



HEPBURN SHIRE COUNCIL  
SPECIAL MEETING OF COUNCIL  
PUBLIC MINUTES

Tuesday 29 June 2021

Virtual Meeting  
via Video Conference

6:00 PM

A LIVE STREAM OF THE MEETING CAN BE VIEWED  
VIA [COUNCIL'S FACEBOOK PAGE](#)

Confirmed at the Ordinary Meeting of Council held 20 July 2021

A handwritten signature in black ink, appearing to read "Lesley Hewitt".

Chair, Cr Lesley Hewitt, Mayor

# MINUTES

Tuesday 29 June 2021

Virtual Meeting

via Video Conference

Commencing at 6:00 PM

## TABLE OF CONTENTS

<b>1 ACKNOWLEDGEMENT OF TRADITIONAL OWNERS</b> .....	<b>3</b>
<b>2 OPENING OF MEETING</b> .....	<b>3</b>
<b>3 APOLOGIES</b> .....	<b>3</b>
<b>4 DECLARATIONS OF CONFLICTS OF INTEREST</b> .....	<b>3</b>
<b>5 OFFICER REPORTS</b> .....	<b>4</b>
<b>5.1 ADOPTION OF THE REVENUE AND RATING PLAN 2021-2025</b> .....	<b>4</b>
<b>5.2 REVIEW OF MAYORAL AND COUNCILLOR ALLOWANCES - PURSUANT TO SECTION 74         OF THE LOCAL GOVERNMENT ACT 1989</b> .....	<b>37</b>
<b>5.3 ADOPTION OF 2021/2022 ANNUAL BUDGET</b> .....	<b>43</b>
<b>5.4 ADOPTION OF THE ROAD MANAGEMENT PLAN</b> .....	<b>112</b>
<b>6 CLOSE OF MEETING</b> .....	<b>142</b>

**BRADLEY THOMAS**

CHIEF EXECUTIVE OFFICER

Tuesday 29 June 2021

## 1 ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

We would like to acknowledge we are meeting on Jaara people country, of which members and elders of the Dja Dja Wurrung community and their forebears have been custodians for many centuries.

On this land, the Jaara people have performed age old ceremonies of celebration, initiation and renewal.

We acknowledge their living culture and their unique role in the life of this region.

## 2 OPENING OF MEETING

**COUNCILLORS PRESENT:** Cr Brian Hood, Cr Don Henderson, Cr Jen Bray, Cr Juliet Simpson, Cr Lesley Hewitt, Cr Tessa Halliday, Cr Tim Drylie

**OFFICERS PRESENT:** Mr Bradley Thomas - Chief Executive Officer, Mr Andrew Burgess - Acting Director Community and Corporate Services, Mr Bruce Lucas - Director Infrastructure and Development Services, Mr Chris Whyte – Manager Information and Communication Technology, Ms Krysten Forte - Manager Governance and Risk

The meeting opened at 6:04pm.

### STATEMENT OF COMMITMENT

“WE THE COUNCILLORS OF HEPBURN SHIRE  
DECLARE THAT WE WILL UNDERTAKE ON EVERY OCCASION  
TO CARRY OUT OUR DUTIES IN THE BEST INTERESTS OF THE COMMUNITY  
AND THAT OUR CONDUCT SHALL MAINTAIN THE STANDARDS OF THE CODE OF  
GOOD GOVERNANCE  
SO THAT WE MAY FAITHFULLY REPRESENT AND UPHOLD THE TRUST PLACED IN THIS  
COUNCIL BY THE PEOPLE OF HEPBURN SHIRE”

## 3 APOLOGIES

Nil.

## 4 DECLARATIONS OF CONFLICTS OF INTEREST

Nil.

## 5 OFFICER REPORTS

### 5.1 ADOPTION OF THE REVENUE AND RATING PLAN 2021-2025 ACTING DIRECTOR COMMUNITY AND CORPORATE SERVICES

*In providing this advice to Council as the Acting Manager Financial Services, I Robert Ellis have no interests to disclose in this report.*

#### ATTACHMENTS

1. Revenue and Rating Plan 2021-2025 [5.1.1 - 27 pages]

#### EXECUTIVE SUMMARY

Section 93 of the *Local Government Act 2020* requires Victorian councils to “prepare and adopt a Revenue and Rating Plan by the next 30 June after a general election for a period of at least the next 4 financial years.”

At the Ordinary Meeting of Council on 20 April 2021, Council resolved to –

- *Endorse the Draft Revenue and Rating Plan 2021–2025.*
- *Authorise the Interim Chief Executive Officer to display the Draft Plan on public exhibition, commencing 21 April 2021 and inviting comments for 28 days.*
- *Authorise Officers to make minor administrative changes to the Draft Revenue and Rating Plan 2021-2025 as required.*
- *Note that the final Revenue and Rating Plan 2021–2025 will be presented to the Special Council Meeting on 29 June 2021.*

#### OFFICER’S RECOMMENDATION

*That Council:*

1. *In accordance with Section 93 of the Local Government Act 2020, adopt the Revenue and Rating Plan 2021–2025 with the following amendment to the fourth paragraph on page 6 concerning Community Engagement:*

*“The following changes to the structure and level of rates and charges will be considered by Council during the **2021/2022** year:*

- *Provide a lower concession for recreational land properties which are able to generate significant income*
- *Introduce a higher differential rate for residential properties that are used for short term accommodation*
- *Introduce a lower differential rate for residential properties used for social housing.*
- *Introduce a higher differential rate for commercial, industrial and mixed-use properties to reflect their greater capacity to pay rates and charges*

- *Introduce a lower differential for farmland properties that undertake sustainable farming practises*
  - *Introduce a higher differential rate for vacant land*
  - *Introduce a higher differential rate for vacant properties.”*
2. *Allocate \$30,000 in the 2021/2022 Budget to undertake the review including the appropriate level of community engagement.*

## **MOTION**

*That Council:*

1. *Notes community submissions made in relation to the Draft Revenue and Rating Plan, and thanks those for making submissions;*
2. *Acknowledges the financial contribution made by all property owners and property types through annual rates;*
3. *Brings forward to the 2021/2022 financial year a project to model possible changes to rating differentials as outline in the Draft Revenue and Rating Plan and received as part of the community submission process, noting that findings of the project will be available for Councillors to consider as part of the 2022/2023 budget process;*
4. *Funds \$30,000 in the 2021/2022 Budget to allow that project to be undertaken; and*
5. *Adopts the Revenue and Rating Plan 2021-2025.*

**Moved:** Cr Don Henderson

**Seconded:** Cr Brian Hood

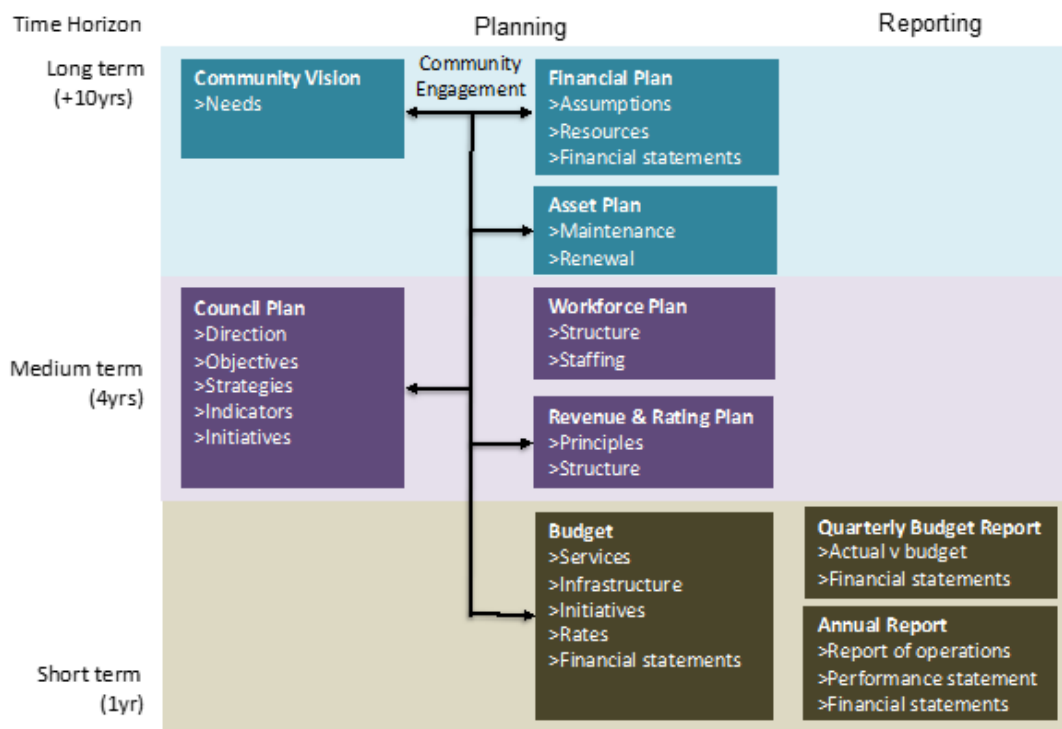
**Carried**

## **BACKGROUND**

The Revenue and Rating Plan is part of the local government strategic planning and financial management framework, which was introduced by the Local Government Act 2020. The following diagram explains the framework and the relationship between the various components.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for Council to generate the required income to enable it to adequately finance the objectives in the Council Plan and the programs, services and capital works in the Budget.

The Revenue and Rating Plan is underpinned by Council’s financial policies, such as the Revenue Collection and Financial Hardship Policy.



## KEY ISSUES

### Community Engagement

Section 3 **Community Engagement** on page 6 of the Draft Revenue and Rating Plan 2021–2025 specified that:

*“No changes are proposed to the structure and level of rates and charges for the 2021/2022 year.*

*The following changes to the structure and level of rates and charges will be considered by Council during the 2022/2023 year:*

- *Provide a lower concession for recreational land properties which are able to generate significant income*
- *Introduce a higher differential rate for residential properties that are used for short term accommodation*
- *Introduce a lower differential rate for residential properties used for social housing.*
- *Introduce a higher differential rate for commercial, industrial and mixed-use properties to reflect their greater capacity to pay rates and charges*
- *Introduce a lower differential for farmland properties that undertake sustainable farming practises*
- *Introduce a higher differential rate for vacant land*
- *Introduce a higher differential rate for vacant properties.*

*No changes are proposed to any other revenue policies in this Revenue and Rating Plan.”*

## Community Responses

In reply to Council's invitation for comments, eleven responses were received.

