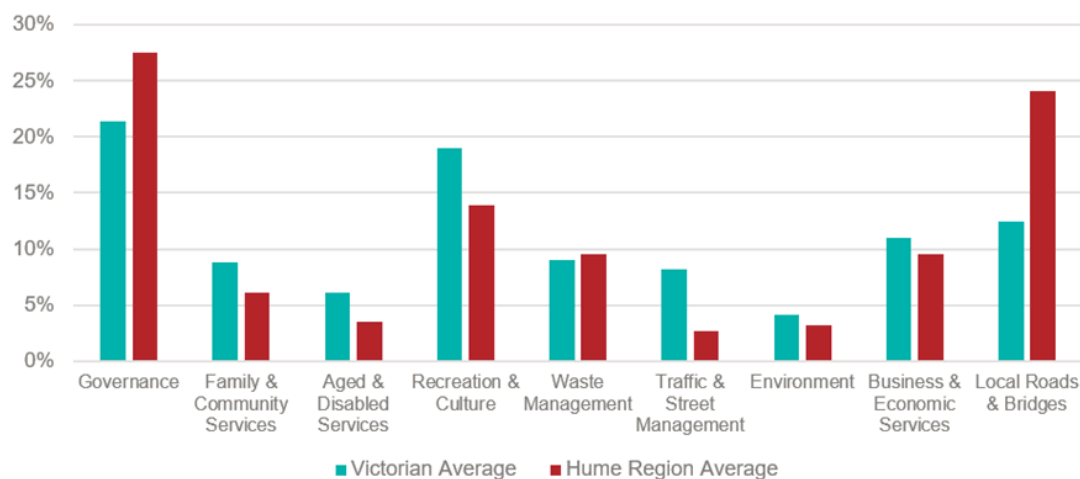
Source: MAV Annual Report, 2018

#### 2.2.1.4 Effects

##### Lack of expenditure on new assets and services

An increase in the range and complexity of services delivered by local government bodies has resulted in the region's councils spending a higher proportion of their budgets on 'core functions' – primarily local roads and bridges, waste management and governance. This relatively high spending on core functions results in less money available for the delivery of other functions needed to improve liveability and economic sustainability, such as business and economic services, community services and aged and disabled services.

Figure 15: Expenditure on major assets and service areas



Source: Local Government Victoria - Victorian Grants Commission Council Data (2016/17)

Hume region's large asset bases relative to population size results in numerous challenges for councils, with the primary issue being that the burden of asset renewal that does not leave capacity or capital for development of new assets reflecting contemporary needs. Across the region, only 16% of capital works expenditure was allocated to

28



'new assets' in FY18 – a 10% decrease from the FY17 ratio of 26%. The vast majority of expenditure was allocated to asset renewal (53%), with 31% assigned to upgrade existing assets. The consequence of this is underinvesting in infrastructure is asset deterioration, which can compromise the safety of roads and bridges, reduce agriculture productivity and make travel difficult. It is important to take steps to avoid these outcomes so that regional Victoria's liveability and productivity can continue. While the region could theoretically use existing revenue to renew community assets, doing so will take all the money away from other services, and doing this is not in the interests of the community. Accordingly, the 'asset renewal gap' is a symptom of constrained council funds. Wodonga is an exception, as the council's assets are relatively young meaning that renewal is not an issue at this stage.

### Lower standards of services

The negative effect of the organisational cuts to date and inability to plan for the long term is lower standards of service relative to regional cities and metropolitan areas. There is anecdotal evidence from councils that services can no longer be delivered or have been dramatically reduced, placing remaining staff under additional stress and resulting in a lower standard of service.<sup>18</sup>

### 2.2.2 Problem 3: Increasing community expectations of council services is causing demand beyond current council capabilities

The Hume Region has experienced difficulty attracting required skill staff to the region, reducing councils' ability to keep up with increasing community expectations of council services and engagement platforms.

The key causes and impacts for this problem are summarised in Table 6 with more detailed provided below.

Table 6: Problem 3 - Causes and effects

Cause	What does this mean?
<p><b>Community expectations of the scope and mode of council services have changed in the last decade, leading to a demand for service delivery beyond current capabilities. Specifically:</b></p> <ul style="list-style-type: none"> <li>Community demographics are changing, with some regions forecast to experience growing populations and others reducing</li> <li>Community expectations regarding the quality and level of services provided in rural and regional areas are increasing</li> </ul>	<ul style="list-style-type: none"> <li>Councils struggle to respond to changing demographics in communities with a shortage of skilled staff</li> <li>High levels of disadvantage and reduced liveability</li> <li>Hume Region residents are less satisfied with the level of service than their metropolitan counterparts.</li> </ul>

#### 2.2.2.1 Causes

##### Community expectation for local municipalities to deliver same quality as private sector

Residents now expect the same level of high-quality service when interacting with public sector bodies, such as local authorities, as when dealing with organisations in any other sector, such as banking or retail services. This is largely fuelled by the technological developments in corporate transactions, with seamless communication and payment service and digitally enabled operations the 'status quo'. While the financial pressures of the Hume Region's councils have been aggravated by reduced government funding, the community expects council services and improvements to infrastructure to continue.<sup>19</sup>

There is a growing perception that residents are becoming 'customers', rather than simply ratepayers, who expect the same levels of service from government as from commercial transactions. Online contact with councils is particularly important in rural areas, where residents are separated from council offices by significant distances.

<sup>18</sup> Consultation with Mansfield council

<sup>19</sup> Indigo Shire 2017, 2017/18 Council Plan

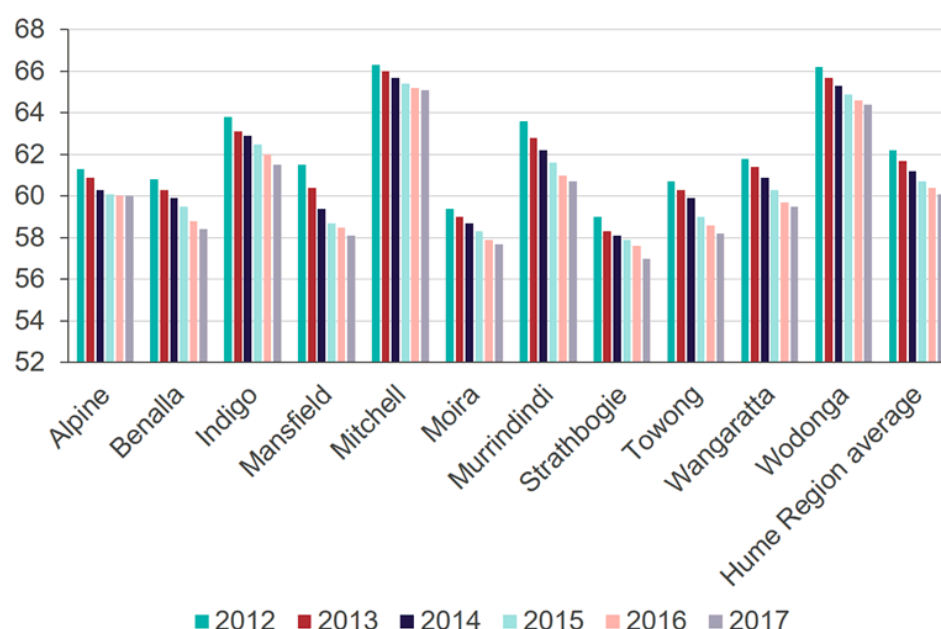


Customer experience is the priority for many industries, with consumers now used to high quality, easy-to-use user interfaces when they interact with services. Residents no longer differentiate between their expectations of service delivery for public and private and, as they are more 'tech-savvy' than ever, expect to be able to engage with councils online at a time that suits them. This change in resident attitudes and expectations places increased pressure on councils to amend and adapt their services and capability to meet these expectations.

### Changing demographics in Hume Region communities

The demographics of the Victorian population is changing, with an ageing population a concern. At the local community level, services reflect the specific community's needs, which may change in the Hume Region as demographic profiles or economic conditions change (for example, ageing populations, 'tree changers', and commodity-related boosts or declines in rural and regional communities).<sup>20</sup> An ageing population has seen an increase in social need, placing greater demand on council resources. As highlighted in Figure 16, the percentage of municipal populations that are of working age is decreasing in every council in the Hume Region.

Figure 16: Percentage of council population that is of 'Working Age' (15-64)



Source: EY Analysis of Victoria in Future (2016)

The region is expected to experience significant population growth over the next decade, with a forecasted 28% cumulative growth from 2019-2031, surpassing the predicted state average rate of 26%. Based on pronounced trend for net out-migration of young people and net in-migration of people 40 years and above<sup>21</sup>, this population growth will result in an increasingly high percentage of residents over 40 and a lower percentage of 'working age' residents. Figure 17 below outlines the estimated population growth across the region, illustrating that Mitchell and the regional centres, Wodonga and Wangaratta, are expected to drive this growth.<sup>22</sup>

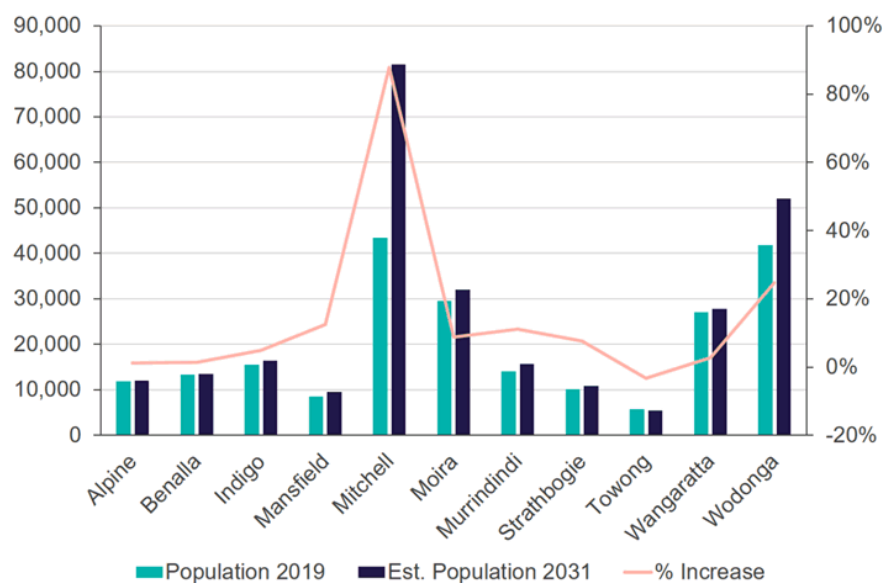
<sup>20</sup> Australian Government Productivity Commission 2017, Supporting Paper No.16

<sup>21</sup> Rural Councils Victoria 2013, Rural Migration: Trends and Drivers

<sup>22</sup> Department of Environment, Land, Water and Planning 2016, Victoria in Future 2016



Figure 17: Estimated Population Change 2019-2031



Source: Department of Environment, Land, Water and Planning 2016, Victoria in Future 2016

#### The Region has had difficulty attracting and retaining the required staff

The Rural and Regional Councils Sustainability Reform Report noted that rural and regional councils are likely to face continued difficulty attracting and retaining skilled, professional staff equipped for specialist roles.<sup>23</sup> This problem is evident in the Hume Region with staff shortages causing some councils to rely on more expensive contractors. Alpine Shire has experienced difficulty in hiring and retaining key staff members in recent years. This is evidenced not only through a 42% increase in recruitment costs, vacant strategic planner and environmental health office roles in FY18 but also an additional \$32,000 in other HR related expenditure. This is reflective of other councils in the Hume region, with Indigo, Wangaratta and Wodonga all noting recruitment difficulties following the departure of qualified staff.

#### 2.2.2.2 Effects

##### Communities are unsatisfied with councils' engagement

As residents' expectations on communication modes and responsiveness of service providers increase, local government services have fallen short. Residents' satisfaction with council engagement is measured each year across Victoria through the Community Satisfaction Survey, and results suggest that almost 50% of residents in the Hume Region are dissatisfied. Figure 18 below illustrates the relatively low satisfaction with council consultation and engagement in comparison to the average metropolitan score. Only one council, Alpine Shire, exceeded the metropolitan average score.

The relationship between councils and community members needs to include a constructive dialogue, and evidence suggests that there is a rising demand in the community for increased involvement in decision making and accountability by governments.<sup>24</sup> As councils don't have the technological sophistication of their metropolitan or private sector counterparts, they are unable to meet the same level of engagement expected.

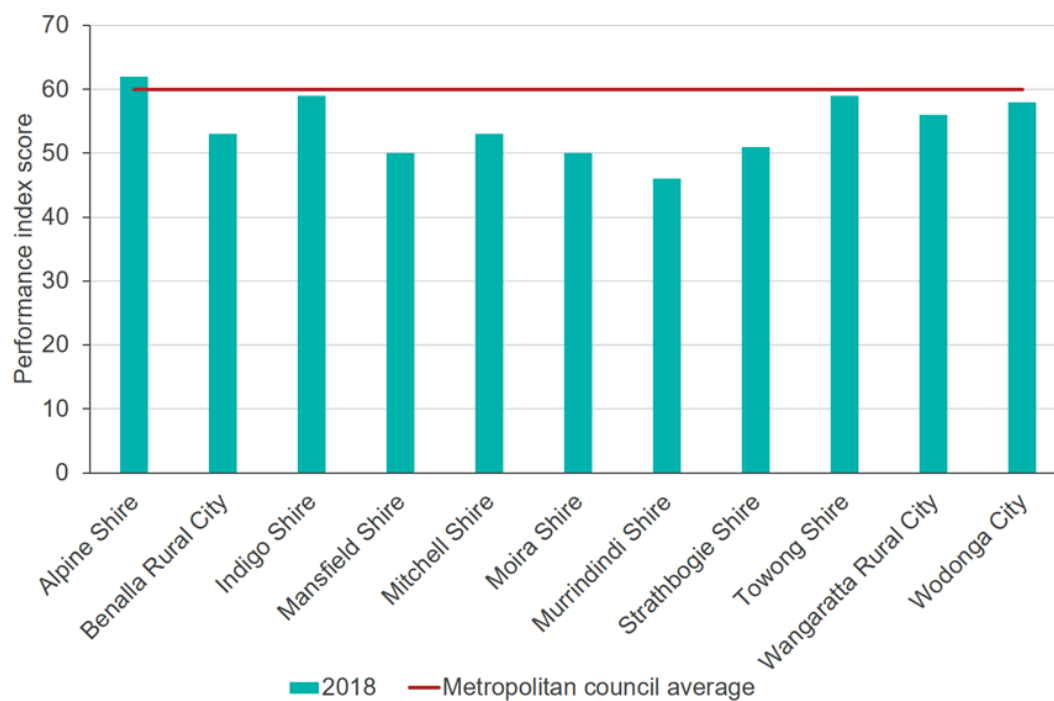
<sup>23</sup> KPMG 2018, The Rural and Regional Councils Sustainability Reform

<sup>24</sup> A Bradford 2016, Community engagement and local government





Figure 18: Community satisfaction with council engagement: Hume Region vs. Metropolitan Councils



Source: Know your Council, 2019

#### Varied levels of community engagement

While in line with State average engagement scores with an average 2017-18 rating of 57/100, Hume Region councils have reported mixed levels of satisfactions with the level of consultation and engagement efforts. Notably, the region centres Wodonga and Wangaratta have more favourable scores, 67 and 64 respectively, which is in line with previous reports stating that rural, more isolated communities are less likely to engage with local councils due to lack of transport, time, services, trust and potentially inadequate resources to run the process.<sup>25</sup>

#### Varied levels of socioeconomic disadvantage

The Socio-Economic Indexes for Areas (SEIFA) is a measurement published by the Australian Bureau of Statistics (ABS) that ranks areas according to relative advantage and disadvantage. The Index of Relative Socio-Economic Disadvantage (IRSD) ranks areas from most disadvantaged to least disadvantaged based on variables including income, education, employment, occupation, housing and other miscellaneous indicators.

As part of the 'Know your Council' data collection, a score out of ten is calculated for each municipality, measuring the relative socio-economic disadvantage of the area in which the municipality is located as reported by the Australian Bureau of Statistics. The relative Socio-Economic disadvantage of the Hume Region is outlined below. There is a significant disparity in residents suffering from disadvantage in the Hume Region. This ranges from a disadvantage score of 2 in Benalla, which is rated as the most disadvantaged municipality in the region, to a score of 8 in Indigo. Benalla, Moira, Strathbogie, Alpine, Wangaratta, Wodonga all have socioeconomic disadvantage

<sup>25</sup> Tasmanian Department of Premier and Cabinet 2013, Rural and isolated communities: A guide to engagement



scores below the Victorian council average (5.5) meaning that constraints are around own-source revenue are particularly pronounced in these municipalities.

As demonstrated below, the socioeconomic demographics across the region are varied, meaning community liveability is likely varied to the same extent.

#### Hume Region SE range

*From 2-8 (median of 6)*

#### Hume Region Average

4.89

#### All Victorian Councils Average

5.56

### Smaller work forces face difficulty meeting service expectations and creating career development pipelines

Labour shortages in rural and remote areas are likely to become even further exacerbated by the Region's ageing population, reflecting insufficiently attractive wages and conditions to entice professionals to relocate.<sup>26</sup> Unless the Hume Region continues to rely on expensive contractors, this trend will result in higher wages demanded by professionals which are beyond the means of council budgets.

A declining proportion of residents who are considered 'working age' accentuates labour shortages in rural in the Hume Region, and creates issues in the following areas:

- Succession planning
- Professional development
- Peer support/collegiate advice
- Lack of expertise due to positions being 'rolled together' to create whole FTE positions
- Coverage risk during staff leave of absences or between recruitment episodes.

### 2.3 Timing considerations

Without targeted response, the strength of Hume Region councils' financial performance and its sustainable capacity to meet future demand will be compromised.

It is critical that the Hume Region Transformation Program receives funding over the next three years, as many councils in the region are in vulnerable financial position. Under forecasts estimated in Strategic Resource Plans, seven of the 11 councils in the Hume Region are predicted to have a greater increase in operational expenditure than revenue between 2017-18 and 2023-24. This puts councils at risk of not being able to meet current (or increased) service levels in line with demand from communities. Councils that are anticipated to have a greater rise in expenditure than revenue are:

- Alpine
- Indigo
- Mitchell
- Strathbogie
- Towong
- Wangaratta
- Wodonga

If a response to the problem is delayed, the financial sustainability of certain councils will likely continue to decline. In the past, when councils in the region have been unable to meet the required levels of expenditure, they have stopped delivering certain services. There is a real risk of this occurring in the future if there is no action taken.

<sup>26</sup> Productivity Commission 2005, Economic Implications of Ageing Australia





There is the possibility that councils may fail to meet legislative requirements in the future if a response is delayed.

The Local Government Act 1989 outlines the objectives of a council, which include:

- Councils endeavouring to achieve the best outcomes for the local community have regard for the long-term and cumulative effects of decisions
- Promote the social, economic and environmental viability and sustainability of the municipal district
- Ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community
- To improve the overall quality of life of people in the local community
- To ensure that services and facilities provided by the council are accessible and equitable.<sup>27</sup>

Any future failures to deliver services will jeopardise councils' ability to meet these objectives, particularly achieving the best outcomes for the local community, improving the quality of life of people and ensuring that services are accessible. There are also objectives in council plans that will not be met, as further outlined in Section 3.7.

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<sup>27</sup> Local Government Act 1989

## 3. Recommended (preferred) solution

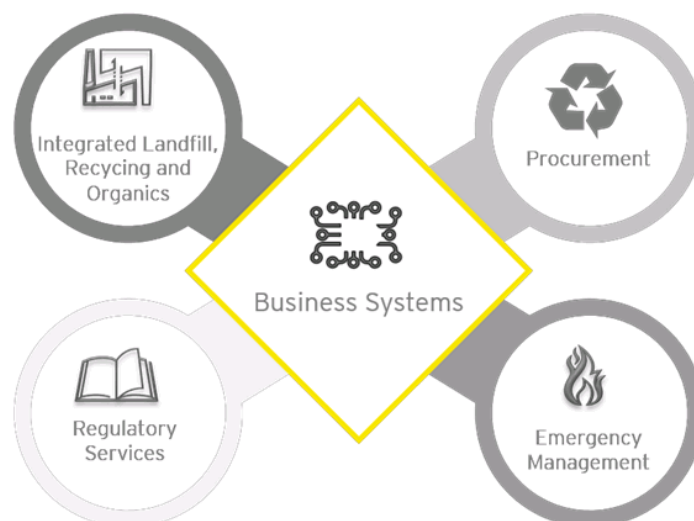
### 3.1 Details of recommended solution

In order to address the Hume Region's identified problems and improve **financial performance** and **capacity** of councils, the following strategic responses have been identified:

- Align business systems and processes across councils
- Enable resourcing sharing and flexible working to attract and retain highly skilled staff
- Coordinate service delivery across appropriate functions

The alignment of business systems and processes creates the required environment to facilitate resource sharing and coordination of service delivery across the region. These responses will be applied to service functions deemed the most suitable to shared service arrangements, which include procurement, emergency management, regulatory services, integrated landfill, recycling and organics and business systems. As illustrated Figure 19 business system transformation underpins the shared service delivery across the other functions, creating an enabling environment for seamless collaboration.

Figure 19: Service functions of transformation



Through the application of the strategic responses, the Hume Region will benefit from common specifications, strategic resource sharing and clear governance around multi-council activities and collaboration.

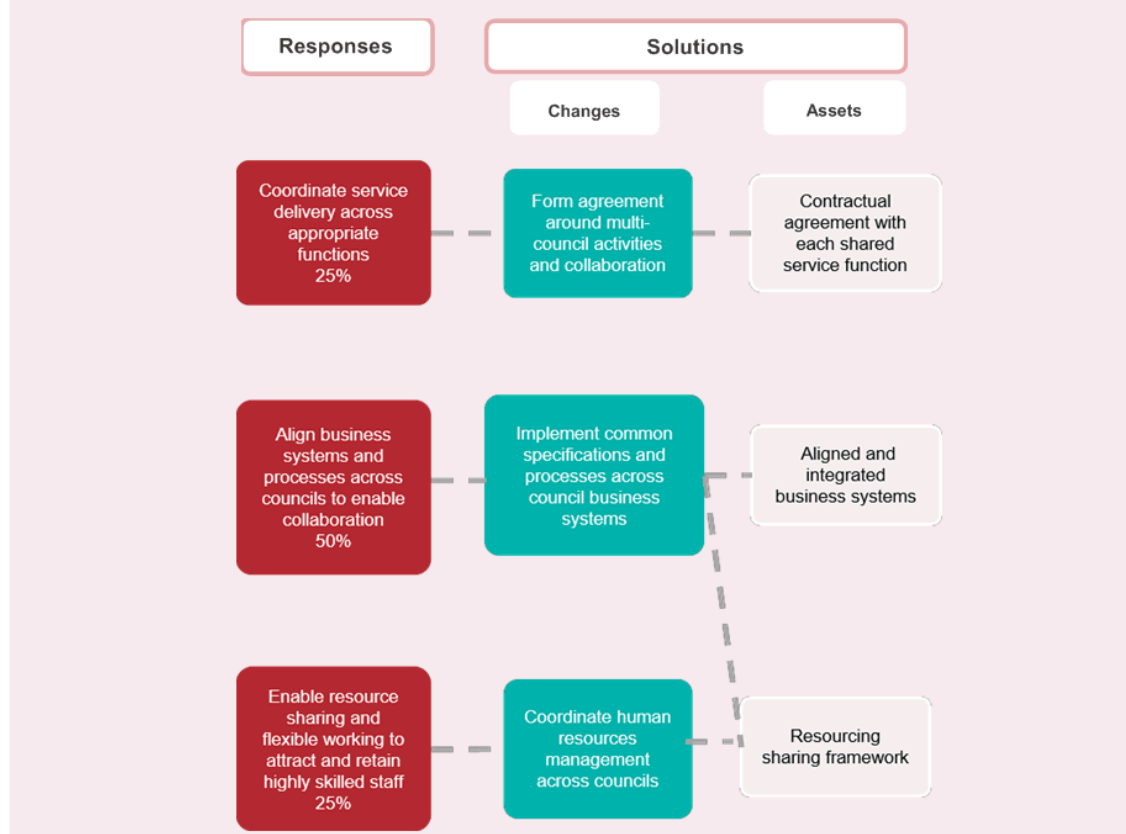
#### 3.1.1 Identified transformation solutions: changes and assets

To identify the preferred solution, a process was undertaken with councils to outline the principal problems the region is facing, as well as strategic responses to address these problems. The box below describes the strategic responses and solutions identified as part of the Investment Logic Map process with participating councils.

### Identifying responses to problems and appropriate solutions

The ILM identifies three responses that this business case seeks to address, and weights these according to the level of importance. The ILM also outlines potential strategic solutions and associated benefits that would result from addressing the reported problems.

Figure 20: Investment Logic Map for Rural Council Transformation Program 2019-20



Source: Co-developed with EY and Hume Region council participants at Benalla workshop (January 2019)

Through the development of the ILM, transformational changes were identified that would be required to implement shared services across the region and meet the objective of increasing councils' sustainability. These are:

1. Clear governance - Agreement on multi-council activities and collaboration
2. Common specifications - Implement common specifications and processes across council business systems
3. Strategic resource sharing - Coordinate human resources management across councils.

Existing shared service case studies in local government municipalities across Australia have demonstrated that the three elements of clear governance, common information and business systems and effective resource sharing are fundamental to the success of shared service arrangements.<sup>28</sup> This is evident in the shared service activity currently occurring in the Hume region.

<sup>28</sup> UTS Centre for Local Government 2016, Review of Resource Sharing arrangements between Kentish and Latrobe Councils



### 3.1.2 Service functions under transformation

In order to select which of the 100+ council service functions were most suitable for shared service arrangements, functions were analysed against the characteristics below:

- **Homogenous activities** – services are common and uniform. These services typically occur across councils and achieve the same outcome.
- **Process standardisation** – services can be automated or delivered in a standardised manner. These are easier to share as the process can be standardised for each council.
- **Economies of scale** – services are repetitive and duplicated. These services can be consolidated to realise financial benefits or improvements to performance and quality.
- **Strategic content** – services are of non-strategic importance to local council activities. These services are not fundamental to council core management and strategic direction.<sup>29</sup>

Service functions that satisfied the above criteria were considered to be 'high-potential' to realise shared service efficiencies. Based on this analysis, the five service functions were selected to be in the shared services transformation project. These are:

1. Business Systems
2. Procurement
3. Regulatory Services
4. Emergency Management
5. Waste management - Integrated Regional Landfill, Recycling and Organics.

The efficiencies and benefits each function can deliver through shared services were evaluated and prioritised accordingly. This priority level has informed the phasing of the transformation implementation, as detailed in chapter 7.

**Table 7: Prioritised functions for transformation**

Priority Level	Function
High	<ul style="list-style-type: none"> <li>• Business Systems</li> <li>• Procurement (Capital works and other)</li> <li>• Waste Management</li> </ul>
Medium	<ul style="list-style-type: none"> <li>• Regulatory Services</li> </ul>
Low-Medium	<ul style="list-style-type: none"> <li>• Emergency management</li> </ul>

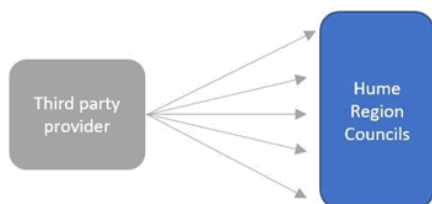
### 3.1.3 Shared Service Models

It is recommended that the solutions are delivered in the form of three shared service models:

#### 1. Third-party provider

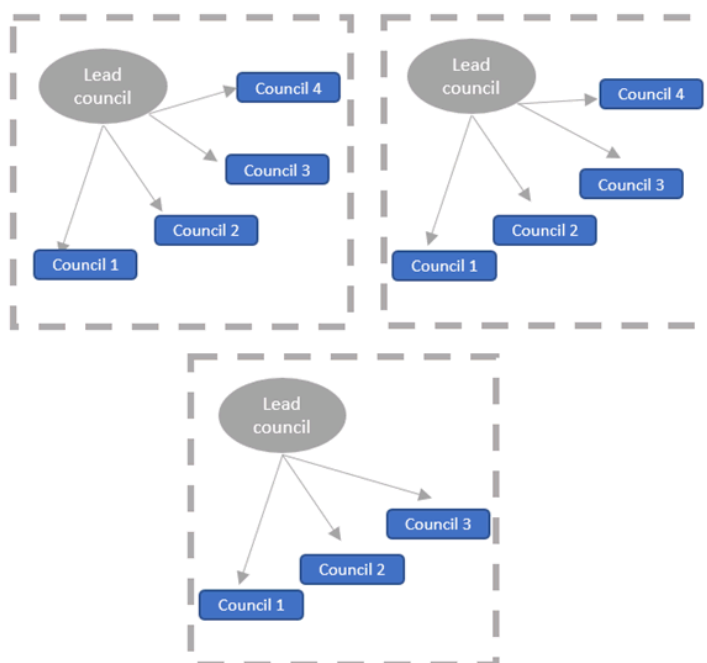
A third-party entity provides a service to all Hume Region councils for a fee. Outsourcing to the one provider ensures service levels, specifications and associated processes are aligned within the region.

<sup>29</sup> Cradle Coast Authority 2017, Shared Services Report



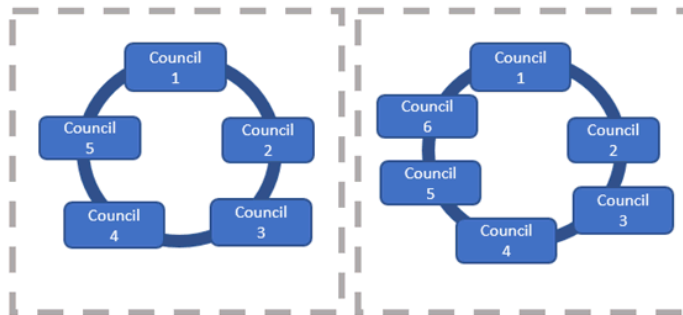
## 2. Service provision in 'clusters'

Councils form regional and sub-regional partnerships under contractual agreements where a 'lead council' provides suitable functions on behalf of other councils with a 'fee for service' cost structure under contractual agreement. The clusters are based on aligned culture, residential needs and geography.



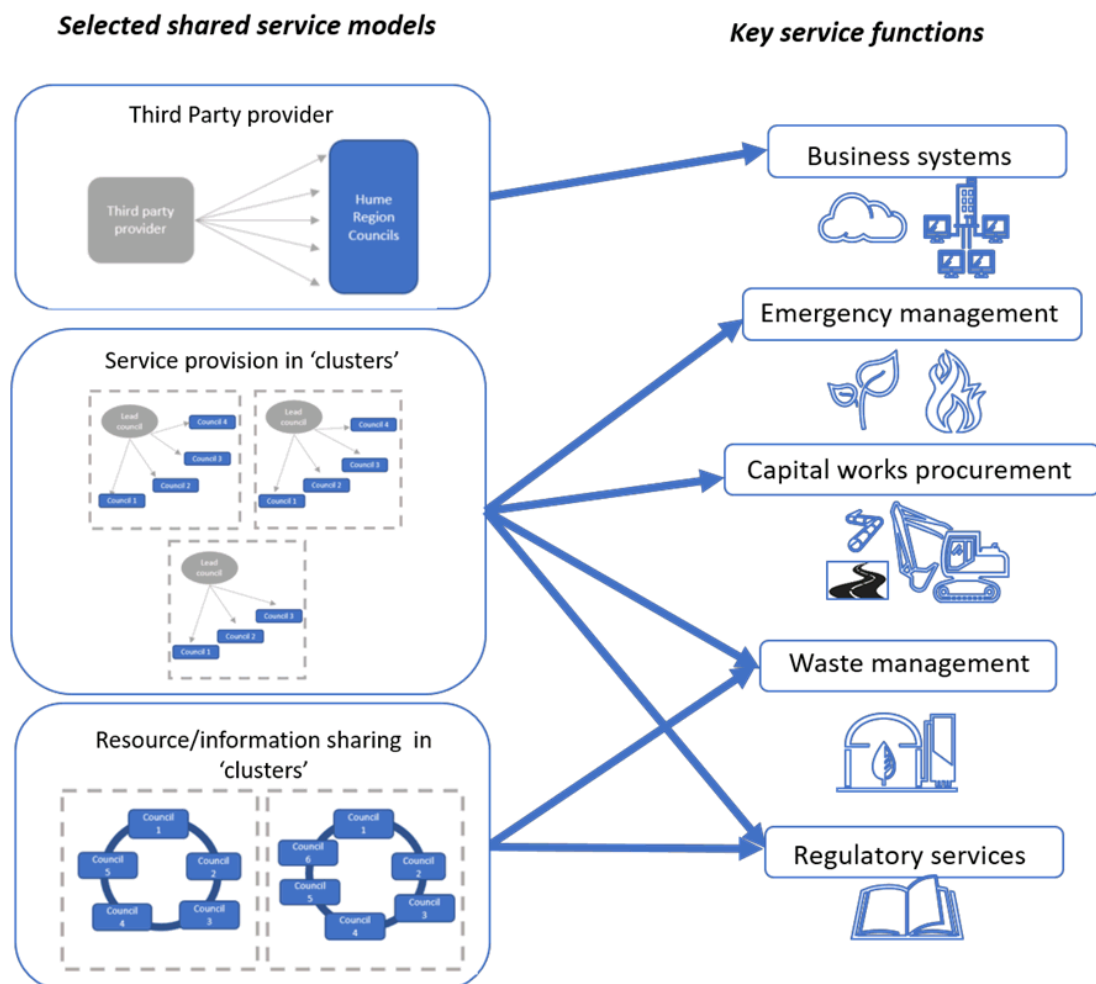
## 3. Resource/information sharing in 'clusters'

Councils coordinate human resources and information management to share resources such as staff, consulting advice, equipment and plant resources. In most occurrences, common specifications are required to enable resource sharing.



The shared service models will be applied to the key service functions as outlined

Figure 21: Application of shared service models





### 3.1.4 Council participation

All 11 Hume Region councils are participating in shared services across many of the function areas, with a few exclusions. Drawing on the assumptions for participating councils outlined in the Expression of Interest, and two further workshops held in January and February 2019, participating councils were confirmed across each functional area, as outlined in Table 8 below.

**Table 8: Participating Councils**

Key Functional Areas	Participating councils	Exceptions?
Business Systems	All Councils	
Procurement	All Councils	<ul style="list-style-type: none"> <li>• <b>Alpine</b> is only participating in general procurement, not capital works. This is due to prior issues with capital works collaboration.</li> <li>• <b>Mitchell</b> and <b>Wangaratta</b> are only participating in capital works procurement</li> </ul>
Regulatory Services	All Councils	
Emergency Management	All Councils	
Integrated Regional Landfill, Recycling and Organics.	Alpine, Benalla, Murrindindi, Mansfield and Wangaratta	<ul style="list-style-type: none"> <li>• <b>Indigo, Mitchell, Moira, Strathbogie, Towong and Wodonga</b> are not participating due to recently signed long waste management contracts</li> <li>• <b>Alpine</b> is only participating for the organics shared services.</li> </ul>

### 3.1.5 What will shared services look like for each function?

#### Key service area 1: Business Systems

*Proposed shared service model: Third-party provider*

Business system standardisation is the priority shared service opportunity because a common IT, business process and systems environment is critical to realising the efficiency gains in technology or process supported functions. Despite servicing different geographies, councils have a similar operating environment that can be subject to process standardisation and operational efficiency. Integration and alignment of business systems across the region could deliver potential savings in IT licensing and IT capital expenditure compared to individual council investment. Additionally, standardisation of systems acts as an enabler for resource and information sharing as well as further collaboration.

Business Systems encompasses all information technology, finance, risk management and OH&S systems.

Key features of the Business Systems solution include:

1. Cloud-based information storage and file management
2. Common Payroll / HR system
3. Common Chart of Accounts
4. Alignment of IT infrastructure/hardware
5. Coordinated IT support services
6. Development of a common platform for citizen access





Currently, the region's business operating and technological environment systems are siloed, meaning interactions between councils are complex. As councils routinely deliver similar services to residents, common business systems will help to facilitate resource and information sharing across these service areas, as well as business intelligence, reporting and analytics. Furthermore, an integrated and easy to use system will facilitate collaboration around management of financials, procurement, project job costing, customer requests, payroll and property and rating. The ability to report in real-time improves the visibility of the council activities, with better KPI management and reporting for compliance.

Examples of a third-party provider of business systems used by many councils across Victoria, including in the Hume region, are Microsoft Dynamics 365 and CouncilWise, a cloud-based platform built on the Microsoft Azure cloud and presented via Office 365. Figure 22 outlines an example of the cloud-based operating platform, supporting various council functions across.

Figure 22: Example business systems constructs

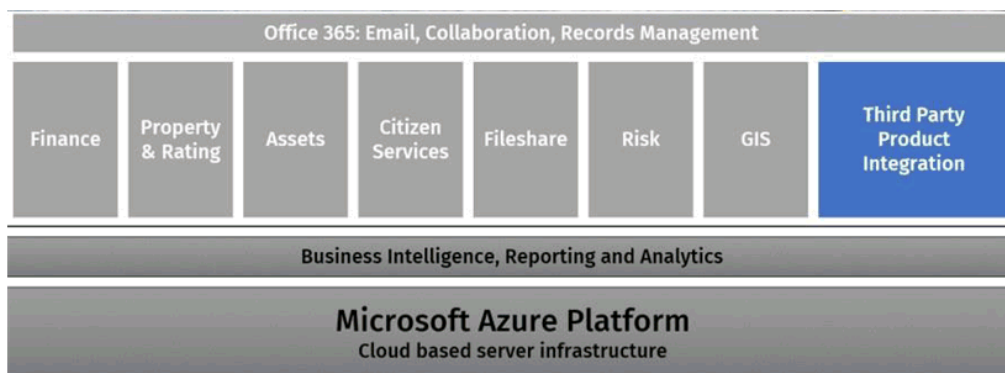


Figure 23: Example council data, analysed using Microsoft Power BI



Source: Microsoft 2019

*Challenges include “Keeping up-to-date technological improvements within budget constraints”*

– *Wodonga Annual report 2017-2018*

The key benefit of aligned business systems is reducing the financial burden of technology on individual councils. Engaging a third-party provider to install a ‘server-free’ system dramatically reduces ongoing costs of hardware management and lessen the risk of servers crashing and backups failing. Using a third-party integration system such as Microsoft 365 Dynamics, CouncilFirst or CouncilWise allows councils to seamlessly share information and resources through a common platform.