It was the note that *"changes to the structure and level of rates and charges will be considered by Council during the 2022/2023 year"*, which attracted the attention of the Respondents.

The following table provides a brief description of each response.

No.	Brief Description of Response
1	Respondent is in support of the proposed investigation into rating discounts for sustainable farming and seeks Council's support of farmers to reach zero net emissions in alignment with the recent Guide by the Hepburn Z-NET Roundtable.
2	Respondent seeks Council's support of houses used for short-term rentals and the tourist industry.
3	Respondent suggests that the Council apply the residential land rate to all town zone blocks in Glenlyon.
4	Respondent seeks large rate increases for vacant houses and houses used for short-term rentals.
5	Respondent suggests that Rates should not increase for residents. Rates increases should be acquired through levies on tourists.
6	Respondent is of the view that social housing solutions should not be the responsibility of holiday rental houses. This is a social problem requiring strategic planning and grant funding and a \$200 increase on anyone's rates will make no difference.
7	Respondent is of the view that Local Government trying to socially engineer something as complex as housing affordability can only be a disaster and it requires another layer of bureaucracy.
8	Respondent is of the view that the lack of social housing needs to be addressed. Respondent suggests changes to the structure and level of rates and charges, to generate more long-term rentals by encouraging Ratepayers who own short term rental and vacant houses to make them available. Respondent makes more comments including – a lower differential rate for residential properties used for social housing; a higher differential rate for residential properties used for short term accommodation; and a lower differential rate for farmland properties that undertake sustainable farming practices.
9	Respondent is in favour of differential rating to – encourage long term affordable renting; encourage sustainable agriculture practices; and to reduce rates on land in pastoral farming zone land that is being farmed.

10	Respondent is of the view that many owners of commercial, industrial and mixed-use property do not have a greater capacity to pay higher rates. Tourism-based businesses have suffered enough from COVID without having rates increased disproportionately. Respondent questions how sustainable farming will be defined?
11	Respondent offers detailed view of housing affordability and noting that rating differentials should be based on land value only, not including improvements. Council rating on site values provides a spur to local employment and development. Respondent also enclosed a copy of their submission to the Victorian Local Government rating system review in November 2019.

Given that none of the responses concern the current revenue and rating policies, it is reasonable that the Council may now resolve to adopt the Revenue and Rating Plan 2021–2025.

Council should also remain cognisant of the responses received in respect to its intention to consider changing the structure and level of rates.

When such consideration occurs, then, at that time, it should align with Council’s Community Engagement Policy.

Unlike the legislative process for the Draft Budget (as defined by Section 223 of the *Local Government Act 1989*), persons making a response to the Draft Revenue and Rating Plan are not provided with the opportunity to appear before Council and speak in support of their comments.

After the Special Council meeting on 29 June 2021, a letter will be sent to each Respondent.

### **Amendment**

Councillors have expressed a preference to review the structure and level of rates and charges during the 2021/2022 year, rather than the 2022/2023 year as noted in the Draft Plan.

Therefore, an amount of \$30,000 will be allocated to the 2021/2022 Budget to undertake the review including the appropriate level of community engagement.

### **POLICY AND STATUTORY IMPLICATIONS**

Council Plan 2017-2021

High Performing Organisation

13. Deliver sustainable financial management, supported by effective long term financial planning (10 Years), cost savings and efficient purchasing, and developing additional income streams beyond rates revenue.

Section 93 of the *Local Government Act 2020* requires Council to “prepare and adopt a four-year Revenue and Rating Plan by 30 June after a general election.”



## **GOVERNANCE ISSUES**

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

## **SUSTAINABILITY IMPLICATIONS**

While there are no direct sustainability implications associated with this report, the sustainability of the Shire relies on Council's ability to raise sufficient revenue to maintain and renew its assets and infrastructure.

## **FINANCIAL IMPLICATIONS**

The Plan explains Council's approach to raising Revenue and Rates. It complements the Budget, and it will soon be complemented by the long-term Financial Plan which is expected to be adopted by 31 October 2021.

## **RISK IMPLICATIONS**

There are no other risk implications associated with this report.

## **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

Deliberative community engagement is not prescribed for a Revenue and Rating Plan in either the *Local Government Act 2020*, or the *Local Government (Planning and Reporting) Regulations 2020*.

However, the Draft Plan was available for public comment at the same time as the Draft Budget 2021/2022 (for the period 21 April to 20 May 2021).

Comments were sought through advertisements placed in local print media, and on Council's website and Facebook page. This level of engagement aligns with Council's Community Engagement Policy.

# Hepburn Shire Council

## DRAFT REVENUE AND RATING PLAN 2021-2025

**April 2021**

## Table of Contents

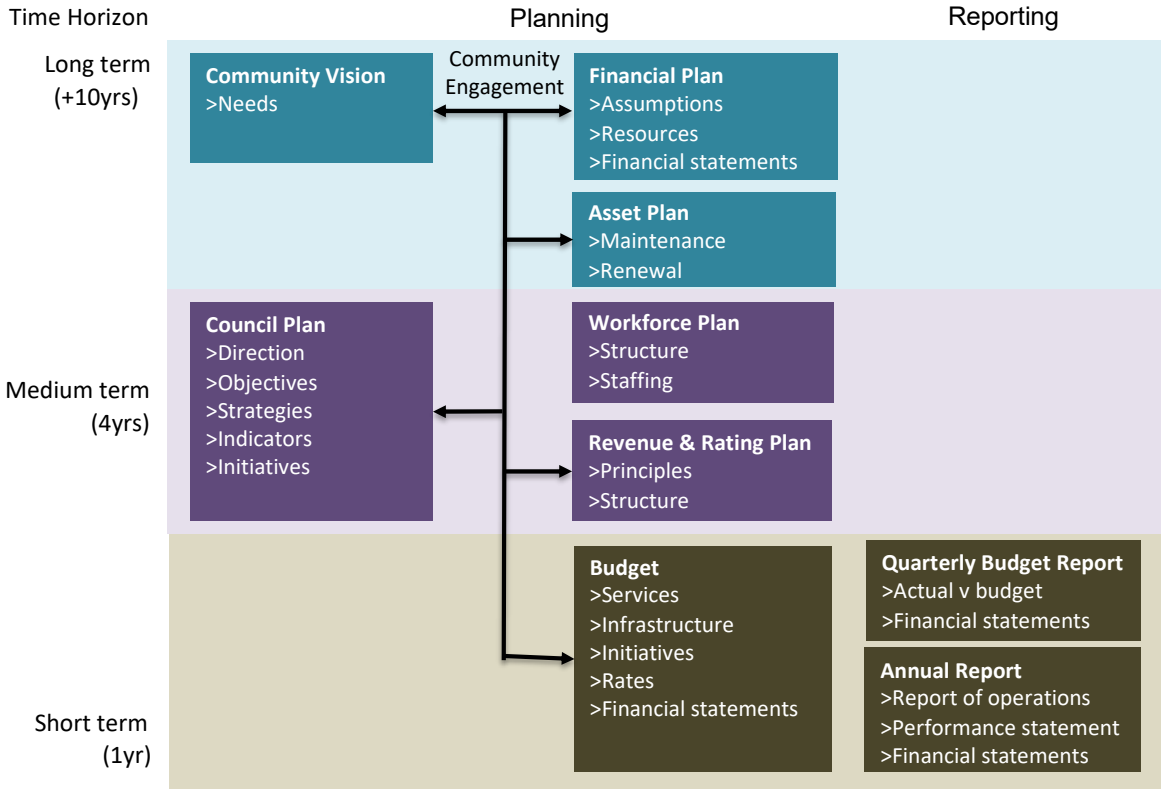
<b>1</b>	<b>Purpose</b>	<b>3</b>
<b>2</b>	<b>Introduction</b>	<b>4</b>
2.1	<i>Revenue Sources</i>	4
2.2	<i>Revenue Requirements</i>	4
2.3	<i>Revenue Balance</i>	5
<b>3</b>	<b>Community Engagement</b>	<b>6</b>
<b>4</b>	<b>Legislative Framework</b>	<b>7</b>
4.1	<i>Local Government Act 2020</i>	7
4.2	<i>Local Government Act 1989</i>	8
4.3	<i>Quantum of Rates and Charges</i>	8
4.4	<i>Local Government Rating System Review</i>	8
4.5	<i>Taxation Principles</i>	8
4.6	<i>Rate Capping</i>	9
<b>5</b>	<b>Rates and Charges</b>	<b>10</b>
5.1	<i>Valuation Method</i>	10
5.2	<i>Rates and Charges</i>	10
5.3	<i>Differential Rates</i>	11
5.4	<i>Municipal Charge</i>	11
5.5	<i>Service Rates and Charges</i>	12
5.6	<i>Special Rates and Charges</i>	12
5.7	<i>Payment of Rates and Charges</i>	12
5.8	<i>Rebates and Concessions</i>	13
5.9	<i>Deferments and Waivers</i>	13
<b>6</b>	<b>Fees and Charges</b>	<b>15</b>
6.1	<i>Pricing Policy</i>	15
6.2	<i>Statutory Fees and Fines</i>	15
6.3	<i>User Fees</i>	15
<b>7</b>	<b>Other Revenue Sources</b>	<b>17</b>
7.1	<i>Government Grants</i>	17
7.2	<i>Contributions</i>	18
7.3	<i>Other Revenue</i>	18
	<b>APPENDIX A: Differential Rate Definitions</b>	<b>19</b>

# 1 Purpose

The *Local Government Act 2020* requires each council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for the Hepburn Shire Council (the Council) which in conjunction with other income sources will adequately finance the objectives in the council plan.

The Revenue and Rating Plan is part of the Council’s Integrated Strategic Planning Framework as set out in the following diagram.



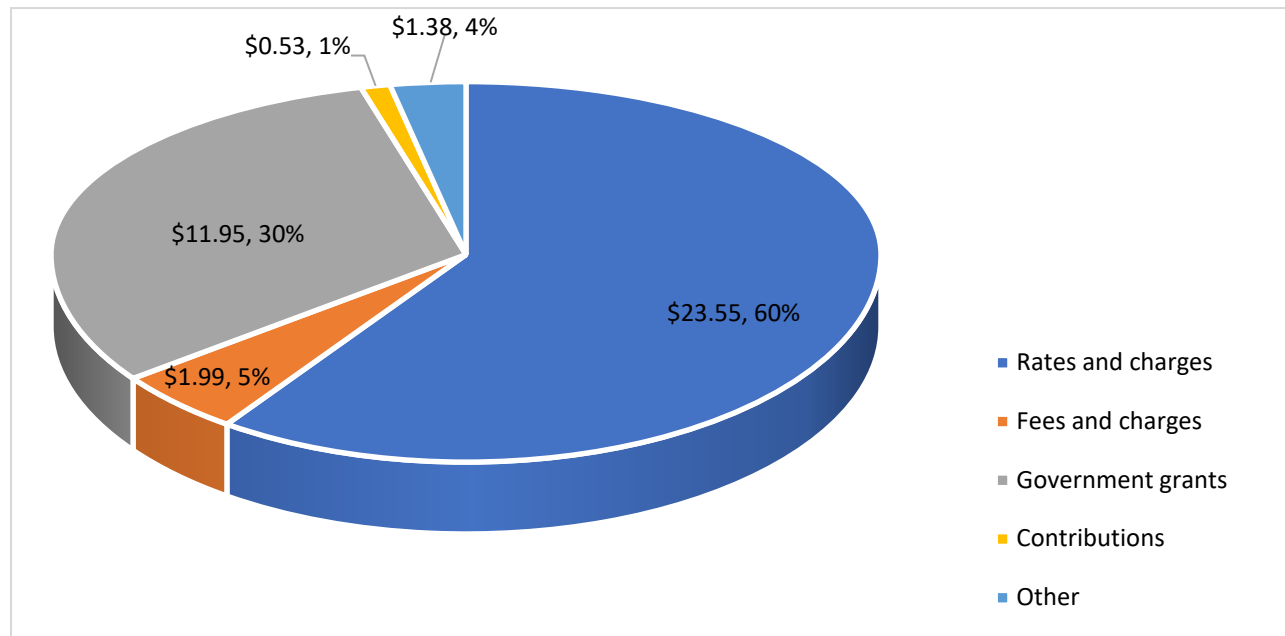
The strategies outlined in this plan align with the objectives contained in the Council Plan and feed into the Council’s Budget and Financial Plan, as well as other strategic planning documents.

This plan explains how Council calculates the revenue needed to fund its activities, and how the funding burden will be apportioned between ratepayers and other users of Council facilities and services. In particular, this plan sets out decisions that Council has made in relation to rating options available to it under the *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. It also sets out principles that are used in decision making for other revenue sources such as fees and charges. The plan does not set revenue targets.

## 2 Introduction

Council provides a number of services and facilities to its local community, and in doing so, must collect revenue to cover the cost of providing these services and facilities.

### 2.1 Revenue Sources



Note: All \$numbers on the graph are shown in millions.

The above graph shows a breakup of the revenue the Council uses to fund services and facilities for the Hepburn Shire community. The total revenue for the 2021-22 year is budgeted to be \$39 million with the major components being rates and charges (60%), government grants (30%) and fees and charges (5%). Loss on disposal of property, infrastructure, plant and equipment of \$30,000 has been excluded for the purposes of the analysis.

### 2.2 Revenue Requirements

The Revenue and Rating Plan is a medium-term plan for how the Council will generate income to deliver on the Council Plan, program and services and capital works commitments over the next four years. In determining its revenue requirements, the Council has identified what each source of revenue is, how much will be raised in each class, and the policy rationale/assumptions for each. In doing this, the Council has given consideration to:

- How revenue will be generated through rates on properties (including differential rates [if any] on different property classes)
- Fixed service charges that might be applied on services such as waste or recycling
- Fees and charges for services and programs including cost recovery policies, user charges and means testing
- Recurrent and non-recurrent operational and capital grants from other levels of government
- Developer contributions and other revenue
- Revenue generated from the use or allocation of Council assets (including the application of discounts and waivers)

- Entrepreneurial, business, or collaborative activities established to deliver programs or services and generate income or reduce costs.

### **2.3 Revenue Balance**

The Council provides public goods and services, private goods and services and a mix of both to the community. In determining if services should be funded through rates and charges or other revenue sources such as user charges, the Council considers whether services are either entirely or partially public goods. That is, where a service provides a broad benefit to the whole community then it will be mostly funded from rates. Where individual or groups of ratepayers receive a particular benefit then the service will be mostly funded from user charges.

### 3 Community Engagement

The Revenue and Rating Plan outlines the Council's decision-making process on how revenues are calculated and collected. The following public consultation process will be followed to ensure due consideration and feedback is received from relevant stakeholders.

Revenue and Rating Plan community engagement process:

- Draft Revenue and Rating Plan prepared by officers and a number of briefings provided to Council
- Draft Revenue and Rating Plan placed on public exhibition at the 20 April 2021 Council meeting for a period of 28 days and calling for public feedback
- Community engagement through local news outlets and social media
- Draft Revenue and Rating Plan (with any revisions) to be presented to a Special Council Meeting on 29 June 2021 for adoption.

No changes are proposed to the structure and level of rates and charges for the 2021-22 year.

The following changes to the structure and level of rates and charges will be considered by Council during the 2022-23 year:

- Provide a lower concession for recreational land properties which are able to generate significant income
- Introduce a higher differential rate for residential properties that are used for short term accommodation
- Introduce a lower differential rate for residential properties used for social housing
- Introduce a higher differential rate for commercial, industrial and mixed-use properties to reflect their greater capacity to pay rates and charges
- Introduce a lower differential for farmland properties that undertake sustainable farming practises
- Introduce a higher differential rate for vacant land
- Introduce a higher differential rate for vacant properties

No changes are proposed to any other revenue policies in this Revenue and Rating Plan.

## 4 Legislative Framework

The legislative framework as it applies to the raising of revenue including the levying of rates and charges by the Council includes the *Local Government Act 2020* (including subordinate legislation, guidelines etc) and the *Valuation of Land Act 1960*. The rates and charges provisions are as per the previous *Local Government Act 1989* pending the outcome of the Local Government Rating System Review.

### 4.1 Local Government Act 2020

#### Section 8 Role of a Council

The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

#### Section 9 Overarching Governance Principles

A Council must in the performance of its role give effect to the overarching governance principles. Relevant overarching governance principles include:

- Priority is to be given to achieving the best outcomes for the municipal community, including future generations
- The economic, social and environmental sustainability of the municipal district is to be promoted
- The municipal community is to be engaged in strategic planning and strategic decision making
- The ongoing financial viability of the Council is to be ensured.

In giving effect to the overarching governance principles, a Council must take into account the financial management principles.

#### Section 101 Financial Management Principles

Relevant financial management principles include:

- Revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans
- Financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community.

#### Section 94 The Budget

Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- The total amount that the Council intends to raise by rates and charges
- A statement as to whether the rates will be raised by the application of a uniform rate or a differential rate
- A description of any fixed component of the rates, if applicable
- If the Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*
- If the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*.



Council must ensure that, if applicable, the budget also contains a statement:

- That the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year; or
- That the Council has made an application to the ESC for a special order and is waiting for the outcome of the application; or
- That a special Order has been made in respect of the Council and specifying the average rate cap that applies for the financial year or any other financial year.

## 4.2 Local Government Act 1989

### Section 155 Charges that Maybe Declared

A council may declare the following rates and charges on rateable land:

- General rates under
- Municipal charges
- Service rates and charges
- Special rates and charges.

### Section 157 System of Valuing Land

A council may use the site value, net annual value or capital improved value system of valuation. For the purposes of calculating the site value, net annual value or capital improved value of rateable land, a council must use the current valuations made in respect of the land under the *Valuation of Land Act 1960*.

## 4.3 Quantum of Rates and Charges

This plan outlines the principles and strategic framework that Council will use in calculating and distributing the rating burden to property owners, however, the quantum of rate and charges revenue will be determined in the annual Budget.

## 4.4 Local Government Rating System Review

In 2019 the Victorian State Government conducted a Local Government Rating System Review. The Local Government Rating System Review Panel presented their final report and list of recommendations to the Victorian Government in March 2020. The Victorian Government subsequently published a response to the recommendations of the Panel's report. However, at the time of publication the recommended changes have not yet been implemented, and timelines to make these changes have not been announced.

## 4.5 Taxation Principles

The Victorian Government's *Local Government Better Practice Guide: Revenue and Rating Strategy 2014* states that when developing a rating strategy, in particular with reference to differential rates, the Council should give consideration to the following key good practice taxation principles:

- Wealth Tax: The "wealth tax" principle implies that the rates paid are dependent upon the value of a ratepayer's real property and have no correlation to the individual ratepayer's consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates
- Equity: Horizontal equity – ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent

manner, their classification into homogenous property classes and the right of appeal against valuation). Vertical Equity – those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a “relativity” dimension to the fairness of the tax burden)

- Efficiency: Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by rates
- Simplicity: How easily a rates system can be understood by ratepayers and the practicality and ease of administration
- Benefit: The extent to which there is a nexus between consumption/benefit and the rate burden
- Capacity to pay: The capacity of ratepayers or groups of ratepayers to pay rates
- Diversity: The capacity of ratepayers within a group to pay rates.

#### **4.6 Rate Capping**

The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For the 2020-21 year the FGRS cap was set at 2.00%. For the 2021-22 year it has been set at 1.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council’s average rates and charges.

From the 2019 year, general revaluations of all properties have been undertaken on an annual basis. As a result, the actual rate increase for an individual rateable property may differ from the rate cap percentage due to changes in its valuation. Where the change in an individual property valuation is higher than the average for all rateable properties, the rate increase for that property may be greater than the cap. Where the change in the property valuation is lower than the average for all properties, the rate increase may be lower than the cap.

Currently, Council has not applied for an increase above the State Government rate cap. Any increase will be considered in the adoption of Council’s Financial Plan (10 Year Long Term Financial Plan).

## 5 Rates and Charges

Rates and charges are property taxes that allow the Council to raise revenue to fund essential public services to cater to their municipal population. Importantly, it is a taxation system that includes flexibility for councils to use different tools in its rating structure to accommodate issues of equity and to ensure fairness in rating for all ratepayers.

Hepburn Shire has traditionally been a lower rating Council than many other councils in Victoria. As per the Victorian Government's Know Your Council website, it notes that Council's average rates per property assessment for the 2019/20 financial year was \$1,566. This compares to \$1,680.55 for similar sized Councils and \$1,774 for all Victorian Councils.

### 5.1 Valuation Method

#### Legislation

Under Section 157 of the *Local Government Act 1989* a council may use the site value, net annual value or capital improved value system of valuation. For the purposes of calculating the site value, net annual value or capital improved value of rateable land, a council must use the current valuations made in respect of the land under the *Valuation of Land Act 1960*.