The expected cost savings from the application of shared services to business systems is \$3.02 million, as detailed below.

Table 9: Medium efficiency – expected cost savings from Business Systems

COST SAVING FROM TRANSFORMATION (A\$'000)	FY20	FY21	FY22	FY23	FY24	5YF
BUSINESS SYSTEMS	-	-	653	1,158	1,213	3,023

In addition to cost savings, a key benefit of aligned business systems is providing the authorising environment to be able to share information and staff efficiency.

**Key service area 2: Procurement**

*Proposed shared service model: Service provision in ‘clusters’*

The following initiatives are considered in scope for the transformation of procurement services:

1. **Capital works procurement:** Multi-year and multi-council approach to capital works procurement and delivery.
2. **Other:** Identification and capture of regional procurement opportunities to deliver economies of scale and efficiencies.

As the procurement activity undertaken by Hume Region councils is principally identical, the potential to engage in joint procurement around common materials and consumables is incredibly **compelling**. Estimated savings from the procurement function are substantial, with 58% of all project efficiencies originating from joint procurement.

**These savings are not expected to be derived from reducing staff.** In a similar manner to the Lincolnshire procurement case study outlined below, savings are expected to be attributed to **improvements and efficiencies secured in procurement practice and processes**.

Based on consultation with councils, the recommended shared service model is service provision in ‘clusters’. Councils who have the capacity to employ a procurement officer, such as Wodonga and Wangaratta, can form regional and sub-regional partnerships under contractual agreements where a ‘lead council’ provides procurement on behalf of other councils with a ‘fee for service’ cost structure under contractual agreement. The clusters are based on aligned culture, residential needs and geography.

Given the nature of council procurement activities, it is expected that 50% of procurement activity will be eligible for collaboration. This is a conservative estimate to allow for procurement activity undertaken by individual staff for small value items which will not be initially included in the joint procurement model.

**CASE STUDIES****1. Procurement Lincolnshire (UK)**

Procurement Lincolnshire is a joint procurement strategy between North East Lincolnshire and North Lincolnshire Councils in the UK. The team work together to procure (buy, rent and lease) products and services for both councils, making substantial levels of savings for the local authorities in the county between 2008 and 2011 – comprising £9 million in procurement savings and nearly £1.5 million in process savings. The return on investment for the local authorities ranged from 91% to 341% for the period. The savings from the shared service have not come from reducing staff. The staffing costs increased by just over 20% at the start of the shared service from £600,000 to £740,000. The savings have come from improvements and efficiencies secured in procurement practice and processes. The set-up cost for Procurement Lincolnshire was £148,000. This was spent mainly on new information technology (IT) – both equipment and systems – and training and development. The awareness of local businesses in Lincolnshire was raised and the opportunities and tendering has been made more accessible, by simplifying the process and providing them with training in it.

The expected cost savings resulting from the application of shared services to all procurement is \$7.745 million, as detailed in the table below.

**Table 10: Medium efficiency – expected cost savings from Procurement**

COST SAVING FROM TRANSFORMATION (A\$'000)	2018-19	2019-20	2020-21	2021-22	2022-23	FIVE YEAR TOTAL
PROCUREMENT	-	-	1,672	2,967	3,106	7,745

Source: EY analysis 2019

Ancillary to cost savings, a key benefit of the transformation of procurement services is better and more accessible infrastructure for communities across the Hume Region.

**Key service area 3: Regulatory Services**

*Proposed shared service model: Resource/information sharing in 'clusters' & Service provision in clusters*

The following initiatives are considered in scope for transformation of regulatory services:

1. Planning: Strategic Planning and Statutory Land Use Planning
2. Building Services: response to recruitment and retention challenges in Statutory Building functions
3. Environmental Health: Regional collaboration to ensure sustainable delivery of statutory functions
4. Local laws and Enforcement: Coordination of policy and local laws and a regional approach to ensuring sustainability of enforcement and ranger functions

EY advises that councils who have the capacity to and employ the required professionals form regional and sub-regional partnerships under contractual agreements, where a 'lead council' provides regulatory services on behalf of other councils with a 'fee for service' cost structure under a contractual agreement. The clusters are based on aligned culture, residential needs and geography.

Resource and information sharing in clusters is an additional shared service that can be applied to the regulatory services functions as, given common specifications across all business systems, councils will be able to realise efficiencies by sharing information and resources. Ultimately, once shared services have matured, councils will be able to coordinate human resource management and hire required professionals to live in any of the participating municipalities, helping to reduce issues surrounding hiring and retaining skilled staff. This flexibility will allow councils to fulfil service requirements while still employing residents from within the participating councils' local area, as opposed to temporary contractors.

The expected cost savings resulting from the application of shared services to all regulatory services is \$1.841 million, as detailed in the table below.

**Table 11: Medium efficiency - expected cost savings from Regulatory Services**

<b>COST SAVING FROM TRANSFORMATION (A\$'000)</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>FIVE YEAR TOTAL</b>
<b>REGULATORY SERVICES</b>	-	-	397	705	738	1,841

Ancillary to cost savings, a key benefit of shared services across the Hume Region is ensuring that councils have the capacity to complete required regulatory services to residents.



## **CASE STUDIES:**

### **2. Eastern Health Authority (SA)**

The Eastern Health Authority is made up of five constituent councils with the Authority providing specific environmental health services on behalf of its member councils, and has played a significant role in the promotion and enforcement of public health standards. The Authority has been able to demonstrate the cost and quality advantages that can be gained by providing specific health service activities, such as an immunisation program, across a group of councils. Bulk supplies of drugs can reduce costs. The provision of a network of clinics can standardise and maintain a high level of service, as well as allow residents of a constituent council to access such services in another council area within the group. This provides good customer service by giving residents choices of locations and opening times which can suit their personal circumstances.

### **3. Rates office – Indigo and Towong**

When the Rates Officer at Indigo Shire Council resigned, the Council faced a problem that is not uncommon to other small rural Councils. In rural areas, the recruitment of suitably experienced and qualified staff can be very difficult and time consuming and result in significant interruption to service delivery. The lack of suitable candidates that is often experienced can possibly be linked to the inability of smaller councils to remunerate people at the same level as larger councils as well as the more remote location of rural councils. The area of property and rates services is no exception. Indigo Shire Council sought an alternative solution – a shared service arrangement with neighbouring Towong Shire Council. This partnership has reduced the costs of administering rates by 25%.

### **4. Wodonga City Council – Immunisation**

Wodonga Council has led effective collaborative action through the provision of immunisation services to multiple councils including Benalla Rural City Council since 2005 under a contract.

This delivery of all immunisation services for vaccinations funded by the State and Commonwealth governments on the Australian National Immunisation Program Schedule. Specifically, the current services deliver by Wodonga City Council are:

- Immunisation services to all children aged 0-4 years and secondary school age children according to the recommended Australian Standard Vaccination Schedule National Immunisation Program.
- Immunisation services to all community members of the Benalla Rural City according to the recommended Australian Standard Vaccination Schedule National Immunisation Program and relevant state based catch up vaccination programs.
- BRCC staff vaccinations at cost e.g. Hepatitis NB, Pertussis and annual Influenza vaccinations.
- Reporting the vaccinations given to the relevant register and or authority — AIR, HPV Register or DHHS.
- Responding to all immunisation related enquiries.
- Implement the quarterly childhood overdue and home visit program for children aged 1,2 and 5 years.
- By variation additional programs/services can be provided e.g. influenza pandemic vaccination.

This contract provides cost effective immunisation to Benalla's residents and has freed capacity for the Council's Public Health Officer to focus on food premises (registration/inspections and renewals) and its compliance with the Food Act and the Public Health and Wellbeing Act. Baseline data is not available for Benalla's immunisation costs before the collaborative partnership, however benefits are evident such as increased capacity to meet service demands and deliver immunisation at a cheaper price per vaccine.





#### Key service area 4: Emergency Management

*Proposed shared service model: Resource/information sharing in 'clusters'*

Transformation of emergency management services will encompass a shared model for resources and information pertaining councils' emergency management functions. These include:

- Emergency management plans for the municipality, in partnership with other emergency services agencies
- Undertaking fire prevention activities including issuing fire prevention notices and working with fire agencies to reduce fire risks
- Planning overlay controls to address risks to properties such as fire and flood
- Operating relief and recovery centres during/after an emergency
- Coordinating emergency shelter for displaced people and animals
- Coordinating clean-up activities
- Assessing occupancy of damaged buildings, safety of sites after an emergency, and overseeing rebuilding (permits/inspections).<sup>30</sup>

Hume Region will engage in resource and information sharing to develop and implement of a sustainable model of regional collaboration to support interoperability and sustainability in response to major emergencies involving formal shared services arrangement. This will be supported by common business systems and processes, enabling collaboration around planning and monitoring responding to emergencies within the region. The clusters are based on aligned culture, residential needs and geography.

We may not have time, but there is a good case study of the Northern Vic Integrated Municipal EM Plan, involving 5 LGAs in the Loddon Campaspe region. See:

[http://www.mountalexander.vic.gov.au/Files/Emergency\\_management/Northern\\_Victorian\\_Integrated\\_MEMP\\_Version\\_2\\_-\\_Mount\\_Alexander\\_Shire\\_Public\\_Version\\_-\\_2018.pdf](http://www.mountalexander.vic.gov.au/Files/Emergency_management/Northern_Victorian_Integrated_MEMP_Version_2_-_Mount_Alexander_Shire_Public_Version_-_2018.pdf)

We should only reference this if:

- It looks like a good case study;
- We have time to write it up; and
- There is not a similar one in NE Vic (in which case we should refer to that one). A quick Google search didn't show anything up that I could see as directly equivalent in Hume region other than a fire-focused Hume regional plan, rather than a broader EM plan.

The expected cost savings resulting from the application of shared services to emergency management is \$81,000, as detailed in the table below.

**Table 12: Medium efficiency - expected cost savings from Emergency Management**

COST SAVING FROM TRANSFORMATION (AS'000)	2019-20	2020-21	2021-22	2022-23	2023-24	FIVE YEAR TOTAL
EMERGENCY MANAGEMENT	-	-	17	31	32	81

Source: EY analysis 2019

#### Key service area 5: Waste management

Transformation of waste management services will encompass service provision in 'clusters' and resource and information sharing in 'clusters', applied appropriately to councils' waste management requirements. These include:

- Waste transfer stations and landfills
- Organics processing
- Kerbside waste and recycling bin collection

<sup>30</sup> Vic Councils, 'What councils do'



- Removal of dumped rubbish and hard rubbish pickups
- Litter traps and blocked drains
- Green waste collection service
- Worm farms and compost bins
- Collection of State Government landfill levy.<sup>31</sup>

Two initiatives are considered in scope for the transformation of waste management services in the Hume Region:

- 5a) Integrated Landfill and Recycling
- 5b) Organics processing facility

#### **5a) Integrated Landfill and Recycling**

*Shared service model: 'Resource/information sharing in 'clusters'*

Common specifications, systems and process will be standardised across participating councils, which will facilitate coordination of human resources and information management to share resources such as staff, equipment and plant resources to permit rationalisation of landfill and recycling activities and ease of information sharing between councils. Further savings will be generated from resource and asset sharing and joint procurement for works.

Waste management is an area in which regulatory changes have driven up costs, with the cost of design, construction, operation and rehabilitation of landfills having increased as a result of the Environment Protection Authority's requirements.<sup>32</sup> Rationalising the system and sharing landfills logically as clusters will help to reduce costs for council involved.

#### **5b) Organics processing facility**

*Shared service model: Service provision in 'clusters'*

Due to existing capacity in the region, it is recommended that councils form regional and sub-regional partnerships under contractual agreements where a 'lead council' provides suitable functions on behalf of other councils with a 'fee for service' cost structure under a contractual agreement. The clusters are based on aligned culture, residential needs and geography.

It is recommended that Wangaratta, among others, acts as a lead council. Wangaratta has gained EPA works approval to construct a food and garden organics processing facility. The plant will comprise of seven bunkers with the capacity of 435 cubic metres per cell. The construction of the facility has been funded by the Rural City of Wangaratta and will have the capacity to process up to 12,000 tonnes of material a year, of which Wangaratta will require 5,200. For the organics processing facility to be able to service other Hume Region councils and utilise the 7,000 tonnes capacity, a weigh bridge (cost of \$140,000) and sifter (cost of \$120,000) must be constructed to enable additional councils to utilise the facility. Currently Alpine have firmly committed to utilising the organics processing facility, with scope for further use by nearby shires to utilise 12,000 tonnes capacity.

Wangaratta will be able to service surrounding councils for a reasonable price/tonne, varying with council distance.<sup>33</sup> This demonstrates their commitment to the shared service offering. For organics, there will most likely be significant 'cost avoidance' rather than 'cost savings' for councils who then do not have to build their own facility. There will also be an initial increase in cost in order to truck the waste outside of their shires. For organics, there may be an introduction of a service which will include some ongoing operating (transportation) costs.

While the expansion to 12,000 tonnes would allow Wangaratta to service neighbouring councils over the next 5 years, if the organics facility was to service the full Hume Region, it would require expansion to 20,000 tonnes at an estimated cost of \$1.2 million dollars. While this grant application will not include this further expansion, being aware of this information will allow Hume Region councils to make an informed decision in the future as to whether they build their own organics processing facility or collectively expand and use Wangaratta's facility. Any arrangements made in this service area are not expected to impact the relationship that some councils in the Hume

<sup>31</sup> Vic Councils, 'What councils do'

<sup>32</sup> Parliament of Victoria: Environment, Natural Resources and Regional Development Committee 2018, Inquiry into the sustainability and operational challenges of Victoria's rural and regional councils

<sup>33</sup> Consultation with Wangaratta February 2019 – they were able to reduce their price per tonne from \$134/tonne to \$56/tonne for organics collected from Stanhope





Region have with the North East Waste and Resource Recovery Group, although councils may have to inform them of any developments in this space.

The expected cost savings resulting from the application of shared services to waste management is \$626,000, as detailed in the table below.

**Table 13: Medium efficiency - expected cost savings from Waste Management**

COST SAVING FROM TRANSFORMATION (A\$'000)	2019-20	2020-21	2021-22	2022-23	2023-24	FIVE YEAR TOTAL
WASTE MANAGEMENT	-	-	135	240	251	626

Source: EY analysis 2019

### 3.1.6 Recommended phasing of transformation

It is recommended that business systems be addressed in the early phases of the transformation project (2019-20), as common business system specifications and processes will act as an enabler to shared services across all functions. The sequencing of shared services implementation is outlined in Figure 24.

**Figure 24: Implementation of shared services by function**

Service Areas	Activity	2019	2020	2021	2022
Project planning	Establish working capital fund	→			
	Market sounding and refined costing	→			
	Opt-in decision point	●			
Business Systems	Cloud based IT storage & file management		→		
	Payroll / HR system		→		
	Finance system (common CoA)		→		
	Alignment of IT infrastructure / hardware		→		
	Coordinated IT support services		→		
	Common platform citizen access		→		
Procurement	Capital works procurement			→	
	Other procurement			→	
Regulatory Services	Statutory Planning			→	
	Municipal Building Services			→	
	Environmental Health			→	
	Local Laws and Enforcement			→	
Emergency Management	Resource / information sharing			→	
Waste Management	Integrated Landfill and Recycling	→			
	Organics	→			

## 3.2 Partnering – legal / governance arrangements

### 3.2.1 Proposed governance arrangements for Hume Region Shared Services

The Hume Region Transformation Project will drive collaboration between the involved councils based on the following key assumptions:

- There will be no new entity or layer of bureaucracy introduced to drive the collaboration - councils will operate as a 'strategic alliance' supported by contractual agreements under an overarching "heads of agreement"
- The councils will use funds requested under the RCTP fund for the delivery of transformation areas



- The strategic alliance will only focus on opportunities for shared services and resource sharing which may develop and grow over time
- The shared service transformations will be implemented using the model most appropriate to the function area and will be governed by contractual agreements.

Contractual agreement for each function's shared service will allow councils to 'opt out' of shared service areas prior to signing each specific contractual agreement.

This integrated transformation project will demand the following levels of governance and accountability:

1. A Project Steering Group will be established comprising participating council CEOs (or nominated delegates) to oversee the five transformation areas
2. Dedicated project management support to ensure accountability and guide implementation
3. Project Sponsor at CEO level for each of the Strategic Activities
4. A Project Control Group (PCG) comprising at least 3 CEOs and 3 nominated executive-level Directors to guide implementation activities
5. Contractual agreements for each shared service activity, to be finalised before implementation with legal advice
6. Bi-annual reporting to participating councils and stakeholders.

The hierarchy of this governance structure is outlined in Figure 25.

**Figure 25: Layers of Transformation Project Governance**





Different governance arrangements will be established for each function, to allow for flexibility in the shared service arrangements based on the mode of shared service delivery and specific service requirements. This governance structure will ensure Hume Region councils have the ability to seamlessly share information and resources while still maintaining access to and control of their data.

**Figure 26: Governance models by functional area**

Service Area	Proposed Governance Models
<b>1. Business systems</b>	A contractual agreement with an external provider
<b>2a. Capital works procurement</b>	Resourcing sharing and joint contracting under a contractual agreement
<b>2b. Other procurement</b>	Resourcing sharing and joint contracting under a contractual agreement
<b>3a. Regulatory Services Planning, Building Services, Environmental Health, local laws and enforcement</b>	Resourcing and information sharing under a contractual agreement.
<b>3b. Building Services</b>	Service provision under contractual agreement
<b>3c. Environmental Health</b>	Service provision under a contractual agreement. Resource and information sharing, coordinated and integrated collaboration arrangement,
<b>3d. Local Laws and enforcement</b>	Sharing of resources (staff, consulting advice, equipment, plant etc) under a contractual agreement
<b>4. Emergency Management</b>	Strategy and resource collaboration under contractual agreement
<b>5a. Integrated Regional Landfill and Recycling</b>	Resourcing sharing under contractual agreement
<b>5.b Organics Processing Facility</b>	Service provision under contractual agreement

When assessing appropriate governance arrangements, EY evaluated the extent to which shared services have worked for similar sized councils in the past. In the case of Circular Head and Waratah-Wynyard Council (in Tasmania), the resource sharing arrangements for staff, procurement and projects have been supported by a formal agreement and enabled by the now two General Managers. This leadership support is crucial to the ongoing success of the project, no matter how strong the agreement. This case study identified the following as being essential for the success of the shared service arrangement as:

- Transparency, equity and flexibility to create trust
- Agreed rationale/approach for resource sharing
- Technology and management systems were a vital key enabler for resource sharing as they support physical movement between locations and ensure efficiency of use.<sup>34</sup>

The proposed governance arrangements will seek to meet all the 'success factors' in the following manner:

<sup>34</sup> UTS Centre for Local Government 2016, Review of Resource Sharing Arrangements between Circular Head and Waratah-Wynyard Councils



- The contractual agreement for each function will facilitate the flexibility required for councils to adapt the agreements to each service, while simultaneously ensuring the arrangement is transparent and equitable
- Agreement around rationale and approach to for resource sharing will be agreed by councils before entering into each shared service contractual agreement
- Common specifications across all business systems will support information sharing, physical movement of resources between locations and ensure efficiency of use.

### 3.3 Evidence of the proposed solution's effectiveness

To assess the proposed solution's effectiveness, EY undertook a review of literature, business cases and analysis into local council reforms which also featured shared services (outlined in Attachment A).

While shared services are in operation in the majority of Victorian councils, the extent to which cost savings were achieved in previous local council reforms is difficult to measure as shared services are relatively immature and any cost savings generated are most likely to have been re-directed towards meeting increased service demands.<sup>35</sup> This sentiment was reflected in the Victorian Auditor-General's report into shared services which outlined that the majority of councils find it "challenging to quantify the impact of shared services due to a lack of baseline data and other information."<sup>36</sup> Accordingly, efficiency outcomes from empirical evidence were not readily available and thus, the experience of other jurisdictions and merger councils were used as proxies, before being adjusted appropriately.

The paucity of data is a significant weakness of current shared service activity in the State and makes it difficult to measure the full extent of both financial and non-financial benefits from shared services being realised by Victorian councils. The Regional Transformation Project will provide the state with the opportunity to remedy this weakness, by measuring the effectiveness of shared service activity with baseline data from inception through to maturity of the sharing arrangement.

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*"I don't see resource sharing as a way of fighting off amalgamation. We've taken resource sharing on board to provide a better service to the community and be able to run our business at a better capacity. The key focus is that we are unlocking capacity of both councils to maximise usage of skills and people" – Resource sharing participant in Tasmanian councils*

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#### 3.3.1 Methodology of calculating the proposed solution's effectiveness

In order to assess the effectiveness of the proposed shared services solutions, EY undertook a number of complementary approaches:

- A bottom-up approach
  - Participating councils populated a financial template outlining their expenditure for each of the five key transformation areas specifically
  - EY overlaid this information with an analysis of Councils' budgets and strategic resource plans
- A top-down approach
  - Cost savings (efficiencies) estimates from Victorian, Interstate and International case studies were used to inform the estimated efficiencies and financial implications generated from shared service activity
- All assumptions were confirmed with Council CEOs to assess their 'reasonableness'

Based on these approaches, the effectiveness of the proposed solution has been estimated through the cost savings for councils of delivering shared services in the nominated service areas. EY has undertaken a simple methodology to calculate these efficiencies:

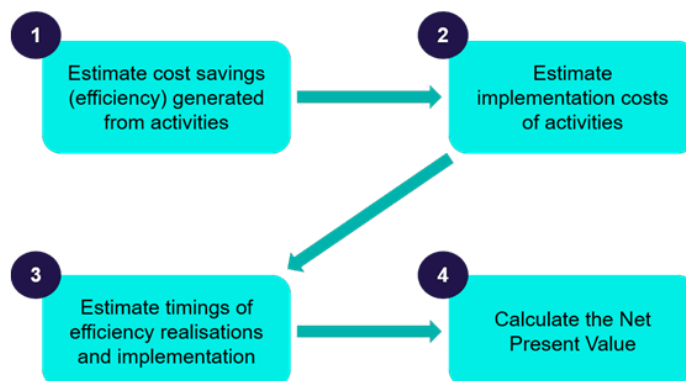
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<sup>35</sup> Victorian Auditor General's Office 2014, Shared Services in Local Government

<sup>36</sup> Ibid.

1. **Estimate the cost savings generated from shared service activities:** given that there was no evidence of shared services in the Hume Region to use as guidance, case studies of similar arrangements between councils in other states and countries have been utilised
2. **Estimate the implementation costs of shared service activities:** this information has been gathered from market quotes received by Hume Region councils on the costs required to introduce various systems or hire skilled personnel
3. **Estimate the timings of efficiency realisations and implementation:** EY has worked closely with councils to develop realistic assumptions about the timing of implementing the new systems in each of the service areas, and how long it will take councils to achieve the full realisation of cost savings
4. **Calculate the Net Present Value:** EY calculated the 5-year Net Present Value (NPV) rates of the project under three cost savings scenarios: low, medium (expected) and high. A discount rate of 4% was used with sensitivity analysis undertaken using alternate discount rates of 2.5% and 7%.

Figure 27: Methodology of calculating the proposed solution's effectiveness



### 3.3.2 Methodology Limitations

The following limitations informed the methodology chosen:

- Expenditure for the transformation areas is not specifically outlined in councils' financial reports, therefore EY relied upon council data provided specifically categorised under the transformation functions. This data has not been audited.
- While providers have been discussed for business systems, the provider has not been confirmed meaning implementation costs are estimated on quotes provided by councils.
- No council is currently undertaking significant shared service activity, meaning the exact implication on finances and the time taken for staff to complete tasks (cost savings/efficiency) from inter-council activities were not available. Instead, case studies from ad hoc shared services activity in the region and buttressed by Victorian, Interstate and International Case studies. While a detailed review of how each FTE in the region spent their time would have assisted these assumptions, this information was not able to be collected in the time provided.

### 3.3.3 Efficiency Assumptions

To assess the efficiency of the proposed shared services in the Hume Region in comparison to current state operations, our model requires the use of a number of assumptions outlined in Table 14. These efficiency assumptions have been informed by:





- Analysis of shared services and council collaboration case studies in Victoria, Interstate and in other jurisdictions,
- Information provided to EY from council executives, and
- EY's experience with synergies in corporate shared services and transactions, and our consideration of the extent to which those savings are achievable for local government organisations.

Table 14: Hume Region Project Efficiency Assumptions

EFFICIENCY	ESTIMATED COST SAVINGS – RANGE			RATIONALE
	Low	Middle	High	
<b>JOINT PROCUREMENT EFFICIENCY</b>	1%	2%	3%	<p>Joint procurement is expected to achieve the following outcomes:</p> <ul style="list-style-type: none"> <li>• improved savings through economies of scale and joint procurement</li> <li>• streamlined and joint processes and systems.</li> <li>• streamlined and joint policy and governance frameworks.</li> <li>• improved resilience and council continuity capabilities.</li> </ul> <p>The estimated efficiency assumption is conservatively based on Australian and International case studies, such as:</p> <ul style="list-style-type: none"> <li>• Third Horizon's evaluation of Cradle Coast Authority Shared Services (Tasmania) estimated \$2.5m of potential benefits from joint procurement and standardised processes of materials and services, equating to 5-10% of external contract rates.<sup>[1]</sup></li> <li>• North Lincolnshire Council and North-East Lincolnshire Council (UK) has achieved 2% savings on procurement since introducing the joint procurement strategy in 2006.<sup>[2]</sup></li> <li>• Auckland Regional Council's consolidation of procurement activities (2009) resulted in efficiency saving of 3% on materials and contracts and other expenses.<sup>[3]</sup></li> <li>• EY's experience with corporate transactions indicates that supplier rationalisation could potentially generate savings of 15-25% in procurement costs. We would expect shared services in the public sector to achieve a more conservative level of synergies in joint procurement costs.</li> </ul> <p>This efficiency was capped at 3% due to the geographical dispersion of municipalities inhibiting some 'place based' procurement and consolidation of contracts.</p>
<b>PROJECT STAFF EFFICIENCY</b>	1.5%	2.5%	3%	<p>Reduction in salaries and wages allocated to project transformation areas due to:</p> <ul style="list-style-type: none"> <li>• More efficient operations due to common specifications</li> <li>• Access to staff without the need to employ expensive contractors</li> <li>• Shared skills, expertise and learning</li> <li>• Making existing staff more efficient and able to undertake an increased workload</li> <li>• redeployment duplicated back office positions to frontline service positions were possible.</li> </ul> <p>The efficiency assumption is based on the above rationale as well as case studies, such as:</p> <p>Efficiencies equivalent to 3.7 to 5 per cent of a council's employee salary and wage costs were assumed in regional</p>

<sup>[1]</sup> Cradle Coast Authority 2017, Shared Services Report

<sup>[2]</sup> Local Government Association 2012, Services shared: costs spared? An analysis of the financial and non-financial benefits of local authority shared services

<sup>[3]</sup> Auckland City Council 2010, Annual Report 2009/2010



<b>INFORMATION TECHNOLOGY</b>	councils as part of NSW Local Government Merger Proposals. As this assumption related to the consolidation of councils. The analysis undertaken for this report assumes a 60% achievement of the efficiencies of consolidation of councils. <sup>37</sup>		
	2.5%	5.0%	7.5%
<b>GENERAL OPERATING EXPENDITURE EFFICIENCY</b>	<ul style="list-style-type: none"> <li>Previous EY experience with corporate merger transactions indicates that consolidation of IT functions and applications can potentially generate savings of 20-30%.</li> <li>Queensland Treasury Corporation (2009) claimed efficiency savings for IT were 31%.<sup>38</sup></li> </ul> <p>Given there is no plan to significantly change IT FTE number, savings are expected to be more moderate for the Hume Region.</p>		
	0%	5%	10%
	<ul style="list-style-type: none"> <li>The estimation of savings that would result from the consolidation of Waratah Wynyard Council and Burnie City Council, both in Tasmania, was 5% general op ex savings, based on consultation with councils.<sup>39</sup></li> </ul> <p>15-25% is the benchmark for expenditure cost savings in corporate transactions. This analysis assumes that shared services in the public sector to achieve a more conservative level of synergies in costs towards the lower end of this scale.</p>		

#### Application of efficiency assumptions

Within the five key services functions, the efficiency assumptions will be applied to the relevant line items.

Table 15: Efficiency assumptions

SERVICE AREA	EFFICIENCIES APPLIED
Business Systems	<ul style="list-style-type: none"> <li>The project staff efficiency has been applied to business systems employees</li> <li>The joint procurement efficiency has been applied to 75% of the contract payments, material and consumables line items</li> <li>The information technology efficiency has been applied to IT line items</li> <li>General operating expenditure efficiency has been applied to general expenses associated with business systems.</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>The project staff efficiency has been applied to business systems employees</li> <li>The joint procurement efficiency has been applied to 100% of capital works procurement activity</li> <li>The joint procurement efficiency has been applied to 75% of the contract payments, material and consumables line items</li> </ul>
Regulatory Services	<ul style="list-style-type: none"> <li>The project staff efficiency has been applied to business systems employees</li> <li>The joint procurement efficiency has been applied to 75% of the contract payments, material and consumables line items</li> <li>General operating expenditure efficiency has been applied to general expenses associated with regulatory services.</li> </ul>
Emergency Management	<ul style="list-style-type: none"> <li>The project staff efficiency has been applied to emergency management employees</li> <li>The joint procurement efficiency has been applied to 75% of the contract payments, material and consumables line items.</li> </ul>
Integrated Regional Landfill Recycling and organics	<ul style="list-style-type: none"> <li>The project staff efficiency has been applied to business systems employees</li> <li>The joint procurement efficiency has been applied to 75% of the contract payments, material and consumables line items.</li> </ul>

<sup>37</sup> KPMG 2016, Outline of Financial Modelling Assumptions for Local Government Merger Proposals

<sup>38</sup> Queensland Treasury Corporation 2009, Review of Local Government Amalgamation Costs Funding Submissions – Final Summary Report

<sup>39</sup> KPMG 2002, Waratah Wynyard Council and Burnie City Council: Financial modelling – Stand alone vs amalgamation





### Realisation of Savings

The realisation of savings in each functional area depends on the time allocated to scope, tender, develop, build, pilot and fully implement each shared services area, as outlined in Chapter 7. As business systems are an enabler for further council collaboration, this function will be piloted and implemented first and will therefore realise efficiencies earlier than other functional areas of the transformation. Successful realisation of savings is dependent on thorough implementation planning and delivery, including a detailed change management program to mitigate the risk relating to ineffective change management, as highlighted on page 82.

**Table 16: Application of efficiency assumptions by service area**

SERVICE AREA	REALISATION OF SAVINGS				
	2019-20	2020-21	2021-22	2022-23	2023-24
Business Systems	0%	9%	100%	100%	100%
Procurement	0%	0%	59%	100%	100%
Regulatory Services	0%	0%	59%	100%	100%
Emergency Management	0%	0%	59%	100%	100%
Integrated Regional Landfill Recycling and organics	0%	0%	59%	100%	100%

### Net Present Value

Table 17 below presents the 5-year Net Present Value (NPV) of the project, which has been estimated at \$6.2 million, based on the 'Medium' efficiency scenario and using a discount rate of 4 per cent.

**Table 17: Net present value cash flow analysis: Medium efficiency savings, discounted @ 4%**

<i>Indicative project savings</i>	<i>Present value</i>	<i>2018-19</i>	<i>2019-20</i>	<i>2020-21</i>	<i>2021-22</i>	<i>2022-23</i>	<i>2023-24</i>
<i>Indicative project savings</i>							
Medium efficiency savings	\$10.87m	-	-	-	\$2.87m	\$5.10m	\$5.34m
<i>Estimated Implementation cost</i>							
Business systems	\$2.9m	\$0.70m	\$2.00m	\$0.50m	-	-	-
Waste management	\$0.2m	\$0.26m					
Project Management costs	\$0.5m	\$0.22m	\$0.22m	\$0.21m			
Legal advisors	\$0.19m	\$0.20m					
Consultants	\$0.58m	\$0.60m					
Working Capital Fund	\$0.10m	\$0.10m					
<b>Total implementation costs</b>	<b>\$4.67m</b>	<b>\$2.08m</b>	<b>\$2.22m</b>	<b>\$0.71m</b>			
<i>Indicative net financial impact (savings fewer costs)</i>							
Net Value		-\$2.08m	-\$2.22m	-\$0.71m	\$2.87m	\$5.10m	\$5.34m
Net present value (NPV)	<b>\$6.2m</b>						



Source: EY analysis, 2019

Sensitivity analysis has also been undertaken using a high and low range of efficiency saving scenarios and with alternate discount rates of 2.5% and 7%. The sensitivity analysis returns a positive return on investment after five years under all scenarios, meaning that the project is viable under all discount rates and efficiency scenarios.

**Table 18: NPV sensitivity results**

NPV	Discount rate		
	2.5%	4%	7%
Low level of efficiency	\$1.0m	\$0.7m	\$0.2m
Medium level of efficiency - expected	\$6.9m	\$6.2m	\$4.9m
High level of efficiency	\$12.3m	\$11.2m	\$9.3m

Source: EY analysis, 2019

### 3.4 Scalability of the recommended solution

The design of the solution could be scaled to suit individual or multiple councils. Business Systems will be the first service area implemented, with other service areas to begin in the following year. This will provide a guide on the success of this system, and decisions can then be made as to how other service areas and activities are rolled out to other councils.

Councils currently deliver services in around 100 different service areas. These services comprise council programs that respond to local community needs, and Commonwealth and State Government programs. They are delivered in partnership with the local community, other tiers of government and other agencies. Each municipality is distinct, providing 'core' services in common with other councils as well as services that respond to local circumstances. There is potential for more service areas to be incorporated into the shared service arrangements in the future if the program in the Hume Region is successful.

### 3.5 Alternatives considered

EY has considered the potential efficiencies and resulting project value if the transformation is only applied to certain service functions. This analysis was applied to the following options:

*Option 1: Business Systems*

*Option 2: Business Systems and Procurement*

*Option 3: All 5 service areas are transformed (preferred)*

In order to assess the viability of each option, the 5-year Net Present Value (NPV) has been calculated based on the associated implementation costs and expected efficiencies generated under the 'Medium' efficiency scenario and using a discount rate of 4 per cent. As outlined in Table 19 below, Option 3 delivers the highest 5-year NPV and has therefore been selected as the recommended solution. Extending shared services to all 5 service areas also generates non-financial benefits such as greater capacity for workforce to deliver consistently high-quality services over core functions, greater access to skilled workforce required, improved community liveability and cost-effective delivery of services.

**Table 19: Analysis of Alternative Options**

Option	Description	NPV
1. Business Systems	This option encompasses the implementation of common specifications for business systems including the following features: <ul style="list-style-type: none"> <li>1. Cloud-based information storage and file management</li> <li>2. Common Payroll / HR system</li> </ul>	-\$2.2m



	3. Common Chart of Accounts 4. Alignment of IT infrastructure/hardware 5. Coordinated IT support services 6. Development of a common platform for citizen access	
	For this option, it is assumed that implementation costs will include costs associated with business systems, project management, legal advisors and consultants. However, the working capital fund and waste management costs are not required for business systems as a standalone project. While business systems are fundamental to the transformation project, they do not deliver a positive NPV in their own right after 5 years. A key benefit of aligned business systems is providing the authorising environment to be able to share information and staff efficiency in other functions, which is not captured in this option.	
2. Business Systems and Procurement	This Option is an extension of Option 1, including the implementation of common specifications for business systems and extending extends shared services to procurement. For this option, it is assumed that implementation costs relating to business systems, project management, legal advisors, consultants and the working capital fund will be required. However, due to the nature of this option, waste management costs will not be included.	<b>\$4.8m</b>
3. Shared services in all 5 service functions - <i>Business Systems, Procurement, Regulatory Services, Emergency Management, and Waste management.</i>	This option includes the common specifications implemented in business systems and extends shared services such as resource and information sharing to procurement, regulatory services, emergency management, and waste management.	<b>\$6.2m</b>

### 3.6 Evaluation strategy

Evaluation of the transformation program will occur through a variety of formal and informal measures. On a formal basis, there is data already collected from councils that can contribute to the development of Key Performance Indicators (KPIs) for the program. Informally, regular meetings between councils and change management personnel will ensure that the planning and implementation of shared services is completed in an efficient and effective manner.

The Know Your Council data that is collected from councils on an annual basis provides meaningful information that will provide indications of changes in various measurements. Specifically, some of the indicators that may be tracked include:

- Community satisfaction ratings
- Cost of kerbside garbage bin collection service per kerbside garbage collection bin
- Percentage of planning application decisions made within the agreed timeline.

There is also other information that could be collected by councils (if it is not already being collected) that could provide insight into some of the focus areas of the transformation program. These include:

- Staff satisfaction results
- Number of staff working across multiple councils

At a broader level, the financial information of the councils will be an important measurement of the success of the program. In particular, council expenditure on the focused service areas will be an important area of evaluation. If

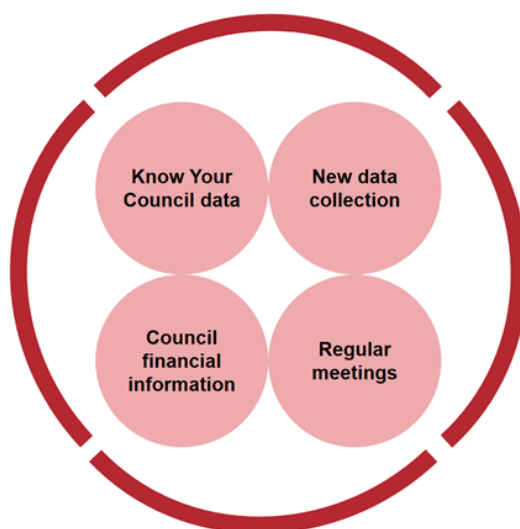


councils can reduce expenditure in these areas, this would provide a good indication that they are in a better financial position. This can easily be compared with previous council financial information.