Valuations occurring up to January 2018 were undertaken on a two-year basis, with supplementary valuations able to be done where there are sales in subdivisions and consolidations, as well as following the construction and demolition of buildings. Changes were made to the *Valuation of Land Act 1960* that from 2019 require property valuations to be undertaken by the Valuer General's Office on an annual basis.

#### Policy

The Council uses the capital improved value system of valuation. This means the sum that the land, might be expected to realise at the time of valuation if offered for sale on any reasonable terms and conditions which a genuine seller might in ordinary circumstances be expected to require.

### 5.2 Rates and Charges

#### Legislation

Under Section 155 of the *Local Government Act 1989*, a council may declare the following rates and charges on rateable land:

- General rates under
- Municipal charges
- Service rates and charges
- Special rates and charges.

#### Policy

The Council's current policy for rates and charges are set out in the following sections.

## 5.3 Differential Rates

### Legislation

Under Section 158 of the *Local Government Act 1989*, a Council when declaring rates and charges must declare whether the general rates will be raised by the application of a uniform rate or differential rates.

Under Section 161 of the *Local Government Act 1989*, if a Council declares a differential rate for any land, the Council must:

- Specify the objectives of the differential rate including a definition of the types or classes of land which are subject to the rate and a statement of the reasons for the use and level of that rate
- Specify the characteristics of the land which are the criteria for declaring the differential rate.

A Council must have regard to any Ministerial guidelines before declaring a differential rate for any land. The Minister issued Guidelines in April 2013. These guidelines attempt to spell out clearly what types and classes of land may be considered for differentials and also those that are not appropriate for differentials or need to be “carefully considered”.

The highest differential rate must be no more than four times the lowest differential rate.

### Policy and Charges

Council has nine differential rates. Details of the types/classes of land and the level of rate applicable to each differential is as follows:

- Residential: 100 per cent of the general rate
- Commercial: 116 per cent of the general rate
- Mixed use: 116 per cent of the general rate
- Industrial: 116 per cent of the general rate
- Farm: 65 per cent of the general rate
- Vacant land (township): 125 per cent of the general rate
- Vacant land (other): 100 per cent of the general rate
- Trust for Nature: 50 per cent of the general rate
- Recreational: 50 per cent of the general rate.

The definition of each differential rate is set out in Appendix A.

## 5.4 Municipal Charge

### Legislation

Under Section 158 of the *Local Government Act 1989*, a council may declare a municipal charge to cover some of the administrative costs of the council. A council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the sum total of the council's total revenue from a municipal charge and total revenue from general rates.

### Policy and Charges

The Council does not levy a municipal charge due to its regressive nature, in that it impacts lower value properties which are likely to have a lesser capacity to pay.

## 5.5 Service Rates and Charges

### Legislation

Under Section 162 of the *Local Government Act 1989*, a Council may declare a service rate or charge for any of the following services:

- Provision of a water supply
- Collection and disposal of refuse
- Provision of sewage services
- Any other prescribed service.

### Policy and Charges

The Council has the following service rates and charges:

- Kerbside collection (garbage weekly)
- Kerbside collection (garbage fortnightly)
- Kerbside collection (recycling)
- Commercial garbage
- Waste management (improved)
- Waste management (unimproved).

The Council's policy in regard to setting service rates and charges is full cost recovery. Council is undertaking the development of a Waste Strategy in the 2021-22 year, which will consider the services delivered and costing structures.

## 5.6 Special Rates and Charges

### Legislation

Under Section 163 of the *Local Government Act 1989*, a Council council may declare a special rate or charge for the purposes of defraying any expenses or repaying (with interest) any advance made to or debt incurred or loan raised by the Council, in relation to the performance of a function or the exercise of a power of the council, if it will be of special benefit to the persons required to pay the special rate or special charge.

### Policy

Special rates and charges schemes are raised in accordance with the requirements of the *Local Government Act 1989*.

## 5.7 Payment of Rates and Charges

### Legislation

Under Section 167 of the *Local Government Act 1989*, a Council must allow rates and charges to be paid in four instalments. A Council may also allow rates and charges to be paid in a lump sum. Under Section 168 of the *Local Government Act 1989*, a council may also provide incentives for prompt payment.

**Policy**

Rates are payable by quarterly instalments. Ratepayers can also pay over 10 equal instalments.

**5.8 Rebates and Concessions****Legislation**

Under Section 169 of the *Local Government Act 1989*, a Council may grant a rebate or concession in relation to any rate or charge to:

- Assist the proper development of the municipal district; or
- Preserve buildings or places in the municipal district which are of historical or environmental interest; or
- Restore or maintain buildings or places of historical, environmental, architectural or scientific importance in the municipal district; or
- Assist the proper development of part of the municipal district.

A Council resolution granting a rebate or concession must specify the benefit to the community as a whole resulting from the rebate or concession.

**Policy**

Ratepayers who hold eligible pensioner concession cards may be entitled to receive a State Government-funded concession on their rates and charges for their principal place of residence. The pensioner concession is set at half the rates and charges levied up to a maximum amount and is fully funded by the State Government. Eligible pensioners are also entitled to receive a concession on the Fire Services Property Levy.

Ratepayers who are eligible to receive the pensioner concession, are also eligible to receive an additional concession to accommodate the financial difficulties experienced by pensioners. The additional pensioner concession is set at \$21.00 and is fully funded by Council. It should be noted that the additional pensioner concession is offered by few Victorian Councils, has been in place at Hepburn Shire since 2013 and currently costs Council \$37,000 per annum.

**5.9 Deferments and Waivers****Legislation**

Under Section 170 of the *Local Government Act 1989*, a council may defer in whole or in part any rate or charge if the payment would cause hardship to the person. Under Section 171 of the *Local Government Act 1989*, a council may waive the whole or part of any rate or charge or interest in relation to:

- An eligible recipient
- Any other class of persons determined by the Council for the purpose of waiving rates or charges on the grounds of financial hardship.

**Policy**

The Council has a Revenue Collection and Hardship Policy for the purposes of providing financial relief in regard to rates and other debts. Ratepayers who are suffering financial hardship or would suffer financial hardship if they paid the full amount of rates and charges

for which they are liable can make an application for deferment of payment of rates and charges and interest. Consideration will also be given to the waiver of current year and future interest charges.

## 6 Fees and Charges

Fees and charges consist of statutory fees and fines and user fees. Statutory fees and fines relate mainly to those levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and parking fines. User fees relate to the recovery of service delivery costs through the charging of fees to users of the Council's services. These use of leisure, entertainment and other community facilities, and the provision of human services such as childcare and home and community care services.

### 6.1 Pricing Policy

The Council has developed a Pricing Policy for the 2021-22 year that provides guidance for its approach in setting appropriate levels of fees and charges. This policy applies to all fees and charges that are listed in the Fees and Charges Schedule which is published in the Annual Budget. The policy seeks to ensure that the following key service performance principles under Section 106 of the Act are met:

- Services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community
- Services should be accessible to the members of the municipal community for whom the services are intended
- Quality and costs standards for services set by the Council should provide good value to the municipal community.

The Council must also comply with the government's Competitive Neutrality Policy for significant business activities it provides and adjust service prices to neutralise any competitive advantages when competing with the private sector.

### 6.2 Statutory Fees and Fines

#### Policy

Statutory fees and fines are those which the Council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are advised by the state government department responsible for the corresponding services or legislation, and the Council has limited discretion in applying these fees.

#### Fees and Fines

A summary of statutory fees and fines by major service area is as follows:

- Planning
- Registrations
- Infringements
- Permits

### 6.3 User Fees

#### Policy

For user fees not regulated by statute, the Council determines the extent of cost recovery for particular services consistent with the level of both individual and collective benefit that



the services provide and in line with the community's expectations. The three types of non-statutory pricing are as follows:

- Market price: Price based on the benchmarked competitive prices of alternate suppliers. In general this represents full cost recovery plus an allowance for profit)
- Full cost recovery price: Price based on recovering all direct and indirect costs incurred by council. This pricing is used in particular where a service provided by council benefits individual customers specifically, rather than the community as a whole
- Subsidised price: Price based on less than full cost of that service and range from full subsidies (i.e. The Council provides the service free of charge) to partial subsidies, where the Council provides the service to the user with a discount.

The schedule of Fees and Charges in the Budget includes around 400 individual fees and charges which are reviewed annually as part of the Budget process. The Council is yet to apply the Pricing Policy to its non-statutory fees and charges.

### **User Fees**

A summary of user fees by major service area is as follows:

- Waste management
- Aged and health
- Building
- Aquatic centres

## 7 Other Revenue Sources

Other revenue sources that Council uses to fund services and facilities include government grants, contributions and other revenue.

### 7.1 Government Grants

#### **Policy**

Grant revenue represents income usually received from other levels of government. Some grants are singular and attached to the delivery of specific projects, whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects.

The Council pro-actively advocates to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. The Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

When preparing its financial plan, the Council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. The Council will only apply for and accept external funding if it is consistent with the Community Vision and does not lead to the distortion of Council Plan priorities. Grant assumptions are then clearly detailed in the Council's budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

#### **Government Grants**

A summary of government grants by type is as follows.

##### ***Operating***

- Financial assistance grants
- Aged care
- Libraries
- Maternal and child health
- Emergency
- Information technology
- School crossings
- Recreation
- Transport
- Waste and environment
- Youth

##### ***Capital***

- Roads to recovery
- Community infrastructure
- Recreation
- Buildings
- Tourism
- Waste and environment

## 7.2 Contributions

### Policy

Contributions represent funds received by the Council, usually from non-government sources, and are usually linked to projects. Contributions can be made to the Council in the form of either cash payments or physical assets. Contributions are always linked to a planning or funding agreement and the Council will not undertake any work on a contribution-funded project until a signed agreement outlining the contribution details is in place. Contributions linked to developments can be received well before any expenditure occurs. In this situation, the funds are identified and held separately in a reserve for the specific works identified in the agreements.

### Contributions

A summary of contributions by type is as follows.

- Open space
- Community group contributions to projects.

## 7.3 Other Revenue

### Policy

The Council earns other sources of revenue from property rental, interest on investments and interest on rate arrears. The amount of revenue earned from property rental is based on rental agreements that set the rental amount at market rates. The Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. The investment portfolio is managed per the Council's investment policy, which seeks to earn the best return on funds, whilst minimising risk. The Council also earns interest from outstanding rates and charges balances.

### Other Revenue

A summary of other revenue by type is as follows:

- Rental
- Interest on investments
- Interest on rate arrears
- Reimbursements.

## APPENDIX A: Differential Rate Definitions

### Residential Land

<b>Definition</b>	Residential Land is land, which is used solely for residential purposes and the balance of land defined by exception to the general rate.
<b>Objectives</b>	<p>The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of the Hepburn Shire Council, including (but not limited to) the:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	<p>The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.</p> <p>The vacant land affected by this rate is that which is zoned residential under the Hepburn Shire Planning Scheme.</p> <p>The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning</p>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	<p>The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.</p> <p>The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land</p>
<b>Level of rate</b>	100 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the Hepburn Shire Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year

## Commercial Land

<b>Definition</b>	Commercial land is land, which is used solely for commercial purposes. Includes rateable land which is used for short term accommodation which does not qualify as Residential under the Residential Tenancies Act 1997 characterised by stays of greater than 60 days and the existence of a tenancy agreement to which the <i>Residential Tenancy Act 1997</i> applies.
<b>Objectives</b>	The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of the Hepburn Shire Council, including (but not limited to) the: <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.  The vacant land affected by this rate is that which is zoned residential under the Hepburn Shire Planning Scheme.  The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.  The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land
<b>Level of rate</b>	116 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the Hepburn Shire Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year

## Industrial Land

<b>Definition</b>	Industrial Land is land, which is used solely for industrial purposes.
<b>Objectives</b>	<p>The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of the Hepburn Shire Council, including (but not limited to) the:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	<p>The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.</p> <p>The vacant land affected by this rate is that which is zoned residential under the Hepburn Shire Planning Scheme.</p> <p>The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning</p>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	<p>The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.</p> <p>The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land</p>
<b>Level of rate</b>	116 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the Hepburn Shire Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year

## Mixed Use Land

<b>Definition</b>	Mixed Use Land is land, which is not used solely for residential, commercial, industrial, farm land or recreational land but is a combination of residential and at least one other category.
<b>Objectives</b>	<p>The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of the Hepburn Shire Council, including (but not limited to) the:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	<p>The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.</p> <p>The vacant land affected by this rate is that which is zoned residential under the Hepburn Shire Planning Scheme.</p> <p>The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning</p>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	<p>The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.</p> <p>The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land</p>
<b>Level of rate</b>	116 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the Hepburn Shire Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year

## Farm Land

<b>Definition</b>	Farm Land is land, which is identified and defined as farmland and which is used solely for the purpose of farming as defined in section 2(1) of the <i>Valuation of Land Act 1960</i> and is deemed to be a property for primary production purposes as accepted by the Australian Taxation Office
<b>Objectives</b>	The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of the Hepburn Shire Council, including (but not limited to) the: <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.  The vacant land affected by this rate is that which is zoned residential under the Hepburn Shire Planning Scheme.  The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.  The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land
<b>Level of rate</b>	65 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the Hepburn Shire Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year



**Vacant Land (township)**

<b>Definition</b>	Vacant Land (township) is land within township boundaries, which does not form part of a commercial, industrial, farming enterprise or recreational purpose or upon which a residence is erected
<b>Objectives</b>	The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Hepburn Shire Council, including (but not limited to) the: <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.  The vacant land affected by this rate is that which is zoned residential under the Hepburn Shire Planning Scheme.  The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.  The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land
<b>Level of rate</b>	125 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the Hepburn Shire Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	Not applicable

## Vacant Land (other)

<b>Definition</b>	Vacant Land (other) is land, which does not form part of a commercial, industrial, farming enterprise or recreational purpose or upon which a residence is erected and doesn't meet the definition of Vacant Land (township)
<b>Objectives</b>	<p>The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Hepburn Shire Council, including (but not limited to) the:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	<p>The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.</p> <p>The vacant land affected by this rate is that which is zoned residential under the Hepburn Shire Planning Scheme.</p> <p>The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning</p>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	<p>The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.</p> <p>The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land</p>
<b>Level of rate</b>	100 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the Hepburn Shire Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	Not applicable

## Trust for Nature Land

<b>Definition</b>	Trust for Nature Land is land, which has a Trust for Nature Covenant applying to the land. A Trust for Nature Covenant enables the permanent protection of significant areas of natural bush land.
<b>Objectives</b>	<p>The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of the Hepburn Shire Council, including (but not limited to) the:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul> <p>It is also to encourage landowners to voluntarily place conservation covenants on their land</p>
<b>Characteristics</b>	<p>The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.</p> <p>The vacant land affected by this rate is that which is zoned residential under the Hepburn Shire Planning Scheme.</p> <p>The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning</p>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	<p>The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.</p> <p>The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land</p>
<b>Level of rate</b>	50 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the Hepburn Shire Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year

## Recreational Land

<b>Definition</b>	Cultural and Recreational Land is land as defined under the <i>Cultural and Recreational Lands Act 1963</i>
<b>Objectives</b>	The objective of the rate is to recognise the large contribution that these community organisations and the volunteers make to the Municipality in the provision of sporting, cultural and recreational activities
<b>Characteristics</b>	Is cultural and recreational land and: <ul style="list-style-type: none"> <li>• Occupied by a body which exists for cultural or recreational purposes and applies its profits in promoting the furthering of this purpose</li> <li>• Owned by the body, by the Crown or by Council</li> <li>• Not agricultural showgrounds</li> </ul>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.  The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land
<b>Level of rate</b>	50 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the Hepburn Shire Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year

## 5.2 REVIEW OF MAYORAL AND COUNCILLOR ALLOWANCES - PURSUANT TO SECTION 74 OF THE LOCAL GOVERNMENT ACT 1989 ACTING DIRECTOR COMMUNITY AND CORPORATE SERVICES

*In providing this advice to Council as the Manager Governance and Risk, I Krysten Forte have no interests to disclose in this report.*

### ATTACHMENTS

- Nil

### EXECUTIVE SUMMARY

Mayors and councillors are entitled to receive an allowance while performing their duties as an elected official. Pursuant to section 39 of the *Local Government Act 2020* (LGA 2020), allowances for the Mayor, Deputy Mayor and Councillors are provided in accordance with a Determination of the Victorian Independent Remuneration Tribunal under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*.

Despite the repeal of the allowance provisions under the *Local Government Act 1989* (LGA 1989), those sections of the *Local Government Act 1989* continue to apply in respect of allowances until such time as the first Determination is made by the Victorian Independent Remuneration Tribunal. This is in line with section 74 of the *Local Government Act 1989*.

Accordingly, Council is required to review and determine the level of mayoral and councillor allowances within the period of 6 months after a general election or by the next 30 June, whichever is later.

At its Council meeting in May 2021, Council approved to endorse in principle the Mayoral and Councillor allowances at the top level 1 category, and commenced the 223 statutory process under the *Local Government Act 1989* inviting written submissions.

Nil submissions were received, and Council now needs to make a determination.

### OFFICER'S RECOMMENDATION

*That Council:*

1. *Endorses setting of the Mayoral and Councillor allowances at the top level 1 category which is:*
  - a. *Mayoral Allowance - \$62,884*
  - b. *Councillor Allowance - \$21,049*
  - c. *Plus, an additional 9.5% of the above allowances is payable as an equivalent of the Commonwealth Superannuation Guarantee.*
2. *Note that a statutory process pursuant to section 223 of the Local Government Act 1989 was undertaken for a period of 28 days, inviting written submissions and nil submissions were received.*

3. *Authorises the relevant officers to commence the administrative requirements to ensure that the allowances and superannuation is applied accordingly to the mayor and councillors of Hepburn Shire Council.*

## **MOTION**

*That Council:*

1. *Endorses setting of the Mayoral and Councillor allowances at the top level 1 category which is:*
  - a. *Mayoral Allowance - \$62,884*
  - b. *Councillor Allowance - \$21,049*
  - c. *Plus, an additional 9.5% of the above allowances is payable as an equivalent of the Commonwealth Superannuation Guarantee.*
2. *Note that a statutory process pursuant to section 223 of the Local Government Act 1989 was undertaken for a period of 28 days, inviting written submissions and nil submissions were received.*
3. *Authorises the relevant officers to commence the administrative requirements to ensure that the allowances and superannuation is applied accordingly to the mayor and councillors of Hepburn Shire Council.*

**Moved:** Cr Jen Bray

**Seconded:** Cr Tessa Halliday

**Carried**

## **BACKGROUND**

Mayors and councillors are entitled to receive remuneration in the form of an allowance while performing their duties as an elected official.

As outlined in the executive summary, until such time as the Victorian Independent Remuneration Tribunal makes its first determination on allowances, the provisions of the LGA 1989 continue to apply in respect of the review and determination of mayoral and councillor allowances. Therefore, councils are required to undertake a review of allowances in accordance with section 74 of the *Local Government Act 1989*.

Section 74 of the 1989 Act requires a Council to review and determine the level of allowance within the period of 6 months after a general election or by the next 30 June, whichever is later.

The allowance set will remain in effect for the full term of the Council being 2020-2024 subject to an annual review by the Minister for Local Government or a Determination by the Victorian Independent Remuneration Tribunal, expect in late 2021.

Any review of mayoral and councillor allowances must involve public consultation under section 223 of the *Local Government Act 1989*.

## KEY ISSUES

Under the *Local Government Act 1989* the Victorian Government sets the upper and lower limits for all allowances paid to the mayor and councillors by Order in Council with reference to the size and constituency of the municipality. Council then needs to establish an allowance within the range prescribed by the Ministerial order.

The range in which Hepburn Shire Council sit is category 1. The current range for Category 1 is:

- **Councillors \$8,833-\$21,049**
- **Mayor up to \$62,884**

The current allowance that the Councillors receive is at the top of the Category 1.

- Councillors fortnightly pay \$806.45 based on annual pay of \$22,960, less 9.50% super (super of \$76.60)
- Mayor fortnightly pay \$2,409.35 based on annual pay of \$68,594.24, less 9.50% super (super of \$228.89).

Mayoral and councillor allowances are also subject to the addition of the equivalent of the superannuation guarantee (9.5%).

Note that this percentage is scheduled to increase to 10.0% from 1 July 2021.

In determining allowances, consideration should be given to the scale and increasing complexity in the roles of both the mayor and councillors. The duties of a councillor demand time, energy and commitment with many reducing their time in paid employment to meet the demands of the role. While an allowance helps in part to compensate councillors, it does not reflect the actual value of the time and commitment they contribute to the role and the community.

At its meeting in May 2021 Council endorsed to support the setting of the mayoral and councillor allowances for the 2020-2024 Council term at the maximum of the allowable range of category 1.