Another important indicator that will measure the effectiveness of the transformation program is the use of Government funding on the program. Councils will complete further in-depth planning to estimate the costs of implementation for each service area and hence, how the funding is being spent. Through doing this, councils can continuously track the spending in each area and – if required – adapt the planning to ensure that all Government investment is utilised effectively. The funding in each service area can be a useful indicator on an ongoing basis, as it can be compared to the cost savings for councils to provide the Government with a sense of how effective the investment has been.

Regular meetings between councils and change management personnel will provide a more informal evaluation of the program. Key staff members will be able to share insights about how implementation and delivery are tracking, and in turn, develop any strategies for change that may be necessary. This is just as important as formal review processes such as program evaluation reports, as it allows councils to make changes on a more flexible basis.

Figure 28: Components of evaluation strategy



Source: EY analysis

### 3.7 What are the implications of a 'business as usual' approach?

If a 'business as usual' scenario continues and Hume Region councils deliver services independently, some may be at risk of failing to meet current service delivery levels. Strategic Resource Plans from each council outline total operational revenue and expenditure forecasts, and these suggest that expenditure will rise at a greater rate than revenue. Between 2017-18 and 2023-24, operating expenditure for Hume Region councils is estimated to increase by 15%, while revenue is projected to rise by 12.7%. Of the 11 participating councils in the Hume Region, seven are predicted to have a greater increase in operational expenditure than revenue between 2017-18 and 2023-24. There are seven councils in the Hume Region that are projected to have a greater increase in operating expenditure than revenue in the short to medium term:

- Alpine
- Indigo
- Mitchell
- Strathbogie
- Towong

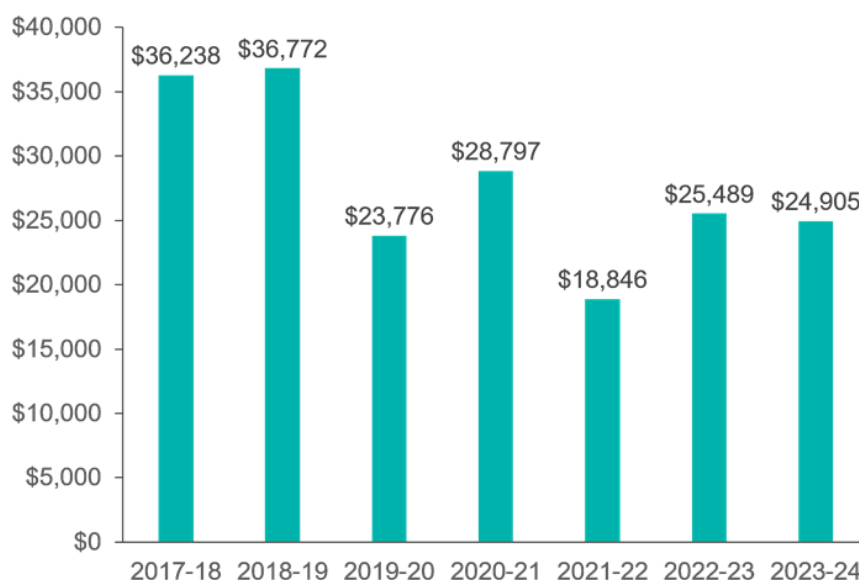


- Wangaratta
- Wodonga.

These councils vary in population size and levels of revenue and expenditure, indicating that this financial stress is not a problem isolated to smaller shires in the Hume Region.

Figure 29 below outlines the budgeted and forecasted operating revenue and expenditure for these seven councils. By 2025-26, the gap between revenue and expenditure is projected to drop from \$36.2 million in 2017-18 to \$18.8 million in 2021-22. The gap is then expected to increase up to \$24.9 million in 2023-24, but this is still 31.2% lower than the gap in 2017-18.

Figure 29: Gap between operating revenue and expenditure in Alpine, Indigo, Mitchell, Strathbogie, Towong, Wangaratta and Wodonga



Source: EY Analysis of Council Strategic Resource Plans, 2019

If councils experience operating deficits (expenditure exceeds revenue), they may be forced to utilise cash reserves to remain in a positive financial position. This will be an issue for the smaller councils, as councils across Victoria that are categorised as Small Shires have the smallest cash reserves.<sup>40</sup> Seven of the councils in the Hume Region are Small Shires.

While the Auditor-General has advised that, in the short to medium term, rural and regional councils may need to consider adding debt as a funding measure<sup>41</sup>, councils in the Hume Region have expressed that this is not a long term or desirable solution for financial and operational sustainability. Mansfield Shire Council emphasised this point, stating in their submission to the Inquiry that "Increasing debt is a band-aid solution, which is not only unfair on our ratepayers and community but also ignores the root cause of the issue – lack of income to provide core services". As most councils' reliance on borrowings as a source of funds is low, the likely outcome when expenditure requirements exceed revenue is that councils are simply unable to deliver services to the community.

If councils do not deliver shared services, they will not meet important targets and objectives outlined in council plans. These specific details are outlined below.

<sup>40</sup> Local Government Victoria 2017, Report on 2017-18 Council Budgets

<sup>41</sup> Parliament of Victoria 2018, Inquiry into the sustainability and operational challenges of Victoria's rural and regional council



Table 20: Alignment between council plans and shared services

Council document	Alignment with shared services priorities
Alpine Shire Council Plan	<ul style="list-style-type: none"> <li>Actively seek savings to help minimise future rate rises</li> <li>Advocate for the community on key issues</li> <li>Align services with community expectations</li> </ul>
Benalla Shire Council Plan	<ul style="list-style-type: none"> <li>Pursue innovation and efficiency in systems and processes</li> <li>Ensure services are efficient, well planned, accessible and meet community needs</li> <li>Work in partnership with community, groups, local agencies and all levels of government to advocate for improved services, infrastructure and social outcomes for our community</li> <li>Manage the procurement of goods and services to provide transparency and best value for money</li> </ul>
Indigo Shire Council Plan	<ul style="list-style-type: none"> <li>Identify and improve opportunities to deliver more responsive and efficient services</li> <li>Conduct a review of all Council services to recommend opportunities for efficiencies</li> <li>Pursue opportunities for shared services with other councils within the region</li> </ul>
Mansfield Shire Council Plan	<ul style="list-style-type: none"> <li>Explore opportunities for integrated and shared service delivery with other local service providers</li> <li>Engage with regional partners to deliver regional infrastructure planning and works that will benefit the municipality</li> <li>Identify opportunities for streamlining processes, data collection and in the field connectivity using mobile technology to maximise service efficiency</li> <li>Actively seek shared service opportunities with other councils of a similar profile to reduce recurrent expenditure</li> </ul>
Mitchell Shire Council Plan	<ul style="list-style-type: none"> <li>Seek opportunities to participate at a local and regional level in collaborative procurement for shared services and service reviews to maximise public value and efficiencies</li> <li>Investigate and initiate innovative practices in key aspects of environmental management</li> </ul>
Moira Shire Council Plan	<ul style="list-style-type: none"> <li>Continue to maintain and provide facilities and services that the community values and needs</li> <li>Develop technology to enhance business efficiency and service delivery</li> <li>Identify and pursue relevant opportunities for efficiencies and shared services with other councils including cross border councils</li> <li>Form and sustain partnerships with other councils, department, industry and organisations</li> </ul>
Murrindindi Shire Council Plan	<ul style="list-style-type: none"> <li>Work with partner agencies to ensure people of all ages can access the health and community services they need</li> <li>Ensure culture, systems and technologies encourage and enable innovation in business practices and service delivery</li> <li>Ensure the range of services provided and the way they are provided are best aligned with community priorities and Council's resources</li> </ul>
Strathbogie Shire Council Plan	<ul style="list-style-type: none"> <li>Monitor, investigate, implement improvements and/or the extension of the waste service</li> <li>Implement models of service delivery that result in increased efficiencies and better community outcomes</li> </ul>
Towong Shire Council Plan	<ul style="list-style-type: none"> <li>Investigate new/additional funding streams with a view to reducing reliance on rate revenue (in conjunction with other small councils)</li> <li>Improve service delivery and reduce costs through process improvement and shared services</li> </ul>





	<ul style="list-style-type: none"> <li>• Deploy software that leveraged improved IT infrastructure</li> </ul>
Rural City of Wangaratta Council Plan	<ul style="list-style-type: none"> <li>• Make sure services are responsive and adaptable to the changing needs and profile of the community</li> <li>• Consider the needs of the region by actively participating in the Hume Regional Partnerships initiative</li> <li>• Advocate for a regional approach to waste management that has economic and environmental benefits</li> </ul>
City of Wodonga Council Plan	<ul style="list-style-type: none"> <li>• Foster a positive culture of skilled employees which allows for the continuous improvement of service delivery providing the best outcome for the community in an open, transparent and fair manner</li> </ul>
Alpine Shire Council Plan	<ul style="list-style-type: none"> <li>• Actively seek savings to help minimise future rate rises</li> <li>• Advocate for the community on key issues</li> <li>• Align services with community expectations</li> </ul>



## 4. Benefits

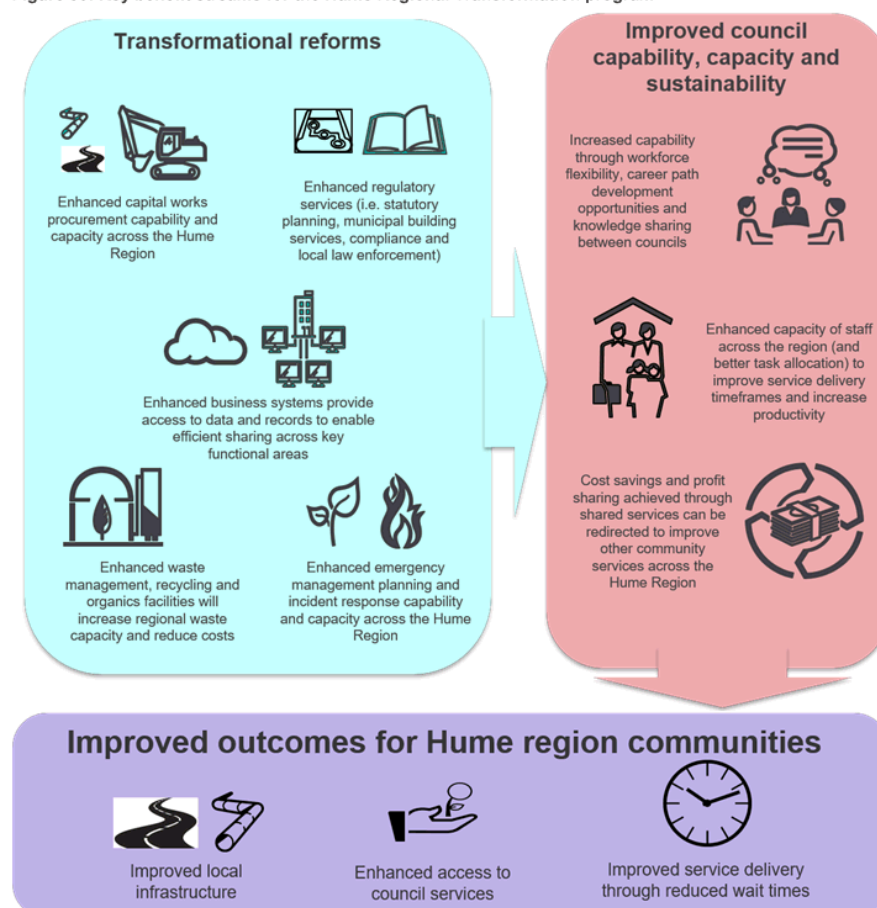
### 4.1 Benefits of recommended solution

The preferred solution will deliver benefits to the community through transformational reforms to council functions and services. Four major benefit categories have been identified as being critical to the success of the project, including:

- Creating greater capacity for workforce to deliver consistently high-quality services
- Providing greater access to skilled workforce required
- Improving local community liveability
- Increasing the cost effectiveness of delivery of services

The diagram below outlines the key benefit streams for the preferred solution.

Figure 30: Key benefit streams for the Hume Regional Transformation program



Source: EY, 2019

Details of the transformational benefits are further described in the below sections.



#### 4.1.1 Benefits of common business systems

The table below describes the benefits of proposed improvements to business systems.

Benefit category	Benefits of common business systems
Greater capacity for workforce to deliver consistently high-quality services	<ul style="list-style-type: none"> <li>Common business systems (i.e. payroll and cloud based information storage and file management) will enable flexibility of access to information and records used to carry out council functions (both internal and externally facing)</li> <li>Alignment of business systems creates consistency of functional processes which will enable cross-council sharing of workload across multiple functional areas</li> <li>This means where one council is stretched, others can assist in delivery of services within quicker timeframes.</li> </ul>
Greater access to skilled workforce required	<ul style="list-style-type: none"> <li>Common Payroll / HR system and resource sharing arrangements will encourage a better matching of resources to service need across council borders</li> <li>This will benefit small councils in particular in cases where specialised services (e.g. municipal building surveyors) are not held in-house full time, or where capacity is constrained</li> <li>Resource sharing will better support career development across the region, broadening the scope of career development and progression opportunities for staff</li> <li>This would likely reduce attrition rates across councils and reduce the need for outsourcing to external providers.</li> </ul>
Improved community liveability	<ul style="list-style-type: none"> <li>Development of a common platform for citizen access will provide greater access to services across councils</li> <li>This 'portal' creates a common method of community engagement and a more consistent and broad ranging set of service offerings for residents across the regions.</li> </ul>
Cost effective delivery of services	<ul style="list-style-type: none"> <li>Common Chart of Accounts (CoA) will save costs in delivery of finance functions across councils</li> <li>Common IT infrastructure and systems will allow for leveraged procurement resulting in lower costs in the long terms in comparison to a fractured platform across different councils.</li> </ul>

#### 4.1.2 Benefits of shared procurement strategy / process

The table below describes the benefits of proposed improvements to capital works procurement strategy / process.

Benefit category	Benefits of shared capital works procurement strategy / process
Greater capacity for workforce to deliver consistently high-quality services	<ul style="list-style-type: none"> <li>Combining procurement processes, creating integrated (cross border) contracts and pooling market knowledge (with respect to value generated from comparative suppliers) will improve the leverage of the councils to extract further value from suppliers, thus improving service delivery outcomes associated with capital works delivery</li> </ul>
Greater access to skilled workforce required	<ul style="list-style-type: none"> <li>Specialist procurement expertise and market knowledge can be shared among councils to better leverage regional knowledge and procurement processes.</li> <li>This will particularly help smaller councils such as Mansfield and Towong where procurement expertise is non-existent.</li> <li>This approach enables development opportunities for staff to gain experience on larger and potentially more complex capital works delivery contracts</li> </ul>
Improved community liveability	<ul style="list-style-type: none"> <li>Cost savings generated by more efficient expenditure (achieved through greater economies of scale) will allow for a greater scope of items to be purchased each year.</li> </ul>



	<ul style="list-style-type: none"> <li>• This could mean increases in renewed road surfaces and/or provision of other capital works such as community / sports facilities.</li> <li>• Cost savings from more efficient procurement may be redirected to additional service areas to improve quality of services to Hume residents</li> </ul>
Cost effective delivery of services	<ul style="list-style-type: none"> <li>• Greater economies of scale will be achievable through a joint approach to procurement across key expenditure areas, particularly capital works procurement</li> <li>• Economies of scale will give rise directly to bottom line cost savings, achieving greater value for money for rate payers</li> </ul>

#### 4.1.3 Benefits of shared regulatory services

The table below describes the benefits of the proposed improvements to regulatory services

Benefit category	Benefits of shared regulatory services
Greater capacity for workforce to deliver consistently high-quality services	<ul style="list-style-type: none"> <li>• Sharing staff across planning and building services will enable flexibility for staff to deliver high quality service across councils</li> <li>• Cross border sharing of regional workload improves work allocation to improve work-life balance of staff</li> <li>• This means where one council is stretched, others can assist in delivery of regulatory obligations within quicker timeframes.</li> </ul>
Greater access to skilled workforce required	<ul style="list-style-type: none"> <li>• Improvement to recruitment and retention of staff, particularly in roles where significant challenges exist to attract staff (i.e. Statutory Building functions).</li> </ul>
Improved community liveability	<ul style="list-style-type: none"> <li>• Enhanced statutory planning and building services could have a medium to large benefit for the economy across the Hume Region, as a more efficient application and approval system would be viewed favourably by investors and could attract more land development to the region.</li> <li>• Regional collaboration ensures sustainable delivery of environmental health functions (e.g. vaccinations)</li> <li>• Coordination of policy and local laws and a regional approach to ensuring sustainability of these statutory functions for the community.</li> </ul>
Cost effective delivery of services	<ul style="list-style-type: none"> <li>• Cost savings associated with shared use of equipment, processes, and skilled staff across regulatory services including building inspection/approval, statutory and strategic planning, local law enforcement, and environmental health services.</li> <li>• Reduced requirement for external contractors to deliver services.</li> </ul>

#### 4.1.4 Benefits of shared emergency management

The table below describes the benefits of the proposed shared emergency management enhancements.

Benefit category	Benefits of shared emergency management
Greater capacity for workforce to deliver consistently high-quality services	<ul style="list-style-type: none"> <li>• Development and implementation of a sustainable model of regional collaboration to support interoperability and sustainability in response to major emergencies.</li> </ul>
Greater access to skilled workforce required	<ul style="list-style-type: none"> <li>• A shared network of incident responders across councils will encourage knowledge sharing and increase capability of council representatives attending emergency response incidents</li> </ul>



	<ul style="list-style-type: none"> <li>Clustering the number of Municipal Emergency Response Officers across the region.</li> </ul>
Improved community liveability	<ul style="list-style-type: none"> <li>Improved capacity to respond more efficiently and effectively to emergency incidents across the region offers significant and potentially life-saving benefits to Hume Region residents</li> <li>This is especially relevant given the localised incidence of bushfires in recent years across the Hume region.</li> </ul>
Cost effective delivery of services	<ul style="list-style-type: none"> <li>Reduced duplication of process and strategic planning.</li> </ul>

#### 4.1.5 Benefits of proposed regional landfill, recycling & organics

The table below describes the benefits of the proposed regional landfill, recycling & organics

Benefit category	Benefits of proposed regional landfill, recycling & organics
Greater capacity for workforce to deliver consistently high-quality services	<ul style="list-style-type: none"> <li>This project component does not necessarily deliver workforce capacity, but does deliver greater landfill / recycling capacity (in terms of additional metric tonnes, additional years capacity for delivery of waste services).</li> </ul>
Greater access to skilled workforce required	<ul style="list-style-type: none"> <li>Knowledge sharing and increased workforce capability across regional landfill, recycling and organics processing facilities.</li> </ul>
Improved community liveability	<ul style="list-style-type: none"> <li>Improved community service delivery through additional long-term capacity of regional landfill and recycling facility (particularly for Benalla residents)</li> <li>Community access to regional organics processing facility (particularly Wangaratta).</li> <li>Cost reduction in unit costs for residents to use waste facilities.</li> </ul>
Cost effective delivery of services	<ul style="list-style-type: none"> <li>Potential for operational cost savings due to upgraded machinery and design of new waste facilities.</li> <li>Potential savings from optimisation of collection service routes no longer being confined within council boundaries. Feasibility of re-contracting collection services to be further assessed during implementation phase</li> </ul>

## 4.2 Historical (and forecast baseline) service performance

A number of council performance metrics have been identified as having potential to be impacted by the Hume Regional Transformation Project. To understand the possible impacts, we need to understand the historical and baseline forecast of service performance for these performance metrics over time.

This section provides detail of the baseline performance measures (current and forecast), under a business as usual scenario (i.e. without the project). Key metrics identified include the following 'Know Your Council' metrics which provide indication of the efficiency of council operations:

- Direct cost to council of sealed local road resealing per square metre resealed
- Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads
- Percentage of VicSmart planning application decisions made within 10 days and regular planning application decisions made within 60 days
- Direct cost to council of the statutory planning service per planning application received
- Direct cost to council of the kerbside garbage bin collection service per kerbside garbage collection bin

65

- Expenses divided by the population of the municipality
- Community satisfaction rating out of 100 with how council has performed in making decisions in the interests of the community.

Based on Hume Region's population and service need growth trends, the level of service for Hume Region's residents is likely to be reduced over the next 5 years under a business as usual scenario. The table below outlines the service level performance metrics over a 5-year period, combining historical and forecast baseline performance estimates. The estimates assume a marginally degraded (2.5% p.a.) service level (from current) across a number of relevant functional service areas.

This assumption factors in increased persistence of the current day problems identified in the ILM (i.e. continued difficulties in attracting key skilled staff, uncoordinated capital works procurement, misaligned business systems limiting collaboration, inconsistent work allocation across councils in the region, inconsistent service levels for responding to community inquiries and dealing with minimal sharing of knowledge across functional areas).

**Table 21: Baseline performance metrics – Hume regional averages**

Performance metrics	Historical				Forecast					
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2022-23
<b>Hume regional averages</b>										
<b>Capital works procurement metrics</b>										
Number of sealed local road requests received by council per 100 kilometres of sealed local road	17.8	19.1	27.9	22.5	22.4	22.9	23.5	24.1	24.7	25.3
Percentage of sealed local roads that are below the renewal intervention level set by council and therefore do not require renewal			96%	95%	96%	96%	96%	96%	96%	96%
Direct cost to council of sealed local road resealing per square metre resealed			\$6.40	\$6.45	\$6.58	\$6.75	\$6.92	\$7.09	\$7.27	\$7.45
Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads	48	53	46	51	48	47	46	45	44	43
<b>Regulatory services (Planning) metrics</b>										
Percentage of VicSmart planning application decisions made within 10 days and regular planning application decisions made within 60 days			80%	75%	75%	74%	72%	70%	68%	66%
Direct cost to council of the statutory planning service per planning application received	\$2,046	\$2,312	\$2,096	\$2,111	\$2,195	\$2,250	\$2,306	\$2,364	\$2,423	\$2,483
<b>Waste management metrics</b>										
Direct cost to council of the kerbside garbage bin collection service per kerbside garbage collection bin	\$120	\$104	\$101	\$98	\$108	\$111	\$114	\$116	\$119	\$122
<b>General efficiency and performance metrics</b>										
Amount of council expenditure for each property	\$3,241	\$3,170	\$3,160	\$3,230	\$3,120	\$3,042	\$2,966	\$2,892	\$2,820	\$2,749
Expenses divided by the population of the municipality	\$2,028	\$2,057	\$1,999	\$2,024	\$1,976	\$1,927	\$1,879	\$1,832	\$1,786	\$1,741
Community satisfaction rating out of 100 with how council has performed in making decisions in the interests of the community	48	50	46	53	48	47	46	44	43	42

Source: EY analysis of Know Your Council data, 2019



### 4.3 Estimated impact on service performance measures and sustainability

The project is expected to have a positive impact on service delivery for all council participants in the Hume Region. A series of council service performance metrics were identified (above in section 4.2) as being pertinent to the success of the project.

This section provides an estimation of the impact to key performance measures (indicative forecast only) resulting from the project, over a period of 5 years.

Table 22 below shows the potential impact of the project across the relevant service areas. This indicative forecast outcome provides a positive contrast to the baseline case outlined in section 4.2. The indicative impacts represent a successful implementation across the 5 key transformational areas in the Hume Rural Council Transformation Project. Based on efficiency assumptions, a 1% improvement in service outcomes and a 1% decrease in cost items is expected for all metrics. This is with the exception of 'Percentage of sealed local roads that are below the renewal intervention level set by council and therefore do not require renewal', which is estimated to experience a 0.3% annual improvement. While this expected efficiency is relatively modest, it is a net 3.5% improvement on the baseline forecast which sees a 2.5% reduction in service outcomes and a 2.5% increase in cost items is expected. Thus, while the project will realise efficiencies for the participating councils, its primary benefit is to 'future proof' the councils to ensure they are able to meet expected service delivery levels.

Table 22: Project performance metrics – Hume regional averages

Performance metrics	Historical					Forecast				
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
<b>Hume regional averages</b>										
<b>Capital works procurement metrics</b>										
Number of sealed local road requests received by council per 100 kilometres of sealed local road	17.8	19.1	27.9	22.5	24.9	23.5	24.0	23.5	23.5	23.3
Percentage of sealed local roads that are below the renewal intervention level set by council and therefore do not require renewal			96%	95%	96%	96%	96%	96%	97%	97%
Direct cost to council of sealed local road resealing per square metre resealed			\$6.40	\$6.45	\$6.36	\$6.34	\$6.29	\$6.25	\$6.21	\$6.16
Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads	48	53	46	51	49	50	50	51	51	51
<b>Regulatory services (Planning) metrics</b>										
Percentage of VicSmart planning application decisions made within 10 days and regular planning application decisions made within 60 days			80%	75%	78%	77%	79%	79%	79%	80%
Direct cost to council of the statutory planning service per planning application received	\$2,046	\$2,312	\$2,096	\$2,111	\$2,083	\$2,076	\$2,058	\$2,046	\$2,032	\$2,019
<b>Waste management metrics</b>										
Direct cost to council of the kerbside garbage bin collection service per kerbside garbage collection bin	\$120	\$104	\$101	\$98	\$98	\$97	\$97	\$96	\$95	\$95
<b>General efficiency and performance metrics</b>										
Amount of council expenditure for each property	\$3,241	\$3,170	\$3,160	\$3,230	\$3,195	\$3,213	\$3,204	\$3,208	\$3,206	\$3,207
Expenses divided by the population of the municipality	\$2,028	\$2,057	\$1,999	\$2,024	\$2,011	\$2,018	\$2,015	\$2,016	\$2,015	\$2,016



Performance metrics	Historical					Forecast				
Hume regional averages	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2022-23
Community satisfaction rating out 100 with how council has performed in making decisions in the interests of the community	48	50	46	53	50	52	51	52	52	53

Source: EY analysis of Know Your Council performance metrics, 2019

## 5. Current Council Service(s) Delivery

### 5.1 Revenue history and forecasts ('business as usual')

#### 5.1.1 Hume region council revenue summary

Table 23 below outlines the total revenue for each participating council member of the Hume Region Transformation Project. The information is in line with the existing Strategic Resource Plan Forecasts, collated in February 2019.

Of the participating councils in the Hume Region Transformation Project, the average council revenue for 2017-18 was \$39.7 million. Revenue variation among councils was significant, with Mitchell having the largest income average of approximately \$73 million, while Towong's revenue was just over \$15 million.

Going forward, revenues are expected to grow at various rates depending on the location, but at an average rate of approximately 2.2% per annum across the region, slightly above the regional growth rate of population forecasts (estimated at 1.9% per annum).

Going forward to 2023-24, most councils are projected to have healthy increases in revenue (see Figure 31), without considering operating expenditure. Strathbogie is the council estimated to have a fall in revenue between 2017-18 and 2023-24, with a decrease of just over 1%.

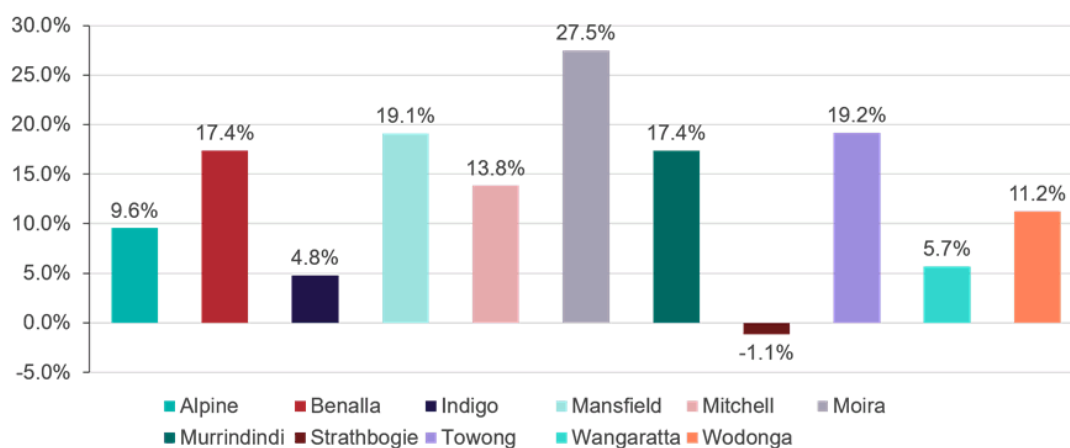
Table 23: Hume regional Income totals by council

Revenue (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Budget)	2020-21 (Budget)	2021-22 (Budget)	2022-23 (Budget)	2023-24 (Budget)
Alpine	27,875	29,188	27,461	28,247	29,066	30,073	30,539
Benalla	27,869	29,210	29,812	30,865	31,724	32,088	32,710
Indigo	30,916	28,859	31,415	33,725	30,246	32,115	32,399
Mansfield	20,173	21,071	24,125	23,985	22,690	23,672	24,028
Mitchell	73,187	79,331	74,660	81,760	79,753	81,512	83,316
Moira	50,340	57,320	58,234	62,205	66,084	62,968	64,169
Murrindindi	32,248	34,571	35,476	36,359	37,266	37,331	37,861
Strathbogie	32,077	27,483	28,814	29,563	30,292	31,278	31,712
Towong	15,352	17,106	17,098	17,015	17,442	17,967	18,295
Wangaratta	62,389	59,364	62,388	64,956	64,097	65,209	65,932
Wodonga	64,670	67,589	64,042	65,954	67,908	70,664	71,938
<b>Total Income</b>	<b>437,096</b>	<b>451,092</b>	<b>453,525</b>	<b>474,634</b>	<b>476,568</b>	<b>484,876</b>	<b>492,899</b>





Figure 31: Change in estimated council revenue (2017-18 – 2023-24)



Source: Strategic Resource Plan Forecasts from participating councils.

#### 5.1.2 Individual council revenue by income category

The following tables provide detail of individual council revenues (actuals and forecasts) between 2017-18 and 2023-24, provided by income category for each participating council in the Hume Region. The information is in line with the existing Strategic Resource Plan Forecasts provided by councils.

To estimate the council revenues out to 2023-24, the revenue trend (compound annual growth rate (CAGR)) was calculated for the three-year forecasting period (2018-19 to 2021-22) and then applied through to 2024.

Table 24: Alpine revenue by category – historical and forecast

Revenue (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Budget)	2020-21 (Budget)	2021-22 (Budget)	2022-23 (Budget)	2023-24 (Budget)
Rates and Charges	17,656	18,010	18,635	19,189	19,754	20,142	20,537
Statutory fees and fines	572	577	591	605	620	630	640
User Fees and Fines	1,040	1,092	1,119	1,147	1,175	1,194	1,214
Grants – operating	3,341	4,549	4,249	4,356	4,465	4,192	4,192
Grants – capital	3,410	3,181	1,023	1,037	1,051	1,940	1,940
Contributions - monetary	612	722	740	759	778	722	722
Contributions - non monetary	200	205	210	215	220	210	210
Other income	1,044	852	894	939	1,003	1,042	1,083
<b>Total Income</b>	<b>27,875</b>	<b>29,188</b>	<b>27,461</b>	<b>28,247</b>	<b>29,066</b>	<b>30,073</b>	<b>30,539</b>

**Table 25: Benalla revenue by category – historical and forecast**

Revenue (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Rates and Charges	16,744	17,511	18,351	19,228	19,899	20,443	21,003
Statutory fees and fines	465	344	344	344	344	344	344
User Fees and Fines	3,894	3,902	3,990	4,080	4,171	4,233	4,296
Grants - operating	4,295	6,042	6,131	6,222	6,314	5,801	5,801
Grants - capital	1,730	721	686	681	686	901	901
Contributions - monetary	212	153	153	153	153	165	165
Contributions - non monetary	218	-	-	-	-	44	44
Net gain/loss on disposal of property, infrastructure, plant and equipment	305	405	25	25	25	25	25
Share of net profit/loss of associates and joint ventures	-218	-	-	-	-	-	-
Other income	224	132	132	132	132	132	132
<b>Total Income</b>	<b>27,869</b>	<b>29,210</b>	<b>29,812</b>	<b>30,865</b>	<b>31,724</b>	<b>32,088</b>	<b>32,710</b>

**Table 26: Indigo revenue by category – historical and forecast**

Revenue (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Rates and Charges	15,678	16,250	16,575	16,907	17,245	17,474	17,707
Statutory fees and fines	859	1,021	1,036	1,052	1,067	1,078	1,088
User Fees and Fines	3,716	3,326	3,392	3,460	3,530	3,577	3,625
Grants - operating	6,331	3,607	5,114	5,512	5,210	5,155	5,155
Grants - capital	2,889	3,194	4,113	5,563	2,003	3,552	3,552
Contributions - monetary	302	235	49	89	49	145	145
Net gain/loss on disposal of property, infrastructure, plant and equipment	22	165	149	121	122	114	107
Other income	1,119	1,061	987	1,021	1,020	1,031	1,043
<b>Total Income</b>	<b>30,916</b>	<b>28,859</b>	<b>31,415</b>	<b>33,725</b>	<b>30,246</b>	<b>32,126</b>	<b>32,421</b>

**Table 27: Mansfield revenue by category – historical and forecast**

Revenue (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Rates and Charges	13,105	13,671	14,106	14,559	15,023	15,342	15,667
Statutory fees and fines	279	282	288	293	298	301	305
User Fees and Fines	683	703	717	732	746	756	766
Grants - operating	4,219	4,286	4,186	4,226	4,267	4,237	4,237
Grants - capital	1,369	1,010	3,943	3,808	1,987	2,423	2,423
Contributions - monetary	24	863	563	108	93	330	330
Contributions - non monetary	114	-	-	-	-	23	23
Net gain/loss on disposal of property, infrastructure, plant and equipment	144	5	-7	-54	8	-8	9
Other income	236	251	329	313	268	250	234
<b>Total Income</b>	<b>20,173</b>	<b>21,071</b>	<b>24,125</b>	<b>23,985</b>	<b>22,690</b>	<b>23,654</b>	<b>23,994</b>

**Table 28: Mitchell revenue by category – historical and forecast**

Revenue (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Rates and Charges	40,673	43,152	45,561	47,384	49,356	50,690	52,060
Statutory fees and fines	897	1,086	1,059	1,150	1,153	1,186	1,220
User Fees and Fines	5,793	6,332	6,383	6,591	6,807	6,955	7,105
Grants - operating	11,596	7,369	11,202	11,469	11,790	10,685	10,685
Grants - capital	1,477	10,871	823	5,473	923	3,913	3,913
Contributions - monetary	4,354	2,274	1,133	1,153	1,149	2,013	2,013
Contributions - non monetary	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Net gain/loss on disposal of property, infrastructure, plant and equipment	47	-	-	-	-	-	-
Other income	850	747	999	1,040	1,075	1,102	1,129
<b>Total Income</b>	<b>73,187</b>	<b>79,331</b>	<b>74,660</b>	<b>81,760</b>	<b>79,753</b>	<b>84,043</b>	<b>85,626</b>

**Table 29: Moira revenue by category – historical and forecast**

Revenue (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Rates and Charges	34,926	36,391	37,361	38,963	40,644	41,801	42,991
Statutory fees and fines	1,104	1,245	1,257	1,282	1,308	1,325	1,343
User Fees and Fines	2,905	2,390	2,462	2,535	2,611	2,663	2,715
Grants - operating	5,912	6,094	11,895	11,979	12,219	9,620	9,620
Grants - capital	4,383	6,611	3,346	5,806	7,301	5,489	5,489
Contributions - monetary	116	3,403	131	564	739	991	991
Contributions - non monetary	200	200	800	200	500	380	380
Net gain/loss on disposal of property, infrastructure, plant and equipment	-170	-135	-225	-225	-225	-225	-225
Share of net profit/loss of associates and joint ventures	-10	-10	36	37	38	39	39
Other income	974	1,131	1,171	1,064	949	885	825
<b>Total Income</b>	<b>50,340</b>	<b>57,320</b>	<b>58,234</b>	<b>62,205</b>	<b>66,084</b>	<b>62,968</b>	<b>64,169</b>

**Table 30: Murrindindi revenue by category – historical and forecast**

Revenue (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Rates and Charges	19,793	20,526	21,142	21,776	22,429	22,875	23,330
Statutory fees and fines	856	889	909	929	950	964	978
User Fees and Fines	2,238	2,345	2,398	2,452	2,507	2,544	2,582
Grants - operating	5,076	7,347	7,477	7,620	7,765	7,057	7,057
Grants - capital	2,397	1,415	1,415	1,415	1,415	1,611	1,611
Contributions - monetary	620	141	141	141	141	237	237
Contributions - non monetary	204	400	400	400	400	361	361
Net gain/loss on disposal of property, infrastructure, plant and equipment	-341	-55	-	-	-	-	-
Other income	1,405	1,563	1,594	1,626	1,659	1,681	1,704
<b>Total Income</b>	<b>32,248</b>	<b>34,571</b>	<b>35,476</b>	<b>36,359</b>	<b>37,266</b>	<b>37,331</b>	<b>37,861</b>

**Table 31: Strathbogie revenue by category – historical and forecast**

Revenue (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Rates and Charges	18,541	19,093	19,615	20,093	20,738	21,126	21,522
Statutory fees and fines	459	429	442	455	469	478	488
User Fees and Fines	670	818	805	830	855	872	890
Grants - operating	5,656	3,255	5,779	5,895	5,923	5,302	5,302
Grants - capital	5,604	2,773	1,200	1,250	1,250	2,415	2,415
Contributions - monetary	359	270	199	250	250	266	266
Other income	788	845	774	790	807	818	830
<b>Total Income</b>	<b>32,077</b>	<b>27,483</b>	<b>28,814</b>	<b>29,563</b>	<b>30,292</b>	<b>31,278</b>	<b>31,712</b>

**Table 32: Towong revenue by category – historical and forecast**

Revenue (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Rates and Charges	8,344	8,788	9,132	9,534	9,949	10,237	10,534
Statutory fees and fines	199	194	198	201	204	206	208
User Fees and Fines	576	582	590	598	606	611	617
Grants - operating	3,346	5,480	5,184	5,169	5,154	4,867	4,867
Grants - capital	1,987	1,289	1,203	671	671	1,164	1,164
Other income	900	773	791	842	858	882	906
<b>Total Income</b>	<b>15,352</b>	<b>17,106</b>	<b>17,098</b>	<b>17,015</b>	<b>17,442</b>	<b>17,967</b>	<b>18,295</b>

**Table 33: Wangaratta revenue by category – historical and forecast**

Revenue (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Rates and Charges	30,838	32,266	34,583	35,414	36,348	36,956	37,574
Statutory fees and fines	1,175	1,213	1,237	1,262	1,287	1,304	1,321
User Fees and Fines	7,480	7,750	7,905	8,063	8,224	8,333	8,444
Grants - operating	13,996	9,808	13,589	13,861	14,138	13,078	13,078
Grants - capital	5,828	5,224	4,296	3,537	1,396	4,056	4,056
Contributions - monetary	346	343	350	2,428	2,364	1,166	1,166
Net gain/loss on disposal of property, infrastructure, plant and equipment	999	2,314	-	-	-	-	-
Other income	1,727	446	428	391	340	315	292
<b>Total Income</b>	<b>62,389</b>	<b>59,364</b>	<b>62,388</b>	<b>64,956</b>	<b>64,097</b>	<b>65,209</b>	<b>65,932</b>

**Table 34: Wodonga revenue by category – historical and forecast**

Revenue (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Rates and Charges	44,953	45,982	47,605	49,264	50,960	52,130	53,327
Statutory fees and fines	1,508	1,467	1,467	1,467	1,467	1,467	1,467
User Fees and Fines	4,036	4,208	4,298	4,391	4,486	4,550	4,616
Grants - operating	9,749	6,743	9,566	9,709	9,855	9,124	9,124
Grants - capital	2,737	7,754	-	-	-	2,098	2,098
Contributions - monetary	486	225	-	-	-	142	142
Net gain/loss on disposal of property, infrastructure, plant and equipment	108	120	-	-	-	-	-
Other income	1,093	1,090	1,106	1,123	1,140	1,152	1,163
<b>Total Income</b>	<b>64,670</b>	<b>67,589</b>	<b>64,042</b>	<b>65,954</b>	<b>67,908</b>	<b>70,664</b>	<b>71,938</b>

## 5.2 Expenditure history and forecasts ('business as usual')

This section provides detail of the expenditure (both operational and capital works) history and forecasts across the Hume region. Table 35 and



Table 36 provide the initial summary level, and further tables provide detailed expenditure across each functional area.

The information is in line with the existing Strategic Resource Plan forecasts for each participating council. Expenditure has been forecast by councils until the end of 2021-21, and the trend in annual growth rate has then been utilised to forecast council expenditure until the end of 2023-24.

Council expenditure is variable, and some of the key drivers for these changes include:

- Employee costs
- Materials and services
- Total capital works expenditure.

**Table 35: Hume operational expenditure totals by council**

Operational expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Alpine	23,973	24,353	25,212	25,807	26,545	27,010	27,486
Benalla	29,363	29,135	30,064	31,157	31,926	32,582	33,256
Indigo	29,717	29,847	29,112	30,148	30,481	30,964	31,459
Mansfield	18,373	18,691	19,188	19,641	20,056	20,357	20,664
Mitchell	60,018	61,162	65,223	68,275	70,594	72,066	73,153
Moir	53,638	56,500	58,036	59,357	60,893	61,892	62,914
Murrindindi	34,347	34,569	35,393	36,238	37,104	37,693	38,291
Strathbogie	28,921	27,744	27,907	28,687	29,099	29,510	29,928
Towong	14,205	15,145	15,587	16,011	16,576	16,922	17,276
Wangaratta	55,587	56,827	60,229	62,373	64,038	65,433	66,907
Wodonga	57,807	57,070	58,832	61,122	62,625	63,967	65,349
<b>Total Income</b>	<b>405,949</b>	<b>411,043</b>	<b>424,783</b>	<b>438,816</b>	<b>449,937</b>	<b>458,396</b>	<b>466,684</b>

**Table 36: Hume capital works expenditure totals by council**

Capital works expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Budget)	2020-21 (Budget)	2021-22 (Budget)	2022-23 (Budget)	2023-24 (Budget)
Alpine	8,666	11,235	4,500	4,500	4,613	4,651	4,690
Benalla	6,004	4,195	3,511	4,229	3,220	3,146	3,059
Indigo	7,565	8,167	7,771	9,263	6,005	5,751	5,570
Mansfield	4,276	6,410	9,032	9,669	6,193	5,891	5,681
Mitchell	19,971	29,126	13,984	20,500	15,725	16,863	17,468
Moira	9,662	21,107	12,763	17,466	19,908	25,215	33,218
Murrindindi	10,291	7,820	9,834	10,054	8,136	7,694	7,306
Strathbogie	9,228	15,439	6,912	6,848	7,339	7,716	8,142
Towong	7,285	8,625	5,614	5,027	4,359	4,089	3,866
Wangaratta	13,477	38,760	31,607	25,410	17,821	15,041	12,893
Wodonga	24,288	24,384	13,200	12,200	12,500	12,829	13,337
<b>Total Income</b>	<b>120,713</b>	<b>175,268</b>	<b>118,728</b>	<b>125,166</b>	<b>105,819</b>	<b>108,886</b>	<b>115,230</b>

**Table 37: Alpine operational expenditure by category – historical and forecast**

Operating expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Employee costs	7,574	8,151	8,396	8,647	8,952	9,145	9,343
Materials and services	10,875	10,401	10,752	11,031	11,320	11,516	11,715
Depreciation	4,535	4,826	5,080	5,172	5,300	5,375	5,452
Landfill rehabilitation expense	197	173	162	115	111	98	86
Net loss on disposal of property, infrastructure, plant and equipment	41	100	100	100	100	100	100
Other expenses	751	702	722	742	762	776	790
<b>Total Income</b>	<b>23,973</b>	<b>24,353</b>	<b>25,212</b>	<b>25,807</b>	<b>26,545</b>	<b>27,010</b>	<b>27,486</b>

**Table 38: Alpine capital works expenditure by category – historical and forecast**

Capital works expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Buildings	3,384	4,566	1,070	1,070	1,097	1,106	1,115
Plant and equipment	996	712	625	625	641	646	652
Infrastructure	4,286	5,957	2,805	2,805	2,875	2,899	2,923
<b>Total capital works expenditure</b>	<b>8,666</b>	<b>11,235</b>	<b>4,500</b>	<b>4,500</b>	<b>4,613</b>	<b>4,651</b>	<b>4,690</b>



**Table 39: Benalla operational expenditure by category – historical and forecast**

Operating expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Employee costs	11,730	11,714	12,300	12,915	13,560	14,008	14,471
Materials and services	12,004	11,772	11,925	12,080	12,237	12,343	12,450
Depreciation	5,053	5,075	5,281	5,437	5,598	5,708	5,820
Bad and doubtful debts	11	10	10	11	12	13	14
Borrowing costs	196	179	163	149	134	126	118
Other expenses	369	385	385	565	385	385	385
<b>Total Income</b>	<b>29,363</b>	<b>29,135</b>	<b>30,064</b>	<b>31,157</b>	<b>31,926</b>	<b>32,582</b>	<b>33,256</b>

**Table 40: Benalla capital works expenditure by category – historical and forecast**

Capital works expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Buildings	152	170	-	50	-	16	16
Plant and equipment	757	792	715	844	711	710	708
Infrastructure	5,095	3,233	2,796	3,335	2,509	2,420	2,334
<b>Total capital works expenditure</b>	<b>6,004</b>	<b>4,195</b>	<b>3,511</b>	<b>4,229</b>	<b>3,220</b>	<b>3,146</b>	<b>3,059</b>

**Table 41: Indigo operational expenditure by category – historical and forecast**

Operating expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Employee costs	11,854	10,882	11,098	11,319	11,545	11,698	11,853
Materials and services	9,940	10,948	9,718	10,228	10,039	10,148	10,259
Depreciation	5,633	5,805	6,079	6,379	6,664	6,871	7,085
Bad and doubtful debts	5	5	5	5	5	5	5
Borrowing costs	162	134	105	75	50	39	30
Other expenses	2,123	2,073	2,107	2,142	2,178	2,202	2,227
<b>Total Income</b>	<b>29,717</b>	<b>29,847</b>	<b>29,112</b>	<b>30,148</b>	<b>30,481</b>	<b>30,964</b>	<b>31,459</b>

**Table 42: Indigo capital works expenditure by category – historical and forecast**

Capital works expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Buildings	829	1,126	2,050	2,050	500	312	195
Plant and equipment	721	1,084	906	886	760	717	676
Infrastructure	6,015	5,957	4,815	6,327	4,745	4,722	4,699
<b>Total capital works expenditure</b>	<b>7,565</b>	<b>8,167</b>	<b>7,771</b>	<b>9,263</b>	<b>6,005</b>	<b>5,751</b>	<b>5,570</b>

**Table 43: Mansfield operational expenditure by category – historical and forecast**

Operating expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Employee costs	8,660	8,321	8,902	9,036	9,171	9,262	9,355
Materials and services	6,196	6,777	6,394	6,557	6,716	6,827	6,940
Depreciation	3,055	3,171	3,531	3,698	3,831	3,937	4,045
Borrowing costs	186	169	119	110	99	93	88
Other expenses	276	253	242	240	239	238	237
<b>Total Income</b>	<b>18,373</b>	<b>18,691</b>	<b>19,188</b>	<b>19,641</b>	<b>20,056</b>	<b>20,357</b>	<b>20,664</b>

**Table 44: Mansfield capital works expenditure by category – historical and forecast**

Capital works expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Land	25	-	-	58	-	19	19
Buildings	80	509	3,195	2,565	579	328	185
Plant and equipment	815	742	574	335	473	443	416
Infrastructure	3,356	5,159	5,263	6,711	5,141	5,101	5,061
<b>Total capital works expenditure</b>	<b>4,276</b>	<b>6,410</b>	<b>9,032</b>	<b>9,669</b>	<b>6,193</b>	<b>5,891</b>	<b>5,681</b>

**Table 45: Mitchell operational expenditure by category – historical and forecast**

Operating expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Employee costs	23,132	25,968	28,186	30,060	31,584	32,805	34,074
Materials and services	19,294	19,626	21,282	22,273	22,579	23,029	23,487
Bad and doubtful debts	17	13	13	13	13	13	13
Depreciation	15,313	13,320	13,856	14,583	15,631	16,272	16,939
Borrowing costs	854	816	861	858	866	868	869
Other expenses	1,408	1,419	1,448	1,466	1,485	1,498	1,510
Net operating reduction target	-	-	-423	-978	-1,564	-2,418	-3,740
<b>Total Income</b>	<b>60,018</b>	<b>61,162</b>	<b>65,223</b>	<b>68,275</b>	<b>70,594</b>	<b>72,066</b>	<b>73,153</b>

**Table 46: Mitchell capital works expenditure by category – historical and forecast**

Capital works expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Land	297	2,163	-	2,221	258	826	826
Buildings	6,247	2,928	420	500	200	156	122
Plant and equipment	2,487	5,126	2,456	3,518	2,787	2,907	3,032
Infrastructure	10,940	18,909	11,108	14,261	12,480	12,974	13,488
<b>Total capital works expenditure</b>	<b>19,971</b>	<b>29,126</b>	<b>13,984</b>	<b>20,500</b>	<b>15,725</b>	<b>16,863</b>	<b>17,468</b>

**Table 47: Moira operational expenditure by category – historical and forecast**

Operating expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Employee costs	21,514	22,035	22,520	23,015	23,522	23,866	24,215
Materials and services	21,502	22,706	23,451	24,201	24,940	25,457	25,985
Bad and doubtful debts	3	10	5	3	3	3	2
Depreciation	9,502	10,632	10,964	11,013	11,221	11,308	11,396
Borrowing costs	300	234	110	81	50	38	30
Other expenses	817	883	986	1,044	1,157	1,220	1,287
<b>Total Income</b>	<b>53,638</b>	<b>56,500</b>	<b>58,036</b>	<b>59,357</b>	<b>60,893</b>	<b>61,892</b>	<b>62,914</b>

**Table 48: Moira capital works expenditure by category – historical and forecast**

Capital works expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Land	325	6,820	1,500	4,750	5,600	8,687	13,477
Buildings	1,435	2,272	2,493	5,240	6,618	9,164	12,688
Plant and equipment	922	1,308	525	535	546	553	560
Infrastructure	6,980	10,707	8,245	6,941	7,144	6,811	6,493
<b>Total capital works expenditure</b>	<b>9,662</b>	<b>21,107</b>	<b>12,763</b>	<b>17,466</b>	<b>19,908</b>	<b>25,215</b>	<b>33,218</b>

**Table 49: Murrindindi operational expenditure by category – historical and forecast**

Operating expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Employee costs	14,261	14,800	15,133	15,473	15,822	16,059	16,299
Materials and services	10,304	9,798	10,043	10,294	10,551	10,726	10,904
Depreciation	9,401	9,603	9,843	10,089	10,341	10,513	10,687
Borrowing costs	79	55	53	53	53	53	53
Other expenses	302	313	321	329	337	343	348
<b>Total Income</b>	<b>34,347</b>	<b>34,569</b>	<b>35,393</b>	<b>36,238</b>	<b>37,104</b>	<b>37,693</b>	<b>38,291</b>

**Table 50: Murrindindi capital works expenditure by category – historical and forecast**

Capital works expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Land	30	-	-	-	-	-	-
Buildings	2,675	1,769	834	848	925	957	991
Plant and equipment	2,272	1,681	1,291	1,173	1,458	1,518	1,581
Infrastructure	5,314	4,370	7,709	8,033	5,753	5,218	4,733
<b>Total capital works expenditure</b>	<b>10,291</b>	<b>7,820</b>	<b>9,834</b>	<b>10,054</b>	<b>8,136</b>	<b>7,694</b>	<b>7,306</b>

**Table 51: Strathbogie operational expenditure by category – historical and forecast**

Operating expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Employee costs	9,124	9,455	9,678	9,920	10,073	10,208	10,345
Materials and services	13,437	12,158	11,793	12,105	12,220	12,366	12,513
Bad and doubtful debts	1	-	-	-	-	-	-
Depreciation	5,263	5,301	5,617	5,842	5,985	6,113	6,244
Net gain/loss on disposal of property, infrastructure, plant and equipment	733	500	500	500	500	500	500
Borrowing costs	54	35	18	13	8	6	5
Other expenses	309	295	301	307	313	317	321
<b>Total Income</b>	<b>28,921</b>	<b>27,744</b>	<b>27,907</b>	<b>28,687</b>	<b>29,099</b>	<b>29,510</b>	<b>29,928</b>

**Table 52: Strathbogie capital works expenditure by category – historical and forecast**

Capital works expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Buildings	742	2,227	534	335	20	7	2
Plant and equipment	641	1,611	1,170	1,330	890	812	742
Infrastructure	7,845	11,601	5,208	5,183	6,429	6,897	7,398
<b>Total capital works expenditure</b>	<b>9,228</b>	<b>15,439</b>	<b>6,912</b>	<b>6,848</b>	<b>7,339</b>	<b>7,716</b>	<b>8,142</b>

**Table 53: Towong operational expenditure by category – historical and forecast**

Operating expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Employee costs	5,105	6,343	6,502	6,665	7,039	7,228	7,421
Materials and services	5,036	4,069	4,511	4,656	4,759	4,845	4,932
Depreciation	3,793	3,930	3,976	4,078	4,131	4,184	4,238
Borrowing costs	19	35	147	156	186	201	218
Other expenses	252	768	451	456	461	464	468
<b>Total Income</b>	<b>14,205</b>	<b>15,145</b>	<b>15,587</b>	<b>16,011</b>	<b>16,576</b>	<b>16,922</b>	<b>17,276</b>

**Table 54: Towong capital works expenditure by category – historical and forecast**

Capital works expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Buildings	75	1,075	1,617	669	689	518	390
Plant and equipment	1,105	1,463	797	820	834	847	860
Infrastructure	6,105	6,087	3,200	3,538	2,836	2,724	2,617
<b>Total capital works expenditure</b>	<b>7,285</b>	<b>8,625</b>	<b>5,614</b>	<b>5,027</b>	<b>4,359</b>	<b>4,089</b>	<b>3,866</b>

**Table 55: Wangaratta operational expenditure by category – historical and forecast**

Operating expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Employee costs	22,399	23,090	23,552	24,023	24,515	24,845	25,179
Materials and services	17,816	17,433	17,038	17,559	18,020	18,360	18,706
Depreciation	14,832	15,832	18,822	19,529	20,122	20,575	21,038
Borrowing costs	419	370	713	1,156	1,273	1,544	1,874
Other expenses	121	102	104	106	108	109	111
<b>Total Income</b>	<b>55,587</b>	<b>56,827</b>	<b>60,229</b>	<b>62,373</b>	<b>64,038</b>	<b>65,433</b>	<b>66,907</b>

**Table 56: Wangaratta capital works expenditure by category – historical and forecast**

Capital works expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Land	251	143	2,650	3,150	1,250	973	757
Buildings	481	1,666	810	520	531	461	401
Plant and equipment	2,886	3,086	1,683	1,890	2,327	2,592	2,888
Infrastructure	9,859	33,865	26,464	19,850	13,713	11,014	8,847
<b>Total capital works expenditure</b>	<b>13,477</b>	<b>38,760</b>	<b>31,607</b>	<b>25,410</b>	<b>17,821</b>	<b>15,041</b>	<b>12,893</b>

**Table 57: Wodonga operational expenditure by category – historical and forecast**

Operating expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Employee costs	24,994	25,211	25,967	26,746	27,445	27,956	28,477
Materials and services	20,872	19,829	20,777	21,885	22,979	23,764	24,575
Depreciation	9,198	9,395	9,489	9,584	9,680	9,745	9,809
Borrowing costs	1,414	1,459	1,374	1,286	1,191	1,136	1,083
Other expenses	1,329	1,176	1,225	1,621	1,330	1,367	1,405
<b>Total Income</b>	<b>57,807</b>	<b>57,070</b>	<b>58,832</b>	<b>61,122</b>	<b>62,625</b>	<b>63,967</b>	<b>65,349</b>

**Table 58: Wodonga capital works expenditure by category – historical and forecast**

Capital works expenditure (\$'000)	2017-18 (Actual)	2018-19 (Budget)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)
Buildings	3,311	2,132	4,200	4,401	1,493	1,058	749
Plant and equipment	1,212	1,183	772	802	926	984	1,045
Infrastructure	19,765	21,069	8,228	6,997	10,081	10,787	11,543
<b>Total capital works expenditure</b>	<b>24,288</b>	<b>24,384</b>	<b>13,200</b>	<b>12,200</b>	<b>12,500</b>	<b>12,829</b>	<b>13,337</b>

### 5.3 Return on investment (BAU)

There is no investment return under the Business as Usual scenario.

## 6. Revenue sought for the recommended solution

This section provides a comprehensive NPV analysis of expenditure, revenues and contributions to enable LGV to undertake detailed assessment of the recommended solution (i.e.. RCTP grant).

### 6.1 Expenditure forecasts

This section provides details of all expenditure for the new service(s) arrangements including expected establishment costs.

A detailed costings spreadsheet, including all cost assumptions for each service component of the initiative, will be attached to this submission.

**Table 59: Hume region expenditure for Project case – forecast only**

<i>Project case expenditure (A\$'000)</i>	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	5 YF
	<i>(Budget)</i>	<i>(Budget)</i>	<i>(Budget)</i>	<i>(Budget)</i>	<i>(Budget)</i>	<i>(Budget)</i>	<i>TOTAL</i>
Regulatory services	26,860	28,070	29,323	30,511	31,812	33,167	152,883
Business systems	33,282	34,759	36,284	37,674	39,225	40,839	188,781
Procurement	135,841	141,377	147,885	154,692	161,813	169,340	775,108
Waste management	26,226	27,459	28,749	30,066	31,443	32,808	150,525
Emergency management	1,589	1,656	1,731	1,810	1,892	1,978	9,068
<b>Total Expenditure</b>	<b>223,798</b>	<b>233,321</b>	<b>243,972</b>	<b>254,753</b>	<b>266,185</b>	<b>278,132</b>	<b>1,276,363</b>

### 6.2 Proposed revenue sources and alternatives

It is expected that there will be internal reprioritisation in the form of the Working Capital Fund. There may be a need for councils to receive external, legal or operational support on an ongoing basis, which is where money from the Working Capital Fund can be utilised. While a small portion of the initial Government funding has been dedicated to this fund (\$100,000), there may be a need for further money to be added to this pool as unexpected scenarios may arise. After the first three years (when all Government funding has been received), councils can add the money saved from the delivery of shared services to the Working Capital Fund.

### 6.3 RCTP grant sought

The RCTP grant sought for the Hume Region Transformation Program is \$5 million. Funding will be received over three years, beginning in 2019-20.

The funding received from Government will be split over six areas:

- Business Systems – implementation and adoption of new systems
- Waste Management – acquisition of a weigh bridge and sifter to enable Wangaratta's food and garden organics processing facility to service other Hume Region councils
- Project Management – hiring of a project manager and assistant
- Legal advisers – hiring of advisers to assist with contractual agreements
- Consultants – hiring of experts in areas such as IT, procurement and waste management
- Working Capital Fund – pool of money which can be used for ongoing administrative, legal or operational support.

Further detail on this is outlined in Section 7.3.

Any council expenditure that is currently allocated to these areas (or is already being allocated in the future) will be assumed to remain in the areas.





Table 60: RCTP grant budget allocation

RCTP Grant (A\$'000)	2019-20 (Forecast)	2020-21 (Forecast)	2021-22 (Forecast)	2022-23 (Forecast)	2023-24 (Forecast)	5-year total	Ongoing
<b>RCTP grant budget allocation</b>							
Business Systems	1,000	1,700	500	-	-	3,200	-
Waste Management	260	-	-	-	-	260	-
Project Management	215	215	210	-	-	640	-
Legal advisors	100	100	-	-	-	200	-
Consultants	200	200	200	-	-	300	-
Working Capital Fund	100	-	-	-	-	100	-
<b>Total</b>	<b>1,875</b>	<b>2,215</b>	<b>910</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>-</b>

## 6.4 Return on investment

This section provides a net present value (NPV) assessment of the Hume Region's recommended solution' to be used by decision makers to assess the solutions merit. Underlying assumptions are provided below and aligned to the costings spreadsheet attached to this submission.

### 6.4.1 Project Value

Based on the NPV assessment, savings and costs have been identified over a 5-year period, applying a real discount rate of 4%, consistent with the requirements of the Victorian Government guidelines for economic appraisal. We have also undertaken sensitivity analysis of the NPV outcomes low, middle (expected), and high efficiency assumptions and higher discount rates.

#### Savings Realised Under the project

Indicative efficiency expenditure savings have been identified over a 5-year timeframe, considering the efficiency assumptions, ramp up rates and council participation for each functional transformation area, estimated savings were identified for three efficiency scenarios: Low, Medium and High.

Table 61: Low efficiency – expected cost savings

COST SAVING FROM TRANSFORMATION (A\$'000)	2019-20	2020-21	2021-22	2022-23	2023-24	FIVE YEAR TOTAL
REGULATORY SERVICES	-	-	224	397	416	1,037
BUSINESS SYSTEMS	-	-	281	498	522	1,301
PROCUREMENT	-	-	837	1,486	1,556	3,879
WASTE MANAGEMENT	-	-	71	126	132	329
EMERGENCY MANAGEMENT	-	-	10	18	19	46
<b>TOTAL SAVING (A\$'000)</b>	<b>-</b>	<b>-</b>	<b>1,423</b>	<b>2,525</b>	<b>2,644</b>	<b>6,593</b>

Source: EY analysis, 2019



**Table 62: Medium efficiency - expected cost savings**

<b>COST SAVING FROM TRANSFORMATION (A\$'000)</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>FIVE YEAR TOTAL</b>
REGULATORY SERVICES	-	-	397	705	738	1,841
BUSINESS SYSTEMS	-	-	653	1,158	1,213	3,023
PROCUREMENT	-	-	1,672	2,967	3,106	7,745
WASTE MANAGEMENT	-	-	135	240	251	626
EMERGENCY MANAGEMENT	-	-	17	31	32	81
<b>TOTAL SAVING</b>	<b>-</b>	<b>-</b>	<b>2,874</b>	<b>5,101</b>	<b>5,340</b>	<b>13,315</b>

Source: EY analysis, 2019

**Table 63: High efficiency - expected cost savings**

<b>COST SAVING FROM TRANSFORMATION (A\$'000)</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>FIVE YEAR TOTAL</b>
REGULATORY SERVICES	-	-	509	904	946	2,360
BUSINESS SYSTEMS	-	-	977	1,733	1,815	4,524
PROCUREMENT	-	-	2,503	4,442	4,651	11,596
WASTE MANAGEMENT	-	-	192	341	357	890
EMERGENCY MANAGEMENT	-	-	22	40	41	103
<b>TOTAL SAVING</b>	<b>-</b>	<b>-</b>	<b>4,204</b>	<b>7,460</b>	<b>7,810</b>	<b>19,473</b>

Source: EY analysis, 2019

**Net Present Value**

Table 64 below presents the 5-year Net Present Value (NPV) of the project, which has been estimated at \$6.2 million, based on the 'Medium' efficiency scenario and using a discount rate of 4 percent.

**Table 64: Net present value cash flow analysis: Medium efficiency savings, discounted @ 4%**

<b>Indicative project savings</b>	<b>Present value</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2019-20</b>
<b>Indicative project savings</b>							
Medium efficiency savings	\$10.87m	-	-	-	\$2.87m	\$5.10m	\$5.34m
<b>Estimated Implementation cost</b>							
Business systems	\$2.9m	\$0.70m	\$2.00m	\$0.50m	-	-	-
Waste management	\$0.2m	\$0.26m					
Project Management costs	\$0.5m	\$0.22m	\$0.22m	\$0.21m			
Legal advisors	\$0.19m	\$0.20m					
Consultants	\$0.58m	\$0.60m					
Working Capital Fund	\$0.10m	\$0.10m					

83



<i>Indicative project savings</i>	<i>Present value</i>	<i>2019-20</i>	<i>2020-21</i>	<i>2021-22</i>	<i>2022-23</i>	<i>2023-24</i>	<i>2019-20</i>
<b>Total implementation costs</b>	\$4.67m	\$2.08m	\$2.22m	\$0.71m			
<b>Indicative net financial impact (savings less costs)</b>							
Net Value		-\$2.08m	-\$2.22m	-\$0.71m	\$2.87m	\$5.10m	\$5.34m
Net present value (NPV)	<b>\$6.2m</b>						

Source: EY analysis, 2019

Sensitivity analysis has also been undertaken using a high and low range of efficiency saving scenarios, and with alternate discount rates of 2.5% and 7%. The sensitivity analysis returns a positive return on investment after five years under all scenarios, meaning that the project is viable under all discount rates and efficiency scenarios.

**Table 65: NPV sensitivity results**

NPV	Discount rate		
	2.5%	4%	7%
<i>Low level of efficiency</i>	\$1.0m	\$0.7m	\$0.2m
<i>Medium level of efficiency - expected</i>	\$6.9m	<b>\$6.2m</b>	\$4.9m
<i>High level of efficiency</i>	\$12.3m	\$11.2m	\$9.3m

Source: EY analysis, 2019

#### Assumptions for NPV assessment

The table below outlines the assumptions behind the efficiency scenarios assessed within the NPV assessment.

**Table 66: NPV assessment efficiency assumptions**

EFFICIENCY	ESTIMATED COST SAVINGS – RANGE			RATIONALE
	LOW	MED	HIGH	
<b>JOINT PROCUREMENT EFFICIENCY</b>	1%	2%	3%	<p>Joint procurement is expected to achieve the following outcomes:</p> <ul style="list-style-type: none"> <li>improved savings through economies of scale and joint procurement• streamlined and joint processes and systems.</li> <li>streamlined and joint policy and governance frameworks.</li> <li>improved resilience and council continuity capabilities.</li> </ul> <p>The estimated efficiency assumption is conservatively based on Australian and International case studies, such as:</p> <ul style="list-style-type: none"> <li>Third Horizon's evaluation of Cradle Coast Authority Shared Services (TAS) estimated \$2.5m of potential benefits from joint procurement and standardised processes of materials and services, equating to 5-10% of external contract rates.<sup>[1]</sup></li> <li>North Lincolnshire Council and North-East Lincolnshire Council (UK) has achieved 2% savings on procurement since introducing the joint procurement strategy in 2006.<sup>[2]</sup></li> </ul>

<sup>[1]</sup> Cradle Coast Authority - Shared Services Report (2017) <  
[http://www.dpac.tas.gov.au/\\_data/assets/pdf\\_file/0005/353237/CCA\\_Shared\\_Services\\_Project\\_Report\\_-\\_Final.pdf](http://www.dpac.tas.gov.au/_data/assets/pdf_file/0005/353237/CCA_Shared_Services_Project_Report_-_Final.pdf)>

<sup>[2]</sup> Local Government Association (2012) Services shared: costs spared? An analysis of the financial and non-financial benefits of local authority shared services  
 <<https://www.local.gov.uk/sites/default/files/documents/procurement-lincolnshire--782.pdf>>



				<ul style="list-style-type: none"> <li>Auckland Regional Council's consolidation of procurement activities (2009) resulted in efficiency saving of 3% on materials and contracts and other expenses.<sup>[3]</sup></li> <li>EY's experience with corporate transactions indicates that supplier rationalisation could potentially generate savings of 15-25% in procurement costs. We would expect shared services in the public sector to achieve a more conservative level of synergies in joint procurement costs.</li> </ul> <p>This efficiency was capped at 3% due to the geographical dispersion of municipalities inhibiting some 'place based' procurement and consolidation of contracts.</p> <p>Reduction in salaries and wages allocated to project transformation areas due to:</p> <ul style="list-style-type: none"> <li>More efficient operations due to common specifications</li> <li>Access to staff without the need to employ expensive contractors</li> <li>Shared skills, expertise and learning</li> <li>Making existing staff more efficient to be able to undertake increasing workload</li> <li>redeployment duplicated back office positions to frontline service positions were possible.</li> </ul> <p>The efficiency assumption is based on the above rationale as well as case studies, such as: KPMG assumed staffing efficiencies equivalent to 3.7 to 5 per cent of a council's employee salary and wage costs in regional councils. As this assumption related to consolidation of councils. The analysis undertaken for this report assumes a 60% achievement of the efficiencies of a consolidation of councils.<sup>[4]</sup></p>
<b>PROJECT STAFF EFFICIENCY</b>	1.5%	2.5%	3%	
<b>INFORMATION TECHNOLOGY</b>	2.5%	5.0%	7.5%	<ul style="list-style-type: none"> <li>Previous EY experience with corporate merger transactions indicates that consolidation of IT functions and applications can potentially generate savings of 20-30%.</li> <li>Queensland Treasury Corporation (2009) claimed efficiency savings for IT were 31%.<sup>[5]</sup></li> </ul> <p>Given there is no plan to significantly change IT FTE number, savings are expected to be more moderate for the Hume Region.</p>
<b>GENERAL OPERATING EXPENDITURE EFFICIENCY</b>	0%	5%	10%	<ul style="list-style-type: none"> <li>The estimation of savings that would result from the consolidation of Waratah Wynyard Council and Burnie City Council, both in Tasmania, was 5% general op ex savings, based on consultation with councils (KPMG, 2002).<sup>[2]</sup></li> <li>15-25% is the benchmark for expenditure cost savings in corporate transactions. This analysis assumes that shared services in the public sector to achieve a more conservative level of synergies in costs towards the lower end of this scale.</li> </ul>

#### 6.4.2 Project Value – Scenarios based on council participation

After business case submission, Hume Region councils will encounter two key decision points that will affect the NPV of the Transformation program, as outlined below in Figure 32.

<sup>[3]</sup> Auckland City Council Annual Report 2009/2010 <<https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-by-laws/our-annual-reports/docs/aucklandcityannualreports20092010/auckland-city-council-summary-annual-report-2009-2010.pdf>>

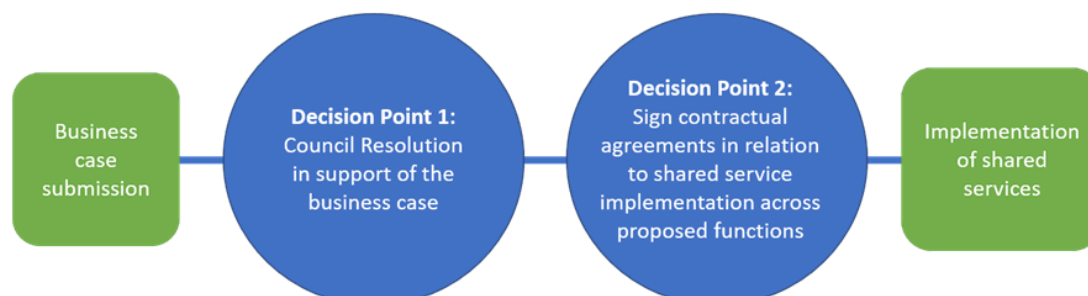
<sup>[4]</sup> KPMG 2016, Outline of Financial Modelling Assumptions for Local Government Merger Proposals

<sup>[5]</sup> Queensland Treasury Corporation 2009, Review of Local Government Amalgamation Costs Funding Submissions – Final Summary Report

<sup>[2]</sup> KPMG 2002, Waratah Wynyard Council and Burnie City Council: Financial modelling – Stand alone vs amalgamation



Figure 32: Decision Points prior to project implementation



In order to increase the accuracy of the estimated NPV, the Project value has been calculated based on a number of potential outcomes at each of these two decision points. That have the potential to eventuate at these decision points. These are outlined in Table 67 below. The analysis indicates that the project would be viable under scenarios 1,2,3,4 and 6, given middle efficiency (expected) assumptions and a 4% discount rate. However, scenarios 5 and 7 return a negative NPV after 5 years meaning that if this scenario were to occur, the project would no longer be viable.

Table 67: Decision Point – NPV implications

Scenario	Decision Point 1	Decision Point 2	NPV <i>Middle level efficiency, 4% discount rate</i>
1	9 of the 11 councils sign council resolutions in support of the business case	7 of these 9 councils commit to shared service implementation	\$2.24 million
2	7 of the 11 councils sign council resolutions in support of the business case	6 of these 7 councils commit to shared service implementation	\$1.25 million
3	7 of the 11 councils sign council resolutions in support of the business case	5 of these 7 councils commit to shared service implementation	\$0.27 million
4	6 of the 11 councils sign council resolutions in support of the business case	5 of these 6 councils commit to shared service implementation	\$0.41 million
5	6 of the 11 councils sign council resolutions in support of the business case	4 of these 6 councils commit to shared service implementation	-\$0.72 million
6	5 of the 11 councils sign council resolutions in support of the business case	5 of these 5 councils commit to shared service implementation	\$0.27 million
7	5 of the 11 councils sign council resolutions in support of the business case	4 of these 5 councils commit to shared service implementation	-\$0.72 million

## 7. Deliverability

### 7.1 Assessment and management of risks and sensitivities

This section describes the key risks and issues relating to the implementation of the Hume Regional Transformation program, as identified by the business case project team in consultation with council participants.

Table 68 below outlines the key risks and issues and the proposed mitigation strategies that could be employed to minimise any potential negative impacts. Overall, the risks and issues identified highlight the need for a flexible approach to the investment and re-iterate the need for a staggered implementation for the project.

**Table 68: Risk assessment and mitigation strategies**

Risk	Description	Mitigation strategy
Implementation costs may exceed cost savings	If the administrative and establishment costs of setting up the shared service models exceed the cost savings associated with implementing shared services, councils will be in a worse financial position.	Further detailed costing of the proposed solution will be undertaken during market engagement phase with IT suppliers. This will allow a go or no-go decision point for the business systems implementation to ensure costs are in line with the funding envelope provided by the RCTP grant and that the potential savings for councils will be greater than the cost.
Ineffective governance processes	Under a shared services model, there is a need for formal agreement to be made to assign roles and responsibilities across councils to enable effective provision of the service.	Project implementation costs include legal advice to facilitate and assist in development of appropriate governance arrangements. A number of different shared service models have been outlined, with possible suggestions as to how these can be used for different service areas.
Councils decide not to adopt shared service arrangements	Although Hume region council CEOs have agreed to the shared service arrangements in principle, key personnel may decide to no longer pursue the processes because it is not in the best interests of their council.	All councils have been open with their concerns around the provision of shared services, including the potential loss of governance at an individual council level. Council CEOs have been informed throughout the business case development process to ensure that this will not occur. The flexibility for councils to 'opt-in' by function has been built into the recommended shared services solution to allay this risk, as councils are more likely to commit to shared service arrangements for functions that they have a strong intention on delivering.
Lack of trust and cooperation between councils	Successful provision of shared services requires all councils to be transparent and for all to work together in a positive manner, but issues may arise if councils feel that a potential loss of autonomy is a possibility.	All councils have been working together in a positive manner, with a number of meetings and workshops being held so that key personnel can address potential issues. This, along with the existing collaboration occurring in the region, demonstrates that all councils are serious about undertaking the provision of shared services.
Cost saving assumptions in the solution modelling are greater than what is achieved during the actual delivery of shared services.	Given that the provision of shared services across local governments (as opposed to council amalgamations) is a relatively new concept, the assumptions made in the solutions modelling may not turn out to be perfectly accurate.	Extensive research has been undertaken to ensure that all assumptions have been cross-checked with past examples of shared services provision (or similar practices), and councils have been engaged to provide feedback on estimates of potential cost saving proportions. The modelling has also taken a conservative approach to the cost saving estimates, where the assumed savings are at the lower end of the savings bands identified in literature.