Council also authorised for a section 223 process to be undertaken for a period of 28 days, inviting written submissions from Wednesday 19 May to Tuesday 15 June 2021.

Ni submissions were received, and no special council meeting was required to be held to hear verbal submissions.

The process and timing for determining mayoral and councillor allowances that was undertaken is detailed below:

<b>Stage</b>	<b>Date</b>
<b>Endorse allowances in principle for public consultation</b>	Tuesday 18 May 2021
<b>Public notice of submissions</b>	Wednesday 19 May 2021

<b>Close of submissions</b>	Tuesday 15 June 2021
<b>Hearing of submissions</b>	Did not take place – no written submissions received
<b>Council to determine and adopt allowances</b>	Tuesday 29 June 2021
<b>Allowances come into effect from the date of adoption</b>	Tuesday 29 June 2021

Four Facebook posts were disseminated on Council’s Facebook page encouraging consultation and submissions, posted on:

- Wednesday 19 May 2021
- Wednesday 26 May 2021
- Monday 31 May 2021
- Thursday 10 June 2021

A Participate Hepburn page was launched <https://participate.hepburn.vic.gov.au/mayoral-and-councillor-allowance> on Wednesday 19 May 2021.

## **POLICY AND STATUTORY IMPLICATIONS**

Council Plan 2017-2021

High Performing Organisation

16. Deliver good governance and integrity in all our actions and take steps to improve organisational efficiency including regular process improvements.

The provision of mayoral and councillor allowances supports elected representatives in the performance of their role which entails contributing to the strategic direction of the Council through the development and review of key strategic documents including the Council Plan.

## **GOVERNANCE ISSUES**

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

## **SUSTAINABILITY IMPLICATIONS**

There are no sustainability implications associated with this report.

## **FINANCIAL IMPLICATIONS**

A continuation of existing allowances, account for the increase in superannuation, will be accommodated in Council’s 2021/2022 budget.



## **RISK IMPLICATIONS**

There are no risk implications associated with this report.

## **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

Section 74(4) of the *Local Government Act 1989* provides that a person has a right to make a submission under section 223 of the *Local Government Act 1989* in respect of a review of allowances.

Council must give public notice specifying that the mayoral and councillor allowances are being reviewed and invite submissions.

The Act provides that the submission period must be open for at least 28 days from the date of publication of the notice.

### **Extract from Section 223 of the *Local Government Act 1989***

The following provisions apply if a person is given a right to make a submission to the Council under this section (whether under this or any other Act)—

(1)

(a) the Council must publish a public notice—

(i) specifying the matter in respect of which the right to make a submission applies;

(ii) containing the prescribed details in respect of that matter;

(iii) specifying the date by which submissions are to be submitted, being a date which is not less than 28 days after the date on which the public notice is published;

(iv) stating that a person making a submission is entitled to request in the submission that the person wishes to appear in person, or to be represented by a person specified in the submission, at a meeting to be heard in support of the submission;

(b) if a request has been made under paragraph (a)(iv), the Council must—

(i) provide the person with the opportunity to be heard in support of the submission in accordance with the request at a meeting of the Council or of a committee determined by the Council;

(ii) fix the day, time and place of the meeting;

(iii) give reasonable notice of the day, time and place of the meeting to each person who made a request;

(c) if the committee determined under paragraph (b)(i) is not responsible for making the decision in respect of which the submissions have been made, the committee must provide a report on its proceedings, including a summary of hearings, to the Council or the special committee which is responsible for making the decision;

(d) the Council or special committee responsible for making the decision must—

- (i) consider all the submissions made under this section and any report made under paragraph (c);
- (ii) notify in writing, each person who has made a separate submission, and in the case of a submission made on behalf of a number of persons, one of those persons, of the decision and the reasons for that decision.

### **5.3 ADOPTION OF 2021/2022 ANNUAL BUDGET ACTING DIRECTOR COMMUNITY AND CORPORATE SERVICES**

*In providing this advice to Council as the Acting Manager Financial Services, I Robert Ellis have no interests to disclose in this report.*

#### **ATTACHMENTS**

1. Annual Budget 2021/2022 [5.3.1 - 61 pages]

#### **EXECUTIVE SUMMARY**

Under section 94 of the *Local Government Act 2020*, Council is required to prepare an Annual Budget. The budget describes how Council intends to raise revenue and allocate resources to deliver services and invest in both existing and new infrastructure.

The purpose of this report is to recommend that Council resolves to adopt the 2021/2022 Annual Budget following community consultation.

#### **OFFICER'S RECOMMENDATION**

*That Council, having considered the submissions to the 2021/2022 Proposed Budget:*

1. *Adopts the Budget annexed to this resolution, in accordance with the Local Government Act 2020 and relevant regulations;*
2. *Acknowledges the contribution of submitters to the budget consultation process, thank them for their contribution and requests officer to provide a formal response to each submitter;*
3. *Implements rates and service charges as detailed in the Budget;*
4. *Notes that the Council Plan 2017-2021 and preliminary findings of the Hepburn Together Project was used to develop this budget and that a new Community Vision and Council Plan is currently in development; and*
5. *Determines that a copy of the adopted Budget 2021/2022 be submitted to the Minister in accordance with the Local Government Act 2020.*

#### **MOTION**

*That Council, having considered the submissions to the 2021/2022 Proposed Budget:*

1. *Adopts the Budget annexed to this resolution, in accordance with the Local Government Act 2020 and relevant regulations;*
2. *Acknowledges the contribution of submitters to the budget consultation process, thank them for their contribution and requests officer to provide a formal response to each submitter;*
3. *Implements rates and service charges as detailed in the Budget;*
4. *Notes that the Council Plan 2017-2021 and preliminary findings of the Hepburn Together Project was used to develop this budget and that a new Community Vision and Council Plan is currently in development; and*

5. *Determines that a copy of the adopted Budget 2021/2022 be submitted to the Minister in accordance with the Local Government Act 2020.*

**Moved:** Cr Tim Drylie

**Seconded:** Cr Tessa Halliday

**Carried**

## **BACKGROUND**

Council considered the 2021/2022 Proposed Budget at its meeting on 20 April 2021 and made the proposed Budget available for comment.

At the conclusion of the community engagement process, 21 submissions were received.

This report presents the Council with the updated 2021/2022 Budget in line with relevant legislation and regulations.

### **Budget Overview**

The budget allocates funding for the provision of more than 100 services and significant investment in asset renewal and new asset construction. The budget has sought to deliver a financially responsible budget, that is mindful of the impact of COVID, financial position of the Shire and available resources.

Council is currently undertaking extensive community consultation as part of the Hepburn Together project that will deliver a 10-year Community Vision, a 4-year Council Plan incorporating the Municipal Public Health and Wellbeing Plan and provide key input to the development of a Financial Plan (10-year Long Term Financial Plan). These key documents to detail the future direction of Council will be considered in the first quarter of the 2021/2022 financial year.

At the Hepburn Together project continues Council will further consider the allocation of its resources, as such this budget is “business as usual”. However, there are a number of new programs and projects that respond to early feedback from the project. In particular Council has allocated over \$600,000 to Strategic Planning projects in this budget – this responds directly to Council resolution from the Special Council Meeting 29 March 2021 and submissions from the Community received in response to the draft budget:

*“Requests Officers to prepare a report to Council that outlines the scope and priorities of the Strategic Planning Works Program, including settlement strategies, structure plans, heritage and environmental studies, and that the report is to be tabled in such time that allows for resourcing and funding needs to be considered in the preparation of the 2021/2022 Council budget.”*

An overview of the budget is provided below.

### Key Financials

- Total Revenue - \$40.879M – an increase of \$3.8M reflecting increases in rates, charges and capital grants.
- Total Operating Expenditure - \$35.760M – a decrease of \$531K
- Operating Surplus - \$5.089M - Council has budgeted to receive \$9.199M in Capital Grants, which will be invested into Capital works projects which results in an operating surplus.
- Cash and Investments - \$10.89M – Council has budgeted to hold \$10.89M of cash and investments as at 30 June 2022 however some \$ 9.25M is restricted for use. Council has a low unrestricted cash position and is closely monitoring and improving this position.
- New borrowings - \$740K to fund finalisation of the Hepburn Hub at the Rex Construction. This expenditure was approved as part of Councils 2020/2021 mid-year budget review.
- Capital Works - \$11.652M – This is a large capital works projects, particularly due to significant State and Federal Government funding to assist in the economic recovery from the COVID Pandemic.

#### Rates and charges

Rates and charges makeup approximately 60% of Councils annual budgeted revenue and are vital to allow us to provide the services and facilities that our community needs. Rate increases have been capped at 1.5% in line with the Victorian Government's Fair Go Rates System, and Council has not applied to the Essential Services Commission for a rate cap variation.

The State Government now requires all properties to be revalued annually and this will result in a redistribution of rates payable, based on the change to a property's value. There can be a misconception that as properties are revalued, Council receives additional revenue. This is not the case, instead the total revenue is re-distributed across all properties in the shire.

Council will continue with its Council funded additional rebate of \$21 for pensioners who qualify under the State Government's Pensioner Rate Remission scheme to accommodate the difficulties experienced by pensioners.

#### Rate Differentials

Have been set in the Budget in with no changes proposed from the previous financial year.

#### Waste Charges

An average increase of approximately 20.9% in annual waste charges has been necessary to meet increased service costs to users of the service. This increase will amount to an average additional cost of \$83 per property per year. The increase accounts for the rising costs of waste management which has been impacted by price and volume increases (20%), the under-recovery of waste costs for 2020/2021, global recycling challenges and the payment of the State Government landfill levy.

Type of Charge	Per Rateable	Per Rateable	Change	
	Property 2020/21 \$	Property 2021/22 \$	\$	%
Kerbside collection - garbage (weekly)	149	179	30	20.1%
Kerbside collection - garbage (Fortnightly)	122	148	26	21.3%
Kerbside collection - recycling (Fortnightly)	95	115	20	21.1%
Commercial garbage charge	351	423	72	20.5%
Waste management improved charge	152	185	33	21.7%
Waste management unimproved charge	152	185	33	21.7%

It is noted that this is a significant increase, however a number of cost factors are outside control of Council. Council is putting into places to respond to the increasing cost of waste services, which includes entering into a new kerbside collection contract in 2021/2022 and under a shire wide Waste Strategy to drive the future direction of objectives.

The standard annual fee for a residential property (weekly garbage collection and fortnightly recycling) will now be \$479 or the equivalent of \$9.20 per week.

#### User and Statutory Fees

Council will continue to accept e-Waste materials free of charge at our transfer stations and encourage the recycling of e-Waste items. We will continue to offer significantly reduced first-year animal registration fees to promote the registration, de-sexing and microchipping of cats and dogs. Swimming pool fees will again be free of charge in 2021/2022 - encouraging our residents to stay active and healthy.

#### Services and Initiatives

Section 2 of the attachment provides a description of the services and initiatives to be funded in the 2021/2022 financial years. Items to highlight included (but not limited to):

- completion of the Hepburn Together project, including adoption of a Community Vision and Council Plan
- over \$600,000 to Strategic Planning projects including funding to assist with the ESS submission in relation to the Western Victoria Transmission Lines, and funding to advance planning for an Affordable Housing Strategy
- development of a new Council website
- development of a new shire wide Walking and Cycling strategy
- updating Waste, Biodiversity and Sustainability Strategies.

#### Capital Works

This budget will deliver \$11.65 million of capital works – improving, renewing, and creating new infrastructure. This is a significant allocation of funding; in fact, 62% of general rates. Projects to be delivered across the Shire include:

- Over \$1.45M on road improvements, upgrades, and rehabilitation including upgrade to Daylesford-Clunes Road in Smeaton, and the Cotswold and Glengower roads intersection near Glengower;
- Over \$1.62M on gravel and road reseals;
- Over \$1.24M will be invested in the renewal of our communities' buildings.
- \$2.94M for recreation facilities, including the commencement of Hammon Park Trail Head Community and Youth Hub project, cricket nets at Newlyn and the renewal of several hardcourt facilities;
- \$600,000 for bridge renewal works;
- \$534,000 on new and upgrades to footpaths and cycleways; and
- \$763K on parks and open spaces works, including Chatfield Reserve landscape works at Lake Daylesford, renewal of reserve and open space furniture, and streetscape improvements planning in Clunes and Creswick

### **KEY ISSUES**

The budget process follows a comprehensive and stringent process in its development, and it is unusual that there are factors that create a situation where the original draft budget is changed significantly. However, since the budget being placed on public advertising, a number of changes are required to respond to budget submissions, preliminary findings of the Hepburn Together project and announcement of significant grant funding.

While this is an unusual set of circumstances, the changes in the budget and the document don't constitute a material change.

In summary the revised 2021/2022 budget incorporates the following changes:

1. Recognition of grant funding that will be received in the 2021/2022 year that creates a commitment to spend funds in future years. The size of this commitment is \$3.207 million, however, it delivers a number of Council's key projects in a short timeframe and are predominantly funded by external sources, including Trentham Community Hub, Trentham Recreation Reserve Pavilion, Bullarto Station Upgrade and the Wombat Hill Botanic Gardens Update.
2. Organisational structure changes have been made to allow Council officers to better respond and deliver on key issues that have been identified by Councillors and the community.
3. Responses to items raised by the community through the public submission process. The Budget includes a further \$200,000 for strategic planning activity including \$50,000 specifically towards Affordable Housing and the Western Victorian Transmission Network, as well as \$20,000 towards masterplan development for the Magic Pudding Playground (Creswick).

Council officers have taken into consideration the short, medium and long-term impacts of these opportunities and resourcing decisions when presenting the revised

budget to Councillors. The revised budget adopts the same principles which balances service and project delivery alongside financial sustainability.

### **Changes in the Budget Document**

1. Minor changes in the Mayor and CEO introduction to reflect changes in spend on different categories of assets.
2. Executive Summary has been updated to highlight changes to cash impacts of the budget as well as other financial data. Services and Service performance indicators have been updated to reflect additional budgeted income and expenditure. The detail of which will be expanded on in the points below.
3. Financial statements have been changed as follows:

*Comprehensive Income Statement (Section 3.1)* - Operating Grants– Reduced from \$7.066M to \$4.26M to reflect that the 2022/2023 VGC grant will be received fully in the 2022/2023 year and not receive 50% in advance as has occurred over the past few years.

Capital Grants – Increased from \$4.879M to \$9.199M. This reflects additional grant funding received for a number of large Capital projects and also the 3<sup>rd</sup> phase of the Local Roads and Community Infrastructure grant funding.

Salary Expenditure – In response to Community feedback through the budget process and also the Hepburn Together project, minor changes have been made to the organisation structure to better service the community and speed up delivery of projects. The result is an increase in salary cost from \$14.869M to \$15.412M.

Materials and services – Have increased from \$12.062 to \$12.318M. The majority of this increase relates to additional Strategic Planning budget of \$200K and \$30K to review the revenue of the Revenue and Rating Plan during 2021-22 for implementation in 2022-23.

As a result of the above changes the budgeted profit has increased from \$4.373M to \$5.089M.

*Balance Sheet (Section 3.2)* - The cash balance has been budgeted to increase by \$894K. This has been positively impacted by the additional grant funding received, however will reduce in future financial years as projects are constructed.

Other changes to the balance sheet are minor in nature.

*Cash Flow Statement (Section 3.3)* - Changes to the cash flow statement directly reflect changes highlighted in the income statement and balance sheet.

*Statement of Capital Works (Section 3.4)* - Has been updated to reflect the changes to the Capital works planned as a result of new funding received and the timing of funding received and expenditure incurred. Overall project expenditure has decreased from \$11.831M to \$11.652M.



*Statement of Human Resources* - has been updated to include 4.7 EFT added to the staffing structure on an on-going basis, with 3 EFT added for a fixed term of 2 years.

*Capital Works Program (Section 4.5)* - details of projects have been updated to include a number of additionally funded projects. It has also been updated to reflect the income and expenditure on larger projects where funding agreements have recently been finalised.

*Summary of Planned Capital Works (4 years)* has been modified to reflect the future year impacts of projects commencing in 2021-22.

*Financial performance indicators* - have been updated to reflect changes in the financial statements.

**Remaining steps and timing:**

Following adoption by Council, a copy of the adopted Budget 2021/2022 will be submitted to the Minister in accordance with the *Local Government Act 2020*.

**POLICY AND STATUTORY IMPLICATIONS**

Council Plan 2017-2021

High Performing Organisation

13. Deliver sustainable financial management, supported by effective long-term financial planning (10 Years), cost savings and efficient purchasing, and developing additional income streams beyond rates revenue.

The draft 2021/2022 Annual Budget has been prepared in accordance with the *Local Government Act 2020* Section 94.

**GOVERNANCE ISSUES**

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

**SUSTAINABILITY IMPLICATIONS**

There are no direct sustainability implications associated with this report, however the draft budget does include planned resource allocations toward sustainability, social and environmental services and projects.

Hepburn Shire Council is already responding to climate change by reducing greenhouse emissions, reducing waste to landfill and restoring biodiversity. This includes emissions due to Council operations, but also supporting the community and industry within the Shire to address their own emissions. During 2021/2022 Council will be updating (following community consultation) its Waste, Biodiversity and Sustainability Strategies.

**FINANCIAL IMPLICATIONS**

The annual budget is critical in ensuring that funds are raised and allocated in a manner that achieves objectives prioritised by Council following consultation with the Community.

### **RISK IMPLICATIONS**

The annual budget process is a key control in controlling and mitigating financial risk.

### **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

The draft 2021/2022 Annual Budget has been completed with input from officers and Councillors. The draft was subject to a media release as well as being advertised in The Local newspaper and on social media. The document was also on Council's website, receiving community comment via the formal budget submission process.

A Special meeting was held 8 June 2021 for Council to hear Community submissions received. Councillors and officers have taken this feedback and subsequent grant funding announcements into account when formulating the final draft 2021/2022 Annual Budget.

The community engagement strategy undertaken is consistent with Councils adopted Community Engagement Policy.



# Hepburn Shire Council

Budget 2021/22

Delivering for our community

*Hepburn*  
SHIRE COUNCIL

This Budget Report has been prepared with reference to Local Government Victoria's Model Budget 2021-22 and Better Practice Guide.

Budget 2021 - 2022

## Contents

	Page
Mayor & CEO Introduction	4
Executive Summary	6
<b>Budget Reports</b>	
1. Link to the Council Plan	8
2. Services and service performance indicators	10
3. Financial statements	16
4. Notes to the financial statements	25
5. Financial Performance Indicators	40
6. Appendix A - Fees and Charges Schedule	41



## Mayor and CEO Introduction

### New Council, New Local Government Act

The 2021/22 budget has been developed by a newly elected Council which has a very different composition to the one which developed the 2020/21 budget. Councillors have spent the first 8 months of their term coming up to speed on all existing Council projects and commitments while taking into account community feedback around these and other potential priorities, which has been received through an extensive process of community consultation.

This process has taken place under a new legislative environment with the introduction of the Local Government Act 2020. The act impacts on a number of Council's reporting and compliance requirements and also stipulates specific expectations on community consultation around the budget and Long Term Financial Plan.

Councillors are fully aware of the preferred approach in the development and delivery of Strategic Planning and budgets, however we are also mindful of the size of our Council and the resources that we have available to deliver these outcomes. With this in mind, there has been a "business as usual approach" in the development of some of our key financial and planning information, with a commitment to fully developing these documents and plans over the next 6 months, as we finalise the Hepburn Together project.

### Hepburn Together

We have worked together to develop a shared understanding of best way to engage with the community which resulted in the adoption in February of our new Community Engagement Policy. This Policy has then influenced us every step of the way during the broader engagement on the Community Vision and Council Plan that we have undertaken with the community during February and March. It is also driving the development of the Budget 2021/22 and the Financial Plan.

The Hepburn Together project will deliver:

- Community Engagement Policy – completed
- Community Vision – draft available in July
- Council Plan – draft available in July
- Annual Budget – this document
- Revenue and Rating Plan – Completed June
- Financial Plan – due by October 2021
- Asset Plan – due by June 2022
- Workforce Plan – due by December 2021

### COVID-19 and Financial Hardship

The global impact of Coronavirus (COVID-19) was felt across the community, business, health organisations and government. Council appreciates the uncertainty that this pandemic caused and while aware that there is the potential for the virus to impact again, plan to move forward in a positive manner given our reliance on business and tourism.

While Council seeks to be positive and focus on opportunities, it is also recognises the difficulties that this situation has caused individuals and businesses within our shire. Councillors will work with Council officers to create a line of communication that provides an approach which allows the circumstances of individuals to be understood and appreciated while applying applicable Council policy.