Risk	Description	Mitigation strategy
Councils are still unable to attract skilled workers	Increasing the number of skilled workers in the region is an important element of improving service delivery, however implementing shared services may not attract skilled workers in the short term.	By providing shared services, residents in the Hume Region will be able to access more, and better, services. In the longer term, this will help to increase the amenity of the region, which may in turn attract more skilled workers to the region.
Ineffective change management	If councils do not receive the correct guidance throughout the implementation process, both councils and residents may lose trust in the program. If council staff are not closely engaged in the program, they may lose trust in the change process.	Hiring highly skilled management personnel will ensure that experts guide councils through the implementation and early delivery of the process, and this will also help to train council staff on how to deal with potential risks and problems. Council staff will be closely engaged and supported through the change management process.
Inadequate resources are dedicated to transition activities	While strategy and design of the program is integral, guiding councils and staff through the transition process is just as important.	Subject Matter Experts will be hired in addition to the management personnel to help councils and staff transition to new systems and processes.
Lack of flexibility in governance of shared service activities	If concrete decisions are made too early on governance arrangements for service areas, ineffective and inefficient service delivery may arise.	Contractual agreements facilitate the flexibility required for councils to adapt the governance structure for each service area, which is important as council situations often change.
Compliance with relevant regulations under shared services provision	Even though the nature of delivery of shared services may change, compliance with all relevant regulations will still be required.	Extensive planning at the beginning of the program will take into consideration all potential regulatory impacts of providing shared services, and external management personnel will be able to assist with this.

## 7.2 Impacts

There are a number of potential impacts – both positive and negative – of delivering shared services in Hume Region. These are outlined below.

Table 69: Impacts of delivery of shared services

Impact	Description
Cost savings	If councils can deliver shared services, it is likely that there will be cost savings for the councils. Councils can then use this money elsewhere, resulting in financial benefits.
Private sector investment	By banding together to deliver services across the Hume Region, councils may be able to increase their negotiating power for areas such as procurement. This could in turn lead to additional commercial opportunities for councils, with greater interest from the private sector.
Greater access to services for residents	In the current environment, not all regional councils can deliver the services demanded by residents. By providing services as a group rather than as individual governments, the councils will be able to share resources (such as staff and knowledge) and deliver services to more people in the Hume Region community.
Increased efficiency of service delivery	If efficiencies can be gained in back office functions, council staff can be redeployed from the back office to the delivery of external services. <sup>43</sup> This is beneficial for the community, as there will be more people to deliver the services. In the case of the Hume Region, this is crucial as one of the

<sup>43</sup> Victorian Auditor-General's Office 2014, Shared Services in Local Government



through the redeployment of staff	objectives of all councils is to ensure that employment opportunities with local government are not lost.
Increased cooperation between councils	While all councils have a responsibility to act in the best interests of their communities, local governments can build relationships amongst one another through the provision of shared services. This is crucial in moving forward, particularly as some councils in the Hume Region are struggling to meet the demands of residents. Implementing a 'region-wide' strategy and approach, with common objectives shared between councils, will benefit both councils and residents.
Costs of implementation	The expenditure associated with implementation includes the cost of adopting new systems, retraining staff and hiring appropriate resources to deliver the project. Ultimately, the RCTP grant is sought to fund this transformative implementation, but the detailed impacts of the change to operating expenditure / budgets post implementation is yet to be fully determined for each council. Further scoping work has been included as part of the early phase of implementation will be conducted to help firm up cost impacts for councils and inform 'go' or 'no go' decisions for implementation.
Cancelling contracts with current service providers	It is possible that some councils may already have contracts in place with service providers. By implementing shared service arrangements, councils may have to cancel contracts with providers, which could have legal and financial repercussions, or delay implementation until contract expiry date.
Use of innovative technologies	One of the benefits of implementing the shared services arrangement will be the adoption of innovative technologies across the region. This will include new online business systems that are easily accessible and transferable across councils, and greater utilisation of research and data analytics to identify forthcoming challenges.
Reduced use of paper	If information management can become more efficient and move towards online systems, there is opportunity to save large amounts of paper.

### 7.3 Readiness and implementation process

The following investment areas are viewed as critical to the transformation project's success, as aligned business systems and effective change management will provide the construct for councils to effectively work together across the transformation areas.

The implementation of the proposed solutions will be subject to any material change in the market or political conditions for councils.

#### 7.3.1 Implementation costs

Cost estimates for the implementation of the program are provided indicatively in Table 70. The RCTP grant amount sought is \$5 million for the three-year project involving the 11 participating Hume Region councils.

Estimates are high level only based on modelling included in the EOI and limited market information (e.g. from CouncilWise). Further information will need to be gathered post business case to firm up estimates of costs, particularly for business systems transformation.

Table 70: Implementation costs of the Hume Region Transformation Program

SERVICE AREA	IMPLEMENTATION DETAILS	ESTIMATED COST
BUSINESS SYSTEMS	<p>Implementation cost based on Council wise indicative quote outlining</p> <ul style="list-style-type: none"> <li>\$146,978 implementation cost 8,500 assessments and 130 staff equating to approximately <b>\$1.5m</b> million for all councils</li> <li>\$500,000 to build in IP into Microsoft template for each service. To implement this functionality for finance, building services and procurement it would cost the region approximately <b>\$1.5m</b>.</li> <li>This cost assumes training to be provided by the selected third party vendor</li> </ul>	<b>\$3.2m</b>





<b>WASTE MANAGEMENT</b>	<ul style="list-style-type: none"> <li>Sharing arrangements within Hume region coupled with joint contracting will create the conditions to develop an optimal waste management layout, with landfill and transfer stations adopted to needs of multiple councils. Legal advisors and waste management SMEs will be appointed to establish the structure of the CEO's project steering group, with council CEOs monitoring the project from there on after. Funds for governance are allocated under 'legal advisers' and 'consultants'.</li> <li>Wangaratta's food and garden organics processing facility will have capacity to process up to 12,000 tonnes of material a year, of which Wangaratta will require 5,200. In order for the organics processing facility to be able to service other Hume Region councils and utilise the approximate 7,000 tonne capacity, a weigh bridge @ <b>\$140,000</b> and sifter are required @ <b>\$120,000</b></li> </ul>	<b>\$0.26m</b>
<b>PROJECT MANAGEMENT COSTS</b>	<p>EY propose employing an independent project management team for years 1-3 of the project, encompassing:</p> <ul style="list-style-type: none"> <li>Program director @ \$140,000 a year and assistant @ \$75,000 a year</li> <li>This would total approximately <b>\$0.64m</b></li> </ul> <p>Note: A detailed project management plan and change management plan would be expected to be delivered under the remit of the program director.</p>	<b>\$0.64m</b>
<b>LEGAL ADVISORS</b>	Approximately <b>\$0.2m</b> has been allocated to legal advice required at the inception of the project implementation to form contractual agreements for all shared service activity.	<b>\$0.2m</b>
<b>CONSULTANTS</b>	<p>Approximately <b>\$0.3m</b> has been allocated to subject matter experts to assist with governance and execution. These include advisors specialising in the following areas:</p> <ul style="list-style-type: none"> <li>IT consulting to undertake a requirements assessment and market sounding</li> <li>Joint procurement governance and execution</li> <li>Waste Management governance and execution</li> </ul>	<b>\$0.6m</b>
<b>WORKING CAPITAL FUND</b>	Approximately <b>\$0.1m</b> has been allocated to a Working Capital Fund, which can be used for ongoing administrative, legal or operational support. After the first three years (when all Government funding has been received), the achieved cost savings can be transferred into this fund as required.	<b>\$0.1m</b>
<b>TOTAL IMPLEMENTATION COST</b>		<b>\$5.00 million</b>

Source: EY indicative estimates based on Microsoft 365 Dynamics market quotes and industry benchmarks

## 7.4 Timelines and milestones

*The implementation plan has flexibility to allow councils to opt in once further scoping and market engagement has been undertaken to better assess the costs to individual councils*

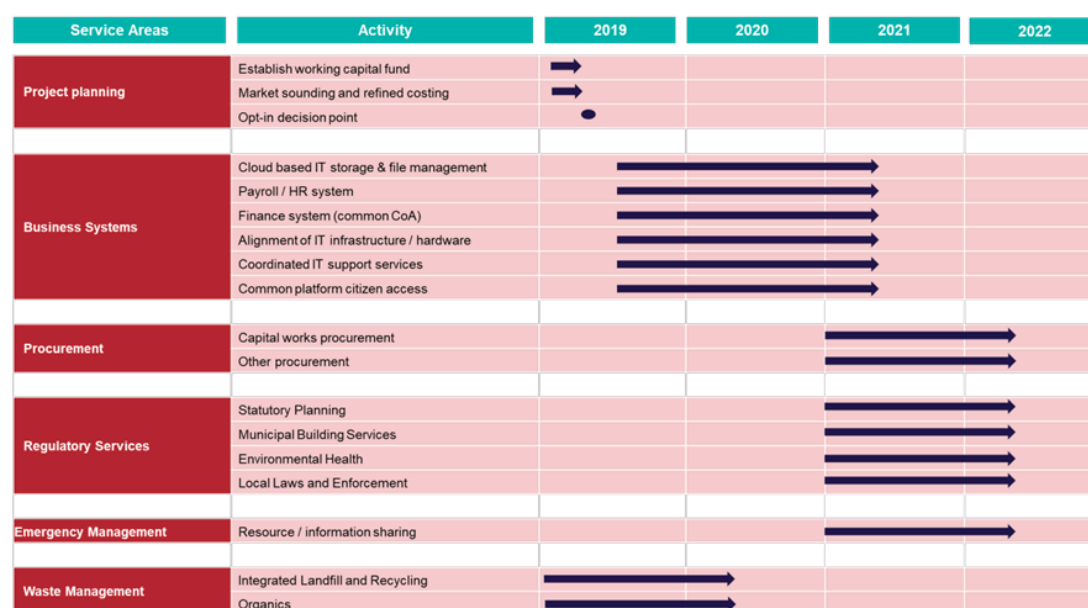
The shared services program is to be rolled out over a three-year period, beginning in 2019-20, with efficiencies analysed over a five-year period. The scheduled delivery timeline of the different service categories is outlined in Figure 33.

The implementation will begin with further due diligence and market assessment to better determine the cost impacts to individual councils. This initial work allows a further decision point (to proceed or not to proceed) to be considered by each council to ensure that the solutions being implemented will be of mutual benefit and not place an undue cost on short or long-term budgets of councils.

The Business Systems category is scheduled to be rolled out across councils from 2020-21 (pending the success of the pilot program of the lead Council), with other service areas commencing shared services as soon as possible. As business systems will enable ease of information sharing, common specifications and resourcing sharing, the full realisation of efficiencies in other areas hinge on successful business system implementation.

Waste management solutions can be implemented without delay, and the remaining categories (Procurement, Regulatory Services and Emergency Management) will all be implemented from 2021-22. All service categories are expected to be operating in full efficiency (achieving maximum cost savings) by mid-2022.

Figure 33: Timeline of service area implementation



Source: EY estimates 2019, based on council CEO discussions



#### 6.4.1 Ramp up of savings

The 'ramp up' rate, or realisation of savings timeline, will look different for each of the service functions. Table 71 outlines EY's understanding of the timeframe for efficiency realisations for each of the functions under transformation. It is expected that by 2024 (five years into the program), Procurement and Waste Management service areas will be achieving the full realisation of cost savings.

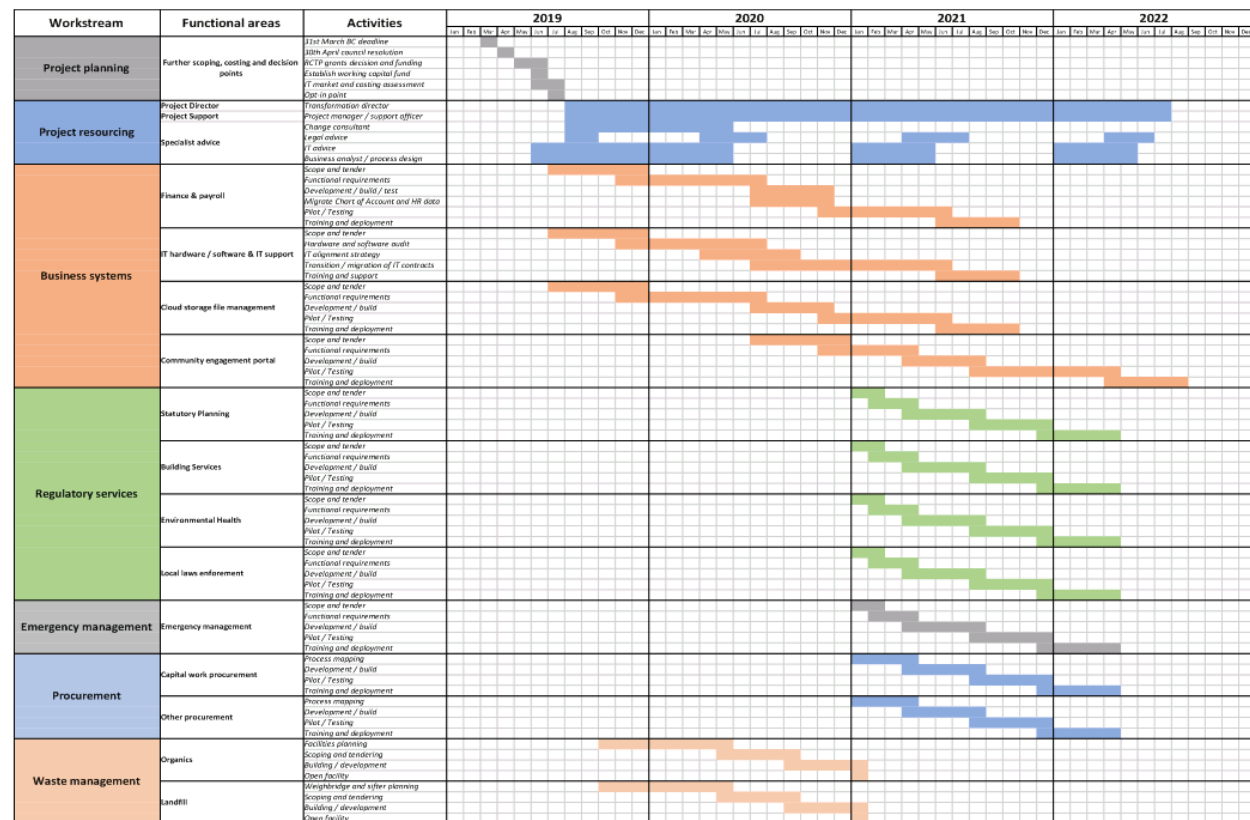
Table 71: Timeline of savings realisation

	2019-20	2020-21	2021-22	2022-23	2023-24
Business systems	0%	9%	100%	100%	100%
Procurement	0%	0%	59%	100%	100%
Regulatory Services	0%	0%	59%	100%	100%
Emergency Management	0%	0%	59%	100%	100%
Integrated Regional Landfill Recycling and organics	0%	0%	59%	100%	100%

Further breakdown of implementation plans is provided in Figure 34.



**Figure 34: Detailed timeline of transformation project implementation**



Source: EY assumptions and discussions with CEOs, 2019

## 8. Staffing requirements

### 8.1 Staff/Contractors

***The Hume Region Transformation Program will manage the need for growth in staff numbers across the 11 councils, whilst enhancing capability of existing staff to deliver community services***

The total number of staff that work within the five functional areas to be transformed by the project (i.e. IT, procurement, waste management, regulatory services and emergency management staff) is estimated to be 375 FTE spread across the 11 Hume Region councils. This includes approximately 130 frontline staff and 245 supporting in back office positions.

In the context of this project, back office functions that are part of the transformation include human resources, IT, governance, records management, finance and payroll functions. Front line services include waste, infrastructure, planning and emergency management.

It is estimated that this proportion of back office to front office staff (65% and 35% respectively) would remain unchanged under a 'business as usual' (BAU) scenario, with total staff expected to grow by approximately 1% per annum, slower than the regional growth in demand for services.

It is expected that the project would result in dampened future growth in staff numbers, particularly across back office roles, as a result of enhancing capability of existing staff through enhanced business systems and functional processes.

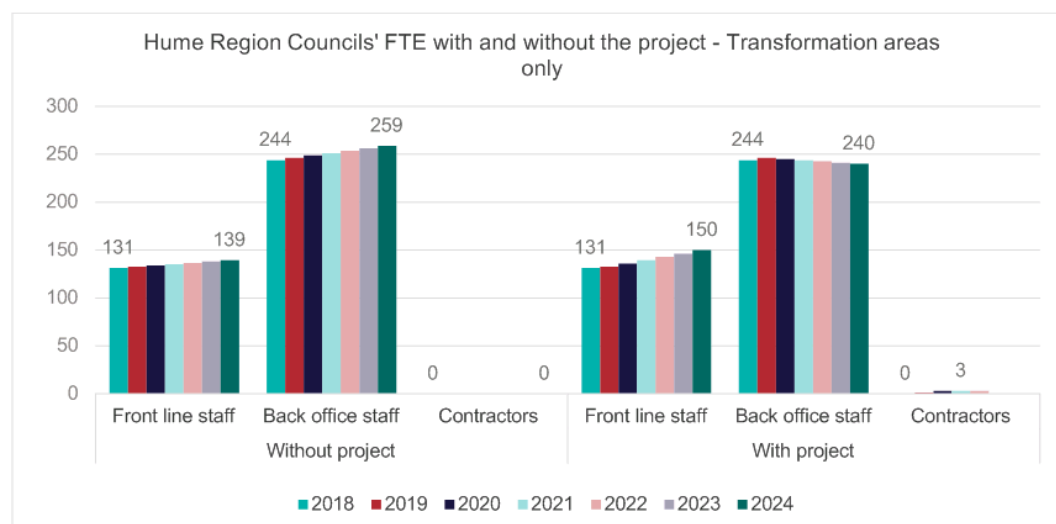
The efficiencies achieved in the provision of shared services will be reflected in a proportional increase of front office staff, and will coincide with a reduction in the proportion of back office staff required to support council functions. This transition will be necessary to keep up with future increased service requirements. As part of this transition, some back-office staff may be re-allocated to frontline positions over time.

As highlighted in the table below, the total staff employed across the five transformation areas within councils across the region will increase by eight FTEs in the first five years of the program. Once the implementation is complete, the region's councils will employ 390 FTEs across the transformation areas.

Table 72: Staffing requirements under transformation project

		2019-20	2020-21	2021-22	2022-23	2023-24
Staff numbers without project (within transformation areas)	Frontline	133.9	135.3	136.6	138.0	139.3
	Back office	248.7	251.2	253.7	256.2	258.8
	Contractor	0.0	1.0	2.0	3.0	4.0
<b>Subtotal</b>		<b>382.6</b>	<b>386.4</b>	<b>390.3</b>	<b>394.2</b>	<b>398.1</b>
Staff numbers with project (within transformation areas)	Frontline	135.9	139.3	142.8	146.4	150.0
	Back office	245.0	243.8	242.6	241.3	240.1
	Contractor	3.0	3.0	3.0	0.0	0.0
<b>Subtotal</b>		<b>383.9</b>	<b>386.1</b>	<b>388.3</b>	<b>387.7</b>	<b>390.1</b>
Change in staff number (within transformation areas)	Frontline	2.0	4.0	6.2	8.4	10.7
	Back office	-3.7	-7.4	-11.1	-14.9	-18.7
	Contractor	3.0	3.0	3.0	0.0	0.0
<b>Subtotal</b>		<b>1.3</b>	<b>-0.4</b>	<b>-2.0</b>	<b>-6.5</b>	<b>-8.0</b>
<b>Total staff</b>		<b>383.9</b>	<b>386.1</b>	<b>388.3</b>	<b>387.7</b>	<b>390.1</b>

Figure 35: Front line and Back office staff: with and without the project



Source: EY analysis

The following assumptions for staffing levels both with and without the project.

Table 73: Key assumptions with regards staff requirements under transformation project

Staff assumption category	Business as usual assumptions	Project assumptions
<b>Frontline / back office staff ratios</b>	<ul style="list-style-type: none"> <li>35% : 65% remaining constant through to 2024</li> </ul>	<ul style="list-style-type: none"> <li>Front line 35% moving to 38% by 2024</li> <li>Back office 65% moving to 62% by 2024</li> </ul>
<b>Growth rate of staff total FTE</b>	<ul style="list-style-type: none"> <li>Back office FTE growth 1%p.a.</li> <li>Front office growth 1% p.a.</li> </ul>	<ul style="list-style-type: none"> <li>Back office FTE growth 0.5%p.a.</li> <li>Front office growth 2.5% p.a.</li> </ul>
<b>Total Staff</b>	<ul style="list-style-type: none"> <li>Total FTE is expected to grow at 1%, slightly lower than growth in demand for services (@2.2+%).</li> <li>FTE @382 in 2020</li> <li>FTE @398 in 2024</li> </ul>	<p>Total FTE is expected to grow at a lower rate (0.7%p.a.) whilst delivering efficiencies across the five functional areas, and meeting demand for services.</p> <ul style="list-style-type: none"> <li>FTE @384 in 2020</li> <li>FTE @390 in 2024</li> </ul>
<b>Attrition rates</b>	<ul style="list-style-type: none"> <li>Between 7-10% p.a.</li> </ul>	<ul style="list-style-type: none"> <li>Lower attrition rates assumed between 5-8%, due to improved career development opportunities</li> </ul>

Source: EY Assumptions

## 9. Attachments

The following attachments are provided in support of the business case

- Appendix A – Checklist
- Appendix B – Benefits Summary
- Appendix C - Investment Concept Brief
- Appendix D - Investment Logic Map
- Appendix E - Summary spreadsheet (costing, revenue, expenditure, performance metrics, NPV)

Note: Evidence of Council resolutions will be provided by 30<sup>th</sup> April as per the extended timeline offered by LGV.



## Appendix A – Checklist

Initiative title:	Rural Councils Transformation Program business case template	
Department:	[Company]	Yes
1.	Is the problem clearly defined?	<input checked="" type="checkbox"/>
2.	Is it clear what the RCTP is purchasing?	<input checked="" type="checkbox"/>
3.	Are the links to policy(ies) and contributions explicit?	<input checked="" type="checkbox"/>
4.	Are impacts on performance measures specified?	<input checked="" type="checkbox"/>
5.	If the submission has multiple components, have these been described separately and is the impact of each component clearly articulated in the costings, staffing and performance measures sections?	<input checked="" type="checkbox"/>
6.	Has Local Government Victoria (LGV) been engaged on the development of the draft business case?	<input checked="" type="checkbox"/>
7.	Has the <i>Business case</i> been completed in the form of the business case template?	<input checked="" type="checkbox"/>
8.	Have costings been agreed with LGV?	<input checked="" type="checkbox"/>
9.	Have detailed costings been provided in Excel?	<input checked="" type="checkbox"/>

## Appendix C – Benefits Summary

The benefits summary presents the change from the Business as Usual scenario only.

	Preferred option only					
	2019-20	2020-21	2021-22	2022-23	2023-24	Present value (\$2019)
Analysis period (years)	5 years					
Capital costs (\$m)	\$0.96m	\$2.00m	\$0.50m	-	-	\$3.22m
Operational costs (\$m)	\$1.12m	\$0.22m	\$0.21m	-	-	\$1.46m
Cost-Benefit Analysis (of monetised costs and benefits)						
Discount factor						4.0%
Value of benefits (\$m)	-	-	\$2.87m	\$5.10m	\$5.34m	\$10.87m
Value of costs (\$m)	\$2.08m	\$2.22m	\$0.71m	-	-	\$4.67m
Net Present Value (\$m)	(Benefits less costs)					\$6.20m
Other important considerations						
Scenario analysis (in NPV)	\$6.20m					
Pessimistic scenario (\$m)	\$0.71m					
Optimistic scenario (\$m)	\$11.22m					
Non-monetisable disbenefits/benefits	Additional positive benefits associated with statutory planning and municipal building services, relating to investment efficiencies associated with land development in the Hume region.					N/A
(e.g. small, med., large)	Med to Large impact - Potentially greater than \$10m, considering the scale of private and overseas development projects currently proposed in the Hume Region.					
Impacts	Positive impact to environment, specifically for waste management component (reduced emissions, increased recycling, and re-use of organics)					N/A
(e.g. small, med., large)	Small impact - due to waste management benefits not applying consistently across the whole Hume region					
Preferred option						
Provide a summary to justify the preferred option.	The <b>Benefit Cost Ratio (BCR) of the project is 2.3</b> , and <b>Net Present Value (NPV) of \$6.2 million</b> , calculated within a five-year period. The preferred option provided the greatest NPV of those options tested in the analysis.					

## Hume Region Rural Transformation Project

### Appendix C - Investment Concept Brief

Context	What is the compelling reason this investment should be considered further?
	<p>Hume Region councils are seeking <b>\$5.0 million</b> in funding over 3 years to implement the Hume Regional Councils Transformation Program.</p> <p>The Hume Region is experiencing an interplay of opposing forces: increasing costs and declining available revenue. The factors leading to increasing costs include large asset bases, dispersed populations, government grants falling short of real cost increases and increasingly vulnerable populations with higher service demands. Council revenue in real terms is at risk of declining due to diminishing and ageing populations, the unpredictability of grant funding and disadvantaged residents with lower capacity to pay.</p> <p>Over the past decade, the region's councils have been under pressure to drive efficiencies and economies, often with constrained income levels and with higher expectations from the community about the services and levels of service they deliver, enable or advocate for.</p> <p>By way of an integrated service response through strengthened working partnerships, the participating Hume Region councils are committed to fundamental strategic and operational transformation to support the ongoing viability and sustainability of the region's councils and the provision of responsive, quality services to meet the changing needs of the community.</p> <p>In order to address the Hume Region's identified problems and improve financial performance and capacity of councils, the following strategic responses have been identified:</p> <ul style="list-style-type: none"> <li>• Align business systems and processes across councils</li> <li>• Enable resourcing sharing and flexible working to attract and retain highly skilled staff</li> <li>• Coordinate service delivery across appropriate functions.</li> </ul> <p>The alignment of systems and resource and information sharing will be applied to key service areas which have been identified through workshops with councils to outline the principle problems that the region is facing as well as strategic responses to address the problems.</p> <p>The recommendation solution is the preferred outcome as it will ensure that councils provide the greatest level of service efficiencies, while also providing communities with improved benefits.</p>

Cost	What are the likely costs of this investment?	Cost (range)
	Business Systems	\$3.2 mil
	Waste Management	\$0.26 mil
	Project Management	\$0.64 mil
	Legal advisors	\$0.2 mil
	Consultants	\$0.3 mil
	Working Capital Fund	\$0.1 mil
	<b>Investment Total</b>	<b>\$5 mil</b>

Time	What are the expected timeframes for the key deliverables?	Time from funding
	Project resourcing (including Project Director and specialist advice)	0m-36m
	Business Systems (including Finance and Payroll, IT hardware and support and cloud storage file management)	0m-26m
	Business Systems (including community engagement portal)	12m-36m
	Regulatory Service	18m-34m
	Emergency Management	18m-34m
	Procurement	18m-34m
	Waste Management	3m-21m

Risks	What are the primary risks to the success of this investment delivering the benefits?	Risk
H: High	Implementation costs exceed cost savings	M
M: Medium	Ineffective governance processes	M
L: Low	Lack of trust and cooperation between councils	M
	Ineffective change management	L
	Inadequate resources dedicated to transition activities	M

Dis-benefits	What negative impacts are likely to occur by successfully implementing this solution?	Impact
H: High	High costs of implementation	M
M: Medium	Cancelling contracts with current service providers	L
L: Low		

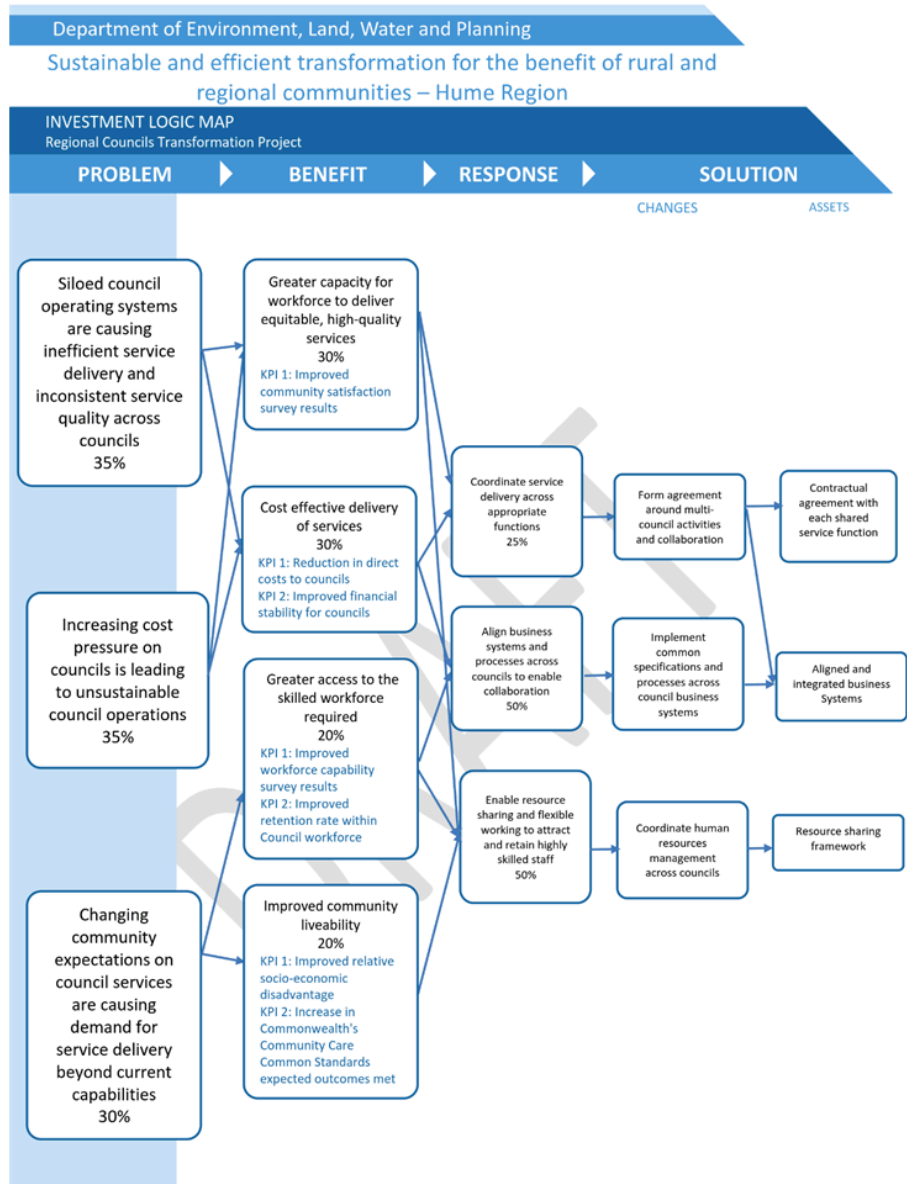
Inter	What external conditions are critical to the success of this investment?	Criticality
Dependencies	Provision of full funding ask	H
	Continued Government and private investment in the Hume Region	M

Policy	What is the primary policy to which this investment will contribute?
Alignment	<p>The Victorian Government's Regional Statement (2015) outlines a clear strategy not only to help Regional Victoria to survive, but to thrive in the future. Points of focus include regional jobs, transport and infrastructure growth, education, healthcare, safer community regions and quality of life.</p> <p>The centrepiece of the statement was the establishment of nine new Regional Partnerships, including the Ovens Murray Partnership which includes seven of the 11 participating councils in the transformation project.</p>

Managing Uncertainty	What are the main uncertainties in the external operating environment which may affect the investment's future benefit delivery?
	<p>Continued Government and private investment in the Hume Region is critical for the long-term success of the transformation project. Implementing the shared service functions will ensure that a solid base is put in place for councils to deliver on community demands, but ongoing investment in key areas such as healthcare and infrastructure is crucial to support the project. This will ensure that council can continue to meet the needs of communities with changing demographics, and will also ensure that councils can attract skilled staff in the future.</p> <p>Is a real options workshop required during business case development?</p> <p>No</p>

Investor	Who is the senior person who will ultimately be responsible for delivering the identified benefits?			
	Trevor Ierino	Chief Executive Officer, Indao Shire Council	<i>Signature</i>	29/03/19

## Appendix D - Investment Logic Map



## Appendix E - Summary spreadsheet

Spreadsheet supplied separately, including detailed costing, revenue and expenditure summary tables, key performance metrics, and NPV summary.





# RURAL CITY OF WANGARATTA OUR ROADMAP FOR THE FUTURE COUNCIL PLAN 2017 - 2021



DRAFT REVISION 2019



RURAL CITY OF WANGARATTA



## COUNCIL PLAN 2017-2021

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## COUNCIL OFFICES

## WANGARATTA GOVERNMENT CENTRE

📍 62-68 Ovens Street Wangaratta VIC 3677

✉ PO Box 238 Wangaratta VIC 3676

☎ 03 5722 0888

📠 03 5721 9526

@ council@wangaratta.vic.gov.au

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🐦 @WangRuralCity

📘 Wangaratta Council



## RURAL CITY OF WANGARATTA

# OUR COUNCIL PLAN

## WHAT IS A COUNCIL PLAN

The Local Government Act 1989 (the Act) legislates that Victorian Councils are required to prepare and approve a Council Plan.

Our Council Plan 2017-2021 details our strategic objectives and the key strategic activities and actions we will be undertaking to achieve those objectives.

## ABOUT OUR COUNCIL PLAN

The Council Plan 2017-2021 was adopted at the 26 June 2017 Special Council meeting and forwarded to the Minister for Local Government as per Section 125 of the Act.

The development of the Council Plan 2017-2021 included extensive community consultation which spanned over five months.

Our Council Plan 2017-2021 is reviewed annually to comply with Sections 125 and 126 of the Act. This document is the 2019 Revision of our Council Plan.

## WHERE YOU CAN GET A COPY

Our Council Plan 2017-2021 is available on the Rural City of Wangaratta website and can be found by following the below path:

*About Council > Documents & Policies*

Alternatively, you can get a printed copy of the Council Plan by visiting the Wangaratta Government Centre (62-68 Ovens Street, Wangaratta).

## WHERE YOU GO TO FIND THE FINE PRINT

Referenced throughout the Council Plan is The Fine Print. These are strategies, frameworks and plans that guide Council. These can be found by visiting our website and following the below path:

*About Council > Documents & Policies > Strategies & Plans*

## WANT TO KNOW MORE

Keep up to date with the Council and all our latest news by following us on Facebook and Instagram.

## COUNCIL PLAN 2017-2021

# KEY PROJECTS 2017-2021

## OUR PROJECTS

- Construction of our major capital projects:
  - An Outdoor 50m Pool and a Hydrotherapy Pool
  - The Organics Processing Plant
  - The Cruse Street development
- Implementation of the Economic Development Strategy
- Delivery of the Branding and Marketing Strategy
- Redevelopment of the Wangaratta Railway Precinct
- Progressing the development of the Ovens College site
- Reform of Council's Planning Services
- Development of infrastructure as per the Wangaratta Aerodrome Masterplan
- Delivery of the key goals of the Events Strategy
- Delivery of Rural Placemaking projects in our townships
- Implementation of the Organisational Business Health Check
- Continuing the planning and delivery of drainage in rural townships
- Advocacy for improved mental health outcomes

### WHAT WE HAVE DONE

### WHAT WE ARE GOING TO DO

ECONOMIC DEVELOPMENT AND GROWTH	
Adopted Economic Development Strategy and Industrial Land Strategy	Complete Cruse Street extension and progress growth corridor planning amendments
BRANDING AND MARKETING STRATEGY	
Research and development of the Branding and Marketing Strategy including engagement within and outside of the Rural City of Wangaratta	Implementation of the new branding for the Wangaratta municipality targeted at growing tourism, investment and our population
MENTAL HEALTH	
Secured funding of: <ul style="list-style-type: none"> <li>• \$1.5m for a Headspace service in Wangaratta</li> <li>• \$1.2m for the 4 year Grit and Resilience Project</li> </ul>	Delivery of the Grit and Resilience Project with partners and advocacy for mental health services
RURAL PLACEMAKING	
Delivery of year one projects including: <ul style="list-style-type: none"> <li>• North Wangaratta Shade Sail</li> <li>• Milawa Netball Court</li> <li>• Springhurst Amenities</li> </ul>	Funding of \$510k committed to enhance liveability, link rural communities and create a long-term vision for districts

## RURAL CITY OF WANGARATTA

## MAYOR'S MESSAGE

Just past the half-way mark of our term, I can happily report on the progress being made towards this Council's vision for the future.

More than \$30m of our projects are underway, including the Organic Processing Plant, Aquatics Project, Cruse Street extension and Ovens Street revitalisation.

Each of these projects will play an important role in setting our community up for future growth.

We'll have a regional aquatic facility capable of attracting major sporting events, a regional organic processing plant turning waste into compost and improved road infrastructure and Central Business District.

Cruse Street is a project I'm especially excited about as it will open up Wangaratta's North West growth corridor, which will be home to 5000 new residents.

Council is also taking action to open up industrial land, with the Murrell Street subdivision providing more opportunities for businesses to expand or move to Wangaratta.

All this infrastructure is giving us a platform for real growth, and we intend to capitalise on this.

Beginning this year, Council will launch a Branding and Marketing Strategy aimed at attracting more tourists, new residents and new businesses.

A major marketing campaign will promote the Rural City of Wangaratta and its businesses, attractions and people.

This will involve a complete re-branding of Council and our region. So next year when you read this document it will have completely different look and feel.

Our region has become somewhat of a well-kept secret. Those of us who've been here a long time know what a great lifestyle we can lead and what it's like to be at the centre of such rich and diverse natural surrounds.

But it shouldn't be a secret any longer. We need a strategy in place to enable us to grow. The benefits of growth will flow to all parts of the community and I invite you all to come on this exciting journey.

**Cr Dean Rees**

*Mayor of the Rural City of Wangaratta*

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## OUR COUNCILLORS

The Councillors were elected at the 2016 General Election.

Councillor Dean Rees was elected Mayor of the Rural City of Wangaratta on 26 November 2018, with Councillor Mark Currie being re-elected as Deputy Mayor.



**Mayor - Cr Dean Rees**

*City Ward*

d.rees@wangaratta.vic.gov.au  
0429 623 141



**Deputy Mayor - Cr Mark Currie**

*Warby Ward*

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0428 431 607



**Cr Ken Clarke**

*City Ward*

k.clarke@wangaratta.vic.gov.au  
0429 601 587



**Cr Harvey Benton**

*North Ward*

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0429 542 928



**Cr David Fuller**

*City Ward*

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0429 545 907



**Cr Harry Bussell**

*South Ward*

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0429 475 863



**Cr Ashlee Fitzpatrick**

*City Ward*

a.fitzpatrick@wangaratta.vic.gov.au  
0448 384 600

## RURAL CITY OF WANGARATTA

## CEO'S MESSAGE

We're beginning to see the hard work of the past few years come to life through our capital works program.

While the Aquatics and Organic projects have attracted the most attention, I'm particularly pleased to see the CBD Masterplan progress.

The first of these projects has been the Ovens Street revitalisation. Next in line, as detailed in this Council Plan, will be the Railway Precinct.

The CBD Masterplan received more than 900 responses when community consultation was held four years ago. The overwhelming message from this consultation was that pedestrians needed to move around more freely and safely.

To see that come to fruition will be a major positive change for our community that will also attract more investment and growth.

As our community infrastructure changes and develops, Council is also adapting to better ways of serving the community.

We want to be an organisation that is easy to do business with and that our community can be proud of.

Our Community Promise customer survey has already netted more than 1000 responses, including great suggestions on how we can improve our services to better meet customer needs.

Quicker response times to customer requests, better planning processes and more online payment options are key changes that have already happened.

This Council Plan makes it clear that mental health is a priority for Council. With our partners we have secured \$1.5m in funding towards a Headspace service to be located in Wangaratta and \$1.2m for the four year Grit and Resilience Project.

I'm also looking forward to implementing the findings of the Branding and Marketing Strategy being developed by Council. Significant research has gone into this strategy, surveying the perceptions of Wangaratta from within and outside of this region.

As this strategy is implemented it will be important for the Wangaratta community and businesses to take ownership and become ambassadors for our region.

**Brendan McGrath**  
*Chief Executive Officer*

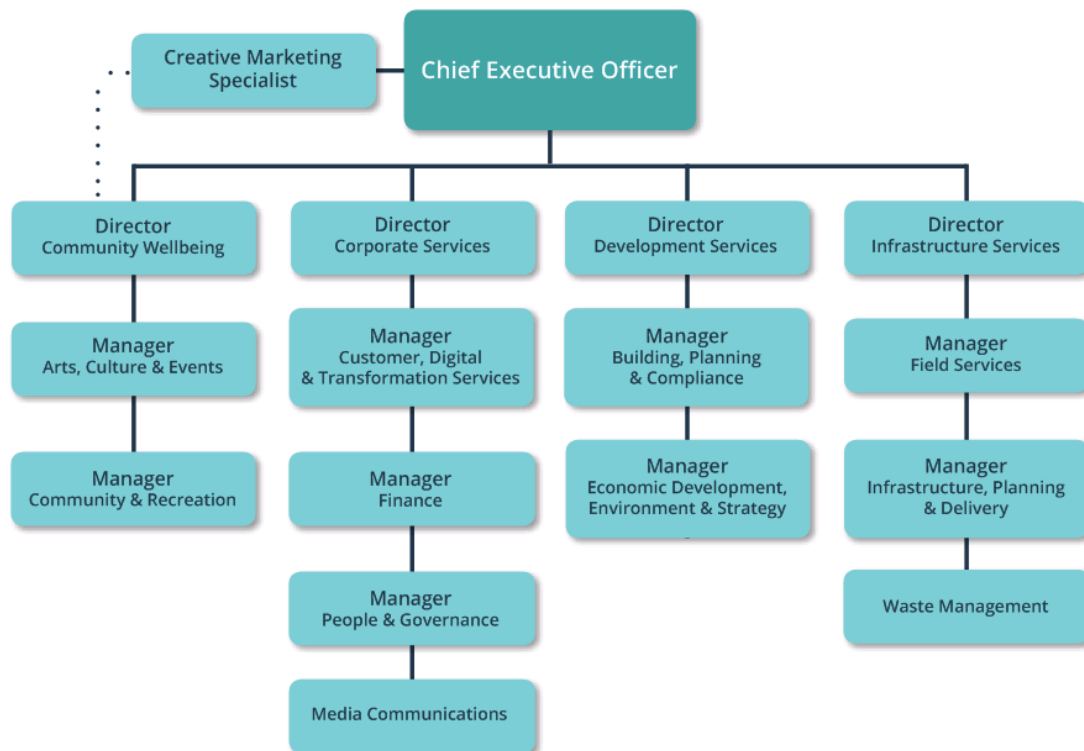




## OUR PEOPLE

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day to day management of operations in accordance with the strategic directions of the Council Plan.

The Corporate Management Team (CMT), consisting of the CEO and four Directors, lead the organisation. The details of the Directors who report to the CEO and subsequently the senior officers that report to the Directors are set out below.



## RURAL CITY OF WANGARATTA

## RURAL CITY OF WANGARATTA

We are the Rural City of Wangaratta, but in truth, we're so much more than that. A municipality that includes both a vibrant city and distinctive rural towns.

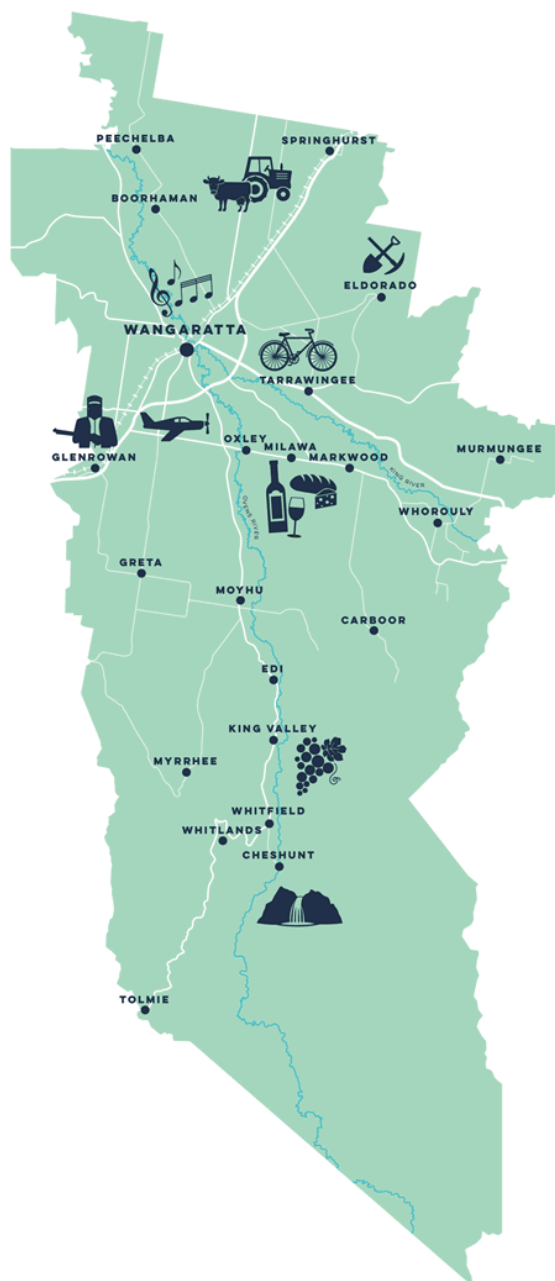
We're known for our waterways, our rugged beauty, surrounds of different landscapes as well as being home to some of Australia's best local produce.

Industries include transport and logistics, health services, education and government agencies, small business and a nationally significant agricultural industry.

Our community is a hub for recreational, commercial, educational, tourism and health facilities.

Families value access to childcare and kindergarten services, twenty primary schools, specialist schools and three secondary facilities. Tertiary education includes a TAFE Institute, a centre for continuing education and a campus of Charles Sturt University.

The Rural City of Wangaratta is where you can have it all. A quality lifestyle in a vibrant, safe and caring community, at a pace you can enjoy while balancing family and career aspirations. We're the Rural City of more than you can imagine, and that's what makes us a Rural City like no other.



## COUNCIL PLAN 2017-2021

## OUR COMMUNITY

29,087

OUR POPULATION 2018

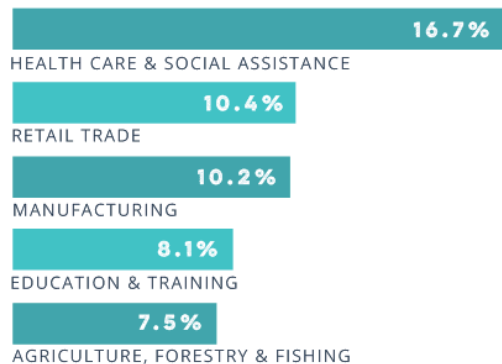
49%

MALE

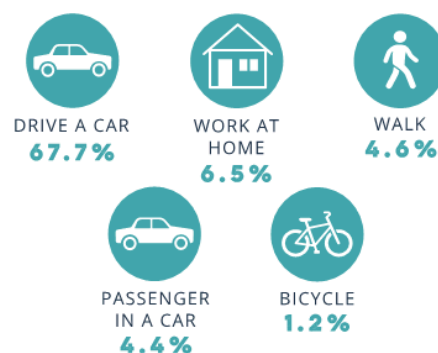
51%

FEMALE

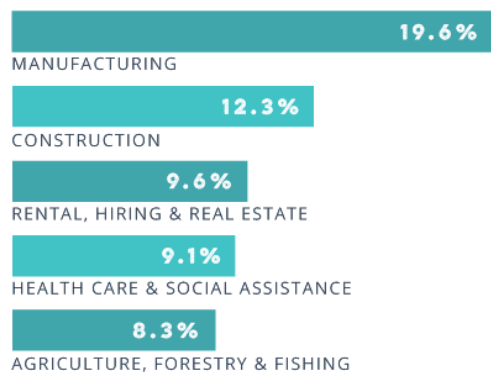
## TOP 5 INDUSTRIES OF EMPLOYMENT



## TOP 5 WAYS PEOPLE TRAVEL TO WORK



## TOP 5 INCOME GENERATORS FOR WANGARATTA\*



## TOP 5 LANGUAGES SPOKEN AT HOME

ENGLISH ONLY 88%  
 ITALIAN 1.9%  
 GERMAN 0.2%  
 MANDARIN 0.2%  
 GREEK 0.1%



25.7% Volunteer Rate

1.3% People who identify as Aboriginal or Torres Strait Islander

19.5% People with at least one parent born overseas

Statistics sourced from the Australian Bureau of Statistics website, Wangaratta LGA Region Data

\*Figures from REMPLAN Economy

RURAL CITY OF WANGARATTA



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# OUR COMMUNITY PROMISE

We promise that we will work our hardest to be a team you can be proud of.

We will not settle for just being seen as the level of government closest to the community - because we see ourselves as part of the community. We will respond to the challenges that face us both as an organisation and as a community, and we will be courageous when hard decisions need to be made. We will lead when our people need us to, and we will work with others to help get the things that really matter happening. We will not be shy to celebrate our success and the success of people in our community – we are proud of what we achieve.

We may not always be able to give you the answers that you want to hear but we promise we will always tell you the truth. We will take the time to talk to you, to listen to you and to help you, and we will always keep you informed of the things you need to know. We will respect the past, and the things that have come before us – whilst being excited and focused on the future. We will look after your tomorrow.

We will acknowledge and respect our position as decision makers, rule enforcers and fee collectors, but we will do so with a humble and responsible approach. We will deliver the things that remind you every day why it's great to be part of our community.

As a team we will continue to look for ways to create, to imagine and to improve. We will focus on understanding ways we can be better at what we do, easier to work with and deliver our services more efficiently. Above all we promise that we will remain driven by the desire to work with you to build an exciting, prosperous and sustainable future.

## WHAT DOES OUR PROMISE MEAN?

It means that from now on we will do things better. We will think differently and approach things in a way that means we will constantly explore opportunities to improve the way we deliver services, communicate and support our community. We will always be looking for ways we can be exceptional in how we conduct our business.

It means that we will set very high standards for ourselves and how we go about doing our work. We think that the best way of seeing what we are really capable of is to set the bar incredibly high. We will hold ourselves accountable and we want you to come to expect these standards from us.

We know that to improve we need to encourage, and be responsive to, feedback. We will actively ask for ways that we can better support people, deliver projects and initiate change. To do this well, we will be clear in Our Non-Negotiables - there are things we need to do, decisions we need to make and boundaries and guidelines we have to work within. We will get better at making sure people understand what these are.

Our Community Promise also means that we have expectations of the people we will work with. We promise to be respectful and positive and we will work hard to develop relationships where this should be mutual. It's not ok with us for people to be deliberately mean, derogatory or cruel. We will not engage in conversations that are disrespectful to people in our organisation or our community. We believe that as a community the best way we can achieve an exciting future is to support, encourage and celebrate each other.

We know we have some work to do. This Community Promise is an enormous commitment and whilst we are excited to achieve it we are also aware that we need to start making change. You will notice this change, experience our new way of doing things and begin to see us differently.



## RURAL CITY OF WANGARATTA

# OUR PROMISE COMMITMENTS

## WE WILL COMMUNICATE

- We will be honest – we will tell you the truth even if we know it's not what you want to hear
- We will be transparent and forthcoming with information
- We will be consistent – you will get the same message from us regardless of who tells it
- We will make sense and communicate in a way that is clear and easy to understand
- We will communicate in a way that suits you – not just us

## WE WILL INVOLVE

- We will be respectful of everyone – you all have the right to participate in conversations with us
- We will be clear about what is possible and what is not – you will know the boundaries of what we do and what we can deliver
- We will encourage everyone to tell us their views – even if you don't agree with a decision we have made or a project we are delivering
- We will talk to you about the things that matter, decisions that will affect you, and changes that may happen
- We will give you a reason to involve yourself in our projects, discussions and plans – you will see how working with us can help benefit the way you live and how our community develops

## WE WILL BE EXTRAORDINARY

- We will always look for ways to improve – we will research, explore and review to make sure we are always getting better at what we do
- We will empower our team and the people we work with
- We will put people at the centre of how we make decisions and how we deliver projects and services
- We will learn from our mistakes – we will acknowledge and be accountable, and seek ways to make sure they don't happen again
- We will lead the way in innovation and creativity – we will be brave to try new things and be leaders in our community and our industry
- We will go out of our way to make your day – we will always be friendly, helpful and respectful

## WE WILL PLAN AND DECIDE

- We will be thorough and considerate in how we make decisions – we will look at all the information and make sure we understand the options, impacts and potential outcomes
- We will make the tough decisions. We will proactively deal with issues, challenges and priorities as they arise – regardless of their difficulty or complexity
- We will tell you the reasons why we have made decisions and the information we have based them on – we won't have secrets. We know that we are here to make decisions that affect people's lives and the long term development of our community and we take that responsibility very seriously
- We will be visionary and yet respect the past – we strongly believe that our community has an amazing future and we will make decisions to reflect that, but we value and appreciate the great work that has happened to this point

**COUNCIL PLAN 2017-2021****WE WILL RESPOND**

- We will set standards for responding to you – whether it is in person, on the phone, via email or post and we will consistently meet those standards. Getting back to you is a priority
- If you ask us a question we will answer you – in a way that is clear, honest and thorough. You will walk away understanding what we said
- We will respond appropriately on behalf of you, our community. We believe passionately in the future and integrity of our community and we will be active in protecting our reputation
- We will respond to the challenges that face our organisation and community in innovative and effective ways. We will partner, collaborate and advocate to make sure that we all have a sustainable and vibrant future
- We will respond to opportunities with vigour to make sure our community receives all the attention and resources available

## OUR VALUES

**LEADERSHIP**

Council will exercise diligence in decision-making and good governance and accept responsibility for the consequences of those actions taken with appropriate accountability

**ENGAGEMENT**

Council will actively and openly participate in consultation and strive to achieve effective governance and the best outcome for the community

**RESPECT**

Council will value the contribution and individuality of others and aim to achieve an honest and healthy working relationship with all citizens

**PROGRESSION**

Council will achieve continuous improvement in performance and the highest standards and outcomes for the Rural City of Wangaratta



## RURAL CITY OF WANGARATTA

# OUR VISION

## RURAL CITY OF WANGARATTA

In 2028: Whether you stay for a day or a lifetime, it feels like home. We have the mix right - between safety and excitement, growth and certainty, rural and urban. Here, you know that there are opportunities that you can't find anywhere else. There are jobs, neighbourhoods, schools and services that ensure that everyone can build a healthy and fulfilling life for themselves and their family.

Through responsible and informed planning we have built a community that protects our environment and showcases our natural beauty to its greatest potential. We have built roads that weave together to become neighbourhoods that are home to families who feel connected to the people and places around them. Through our focus on the future we have been prepared for the challenges that have faced our community – we have grown stronger by adapting to a changing economy, we have built and maintained our infrastructure for coming generations, and we have positioned ourselves to be a destination that welcomes and attracts people from all over the world.

Our economy is stronger than ever. From agriculture to tourism, health to education, we have focused on building resilience and diversity, and achieving a prosperity that has benefitted all our residents.

We have become a resourceful and vibrant regional centre.

We are a creative community and you experience this in all corners of the municipality. On our streets, at our events and in our facilities - the culture and creativity of our community is evident. The connection and partnership between our City and our rural townships is part of our strength. Our diversity – in our people, our environment and our economy – has created opportunities that continue to be celebrated and recognised.

We are strong and adaptable with a spirit that embraces both our challenges and our opportunities. Whoever you are, and wherever you have come from, this is where you want to be.

## OUR PRINCIPLES FOR DECISION MAKING

- We will look after our most vulnerable and disadvantaged
- We will be an organisation that is easy to do business with
- We will be innovative and flexible in our approach to the challenges that face our organisation and our community
- We will focus on population growth that supports a sustainable future
- We will recognise that a strong economy is driven from a strong and diverse community
- We will maintain our infrastructure for future generations
- We will be courageous and always think of the future
- We will ensure our rural communities and districts are supported

## OUR PRIORITIES

- We will facilitate the establishment of new industry and support and recognise the growth of our existing businesses
- We will open up residential and commercial land opportunities to create neighbourhoods and industries that enable population growth
- We will promote and develop our tourism offering and grow our visitation rates
- We will strengthen our unique identity and help drive this growth in the economy, population and in tourism through the implementation of a powerful Marketing & Branding Strategy
- We will build a thorough understanding of the needs and priorities of our rural community and deliver on these

## COUNCIL PLAN 2017-2021

- We will create a vibrant and bustling CBD by delivering projects that achieve significant social, cultural and economic benefits for all our residents
- We will define a robust long term financial plan and asset renewal plan that ensure we allocate the appropriate investment needed to maintain and protect our buildings and infrastructure for future generations
- We will expand our portfolio of showcase events to provide connection for our local community, and attract visitors to our municipality
- We will deliver our aquatics strategy
- We will continue to look for opportunities to expand education within the municipality
- We will focus on protecting the mental health of our community by building strong relationships and advocating for the needs of service providers and our community
- We will advocate to raise awareness, financial and political support to progress a number of initiatives including: an improved rail service; support for regional producers; the telling of the iconic Ned Kelly story; and funding for local roads

## OUR PLAN

As your Council we have a diverse role in how we support, provide for and protect our community. Roads, waste collection and legislation are a key foundation for Council - but we also do more. Whilst we work closely with other levels of government, we are much more than an advocacy group. It is our job to understand the needs and priorities of our community and we focus on achieving them today, and for our future. The pillars are our goals. The outcomes we are working, in partnership, to achieve with our community.

### THE PILLARS

**WE ARE THRIVING**  
HEALTH/ WELLBEING/  
BEING ACTIVE/ COMMUNITY

**WE ARE GROWING**  
ECONOMIC DEVELOPMENT/ TOURISM/ PLANNING/  
POPULATION GROWTH

**WE ARE ESTABLISHED**  
INFRASTRUCTURE/ ROADS/  
BUILDINGS/ WASTE

**WE ARE INSPIRED**  
ARTS & CULTURE/ COMMUNITY ENGAGEMENT &  
PARTICIPATION

**WE ARE SUSTAINABLE**  
ECONOMIC & ENVIRONMENTAL SUSTAINABILITY

**RURAL CITY OF WANGARATTA**

# HOW WE DELIVER WHAT'S IMPORTANT

## UNDER EACH OF THE PILLARS WE HAVE CONSIDERED THE FOLLOWING:

### OUR STRATEGIC OBJECTIVES

These are the outcomes that we hope our work will achieve over the life of the Council Plan.

### WHAT YOU WILL SEE IN 2019/2020

These are the major actions and initiatives that you will see us implement during the 2019/2020 financial year. They have been budgeted for, and we have prepared the resources to achieve them. These are the things that will help us reach our strategic objectives.

### OUR TARGETS

They measure our progress against what is important and allow both ourselves and everyone in our community to understand the impact our actions are having. The targets are linked to Our Strategic Objectives.

### OUR NON-NEGOTIABLES

These are the things that we know we must achieve. We know because our community has told us these things are vital, because the law requires them of us, or because we understand the impact these matters have on our quality of life. Our Non-Negotiables tend to be longer-term priorities for us, they are the things that will be important to consider and focus on for longer than just the life of this plan.

### WHAT WE WILL DO EVERY DAY

There are many things that we do as part of our every day work that contribute to the health, wellbeing and sustainability of our municipality. These actions are important, they are the things that people in our community and our visitors will see and experience.

### WE WILL PLAN, RESEARCH AND ADVOCATE FOR THE FUTURE

As part of our role we are continually working to understand and advocate for the needs of our community. We seek to work with our community, our partners and our stakeholders to understand the things that matter, and to remain on top of the things that need our attention and support. We utilise our position to help ensure that other levels of government, service providers, organisations and businesses are aware of what our community needs.

A core part of our responsibility is to make decisions that impact our community and the region. Decisions we make can relate to the now, but they can also have wide reaching impacts on future generations. Many of the decisions we are required to make are complex, and require the careful consideration of legislation and financial implications, as well as the social, economic, cultural and environmental needs of our community.

## COUNCIL PLAN 2017-2021

**WE CREATE AND DELIVER**

There are many elements of what we do that relate to the creation and maintenance of projects, facilities and assets in our communities. From constructed assets such as roads and footpaths, to events that bring us all together, Council has an integral role in delivering the things that make our community a safe, connected and enjoyable place to live and visit.

**WE FOCUS ON OUR BUSINESS**

We know that to be great at what we do, we need to have an efficient, effective and sustainable business. This is why we focus on making sure that we are developing our team, continually reviewing our services and planning for our future.

**THE FINE PRINT**

These are the plans and documents that guide our organisation and give direction to the work we do. They are the context to how we make decisions, allocate resources and implement projects. Many of them have a life that is longer than this plan.

**WHO ARE WE?**

Throughout this document we refer to Council as 'we'. When we say this we mean the collective of Councillors and Council officers. We all have different roles and responsibilities but together we are focused on delivering the outcomes articulated within this Council Plan.



RURAL CITY OF WANGARATTA



## COUNCIL PLAN 2017-2021

# WE ARE THRIVING

## OUR STRATEGIC OBJECTIVE

As a community we have access to the services and facilities we need to keep us healthy. We can move around and be active, get medical attention and join in social, cultural and recreational activities with our friends and family.

## WHAT YOU WILL SEE IN 2019/2020

- Wangaratta Indoor Sports and Aquatics Centre Delivery
- HP Barr Reserve Oval 2 - Lighting development and drainage restoration works
- Delivery of Glenrowan Recreation Reserve upgrade project
- Implementation of the Waste Management Strategy (WMS)
- Mental Health and Family Violence Program
- North and South Wangaratta Reserve Lighting Upgrade
- WJ Findlay Oval Lighting Upgrade
- Senior Citizens Centre - Feasibility Study
- Implementation of Play Space Strategy - Year 2
- Mitchell Avenue Children's Garden Construction

## OUR TARGETS

Strategic Indicator/Measure	Origin	Target 2019/2020
Percentage of children enrolled to participate in Maternal and Child Health Service	LGPRF	95%
Cost of Maternal and Child Health Service per hour of service delivered	LGPRF	\$67.00
Percentage of children receiving immunisation in accordance with the Victorian Immunisation Schedule	Council	95%
Number of Home Care Clients	Council	1,400 Clients
Number of visits to aquatic facility per head of population	LGPRF	5 Visits
Council performance on recreational facilities (Community Satisfaction Survey)	Council	Score of 70 or above
Percentage of Class 1 and 2 food premises that receive an annual food safety assessment	Council	90%

LGPRF = Local Government Performance Reporting. A mandatory system of performance reporting for all Victorian Councils.

**RURAL CITY OF WANGARATTA****OUR NON-NEGOTIABLES**

- Our urban and rural townships are safe and equitable. Everyone can participate and contribute
- Our families can access affordable and high quality services for their children. As a community we take responsibility for the health, happiness and development of our children
- Our most vulnerable – including older people, people with mental health challenges, and people with a disability – receive the services and support they need. We make sure they are cared for and included
- Our community can access recreation facilities and programs. We can all lead an active and healthy lifestyle
- Our health, and the health of those visiting is protected

**WHAT WE DO EVERY DAY**

- We work with service providers to ensure that the health of our community is considered in local service provision
- We care for, and engage our children and their families at the Wangaratta Children's Services Centre
- We vaccinate people of all ages to protect against illness and disease
- We work with our communities to understand their risks, and resources before, during and after emergencies, disasters and disruptions
- We lead in our approach to ensuring meaningful and genuine gender equity, protection and fairness in our organisation and our interactions

**WE WILL PLAN, RESEARCH AND ADVOCATE FOR THE FUTURE**

- To ensure that the health and social needs of our community are understood and considered
- In partnership with the right organisations we will make sure that everyone feels safe in their own homes, in their streets and in their communities
- To ensure we are responding to the current and future recreational needs of our community and creating sustainable and quality recreation reserves throughout our municipality
- To make sure our services are responsive and adaptable to the changing needs and profile of our community
- To improve access to mental health services and resources within our community

**WE WILL CREATE AND DELIVER**

- Exceptional services and programs that help our families and children to be healthy, happy and connected
- Programs and partnerships that support our older people to have independence in their choices, and access to the services and resources that they need
- Exciting and evolving play spaces in our city and rural areas that create opportunities for children, young people and families to explore and interact
- Fun and accessible aquatic facilities that are developed to meet the long term needs of our community – through the implementation of the Wangaratta Aquatic Plan
- Open spaces and reserves that allow everyone to enjoy our beautiful location and environment
- A community grants program that supports the future of local community groups and organisations
- We will support the longevity of the Men's Shed



**COUNCIL PLAN 2017-2021****WE WILL FOCUS ON OUR BUSINESS**

- By making sure that all our teams work together to plan, develop and deliver innovative projects that enhance the health and wellbeing of our community
- By making it easy for people to volunteer in our community by connecting people, promoting opportunities and celebrating the brilliant contributions our volunteers make

**THE FINE PRINT**

- The 2030 Community Vision
- Open Space and Recreation Strategy
- Playspace Strategy
- Rural City of Wangaratta Aquatic Plan for the future (April 2015)
- Rural Place Making District Plans
- Municipal Public Health and Wellbeing Plan

## RURAL CITY OF WANGARATTA

# WE ARE GROWING

## OUR STRATEGIC OBJECTIVE

Our economy and community are growing because we offer exciting opportunities and potential. We have a strong economic development strategy and continue to attract new businesses, residents and visitors to the region.

## WHAT YOU WILL SEE IN 2019/2020

- Marketing and Branding Strategy - Implementation to commence
- Wangaratta Aerodrome Infrastructure Development - Stage 1
- Develop Growth Area Infrastructure
- Our participation in Tourism North East (TNE) programs
- Business Development and Support Programs
- Tourism Marketing Campaign

## OUR TARGETS

Strategic Indicator/Measure	Origin	Target 2019/2020
Percentage of planning application decisions made within required timeframes	LGPRF	82%
Median number of processing days taken between receipt of planning application and a decision	LGPRF	55 Days
Council performance on planning and building permits (Community Satisfaction Survey)	Council	Score of 57 or above
Number of new housing lots released in municipality	Council	150
Number of building permits for new dwellings issued within municipality	Council	150
Council performance on business, community development and tourism (Community Satisfaction Survey)	Council	Score of 59 or above
Percentage change in Followers of Visit Wangaratta Facebook and Instagram pages	Council	5% increase on 2018/2019 Followers
Number of cattle throughput at the Wangaratta Livestock Exchange	Council	38,000 Cattle
Wangaratta Livestock Exchange Year 2 full-year financial position	Council	Breakeven
Percentage change in Cycle Tourism along Rail Trail	Council	5% increase on 2018/2019 Rail Trail usage

LGPRF = Local Government Performance Reporting. A mandatory system of performance reporting for all Victorian Councils.

COUNCIL PLAN 2017-2021



**RURAL CITY OF WANGARATTA****OUR NON-NEGOTIABLES**

- Our rural communities are supported and recognised as significant contributors to the economic and social character of the municipality
- We encourage considered investment in the development of new, and the growth of our existing, industries and businesses
- The expansion of our new and established neighbourhoods happens with integrity and strategic direction
- Our residential, rural, commercial and industrial land is thoughtfully and appropriately protected, planned and developed
- Our tourism industry is promoted, valued and vibrant
- We value the infrastructure needed to support the growth of key economic sectors, such as agriculture, retail and transport
- Our saleyards are managed in an appropriate structure to ensure business growth and longevity

**WHAT WE DO EVERY DAY**

- We work closely with partners and tourism operators to understand and support our unique tourism product
- We develop partnerships that benefit the position of our local economy
- We ensure new developments comply with legislation and the needs and characteristics of our community
- We plan, build and maintain infrastructure that supports all forms of economic growth
- We ensure that land is used and developed in a manner that is economically, socially and environmentally responsible

**WE WILL PLAN, RESEARCH AND ADVOCATE FOR THE FUTURE**

- For the provision and growth of locally available higher education opportunities through Charles Sturt University, Goulburn Ovens Institute of TAFE and other providers
- For the appropriate development of all areas including the former Ovens College Site to create precincts that have strong community benefit
- To advance the opportunities and potential of our agricultural communities and industries
- To promote regional cycle tourism for the benefit of our community and the local economy
- For the investment of new business development within the municipality
- To support our existing industry sector to innovate, adapt and grow
- To ensure we have sufficient available and serviced industrial land to attract new businesses and advance employment opportunities
- To encourage growth in Wangaratta's CBD and establish it as a regional business and retail centre
- To facilitate considered planning and development in line with long term strategic objectives for the sustainability of our community and environment
- To provide for attractive long term residential growth opportunities
- To ensure we contribute to the balance between environmental sustainability, development and risk, particularly in relation to flood and fire risk for our communities
- To create a natural space that is safe and attractive for water activities

**COUNCIL PLAN 2017-2021****WE WILL CREATE AND DELIVER**

- Collateral that promotes the unique characteristics and position of the municipality for investment
- Tourism products and experiences that build our attraction to visitors
- Innovative and flexible visitor services that respond to the changing expectations of people visiting our region
- Marketing campaigns that attract new residents and clearly positions Wangaratta as a great place to live and work
- Programs and training that support our local businesses and attract people to the CBD

**WE WILL FOCUS ON OUR BUSINESS**

- Ensuring we are responsive, clear and active in the development of our municipality
- To ensure that we understand and plan for the long term opportunities, challenges and priorities that face our growth potential

**THE FINE PRINT**

- Tourism and Economic Development Strategy
- Cycle Tourism Strategy
- South Wangaratta Urban Renewal Strategy
- Wangaratta Planning Scheme (including the Municipal Strategic Statement)
- Residential growth area planning - North West and South
- Central Activities Area plan
- Township Development Plans - Glenrowan, Milawa, Oxley
- Waldara Low Density Precinct plan
- The Wangaratta Project - CBD Masterplan
- Rural Place Making - District Plans

## RURAL CITY OF WANGARATTA

# WE ARE ESTABLISHED

## OUR STRATEGIC OBJECTIVE

Our community has developed to make sure that we can connect and interact with each other– by our road network and pathways, in accessible community spaces that provide activity and purpose, through effective telecommunications networks and within community facilities that are well maintained and activated.

## WHAT YOU WILL SEE IN 2019/2020

- Railway Precinct Redevelopment
- Cruse Street Program of Works - Stage 2
- Delivery of our asset renewal program 2019/2020
- Progression of major projects from The Wangaratta Project in line with successful funding provision and Council's priorities
- Implementation of Rural Placemaking Projects as identified within district plans
- Preparation of municipality-wide walking and cycling strategy
- Design and planning completed for Waldara Drainage Scheme
- Merriwa Park and Showgrounds feasibility assessment
- Annual Gravel Re-sheeting and Resealing Programs
- Drainage and upgrade of Lindner Road - Design and Land Acquisition
- Council Asset Data, Condition and Renewal Policy Development - Buildings and Systems

## OUR TARGETS

Strategic Indicator/Measure	Origin	Target 2019/2020
Council performance on the condition of local streets and footpaths in your area	LGPRF	Score of 60 or above
Community satisfaction with sealed roads	LGPRF	Score of 58 or above
Council performance on the maintenance of unsealed roads in your area (Community Satisfaction Survey)	Council	Score of 52 or above
Council overall performance (Community Satisfaction Survey)	Council	Score of 58 or above
Value of infrastructure per head of municipal population	Council	\$18,000
Annual Asset Renewal Gap	Council	Zero Asset Renewal Gap

LGPRF = Local Government Performance Reporting. A mandatory system of performance reporting for all Victorian Councils.



COUNCIL PLAN 2017-2021





**RURAL CITY OF WANGARATTA****OUR NON-NEGOTIABLES**

- Our infrastructure is developed and maintained based on what we understand is important to the people who live, work and visit here
- We will achieve a 90% annual completion rate for our capital project delivery
- We will achieve 25% completion of strategic actions within the Asset Management strategy annually
- Our road network is monitored to meet the current and future needs of our community and our industries
- We will meet 100% compliance with scheduled road inspections
- We will meet 90% compliance with road defect rectification
- Our infrastructure provides community links to recreational, business, services, social and cultural spaces

**WHAT WE DO EVERY DAY**

- We inspect and maintain sealed roads, unsealed roads, shared paths and footpaths to ensure that they are maintained in a safe and sustainable condition
- We look after and invest in our assets including bridges, major culverts, and drains
- We respond to the requests of our community to ensure our infrastructure is safe and well maintained

**WE WILL PLAN, RESEARCH AND ADVOCATE FOR THE FUTURE**

- For a local and regional rail system that is reliable, more frequent and fast
- With regional partners to identify and address public and community transport gaps
- On behalf of our groups and committees to ensure that they have the resources and knowledge to do the things they need to do
- To negotiate with the State Government regarding responsibilities and obligations associated with the management and maintenance of the Wangaratta flood protection system including the urban levee system
- For the equitable roll out of the National Broadband Network throughout our municipality
- By aligning with groups that consider the future and advocate for the region
- By understanding the unique needs, challenges and priorities of our rural communities through the implementation of the Rural Community Planning project
- To address traffic, parking and pedestrian challenges to create communities that are safe, easy to navigate and accessible
- To facilitate drainage and road infrastructure to support future growth plans
- To develop options for overcoming drainage deficiencies within rural and urban areas
- To address the management of domestic waste water and storm water, including reuse opportunities

**COUNCIL PLAN 2017-2021****WE WILL CREATE AND DELIVER**

- A city centre that is unique, diverse and active
- Our freight strategy that positions our city as a major commercial and industrial centre whilst protecting our neighbourhoods and environment
- Quality and accessible pathways, cycling and walking tracks that build local and regional connections
- Timely and appropriate infrastructure to support our growth areas

**WE WILL FOCUS ON OUR BUSINESS**

- To maximise the use of technology to enhance the connection, capacity and pace of our business in response to asset needs
- By enhancing the way we plan and deliver infrastructure projects

**THE FINE PRINT**

- Wangaratta Project - CBD Masterplan
- Road Management Plan
- Freight Strategy
- Asset Management Policy, Asset Management Strategy, and Asset Management Plan
- Road Management Plan
- Roadside Conservation Management Strategy
- Rural City of Wangaratta Sustainable Water Use Plan
- Wangaratta Urban Waterway Action Plan
- Tree Management Strategy
- Merriwa and Kaluna Parks Masterplan

RURAL CITY OF WANGARATTA



## COUNCIL PLAN 2017-2021

# WE ARE INSPIRED

## OUR STRATEGIC OBJECTIVE

As a community we have opportunities for everyone to embrace the arts, to attend vibrant and exciting events, and to experience a community that is creative and evolving. It is easy for everyone to volunteer, to talk about the things that matter, to be involved and understand the way decisions are made, and to celebrate our stories and heritage.

## WHAT YOU WILL SEE IN 2019/2020

- Wangaratta Performing Arts and Convention Centre Services Feasibility Study
- Art Gallery Feasibility Study Outcomes
- Library Self Service, security and stock control through RFID Technology
- Wangaratta Parklands Precinct Master Plan
- Development of enabling frameworks for project management, change management and innovation
- Review of Christmas Decoration Lighting
- Venue Management Software to streamline booking systems – Implementation

## OUR TARGETS

Strategic Indicator/Measure	Origin	Target 2019/2020
Council performance on consultation and engagement (Community Satisfaction Survey)	LGPRF	Score of 55 or above
Council performance in making decisions in the interest of the community (Community Satisfaction Survey)	LGPRF	Score of 52 or above
Council performance on informing the community (Community Satisfaction Survey)	Council	Score of 63 or above
Council performance on community and cultural activities (Community Satisfaction Survey)	Council	Score of 62 or above
Percentage of municipal population that are active library users	LGPRF	17%
Number of events held at the Wangaratta Library (excluding regular programs)	Council	120 Events
Number of tickets sold through the Wangaratta Performing Arts and Convention Centre	Council	22,100
Number of conferences and conventions at the Performing Arts and Convention Centre	Council	195 conferences and/or conventions
Number of attendees at the Wangaratta Art Gallery	Council	40,000
Number of events held at the Wangaratta Art Gallery	Council	32 Events
Average number of days to close a Customer Request	Council	14 Days
Percentage of Customer Requests overdue by more than 60 days	Council	10%

LGPRF = Local Government Performance Reporting. A mandatory system of performance reporting for all Victorian Councils.

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**RURAL CITY OF WANGARATTA****OUR NON-NEGOTIABLES**

- Our commitment to communicate and engage with our community about local decision making in a way that is clear, accessible and easy to understand
- Our community is given opportunities for everyone to participate and contribute to social, economic and cultural life
- Our identity, cultures and the heritage of our community is protected

**WHAT WE DO EVERYDAY**

- We talk to, inform and engage with the people who live, work and visit in our community
- We acknowledge and recognise the diversity of our municipality and our landscape
- We showcase inspiring and thought provoking visual arts at the Wangaratta Gallery
- We deliver a vibrant performing arts program through the Wangaratta Performing Arts Centre
- We provide contemporary library services that meet the needs of people of all ages
- We celebrate our diverse cultural heritage and the history of our place and people

**WE WILL PLAN, RESEARCH AND ADVOCATE FOR THE FUTURE**

- By acknowledging our municipality as both rural and urban and developing a new vision together that reflects our future
- For our community to have access to quality and exciting arts and cultural experiences
- For the representation of our cultural heritage and story
- That build a unique creative hub in the centre of the city through the delivery of exciting spaces, engaging programs and opportunities for all our residents, community members and visitors
- We will develop a plan for the future use of the Ovens College site
- We will work with the senior community to develop a plan for the provision of a community centre that meets their needs into the future

**WE WILL CREATE AND DELIVER**

- Engaging public art that helps to make our city and rural communities more vibrant
- An events strategy that delivers and supports a range of events throughout the municipality
- Projects in partnership with our indigenous and cultural groups to celebrate the diversity and history of our region
- The Community Leadership program to facilitate leadership, civic participation and active engagement in community priorities

**WE WILL FOCUS ON OUR BUSINESS**

- To make sure that our Performing Arts Centre and Art Gallery offer diverse events
- Ensuring access opportunities for all residents by holding a minimum of four council meetings in rural communities

**THE FINE PRINT**

- Our Community Promise
- Events Strategy
- Economic Development Strategy



COUNCIL PLAN 2017-2021



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## RURAL CITY OF WANGARATTA

# WE ARE SUSTAINABLE

## OUR STRATEGIC OBJECTIVE

To ensure our long term viability and capacity to deliver quality services and infrastructure, we continue to meet the changing and complex challenges that face us. We focus on how we can do things better, improve our environmental and economic impact, and create lasting benefits for our community and future generations.

## WHAT YOU WILL SEE IN 2019/2020

- Organics Processing Plant Completion
- Rural Townships Organics Roll Out
- Gun Club Rehabilitation
- Deliver our roadside weed management weed spraying program
- Improved employee experience and performance through enhanced on-boarding and talent management
- Business Intelligence - agile reporting to support business decisions
- Online lodgement and payment of permits, animal renewals and infringements
- Comprehensive service planning framework
- Domestic Waste Water Management
- ICT Strategy Implementation - Commencement
- Environmental Sustainable Strategy 2014 - Review and update

## OUR TARGETS

Strategic Indicator/Measure	Origin	Target 2019/2020
Percentage of kerbside collection waste diverted from landfill	LGPRF	61% or more
Council performance on waste management (Community Satisfaction Survey)	Council	Score of 70 or above
Percentage change in emissions from Council owned buildings, street lighting & fuel/vehicle use	Council	3% decrease on 2018/2019 Emissions
Council performance on environmental sustainability (Community Satisfaction Survey)	Council	Score of 68 or above
Cost of animal management services per registered animal	LGPRF	\$91.00
Percentage of Council decisions made at meetings closed to the public	LGPRF	4%
Council performance on lobbying on behalf of the community (Community Satisfaction Survey)	Council	Score of 54 or above
Number of native plants planted in the Municipality as part of the Greening Wangaratta Program	Council	7,000 Native Plants

LGPRF = Local Government Performance Reporting. A mandatory system of performance reporting for all Victorian Councils.



**COUNCIL PLAN 2017-2021****OUR NON-NEGOTIABLES**

- Our team will make the best and most efficient use of Council's resources
- We will achieve an annual ratio of interest bearing loans and borrowings to rate revenue of less than 70%
- We will achieve an annual adjusted underlying surplus (or deficit) result of breakeven or better
- Our buildings, facilities and assets will be utilised in an efficient and equitable way
- Our legislative, governance and compliance requirements will be met
- We will receive an unqualified financial audit report every year
- Asset management systems are maintained
- Our protection of the environment underpins our development, projects and decisions
- Our community and recreation facilities are well maintained

**WHAT WE DO EVERYDAY**

- We consistently focus on the achievement of the operational parameters framed in the annual budget
- Through the Our Future Project ensure our workforce systems and processes are efficient and effective
- We maintain our parks and gardens, reserves and open spaces to ensure the safety and enjoyment of our people, and the protection of our spaces
- We inspect food venues and businesses to make sure we protect our community's health
- We strive to reduce our energy consumption
- We ensure we are prepared for emergency response and recovery
- We provide a robust and transparent governance framework
- We service our community by managing our waste and recycling streams
- We are committed to facilitating community resilience

**WE WILL PLAN, RESEARCH AND ADVOCATE FOR THE FUTURE**

- For the needs of the region by actively participating in the Hume Regional Partnerships initiative
- For a regional approach to waste management that has economic and environmental benefits
- For the best options to deliver services in conjunction with our surrounding Council partners
- To assist the community to reduce their impact on the environment
- By maintaining a responsible and transparent long term financial plan
- By accurately understanding the constraints and opportunities that face our organisation, our community and our region
- By completing asset management plans to outline key elements involved in managing council assets
- To identify and promote options to maximise the use of environmentally sustainable design in new and retro fitted residential, industrial and commercial developments
- To explore the potential of supporting a sustainable enclave as a green estate
- To make sure that everything we do – from building assets to delivering events – considers the physical, social, cultural and financial needs of our community members

**RURAL CITY OF WANGARATTA**

- To ensure our risks are managed strategically and effectively
- To define and implement appropriate options to reduce our carbon footprint by 2030 in accordance with the Paris Agreement 2015

**WE WILL CREATE AND DELIVER**

- The outcomes identified in the Rural City of Wangaratta Waste Management Strategy
- Enhanced urban areas with vegetation corridors for environmental, recreational and aesthetic benefit to the community
- Opportunities that promote conservation and assistance to community groups to undertake conservation projects
- Opportunities to assist the community to adopt sustainable building and living practices and to reduce energy and water use

**WE WILL FOCUS ON OUR BUSINESS**

- By the implementation of the Our Future project, and the continual review of our service levels in consideration of community expectations and available resources
- By developing and implementing long term management plans, incorporating rolling capital works and cyclic maintenance programs for Council's infrastructure
- Ensuring roadsides are appropriately used while conserving natural vegetation, through the implementation of Council's Conservation Roadside Management Plan
- By embedding organisational values across all elements of our business
- By ensuring that we have the processes in place to support our community groups and committees to be viable and sustainable
- By reviewing Council's information services strategy to ensure organisational efficiencies are maximised and the community's expectations are met
- By striving for innovative solutions to business needs through technology
- By working towards managing our risk for our community for flood, fire, and other natural disasters and impacts

**THE FINE PRINT**

- Hume Strategy for Sustainable Communities
- Rating Strategy
- Annual Budget
- Long Term Financial Plan
- Victorian Local Sustainability Accord
- Wangaratta Environmental Sustainability Strategy
- Municipal Emergency Management Plan
- Borrowings Policy and Strategy
- Waste Management Strategy
- Conservation Roadside Management Plan



# STRATEGIC PLAN

## 2017 - 2021



## RURAL CITY OF WANGARATTA

**Comprehensive Income Statement**

For the four years ending 30 June 2023

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
<b>Income</b>					
Rates and charges	32,194	<b>33,459</b>	34,733	35,974	37,264
Statutory fees and fines	1,178	<b>1,204</b>	1,229	1,253	1,278
User fees	7,442	<b>7,996</b>	8,156	8,319	8,485
Grants - Operating	11,657	<b>14,826</b>	15,123	15,425	15,734
Grants - Capital	4,411	<b>6,741</b>	6,242	5,203	4,812
Contributions - monetary	596	<b>325</b>	2,402	1,338	10,699
Contributions - non-monetary	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	778	<b>819</b>	-	-	-
Fair value adjustments for investment property	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-
Other income	1,858	<b>701</b>	944	862	934
<b>Total income</b>	<b>60,115</b>	<b>66,072</b>	<b>68,829</b>	<b>68,373</b>	<b>79,205</b>
<b>Expenses</b>					
Employee costs	23,458	<b>24,144</b>	24,571	25,005	25,445
Materials and services	19,153	<b>19,628</b>	19,959	20,226	20,388
Depreciation and amortisation	16,683	<b>18,822</b>	21,324	21,968	22,528
Bad and doubtful debts	-	-	-	-	-
Borrowing costs	371	<b>441</b>	1,021	1,116	1,136
Other expenses	102	<b>104</b>	106	108	110
<b>Total expenses</b>	<b>59,766</b>	<b>63,139</b>	<b>66,981</b>	<b>68,423</b>	<b>69,608</b>
<b>Surplus/(deficit) for the year</b>	<b>348</b>	<b>2,933</b>	<b>1,848</b>	<b>(50)</b>	<b>9,597</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit in future periods</b>					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-
<b>Items that may be reclassified to surplus or deficit in future periods</b> (detail as appropriate)	-	-	-	-	-
<b>Total comprehensive result</b>	<b>348</b>	<b>2,933</b>	<b>1,848</b>	<b>(50)</b>	<b>9,597</b>



## COUNCIL PLAN 2017-2021

**Balance Sheet**

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
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		4,503	(4,289)	(9,414)	(10,663)	(6,860)
Trade and other receivables		3,948	3,983	4,013	4,044	4,076
Other financial assets		13,049	16,694	17,029	15,934	18,065
Inventories		1	1	1	1	1
Non-current assets classified as held for sale		1,333	-	-	-	-
Other assets		402	402	402	402	402
<b>Total current assets</b>	4.2.1	23,236	16,791	12,031	9,718	15,684
<b>Non-current assets</b>						
Trade and other receivables		17	17	17	17	17
Other financial assets		-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries						
Property, infrastructure, plant & equipment		550,549	571,373	577,110	574,199	570,111
Investment property		-	-	-	-	-
Intangible assets		-	-	-	-	-
<b>Total non-current assets</b>	4.2.1	550,566	571,390	577,127	574,216	570,128
<b>Total assets</b>		573,802	588,181	589,158	583,934	585,812
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		4,419	4,936	3,892	3,256	3,300
Trust funds and deposits		1,237	1,237	1,212	1,188	1,164
Provisions		5,042	5,081	5,121	5,162	5,203
Interest-bearing liabilities	4.2.3	873	1,989	2,260	2,414	2,407
<b>Total current liabilities</b>	4.2.2	11,571	13,243	12,485	12,020	12,074
<b>Non-current liabilities</b>						
Provisions		15,310	14,040	12,121	11,502	11,534
Interest-bearing liabilities	4.2.3	8,988	21,364	23,182	23,301	20,894
<b>Total non-current liabilities</b>	4.2.2	24,298	35,404	35,303	34,803	32,428
<b>Total liabilities</b>		35,869	48,647	47,788	46,823	44,502
<b>Net assets</b>		537,933	539,534	541,370	537,111	541,310
<b>Equity</b>						
Accumulated surplus		175,546	174,835	176,312	173,124	175,168
Reserves		362,387	364,698	365,058	363,987	366,142
<b>Total equity</b>	4.3.1	537,933	539,533	541,370	537,111	541,310

## RURAL CITY OF WANGARATTA

**Statement of Changes in Equity**

For the four years ending 30 June 2023

	Total	Accumulated	Revaluatio	Other
NOTES	\$'000	Surplus	n Reserve	Reserves
	\$'000	\$'000	\$'000	\$'000
<b>2019 Forecast Actual</b>				
Balance at beginning of the financial year	540,040	175,550	353,030	11,460
Surplus/(deficit) for the year	348	348	-	-
Net asset revaluation increment/(decrement)	(2,455)	-	(2,455)	-
Transfers to other reserves	-	(6,796)	-	6,796
Transfers from other reserves	-	6,443	-	(6,443)
<b>Balance at end of the financial year</b>	<b>537,933</b>	<b>175,546</b>	<b>350,575</b>	<b>11,812</b>
<b>2020 Budget</b>				
Balance at beginning of the financial year	537,933	175,546	350,574	11,812
Surplus/(deficit) for the year	2,933	2,933	-	-
Net asset revaluation increment/(decrement)	(1,333)	-	(1,333)	-
Transfers to other reserves	-	(7,182)	-	7,182
Transfers from other reserves	-	3,538	-	(3,538)
<b>Balance at end of the financial year</b>	<b>539,533</b>	<b>174,835</b>	<b>349,241</b>	<b>15,456</b>
<b>2021</b>				
Balance at beginning of the financial year	539,533	174,835	349,242	15,456
Surplus/(deficit) for the year	1,848	1,848	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,920)	-	3,920
Transfers from other reserves	-	3,560	-	(3,560)
<b>Balance at end of the financial year</b>	<b>541,381</b>	<b>176,323</b>	<b>349,242</b>	<b>15,816</b>
<b>2022</b>				
Balance at beginning of the financial year	541,381	176,323	349,242	15,816
Surplus/(deficit) for the year	(50)	(50)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,826)	-	3,826
Transfers from other reserves	-	4,897	-	(4,897)
<b>Balance at end of the financial year</b>	<b>541,331</b>	<b>177,344</b>	<b>349,242</b>	<b>14,746</b>
<b>2023</b>				
Balance at beginning of the financial year	541,331	177,344	349,242	14,746
Surplus/(deficit) for the year	9,597	9,597	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,737)	-	3,737
Transfers from other reserves	-	1,582	-	(1,582)
<b>Balance at end of the financial year</b>	<b>550,928</b>	<b>184,786</b>	<b>349,242</b>	<b>16,901</b>

## COUNCIL PLAN 2017-2021

**Statement of Cash Flows**

For the four years ending 30 June 2023

Notes	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
	Inflows (Outflows)	Inflows (Outflows)	2020/21 \$'000 (Outflows)	2021/22 \$'000 (Outflows)	2022/23 \$'000 (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	32,310	<b>33,427</b>	34,703	35,943	37,232
Statutory fees and fines	1,178	<b>1,204</b>	1,229	1,253	1,278
User fees	7,442	<b>7,996</b>	8,156	8,319	8,485
Grants - operating	11,657	<b>14,826</b>	15,123	15,425	15,734
Grants - capital	4,411	<b>6,741</b>	6,242	5,203	4,812
Contributions - monetary	596	<b>325</b>	2,402	1,338	10,699
Interest received	-	-	230	133	190
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	1,858	<b>701</b>	715	729	744
Net GST refund / payment	-	-	-	-	-
Employee costs	(23,458)	<b>(24,075)</b>	(24,500)	(24,933)	(25,372)
Materials and services	(19,249)	<b>(20,433)</b>	(23,166)	(21,644)	(20,479)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(130)	<b>(80)</b>	-	-	-
<b>Net cash provided by/(used in) operating activities</b>	<b>16,615</b>	<b>20,633</b>	<b>21,133</b>	<b>21,766</b>	<b>33,323</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(34,506)	<b>(41,323)</b>	(27,284)	(19,281)	(19,648)
Proceeds from sale of property, infrastructure, plant and equipment	2,715	<b>1,577</b>	244	1,229	244
Payments for investments	-	-	-	-	-
Proceeds from sale of investments	-	-	-	-	-
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
<b>Net cash provided by/ (used in) investing activities</b>	<b>(31,791)</b>	<b>(39,747)</b>	<b>(27,041)</b>	<b>(18,053)</b>	<b>(19,405)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(371)	<b>(441)</b>	(1,021)	(1,116)	(1,136)
Proceeds from borrowings	4,983	<b>14,364</b>	4,078	2,533	-
Repayment of borrowings	(3,858)	<b>(873)</b>	(1,989)	(2,260)	(2,414)
<b>Net cash provided by/(used in) financing activities</b>	<b>754</b>	<b>13,051</b>	<b>1,068</b>	<b>(843)</b>	<b>(3,551)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(14,422)</b>	<b>(6,063)</b>	<b>(4,840)</b>	<b>2,870</b>	<b>10,368</b>
Cash and cash equivalents at the beginning of the financial year	31,973	<b>17,551</b>	11,488	6,648	9,518
<b>Cash and cash equivalents at the end of the financial year</b>	<b>17,551</b>	<b>11,488</b>	<b>6,648</b>	<b>9,518</b>	<b>19,886</b>



## RURAL CITY OF WANGARATTA

**Statement of Capital Works**

For the four years ending 30 June 2023

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
<b>Property</b>					
Land	-	-	-	-	-
Land improvements	2,595	-	2,250	1,150	450
<b>Total land</b>	<b>2,595</b>	<b>-</b>	<b>2,250</b>	<b>1,150</b>	<b>450</b>
Buildings	1,591	1,156	1,005	520	531
Heritage buildings	-	-	-	-	-
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
<b>Total buildings</b>	<b>1,591</b>	<b>1,156</b>	<b>1,005</b>	<b>520</b>	<b>531</b>
<b>Total property</b>	<b>4,186</b>	<b>1,156</b>	<b>3,255</b>	<b>1,670</b>	<b>981</b>
<b>Plant and equipment</b>					
Heritage plant and equipment	-	-	-	-	-
Plant, machinery and equipment	1,604	1,549	1,610	2,047	1,582
Fixtures, fittings and furniture	25	452	-	-	-
Computers and telecommunications	901	446	100	100	100
Art Collection	5	6	-	-	-
Library books	183	187	190	190	190
<b>Total plant and equipment</b>	<b>2,718</b>	<b>2,640</b>	<b>1,900</b>	<b>2,337</b>	<b>1,872</b>
<b>Infrastructure</b>					
Roads	15,331	11,898	16,295	13,049	10,781
Bridges	479	294	306	312	318
Footpaths and cycleways	2,015	613	182	201	1,425
Drainage	755	967	1,444	728	1,949
Recreational, leisure and community facilities	4,854	16,552	744	243	1,495
Waste management	3,639	2,029	2,200	-	-
Parks, open space and streetscapes	415	2,667	440	167	197
Aerodromes	62	943	-	-	-
Off street car parks	52	1,564	181	186	192
Other infrastructure	-	-	338	388	439
<b>Total infrastructure</b>	<b>27,602</b>	<b>37,527</b>	<b>22,129</b>	<b>15,274</b>	<b>16,796</b>
<b>Total capital works expenditure</b>	<b>34,506</b>	<b>41,323</b>	<b>27,284</b>	<b>19,281</b>	<b>19,648</b>
<b>Represented by:</b>					
New asset expenditure	17,892	23,593	14,261	8,053	8,228
Asset renewal expenditure	12,076	11,348	8,270	8,543	8,677
Asset expansion expenditure	116	-	-	-	-
Asset upgrade expenditure	4,422	6,382	4,754	2,684	2,743
<b>Total capital works expenditure</b>	<b>34,506</b>	<b>41,323</b>	<b>27,284</b>	<b>19,281</b>	<b>19,648</b>
<b>Funding sources represented by:</b>					
Grants	4,411	6,742	5,731	4,691	4,300
Contributions	596	195	332	338	345
Council cash	24,517	20,021	17,144	11,719	15,003
Borrowings	4,983	14,365	4,078	2,533	-
<b>Total capital works expenditure</b>	<b>34,506</b>	<b>41,323</b>	<b>27,284</b>	<b>19,281</b>	<b>19,648</b>

## COUNCIL PLAN 2017-2021

**Statement of Human Resources**

For the four years ending 30 June 2023

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	23,458	<b>24,144</b>	24,571	25,005	25,445
Employee costs - capital	346	<b>380</b>	386	391	397
<b>Total staff expenditure</b>	<b>23,804</b>	<b>24,524</b>	<b>24,957</b>	<b>25,396</b>	<b>25,842</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	268.5	<b>276.7</b>	276.7	276.7	276.7
<b>Total staff numbers</b>	<b>268.5</b>	<b>276.7</b>	<b>276.7</b>	<b>276.7</b>	<b>276.7</b>

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

Department	Budget 2019/20 \$'000	Comprises			
		Permanent Full Time \$'000	Permanent Part time \$'000	Casual \$'000	Temporary \$'000
Community Wellbeing	7,864	3,653	3,748	464	-
Corporate Services	2,898	2,372	398	40	88
Development Services	3,749	3,150	273	185	141
Executive Services	1,022	717	216	28	61
Infrastructure Services	8,611	7,998	465	112	36
Total operating staff expenditure	<b>24,144</b>	17,890	5,099	829	326
Capitalised labour costs	<b>380</b>				
<b>Total expenditure</b>	<b>24,524</b>				

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

Department	Budget 2019/20	Comprises			
		Permanent Full Time	Permanent Part time	Casual	Temporary
Community Wellbeing	90.5	38.0	47.4	5.1	-
Corporate Services	31.3	23.0	5.1	0.2	3.0
Development Services	40.3	32.0	4.1	2.2	2.0
Executive Services	10.6	5.0	2.4	0.2	3.0
Infrastructure Services	104.0	97.0	5.1	0.9	1.0
Total operating staff expenditure	<b>276.7</b>	195.0	64.1	8.6	9.0
Capitalised labour costs	<b>6.3</b>				
<b>Total staff</b>	<b>283</b>				

## RURAL CITY OF WANGARATTA

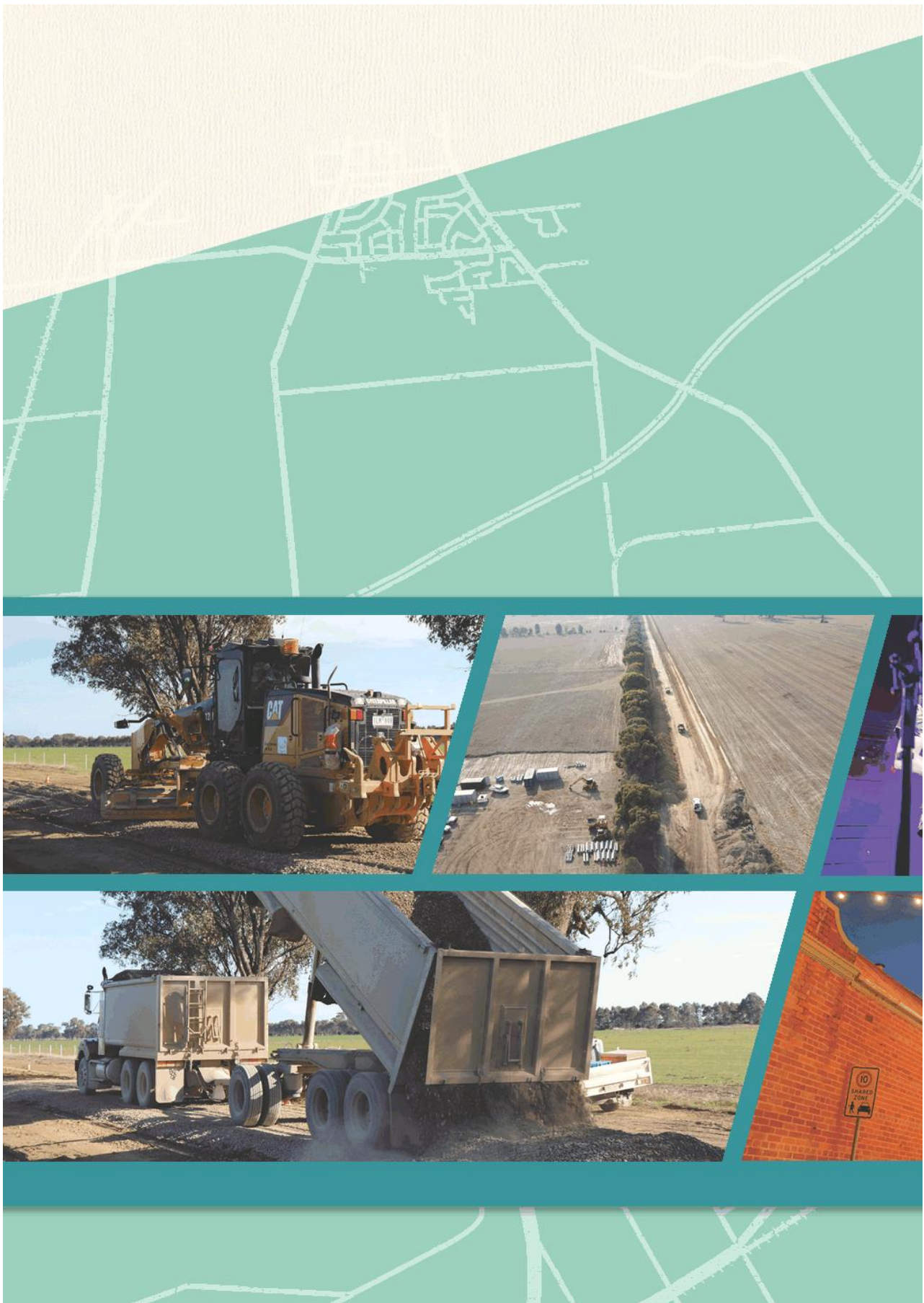
**Other Information**

For the four years ended 30 June 2023

**Summary of planned human resources expenditure**

	2020 \$'000	2021 \$'000	2022 \$'000	2023 \$'000
<b>Executive</b>				
Permanent - Full time	717	730	743	756
Permanent - Part time	216	220	223	227
Casual and temporary	89	91	92	94
<b>Total Executive</b>	<b>1,022</b>	<b>1,040</b>	<b>1,058</b>	<b>1,077</b>
<b>Corporate Services</b>				
Permanent - Full time	2,372	2,414	2,457	2,500
Permanent - Part time	398	405	412	419
Casual and temporary	128	130	132	134
<b>Total Corporate Services</b>	<b>2,898</b>	<b>2,949</b>	<b>3,001</b>	<b>3,054</b>
<b>Infrastructure Services</b>				
Permanent - Full time	7,998	8,139	8,283	8,429
Permanent - Part time	465	473	482	490
Casual and temporary	148	150	153	156
<b>Total Infrastructure Services</b>	<b>8,611</b>	<b>8,763</b>	<b>8,917</b>	<b>9,074</b>
<b>Community Wellbeing</b>				
Permanent - Full time	3,653	3,717	3,783	3,849
Permanent - Part time	3,748	3,814	3,881	3,949
Casual and temporary	464	473	481	489
<b>Total Community Wellbeing</b>	<b>7,864</b>	<b>8,004</b>	<b>8,145</b>	<b>8,288</b>
<b>Development Services</b>				
Permanent - Full time	3,150	3,206	3,262	3,320
Permanent - Part time	273	278	282	287
Casual and temporary	326	332	338	344
<b>Total Development Services</b>	<b>3,749</b>	<b>3,815</b>	<b>3,883</b>	<b>3,951</b>
<b>Total staff expenditure</b>	<b>24,144</b>	<b>24,571</b>	<b>25,005</b>	<b>25,445</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Executive</b>				
Permanent - Full time	5.00	5.00	5.00	5.00
Permanent - Part time	2.44	2.44	2.44	2.44
Casual and temporary	3.17	3.17	3.17	3.17
<b>Total Executive</b>	<b>10.61</b>	<b>10.61</b>	<b>10.61</b>	<b>10.61</b>
<b>Corporate Services</b>				
Permanent - Full time	23.00	23.00	23.00	23.00
Permanent - Part time	5.05	5.05	5.05	5.05
Casual and temporary	3.24	3.24	3.24	3.24
<b>Total Corporate Services</b>	<b>31.29</b>	<b>31.29</b>	<b>31.29</b>	<b>31.29</b>
<b>Infrastructure Services</b>				
Permanent - Full time	97.00	97.00	97.00	97.00
Permanent - Part time	5.10	5.10	5.10	5.10
Casual and temporary	1.92	1.92	1.92	1.92
<b>Total Infrastructure Services</b>	<b>104.02</b>	<b>104.02</b>	<b>104.02</b>	<b>104.02</b>
<b>Community Wellbeing</b>				
Permanent - Full time	38.00	38.00	38.00	38.00
Permanent - Part time	47.45	47.45	47.45	47.45
Casual and temporary	5.07	5.07	5.07	5.07
<b>Total Community Wellbeing</b>	<b>90.52</b>	<b>90.52</b>	<b>90.52</b>	<b>90.52</b>
<b>Development Services</b>				
Permanent - Full time	32.00	32.00	32.00	32.00
Permanent - Part time	4.07	4.07	4.07	4.07
Casual and temporary	4.22	4.22	4.22	4.22
<b>Total Development Services</b>	<b>40.29</b>	<b>40.29</b>	<b>40.29</b>	<b>40.29</b>
<b>Total staff numbers</b>	<b>276.73</b>	<b>276.73</b>	<b>276.73</b>	<b>276.73</b>

**COUNCIL PLAN 2017-2021**



**We are Thriving**

We are Established

**We are Inspired**

**We are Sustainable**


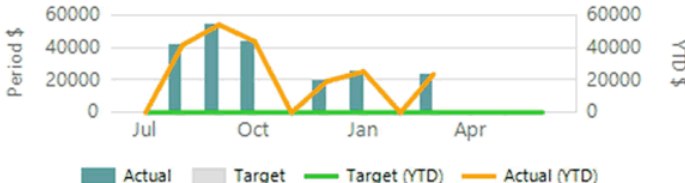
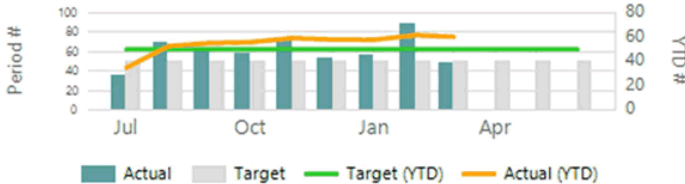
	Completed	Overlaid
<b>Key:</b>	<b>Planning Completion</b>	Workloging and meeting minutes completed (within 10 minutes)
	<b>Ongoing</b>	Workloging, meeting minutes completion, and if 10/11/19 - As scheduled
	<b>Underway</b>	Work has commenced but some elements (e.g.) completion ongoing with 10/11/19
	<b>Stalled</b>	Work started but no concrete scheduled deliverables due cannot be achieved
	<b>Not Started</b>	Work has not commenced. Scheduled to commence in FY2019/20 If necessary, scheduled to commence later in FY2019 and onwards to FY2020/21



## We Are Established

MEASURES & TARGETS	RESULTS (Year to Date)	COMMENTS
<p>E04: Value of infrastructure per head of municipal population</p> <p>✓</p> <p>YTD Target for 18/19: \$16193.11 YTD Actual for 18/19: \$17252.70</p>	<p>Period \$</p> <p>YTD \$</p> <p>Jul Oct Jan Apr</p> <p>Actual Target Target (YTD) Actual (YTD)</p>	<p>Valuation of infrastructure per head of population for March 2019</p> <p>Source: Infrastructure less (specialised and non-specialised land)/population</p>

## We Are Growing

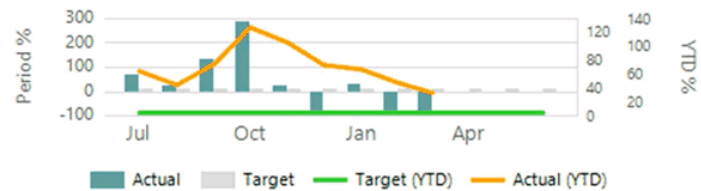
MEASURES & TARGETS	RESULTS (Year to Date)	COMMENTS
<p> E05: Number of cattle throughput at Wangaratta Livestock Exchange</p> <p>YTD Target for 18/19: 26250.00 YTD Actual for 18/19: 21941.00</p>		<p>March 2019 included a strong Store Cattle Sale with 1,017 cattle sold</p> <p>Source: WLE report</p>
<p> E06: Wangaratta Livestock Exchange year 1 full-year financial position</p> <p>YTD Target for 18/19: \$0.00 YTD Actual for 18/19: \$0.00</p>		<p>Expenses continue to be well managed, with fodder the main item in March 2019</p> <p>Source: WLE report</p>
<p> G01: Median of gross days to Responsible Authority decision for regular and VicSmart applications combined.</p> <p>YTD Target for 18/19: 50.00 YTD Actual for 18/19: 60.22</p>		<p>Results for Quarter 3 are higher than the target (50 Days) set and this can be attributed to the finalisation of a number of longer running applications</p> <p>This is a measure which takes into account the efficiency of both applicant and responsible authority, to be compared to the median for Statutory days only (responsible authority processing time) which for March 2019 was 12 days</p>

		Source: Tech 1 data as transmitted to PPARS (Planning Permit Activity Reporting System)
<div><div>✓</div><div>G02: Percentage of planning decisions made within 60 days</div><div>YTD Target for 18/19: 75.00%</div><div>YTD Actual for 18/19: 77.18%</div></div>	<div><div><div>Period %</div><div>100 80 60 40 20 0</div><div>JulOctJanApr</div><div>ActualTargetTarget (YTD)Actual (YTD)</div></div><div><div>YTD %</div><div>100 80 60 40 20 0</div></div></div>	<div>A great result was achieved for March 2019, exceeding the target and on track for the half year</div> <div>While VicSmart decisions are excluded from this measure, those 5 applications were all determined within the 10 business day timeframe</div> <div>Source: Tech 1 data submitted to PPARS</div>
<div><div>✗</div><div>G04: Percentage change in visitors to Visitor Information Centre</div><div>YTD Target for 18/19: 5.00%</div><div>YTD Actual for 18/19: -9.02%</div></div>	<div><div><div>Period %</div><div>20 10 0 -10 -20 -30</div><div>JulOctJanApr</div><div>ActualTargetTarget (YTD)Actual (YTD)</div></div><div><div>YTD %</div><div>10 5 0 -5 -10 -15</div></div></div>	<div>VIC Door Stats March 2019 versus March 2018. However, creation of Tourism Bags for local events was up - Cycle Club, Vintage Cars &amp; Uni of Melbourne (Student Placement)</div> <div>Source: VIC Door Count</div>
<div><div>✗</div><div>G05: Percentage change in building permits issued within growth areas</div><div>YTD Target for 18/19: 11.25%</div><div>YTD Actual for 18/19: 0.00%</div></div>	<div><div><div>Period %</div><div>1.4 1.2 1 0.8 0.6 0.4 0.2 0</div><div>JulOctJanApr</div><div>ActualTargetTarget (YTD)Actual (YTD)</div></div><div><div>YTD %</div><div>20 15 10 5 0</div></div></div>	<div>Growth Areas not available for housing until rezoning is complete likely around middle of 2019</div> <div>Source: Manual</div>



G07: Percentage change in housing lots released in the municipality

YTD Target for 18/19: 5.00%  
YTD Actual for 18/19: 33.78%



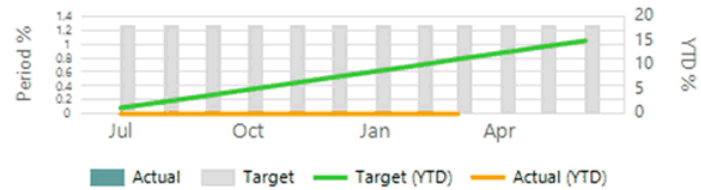
Four lots released in Municipality in March 2019

Source: TechOne - Rates & DELWP  
- New Titles Allocated




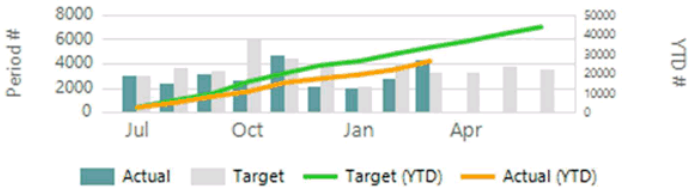

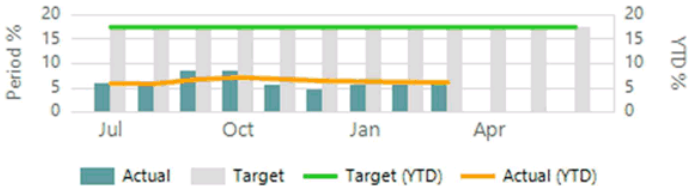

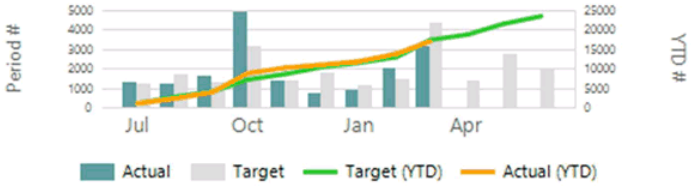
G08: Percentage change in housing lots released in growth areas

YTD Target for 18/19: 11.25%  
YTD Actual for 18/19: 0.00%



NA - Growth Areas not yet released for subdivision

## We Are Inspired

MEASURES & TARGETS	RESULTS (Year to Date)	COMMENTS
<p> I01: Number of attendees at the Wangaratta Art Gallery</p> <p>YTD Target for 18/19: 33670.04 YTD Actual for 18/19: 26648.00</p>	 <p>Period #</p> <p>YTD #</p> <p>Actual Target Target (YTD) Actual (YTD)</p>	<p>Source: Gallery door counter, WPACC stats &amp; WAG stats</p>
<p> I02: Percentage of municipal population that are active library users</p> <p>YTD Target for 18/19: 17.50% YTD Actual for 18/19: 6.17%</p>	 <p>Period %</p> <p>YTD %</p> <p>Actual Target Target (YTD) Actual (YTD)</p>	<p>Active users for the month are 5.44%</p> <p>Source: ABS for population. Library management system for active users</p>
<p> I06: Number of ticket sales for WPACC</p> <p>YTD Target for 18/19: 17532.39 YTD Actual for 18/19: 17181.00</p>	 <p>Period #</p> <p>YTD #</p> <p>Actual Target Target (YTD) Actual (YTD)</p>	<p>Source: SABO ticketing system</p>



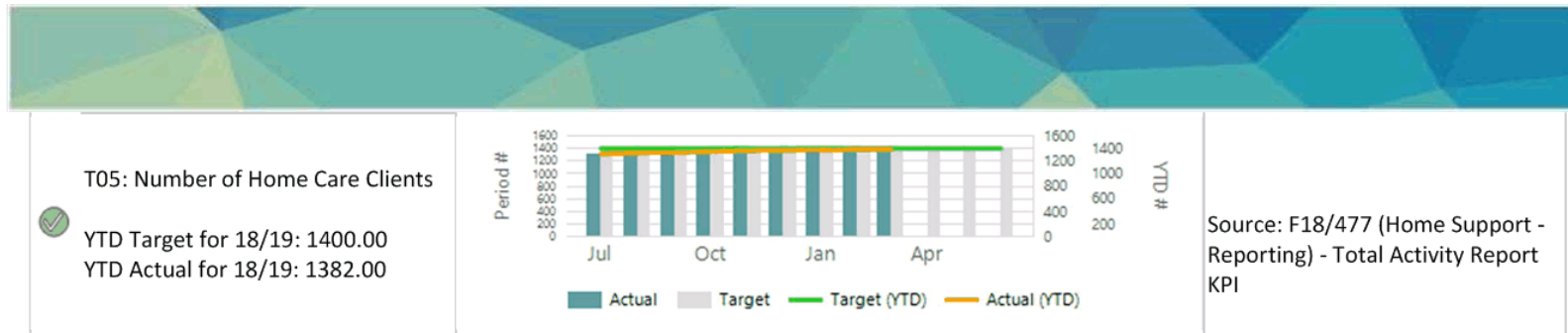


## We Are Sustainable

MEASURES & TARGETS	RESULTS (Year to Date)	COMMENTS
<p> S01: Percentage of Council decisions made at meetings closed to the public</p> <p>YTD Target for 18/19: 5.00% YTD Actual for 18/19: 5.43%</p>		<p>March 2019 Council Meeting</p> <p>Source: March Council Meeting minutes</p>
<p> S02: Percentage of kerbside collection waste diverted from landfill</p> <p>YTD Target for 18/19: 61.33% YTD Actual for 18/19: 60.19%</p>		
<p> S03: Percentage of registered class 1 and 2 food premises that receive an annual food safety assessment</p> <p>YTD Target for 18/19: 52.50% YTD Actual for 18/19: 103.59%</p>		<p>Annual inspections tracking well ahead of target. Department Health work on a calendar year</p> <p>Source: Health Manager</p>

## We Are Thriving

MEASURES & TARGETS	RESULTS (Year to Date)	COMMENTS
<p> T01: Number of visits to aquatic facilities per head of population</p> <p>YTD Target for 18/19: 4.50 YTD Actual for 18/19: 3.72</p>		<p>Source: S18/913 YMCA Monthly reports 2018</p>
<p> T02: Percentage of children enrolled to participate in the Maternal &amp; Child Health Service</p> <p>YTD Target for 18/19: 80.00% YTD Actual for 18/19: 96.93%</p>		<p>Source: F16/258 MCH Reporting and Performance Measures</p>
<p> T03: Cost of the MCH service per hour of service delivered</p> <p>YTD Target for 18/19: \$67.03 YTD Actual for 18/19: \$63.51</p>		<p>March 2019 value unable to be included as financials required to produce result unavailable at time of report generation</p>





## WASTE CHARGE POLICY

Responsible Officer: <b>Waste Management Coordinator</b>  Authorising Officer: <b>Director Infrastructure Services</b>	Document No:	48
	Adoption Date:	
	Approved By:	Council
	Review Date:	March 2020
	Policy Type	Council

The policy sets out the services that will attract fees and charges for kerbside waste collection and waste received at Council's waste sites. It also sets out the basis for any exemptions to these services and associated costs.

The Waste Charge Policy will assist in delivering the outcomes specified in Council's Waste Management Strategy.

Waste collection and associated charges are levied, as approved by Council each year whether or not the service is used. The charges are itemised on the property's annual rate notice only.

### Kerbside Waste Collection Services

Council shall provide a kerbside collection of approved waste, recyclable and organic material within a defined service area. The defined service area is set out by the area and routes shown on Council's waste collection maps. These areas may be extended or reduced from time to time on the basis set out in this policy. See Table 1 below for information on the Council provided kerbside collection services.

Services	Residential Urban	Residential Rural	Residential Rural Glenrowan, Hamilton Park, Oxley and Milawa	Commercial Businesses Urban	Commercial Businesses Rural
<b>Standard Bin Service</b>	140Lt garbage bin (fortnightly collection)  240Lt organics bin (weekly collection)  240Lt recycling bin (fortnightly collection)	240Lt garbage bin (fortnightly collection)  240Lt recycling bin (fortnightly collection)	140Lt garbage bin (fortnightly collection)  240Lt organics bin (weekly collection)  240Lt recycling bin (fortnightly collection)	140Lt garbage bin (fortnightly collection)  240Lt organics bin (weekly collection)  240Lt recycling bin (fortnightly collection)	240Lt garbage bin (fortnightly collection)  240Lt recycling bin (fortnightly collection)
<b>Optional service</b>	240Lt garbage bin (higher cost)  140Lt organics bin (same cost as 240Lt)  140Lt or 360Lt recycling bin (same cost as 240Lt)	140Lt garbage bin (same cost)  140Lt or 360Lt recycling bin (same cost)	240Lt garbage bin (higher cost)  140Lt organics bin (same cost as 240Lt)  140Lt or 360Lt recycling bin (same cost as 240Lt)	240Lt garbage bin (higher cost)  140Lt organics bin (same cost as 240Lt) 140Lt or 360Lt recycling bin (same cost as 240Lt)  A weekly or daily garbage or organics services are available at additional costs.	140Lt garbage bin (same cost)  140Lt recycling bin (same cost)  A weekly garbage may be available at an additional cost.
<b>Additional bins can be obtained outside the standard service at additional costs</b>	Extra 140Lt or 240Lt garbage  Extra 140Lt or 240Lt organics  Extra 140Lt, 240Lt or 360Lt recycling	Extra 140Lt or 240Lt garbage  Extra 140Lt or 240Lt organics  Extra 140Lt, 240Lt or 360Lt recycling	240Lt garbage bin (higher cost)  140Lt organics bin (same cost as 240Lt)  140Lt or 360Lt recycling bin (same cost as 240Lt)	Extra 140Lt or 240Lt garbage  Extra 140Lt or 240Lt organics  Extra 140Lt, 240Lt or 360Lt recycling	Extra 140Lt or 240Lt garbage  Extra 140Lt or 240Lt organics*  Extra 140Lt, 240Lt or 360Lt recycling  *Where an existing service is being provided (proposed for areas of Glenrowan, Hamilton Park, Oxley and Milawa)
<b>Medical certificate</b>	Upgrade from a 140Lt to a 240Lt garbage. If a 240Lt exists then an additional 140Lt will be provided.	If a 240Lt exists then an additional 140Lt will be provided.	Upgrade from a 140Lt to a 240Lt garbage. If a 240Lt exists then an additional 140Lt will be provided.	N/A	N/A
<b>Exemptions</b>	No exemptions unless uninhabitable.	No exemptions unless uninhabitable.	No exemptions unless uninhabitable.	Exemptions only granted if evidence of a collection being provided by another waste service.	Exemptions only granted if evidence of a collection being provided by another waste service.

Table 1: Waste services provided by the Rural City of Wangaratta

### **Organics caddies and liners - Urban**

All urban properties receiving an organic service will receive a kitchen caddy and a roll of compostable liners.

#### Rental properties

It is the responsibility of the Landlord or Agent to ensure that caddies and liners remain with the property.

#### Caddy replacement

Broken, lost or stolen kitchen caddies can be replaced at approved Council fees and charges, or alternatively residents can purchase 8L bins from major retail stores.

#### Compostable Liners

Council will provide compostable liners for free, to be collected from the Wangaratta Government Centres.

#### Commercial business using the compostable liners

Commercial business that have a food organics collection are entitled to one roll of either 80L or 240L organic liners per service, once a year.

### **Waste Collection Sites**

Council provides waste collection services at Bowser Landfill and Transfer Stations.

Council shall establish fees for receiving waste at waste collection sites on an annual basis. Differential fees will be set for nominated materials to encourage separation, recycling and waste reduction.

#### Bowser Landfill

Bowser landfill fees will be set considering all costs of development, operation, rehabilitation, monitoring and aftercare as required by the Environment Protection Authority (EPA) and other regulations that may apply. All waste disposal will be charged according to the adopted fees, regardless of the source of the waste from within or outside the municipality. As required by the EPA Bowser Landfill Licence, Council will maintain a reserve for future costs of rehabilitation, aftercare and possible remediation of Bowser Landfill and provide financial reports to the EPA as required.

Asbestos is accepted at the Bowser Landfill from both domestic and commercial sources - 24 hours notification is required prior to disposal.

#### Transfer Stations



Materials received at Council's Transfer stations must originate from within the Rural City of Wangaratta. State funded programs like Sustainability Victoria's "Detox Your Home" are available to North East residents. Council may from time to time apply free or discounted fees for receiving waste at transfer stations.

Disposal of waste must comply with Council's safety and environmental requirements, therefore some items may be refused.

Transfer stations have only a limited space for waste materials. For this reason where commercial operations are looking to dispose waste amounts greater than three cubic metres to the Wangaratta transfer station, the Council must be contacted first. Where appropriate loads may be redirected to the Bowser Landfill. Failure to contact council may result in being refused service and a request to return at a later time depending on space remaining within the waste bins.

Due to Occupational Health and Safety (OH&S) regulations, Council does not allow the collection or scavenging of materials.

#### \$5 Hard Waste Voucher

One \$5 hard waste voucher will be issued to each property with the first rates notice of the financial year only. It is up to the landlord of the property to pass on the hard waste voucher to any tenanted properties, if they choose to. The voucher is for one time use only.

#### Free Green Waste November

To assist residents to clean up around their property prior to the fire season, free green waste disposal is available for the month of November during normal operating hours, at all transfer stations.

### **Other Collections**

#### Charity Organisations

Charity Opportunity shops operating within the municipality may be eligible for credit to dispose of unwanted items. A non-refundable credit will be granted annually, upon Director Approval\* of written applications to Council.

The value of the non-refundable credit will be equal to 15 tonnes of commercial waste deposited at the Bowser landfill. This credit may be used at either the landfill or the Wangaratta Transfer Station.

\*Director of Infrastructure Services

#### Community Halls & Pavilions

Council will provide two free garbage and recycling services to community halls and

pavilions. Additional bins will be charged at normal rates.

#### Community Recreation Reserves

Council will provide free public place garbage and recycling services to recreation reserves and ovals for litter management. The litter bins will be fixed and it is the responsibility of the Committee of Management to ensure all bins are removed from the stands and placed out for collection.

#### Country Fire Authority (CFA) Volunteer Stations

CFA volunteer stations on Council's waste collection routes will receive one free garbage service and one free recycling service per annum.

#### Schools and Churches

Kerbside garbage, recycling and organics (urban only) is compulsory for schools and churches to help promote waste education. Exemptions may apply if other services are in use.

#### Community Events

Council can provide Garbage, Recycling and Organic event bins for all event requests received. Council approved fees and charges will apply. The event bin charge is not applicable to commercial businesses who may require additional bin services due to an external event.

Event bin costs are based on the collection being undertaken as part of a normal collection run, enabling standard collection rates to apply. Should a collection be required outside a standard collection run then the applicable charge will be per hour to service the bins.

Recycling is compulsory when utilising Council's waste collection service and highly contaminated recycling bins may incur a fine for waste disposal.

Council can provide up to 25 complete bin stations (garbage, recycling and organics bins) for all events held in Wangaratta. The maximum event bin lids available for garbage and recycling bins for rural events is 50. Additional household bins can be provided, if required at the same cost.

The charge per bin covers the delivery to/from the site and disposal of contents (one empty prior to removal from site). Note that this charge does not cater for events which extend over several days and require multiple empties throughout the event period.

If an Event is cancelled within 48 hours, or bins have already been delivered to the event, then the event bin charge will remain applicable.

The Council events team can provide guidance on the number and placement of bins for events. The notice required by the Council waste team to arrange the waste service

will depend on the number of bins required. A guide to the application process is outlined below.

#### Events requiring 52 - 100 bins

Event application must be completed and received by Council, 6 weeks in advance of event.

#### Events requiring 10 - 50 bins

Event application is likely to be required to be completed and received by Council, 6 weeks in advance of event.

#### Events requiring <10 bins

Event application does not always apply, bins can be applied for through the customer request system, 2 weeks in advance of event.

#### Charity Events

Charity events will be subjected to Council's approved fees and charges. Exemptions may be granted following formal application to the Director - Infrastructure Services.

\*Refer to Council's annual published Fees and Charges for applicable rates.

### **Exemptions and Exceptions**

#### Uninhabitable residences

Premises may be eligible for a waste exemption if evidence can be provided that the premises are uninhabitable.

#### Emergency waste exemption

Residents may be eligible for a waste exemption if affected by a natural or local disaster. Depending on the severity of the situation, a \$5 dollar hard waste voucher will be provided, or alternatively fees may be waived, at the discretion of the Director - Infrastructure Services.

#### Rural and Urban Medical Waste

Residents may be eligible for a waste exemption for medical waste. The option of an additional bin will be provided at no charge, upon receipt of a medical certificate or other documentation deemed appropriate by the Waste Management Coordinator.

#### Unit buildings – Owners' Corporation

Owners' Corporation\* will be able to negotiate the overall number and composition of bins and will be charged accordingly, however a kitchen caddy will need to be

6

provided for each residence. The number of rolls of compostable liners provided will be reflective of the number of bins charged. Negotiation of bins will need to occur prior to 1 July of the new financial year to be itemised on annual rates notices.

Owners' Corporation representatives will be required to provide evidence of their eligibility under this section and also to complete a form to substantiate their request for a change in services. If approved, the total amount of the service charges will be invoiced directly to the Owners' Corporation representative.

Unpaid amounts will result in an immediate termination of these special arrangements and reversion to standard bin services.

\*Owners' Corporation has the same meaning as within the Owners Corporation Act 2006 but is only applicable where there are more than two (2) rateable assessments associated to it with a designated Common Property land parcel.

#### Refund of rates for services not received

In the occurrence of paid waste rates without a collection, the owner of the property may seek reimbursement. Reimbursement at the error of Council will be up to a maximum of 5 years, if proven there was no waste collection in place.

#### Alternative collection arrangements for Business or Commercial Operators

Persons or corporations may be eligible for a waste charge exemption where an alternative collection service is utilised. Exemptions will be considered, if written evidence of an alternative service is provided and is satisfactory to Council's requirements, and a waste audit is undertaken at the property by a Council officer.

Satisfactory evidence would include a copy of the contract for the provision of future waste collection services or a copy of three months statements showing a regular collection service is in place. Any information supplied will remain confidential. This evidence will be required annually upon receipt of a rate notice including waste charges.

#### Unoccupied commercial properties

If a commercial property has been unoccupied for a minimum of 12 months, an exemption from waste charges may be granted. It is the responsibility of the landlord to apply for the exemption. The exemption will be applied going forward from the date approval is granted. No retrospective refunds will be given for the period that the commercial property has not been occupied.

All exemptions are reassessed before the end of each financial year. At any point, if the property becomes occupied again the landlord must notify Council and arrange waste services.

### **Request for a Route Extension**

If the owner of a rural property wishes to receive a waste and recycling collection service and is not on an established collection service route, the owner of the property may arrange to place their bins at the nearest cross road that is on a collection route. The standard waste collection charges will apply.

The defined service area can be extended as required by the Director - Infrastructure Services after considering matters such as:

- viability
- access and safety of movement for the waste collection truck and other road users
- whether the additional route is on Council's Register of Public Roads
- whether the additional distance exceeds two kilometres, including any additional distance to safely turn around, if required.

Access using private roads to provide waste collection can be approved where a specific access agreement has been negotiated with Council, and agreed in writing. Register of Public Roads, letters will be sent to residents notifying them of the proposed change. If residents are consenting with the proposed change, then waste rates will apply to the residential properties along that road. This is based on 80% of residents consenting to the extension.

### **Council's Four Strike Contamination Policy – Garbage, Organics and Recycling**

Contamination occurs when people place the wrong item in the wrong bin. To ensure the long-term viability and effectiveness of the garbage, organic and recycling kerbside systems, Council has introduced a four strike contamination policy. This policy will use both education and enforcement to reduce the rate of contamination in Council bins.

If a garbage, organics or recycling bin containing contamination is presented 4 times within a 6 month period, on the fourth occasion, the bin will be removed and the charges will remain on the property's rates notice.

If Council becomes aware of a situation that is causing ongoing contamination issues i.e. dementia or disability, bins will be taken away and more appropriate bins will be issued to the resident.

#### **Contamination Policy Steps**

**First offence** – The garbage, organics or recycling bin will not be collected and will receive either a contamination sticker or letter which also contains education material. The bin will be recollected upon request, if the contaminants are removed.

**Second offence** – The garbage, organics or recycling bin will not be collected and will receive either a contamination sticker or letter which also contains education material. The resident will also receive a follow up letter in the mail notifying them of their second



offence and outlining the contamination policy steps. The bin will be recollected upon request, if contaminants are removed.

**Third offence** – The garbage, organics or recycling bin will not be collected and will receive either a contamination sticker or letter which also contains education material. The resident will also receive a follow up letter in the mail notifying them of their third offence and outlining the contamination policy steps. The bin will be recollected upon request, if contaminants are removed.

**Fourth offence** – The garbage, organics or recycling bin will be removed and the waste charge will remain. A letter will be sent to the resident advising them, that in order to reinstate their garbage, organics or recycling bin they are required to provide a letter to Council stating that they will use the bin correctly and only place accepted materials in their bin.

### **Illegal Dumping**

Any person caught dumping waste illegally either in a public place, park, in recreation bins, outside transfer stations, or within the municipality's roadsides, will be subjected to Environmental Protection Authority fines and penalties.

### **Conditions of Collections**

1. Scheduled bins to be out for collection prior to 6 am.
2. Bins must not exceed approximately 70 kilograms in weight as the truck may not be able to lift the bins. If you have major difficulty pushing the full bin, then it may be more than the required weight limit. For example 360L recycling bins filled with glass may result in a non-collection; Organics bins that are filled to the top with wet lawn clippings or fruit may be too heavy to collect (try leaving the lid open to dry the contents up); Garbage bins containing unauthorised materials such as brick and concrete may result in the truck unable to collect the bin.
3. Only authorised material may be put in bins. If you are unsure of what can go in what bin please check Council's waste website for more information, or contact Council directly.
4. Any waste spilt from overflowing bins prior to collection must be removed by the occupier responsible for the bin, as soon as practicable. Larger garbage bins are available if required, at a cost.
5. Once bins have been emptied, bins are to be removed from the kerbside and relocated within the premise of the property within 24 hours of collection (refer to Local law No. 1 sub clause 64.1.3).







RURAL CITY OF  
WANGARATTA

# WANGARATTA CAR PARKING PLAN

**Getting the balance right  
for our community**

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# WANGARATTA CAR PARKING PLAN

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## BACKGROUND

Wangaratta is growing and changing as a city. The way people use our city - how they get around, where they spend their time, and how accessible it is - is important to our community. Council understands that the economic, social and cultural success of our city is underpinned by careful planning and development.

Vehicle movements and parking are key elements to the safety, amenity, and accessibility of our city. To ensure that Wangaratta continues to be a great place to live, work, visit, and do business, Council is taking action to ensure that we are balancing and planning for the parking needs of the community.

With a number of significant planning and development projects underway - development of the CBD Masterplan, Urban Design Framework, Hospital Precinct Structure Plan, and the Railway Precinct Enhancement Project - there is an opportunity for Council to rethink car parking within the city to ensure that the supply and location of parking supports our long term vision and objectives. As projects come to fruition from these plans, we will adjust our car parking arrangements accordingly, to continue to meet the requirements of our changing community and infrastructure.

To ensure we achieve the best outcome for our city, it is imperative that we better utilise the 3,044 parking spaces in the CBD. We will do this by:

- **making parking more efficient by reducing circulating vehicles;**
- **formalising on-street spaces, and relocating all day spaces away from high priority commercial locations;**
- **improving pedestrian accessibility and safety;**
- **and making sure that residents, staff, and visitors have suitable information and direction to make informed parking decisions.**

This document outlines Council's plans for current and future car parking needs within the city centre and its fringes for the next five years.



## WANGARATTA CAR PARKING PLAN

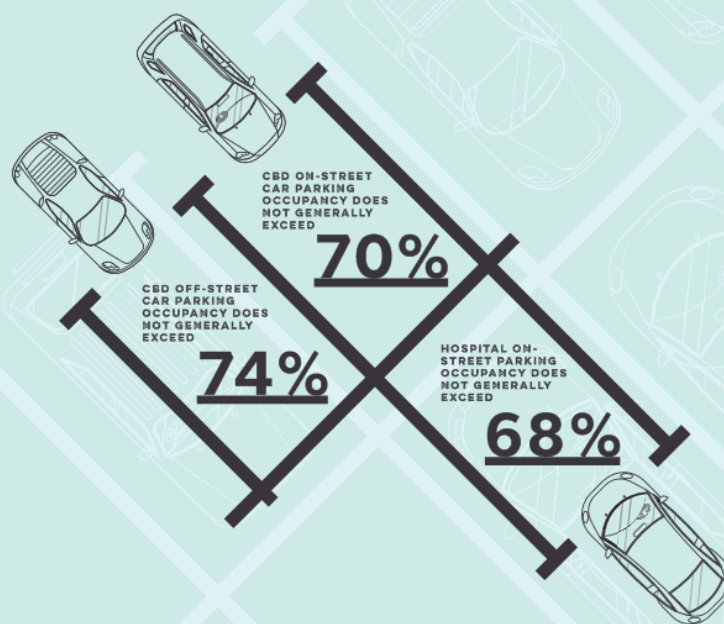
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### CAR PARKING OCCUPANCY STUDY

Based on a recent car parking study which analysed occupancy data across the CBD, car parking typically has an occupancy rate less than 85%.

According to Austroads, the peak organisation of Australasian road transport and traffic agencies, an occupancy rate of 85% is the level at which supply and demand of car parking spaces is optimised. This tells us that the supply of car parking in Wangaratta is suitable for the current demands and medium term projected growth.

Further insights from this study are below:



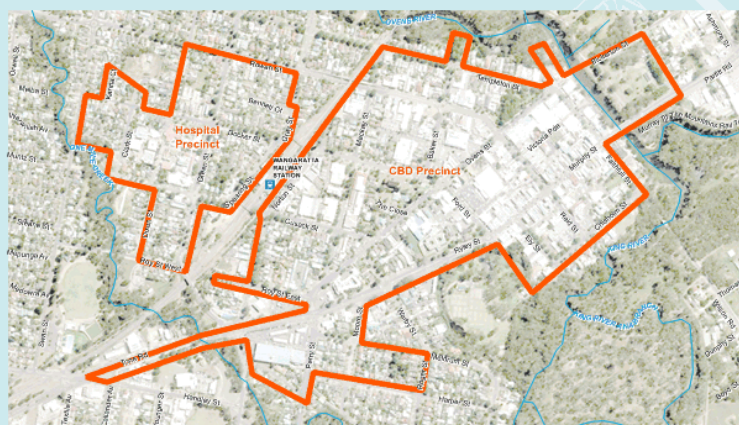


# WANGARATTA CAR PARKING PLAN

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## CAR PARKING OCCUPANCY STUDY

The study also highlighted that parking demand is unevenly distributed across the city and that changes are needed to ensure a better utilisation of the available spaces. The occupancy study broke the city into two areas, as shown below:



### CBD PRECINCT

There are approximately 1,963 publicly available on-street, and 1,081 off-street car parking spaces within the CBD precinct - excluding loading, disabled, long vehicle, and short term (less than 1/4P) parking bays.

#### On-Street:

- Unrestricted parking (all day parking) showed the highest occupancy rate on weekdays. This occurs at peak times (12:00 and 14:00) on the fringes of the CBD, primarily Ovens, Chisholm, Templeton and Mackay Streets, where over 85% of car parking is occupied.

#### Off-Street:

- Generally, across the entire off-street parking supply, occupancy does not exceed the 85% threshold.
- At a more localised level, some individual private (Business owned) off-street car parking locations have occupancy over 85% at peak times.

### HOSPITAL PRECINCT

There are approximately 837 publicly available car parking spaces within the hospital precinct. An additional 54 spaces are reserved for specific users. Hospital provided off-street parking was not assessed.

- Along the streets surrounding the Hospital - primarily Docker, Dixon, Karina and Roy Street West - occupancy is over 85% at peak times on weekdays between 12:00 and 14:00.

This study, was conducted over one 12 hour period in early May 2018. This is considered to be a typical representation of parking trends on any given weekday.





# WANGARATTA CAR PARKING PLAN

Getting the balance right  
for our community

## PRINCIPLES

In reviewing the car parking situation and looking to ensure the vision and objectives for 'The Wangaratta Project' are able to be realised, Council has developed and commits to the following guiding principles for parking for the next 5 years. Council will:

- **Prioritise people over vehicles within the CBD precinct.**
- **Minimise net loss of parking spaces within the CBD and Hospital precincts.**
- **Implement no net increase to parking meters within the CBD precinct.**
- **Continue to move and develop all day parking to outside of the core CBD precinct.**
- **Continue to support alternate all day parking options such as the multi-deck car park and Council parking permits.**

## MANAGEMENT OF EXISTING PARKING DEMANDS

We are confident that there is an overall sufficient number of parking spaces within Wangaratta to meet existing and medium term demands. However, there is always more that we can do to optimise use. Feedback from the community indicates that there is a perceived lack of parking within the vicinity of some major employment locations, especially those that are within close proximity to the retail core of the CBD. It has been identified through our recent parking occupancy study that often, when one location is reaching capacity, there is an easily accessible supply just a short distance away. We need to do more to ensure that these additional areas are suitable, and that people are aware of the parking options available.

In a number of locations, parking restrictions – specifically all-day spaces – have not been reviewed in response to changes in nearby business and land use. This has resulted in the incorrect type of restriction being applied, impacting on community access and the adjacent businesses.

Data indicates that in the cases of all-day parking, spaces are most often used for staff parking where an individual would typically park and walk to work

once in the morning and return in the evening. A walking distance of around 500m – 800m is commonly considered reasonable for staff parking in these circumstances. However, for some individuals with mobility limitations, this may be unsuitable. Placing a 500m radius shadow over three key employment spots highlights that there are several areas within the city which provide all-day parking within this 500m – 800m walk threshold. As works and development continue within the CBD, this provides scope for adjustment to parking regulations, while ensuring all-day parking needs are still being met.





## WANGARATTA CAR PARKING PLAN

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### PRIORITY WORKS TO SUPPORT CAR PARKING

We have identified a number of short and medium term priority actions that can be taken to support our supply of parking, and to ensure we are getting the balance right for all users.

#### Short Term:

Site	Action	Location	Completion	Increase In Parking Spaces
1	Formalise line marking to increase parking available	Templeton St (west of Baker St), to railway.	December 2018	10
2	Formalise line marking to increase parking available	Norton St, Cusack St to Roy St	February 2019	12
3	Construct, seal & line mark shoulder to create parking	Mackay St, Templeton St to Rowan St	August 2019	8
4	Review all-day parking in close proximity to the CBD, to ensure restrictions suit nearby land uses	Various (Ovens St near Ford St, Baker St near Templeton St, Templeton St near Ovens St, Sydney Beach)	June 2019	Up to 50
5	Increase multi-storey parking usage	Council to work with the multi-storey car park operators to increase patronage through the provision of long term permits and opening top level up for public access. Improve wayfinding signage.	TBA	Nil





# WANGARATTA CAR PARKING PLAN

Getting the balance right  
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## Medium Term Options:

Site	Scope	Completion
Spearing St south and north of Docker St	Formalise existing on-street parking to optimize the utilization of parking preventing inefficient use.	July 2020
Various across the City	Review all parking signs and information to develop a signing scheme that is in accordance with Australian Standards best practice and offers suitable information for users.	July 2020
Investigate further parking opportunities at the front of St Catherine's Aged Care	Increase on street parking.	December 2019
Ovens St; Docker St; Ryley St and Templeton St	Increase disability parking areas within the CBD and Hospital.	December 2019
Implement dynamic signage to encourage use of the multi-storey car park	Variable Message Signage (VMS) can provide real time space availability and direction information for drivers to direct them towards the facility. This can reduce circulation on local streets, increase patronage of the car park, and therefore reduce the demand on nearby overburdened locations.	TBA
Promotion of the variety of parking arrangements and the importance of each type	Promotion program to inform of options, costs, and benefits for parking across the city.	TBA
VicTrack land car parking opportunities	Secure parcels of VicTrack land on the western side of the railway, for the use as additional all-day parking.	TBA

## CONCLUSION

Council understand the importance of parking accessibility and availability within the CBD. As our city changes and progresses, some areas of parking will evolve to reflect current needs and priorities of use. We understand that people access our city in a variety of ways, on foot, bike, car and public transport. We need to consider all of these methods of transport in planning any future works.

Ultimately our goal is to create and support a CBD that is thriving. Over the next several years we will increase and expand the number of events and cultural activities that happen within our CBD, we will progressively update our infrastructure to improve amenity, and we will work closely with businesses and organisations to ensure vibrant and diverse precincts within Wangaratta.



**Economic Development & Tourism  
Advisory Committee Meeting**

62-66 Ovens Street  
PO Box 238  
Wangaratta 3676  
Telephone (03) 5722 0888  
Fax: (03) 5721 9526  
E-mail: council@wangaratta.vic.gov.au

**5:30pm Tuesday 5 March 2019**  
**Ovens Room, Wangaratta Government Centre**  
62 Ovens Street Wangaratta

## MINUTES

File No: F16/844

1.	<p><b>COMMITTEE:</b> John Joyce, Elizabeth Ellis, Robert Floyd, Christine Haddrick, Matthew Fraser, Stephen Oxley, Ilena Young, Jamie Ramage</p> <p><b>Guests:</b> Cr. Dean Rees</p> <p><b>NON VOTING:</b> Janine Rolles, Travis Vincent, Kate Clark (minutes)</p>
2.	<p><b>APOLOGIES:</b> Christian Dal Zotto, Stephen Swart, Celeste Brockwell, Brendan McGrath, Christine Haddrick, Cr. Currie, Cr. Harry Bussell, Cr. Harvey Benton</p> <p>Moved: Jamie      Seconded: Steven</p>
3.	<p><b>CONFLICT OF INTEREST DECLARATIONS</b></p> <p>N/A</p>
4.	<p><b>MINUTES OF PREVIOUS MEETINGS</b></p> <p>Moved: Jamie      Seconded: John</p> <p><b>RECOMMENDATION:</b> <i>That the minutes of the meeting held on Tuesday, February 5 2019 be confirmed as a true and accurate record of the proceedings of the meeting.</i></p>
5.1	<p>Jazz Festival Discussion - led by Chair</p> <p>The Jazz Board had held their AGM and have agreed to delay the event until 2020. The board is independent of Council</p>



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		<p>however a staff member and appointed Councillor sit on the board, this is being reviewed by the board at a future meeting.</p> <p>An EOI has been released by Council seeking interest in hosting an event on the weekend of the Jazz Festival. The EOI is to be assessed by a number of external organisations with a background in arts and events.</p>
5.2	WEDTAC Charter - led by Chair	<p>Discussed a revision of the Wangaratta Unlimited Charter. A revised version will be presented at the next meeting for consideration.</p>
5.3	Equine Project Update - Janine	<p>Meetings have been held with Paul Hoysted from the Wangaratta Turf Club. The discussions were an update on the training programs and facilities. Awaiting confirmation from GO TAFE for the commencement of the course.</p>



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6.0

### BUSINESS ARISING

#### Cycle Tourism Investment- led by Elizabeth Ellis

An Expression of Interest for Private Sector Investment has been released by Regional Development Victoria. Discussion around what investment opportunities for Wangaratta could be undertaken and how the EOI is being distributed.

Action: Invitation to Regional Development Victoria to present the NEVCO (North East Victoria Cycling Optimisation) project to the committee.

#### Ovens Murray Water Quality Plan - led by John Joyce (Chair)

The Victorian Government is seeking consultation on the Water Resource Plan for northern Victoria.

<https://engage.vic.gov.au/water-resource-plan-northern-victoria>

Opportunity for WEDTAC to work with AAAC to advocate a response for RCOW.

#### Organic Waste Plant- Led by Robert Floyd

The Organic Waste Plant should be noted as a significant opportunity for local farmers as the facility will be able to provide sustainable fertilizer to local farms.

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<b>7.0 NEXT MEETING</b>	Tuesday, April 2nd at 5:30pm
<b>8.0 MEETING CLOSED</b>	There being no further business, the meeting closed at 7:10pm.

Sub Folder S18/249



## Assembly of Councillors

Date: 12 March 2018

Meeting: Councillors Briefing Forum

Commenced: 2PM

**Councillors:**

Cr Dean Rees - Mayor  
Cr Mark Currie – Deputy Mayor  
Cr Harry Bussell  
Cr Ken Clarke  
Cr Dave Fuller  
Cr Harvey Benton  
Cr Ashlee Fitzpatrick

**Present**

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**Absent**

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**Executive Team:**

Brendan McGrath – CEO  
Alan Clark – DIS  
Jaime Chubb – DCW  
Sarah Brindley – DCS  
Steven Swart – DDS

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**Officers:****Apologies:**

**Presenters:** Shay Singh, Better Building Finance – Justin Britt, Strategic Planner – Anthony Smith, Manager Finance

**Conflict of interest:**

**Meeting Closed at: 5.50pm**



Sub Folder S18/249



## Assembly of Councillors

Date: 18 March 2019

Meeting: Councillors Briefing Forum

Commenced: 2PM

### Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Mark Currie – Deputy Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ken Clarke	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Dave Fuller	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ashlee Fitzpatrick	<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Executive Team:

Brendan McGrath – CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alan Clark – DIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Jaime Chubb – DCW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sarah Brindley – DCS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Steven Swart – DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Officers:

Marcus Forster - ADCW	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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### Apologies:

**Presenters:** Frank Hinton – ACETA Group, Anthony Smith – Manager Finance, Marcus Goonan – Manager Infrastructure Planning and Delivery

### Conflict of interest:

**Meeting Closed at: 6PM**

Sub Folder S18/249



## Assembly of Councillors

Date: 25 March 2019

Meeting: Councillor Briefing Forum

Commenced: 12.30pm

### Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Mark Currie – Deputy Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ken Clarke	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Dave Fuller	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ashlee Fitzpatrick	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Executive Team:

Brendan McGrath – CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alan Clark – DIS	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Jaime Chubb – DCW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sarah Brindley – DCS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Steven Swart – DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Officers:

Marcus Goonan - ADIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marcus Forster – ADCW	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Apologies:

**Presenters:** Phil Bourke – Consultant, Juan Hernandez – Manager Customer, Digital & Transformation Services, Brad Gill – Projects & Recreation Coordinator, Monique Hillennar – Community & Recreation Officer, Warwick Smith – Manager Building Planning & Compliance, Dean Holley – Community Compliance Coordinator, Anthony Smith – Manager Finance

### Conflict of interest:

Meeting Closed at: 6.30pm



## Assembly of Councillors

Date: 1 April 2019

Meeting: Councillors Briefing Forum

Commenced: 3pm

### Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Mark Currie – Deputy Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ken Clarke	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Dave Fuller	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ashlee Fitzpatrick	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Executive Team:

Brendan McGrath – CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alan Clark – DIS	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Jaime Chubb – DCW	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sarah Brindley – DCS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Steven Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Officers:

Marcus Goonan – ADIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marcus Forster – ADCW	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Apologies:

**Presenters:** Alex Pearce, Procurement Specialist – Janelle Stein, Governance & Reporting Advisor – Nicole O’Keefe, Waste Management Coordinator – Anthony Smith, Manager Finance

### Conflict of interest:

**Meeting Closed at: 6.45pm**

Sub Folder S18/249



## Assembly of Councillors

Date: 4 April 2019

Meeting: Municipal Emergency Management Planning Committee

Commenced: 10.00am

**Councillors:**

Cr Harvey Benton

**Present**



**Absent**



**Officers:**

Steven Tucker – Emergency Management Coordinator ☒



Sandra Dalton – EA – Infrastructure Services (minutes) ☒



**Apologies:** Alan Clark - DIS

**Presenters:** Nil.

**Conflict of interest:** Nil.

**Meeting Closed at:** 11.35am

Sub Folder S18/249



## Assembly of Councillors

Date: 4 April 2019

Meeting: Municipal Fire Management Planning Committee

Commenced: 1.00pm

**Councillors:**

Cr Harvey Benton

**Present****Absent****Officers:**

Steven Tucker – Emergency Management Coordinator ☒



Sandra Dalton – EA – Infrastructure Services (minutes) ☒



Darryl Farmer – MFPO ☒

Scott Draper – Natural Resource Coordinator ☒

**Apologies:** Alan Clark - DIS

**Presenters:** Caitlyn Cruikshank (DELWP).

**Conflict of interest:** Nil.

**Meeting Closed at:** 2.45pm

Sub Folder S18/249



## Assembly of Councillors

Date: 8 April 2019

Meeting: Councillors Briefing Forum

Commenced: 3pm

**Councillors:**

Cr Dean Rees - Mayor  
Cr Mark Currie – Deputy Mayor  
Cr Harry Bussell  
Cr Ken Clarke  
Cr Dave Fuller  
Cr Harvey Benton  
Cr Ashlee Fitzpatrick

**Present**

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**Absent**

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**Executive Team:**

Brendan McGrath – CEO  
Alan Clark – DIS  
Jaime Chubb – DCW  
Sarah Brindley – ACEO  
Steven Swart – DDS

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**Officers:****Apologies:**

**Presenters:** Steven Burke – Media & Communications Coordinator, Marcus Goonan – Manager Infrastructure Planning & Delivery, The Board of the Wangaratta Livestock Exchange, Gillian Hoysted – Manager People & Governance

**Conflict of interest:** N/A

**Meeting Closed at:** 5.45pm