### Financial Support

In response to helping the community in the face of the covid pandemic Council initiated a campaign called "Helping Hepburn." It was designed to let the community and business know how we can help them, or point them in the right direction for information on other support services. As a result, the following decisions were made by Council:

- Council decided there would be no interest charged on outstanding rates balances for the remainder of the 2019/20 and 2020/21 financial year.
- Council allowed additional time for residents to pay pet registrations.
- Council processed supplier payments weekly to support improved cash-flow.
- Refunded of all permit fees for events and activities that have been cancelled or closed as directed by Government.
- Dedicated COVID-19 business support page on Council's website with links to Federal and State Government programs
- Provided access to dedicated business support officer within Council for local businesses to receive individual assistance

Councillors are aware that it will be difficult for some residents and businesses to resume "business as usual" and are working with officers to implement return to normal business operations which is compassionate but mindful of the need to push in that direction.

### Budget 2021/2022

This document outlines the extensive range of services provided by Council, more than 100 - from home care for the elderly, to road construction, urban planning, environmental initiatives, leisure facilities and so much more. It also details the funding that is required to deliver these services and maintain community infrastructure.

This budget will deliver \$11.65 million of new capital works – improving, renewing and creating new infrastructure. This is a significant allocation of funding, in fact, 62% of general rates. Projects to be delivered across the Shire include:

\* Over \$1.45M on road improvements, upgrades and rehabilitation;

\* Over \$1.62M on gravel and road reseals;

\* Over \$1.24M will be invested in the renewal of our communities' buildings.

\* \$2.94M for recreation facilities, including the commencement of Hammon Park Trail Head Community and Youth Hub project, scheduled to be completed in 2022/23.

\* \$534,000 on new and upgrades to footpaths and cycleways; and

\* \$763K on parks, open spaces and streetscape works.

### Mayor and CEO Introduction continued

Rates and charges makeup approximately two-thirds of our annual budgeted revenue, and are vital to allow us to provide the services and facilities that our community needs. Rate increases have been capped at 1.5% in line with the Victorian Government's Fair Go Rates System, and Council has not applied to the Essential Services Commission for a rate cap variation. The State Government now requires all properties to be revalued annually and this will result in a redistribution of rates payable, based on the change to a property's value. This means that while Council proposes an increase to average rate income of 1.5%, the actual rate increase for each ratepayer varies due to the amount of their property valuation. The 1.5% increase is on average, \$24.34 per property for the year.

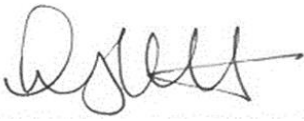
An average increase of approximately 21% in annual waste charges has been necessary to meet increased service costs to users of the service. This will mean the standard charge will be \$479 per year, or the equivalent of less than \$10 per week for your waste and recycling. This accounts for the rising costs of waste management, global recycling challenges and the payment of the State Government landfill levy. Council has also had to factor in an under-recovery of costs for the 2020-21 financial year with a change in contract rates and the significant increase in waste volume generated (approximately 20%). Councillors are strongly committed to developing a waste strategy during the second half of 2021, which will meet the changing legislative environment that we face and deliver an efficient and cost effective service in the short to medium term.

Council will continue to accept e-Waste materials free of charge at our transfer stations and encourage the recycling of e-Waste items. Registration for pets will continue to be free for their first year, to encourage registration, de-sexing and microchipping of cats and dogs. Swimming pool entry will remain free for the 2021/2022 season as they have been for the past 2 years - encouraging our residents to stay active and healthy.

We are committed to delivering high-quality services, with continued funding for programs such as libraries, biodiversity, aged and disability, tourism, reconciliation and sustainability and this budget includes many important initiatives, including over \$660,000 to support strategic planning activities and Planning Scheme Reviews following the adoption of an amended planning scheme. Council will also undertake a review of key strategies to respond to climate change and environmental development, including the Waste Strategy, Biodiversity Strategy and Sustainability Strategy.

It will continue to be Councillors' role to engage with our community and understand your needs and priorities, and to balance these demands. We want to ensure that our services meet community needs and are delivered as efficiently and effectively as possible. Council will continue to deliver high quality and accessible services to the community while increasing our advocacy efforts to ensure we are attracting State and Federal government funding.

Council is looking forward to a return to business as usual. While we have continued to deliver services and projects during the last 12 months, it will be a relief to be able to operate in a more stable environment, allowing us to focus on our core business rather than working around a set of circumstances which we hope not to have to face again anytime in the near future.



Cr Lesley Hewitt  
Mayor



Bradley Thomas  
Chief Executive Officer

## Executive Summary

Overall, operating expenditure budgeted for 2021-22 has increased by 1.5% from the 2020-21 adopted budget. If you exclude depreciation, budgeted expenditure has increased by 2.8% when compared to the 2020-21 original budget. A significant component of this increase relates to the increase in waste disposal costs.

Over the coming years Council will continue our work to ensure financial sustainability in a rate capped environment. The development of a long-term financial plan which will be delivered prior to October 31st 2021 will provide Council and ratepayers with a robust data set outlining how this will be achieved and determine parameters around major costs and income streams in order to do so.

The 2021-22 budget was developed with the aim to achieve a cash impact for 2021-22 which was close to \$0, the advertised 2021/22 budget was based on a net impact of negative \$6,000. Subsequent to this budget being developed Council received a number of grants, which provided the opportunity for Council to direct budget toward items that had been identified through community consultation but weren't able to be funded initially. The cash impact of the budget is now a positive movement of \$889K, however, the timing and nature of the grant funding received creates commitments in future years.

Cash Impact of Recurrent Activities & Projects	\$'000
Surplus	5,089
Add back Depreciation and amortisation	7,046
Add back loss on Disposal of Assets	30
Add back operating project funded in a previous year*	236
<b>Cash Impact of Profit &amp; Loss</b>	<b>12,401</b>
Sale of Assets (Fleet)	140
Capital Project Expenditure (Gross)	(11,652)
<b>Cash Impact of 2021-22 Recurrent Activities &amp; Projects</b>	<b>889</b>

\*The Hub for Premium Produce project was funded in a previous financial year, but has been shown as unfunded in the current financial year.

Impact on Untied Cash	\$'000
Budgeted movement cash and investments during 2021-22*	(625)
Transfers to Mineral Springs Reserve	(350)
Capital works funded from Mineral Springs Reserve	276
Transfers to the Waste Reserve	(144)
Reduction Debt Management Reserve	1,419
Reduction of income received in advance	236
Future year commitments created as a result of new project funding	(3,207)
<b>Movement in Untied Cash</b>	<b>(2,395)</b>
Total unrestricted cash, cash equivalents and other financial assets as reported in Mid Year Budget Review as at 30.6.2021	4,041
Budgeted unrestricted cash as at 30.6.2022	<b>1,646</b>

\* Movement in comparison to mid-year budget 2020-21

### 1. Rates and Charges

Total revenue from rates and charges is projected to be \$23.54M, which incorporates an average rate increase of 1.5%. This is in line with the new Fair Go Rates System (FGRS) which caps rates increases by Victorian councils to the forecast movement in the Consumer Price Index (CPI) of 1.5%. Council has not elected to apply to the Essential Services Commission (ESC) for a variation.

It is important to note, the actual rate increases experienced by individual ratepayers may differ from the 1.5% increase due to revaluations. Rate increases are impacted by the average rate increase (1.5%) and the property valuation increases (or decreases) of individual properties relative to the average across the municipality. If your property increased in value by more than the average for the Shire, your rates will increase by more than 1.5%. If your property value increased by less than the average, your rates will increase by less than 1.5% and may in fact reduce from the previous year.

### 2. Financial Position

The financial position is expected to improve with net assets (net worth) to increase by \$5.185M to \$315M during 2021-22, when compared to the latest forecast undertaken as part of the mid-year budget review. Working capital is an indicator of councils ability to meet its financial obligations as and when they fall due (being current assets less current liabilities). When comparing this measure against the forecast as at 30/6/2021 this measure is budgeted to improve from 1.68 to 1.98. Both of these figures fall into an acceptable range according to the Victorian Auditor General's Office's standard for this measure.

### 3. Operating Result

The expected operating result for the 2021-22 year is a surplus/deficit of \$5.089M, which is an increase of \$3.24M from the 2020-21 original budget. This is mainly due to an increase of \$6.84M in anticipated Capital grant funding. Increases in rates and charges \$1.28M and contributions \$158K are offset by a decrease in Operating grants of \$4.48M. Council has chosen not to recognise VGC grants received in advance as it has in previous years, this has decreased the budgeted grants by \$2.77 million. Council also received one-off funding of \$1.585M for the Working for Victoria scheme in 2020/21. From an expenditure standpoint, the reduction in salary expenditure of \$105K is offset by the increase in Materials and Services expenditure of \$894K.



## Executive Summary continued

### 4. Financial Sustainability

A budget has been prepared for the four year period ending 30 June 2025. The Budget is in turn set within the Financial Plan to assist Council to adopt a budget within a longer term financial framework. The key objective of the Financial Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives.

Council needs to continue to work with the community to:

- Review and prioritise the services that we provide;
- Determine the level of service that can be afforded;
- Determine which assets are required to undertake the prioritised services;
- Determine any surplus assets that can be decommissioned or rationalised; and
- Determine where staffing resources may need to be realigned to deliver the shift in prioritised services.

This budget has been developed through a rigorous process. More detailed budget information is available throughout this document.

### 5. Services

Council will continue to work with the community over the coming years to align community priorities and expectations with Council's service delivery model. This needs to be set within a financially sustainable framework. Further detail in relation to the cost of Council's services can be found in section 2 of this document.

### 6. Cash and Investments

Cash and investments are expected to decrease by \$595K during the year to \$10.89M as at 30 June 2022. This decrease is compared to the latest cash forecast for 30th June 2021 undertaken as part of the recent mid-year budget review. The major impact on the cash balance during the upcoming year is the repayment of a loan of \$1.419M which falls due in November 2021, this has been offset by grant funding received during 2020-21 that will be spent in a future year.

Council had a very low unrestricted cash position of 33.6% as at 30 June 2020. This compared to 128% for similar sized Councils and 89% for all Victorian Councils. Council is closely monitoring and improving this position.

### 7. Capital Works

Detail of the Capital Works program for 2021/22 can be found in section 4.5 of this document.

The \$11.65M capital works program is funded by:

- \* \$9.45M in grants and contributions;
- \* \$140K in proceeds from sale of assets;
- \* \$1.32M cash generated from operations;
- \* \$740K in new borrowings will be used to fund an existing project, The Hepburn Hub at the Rex.

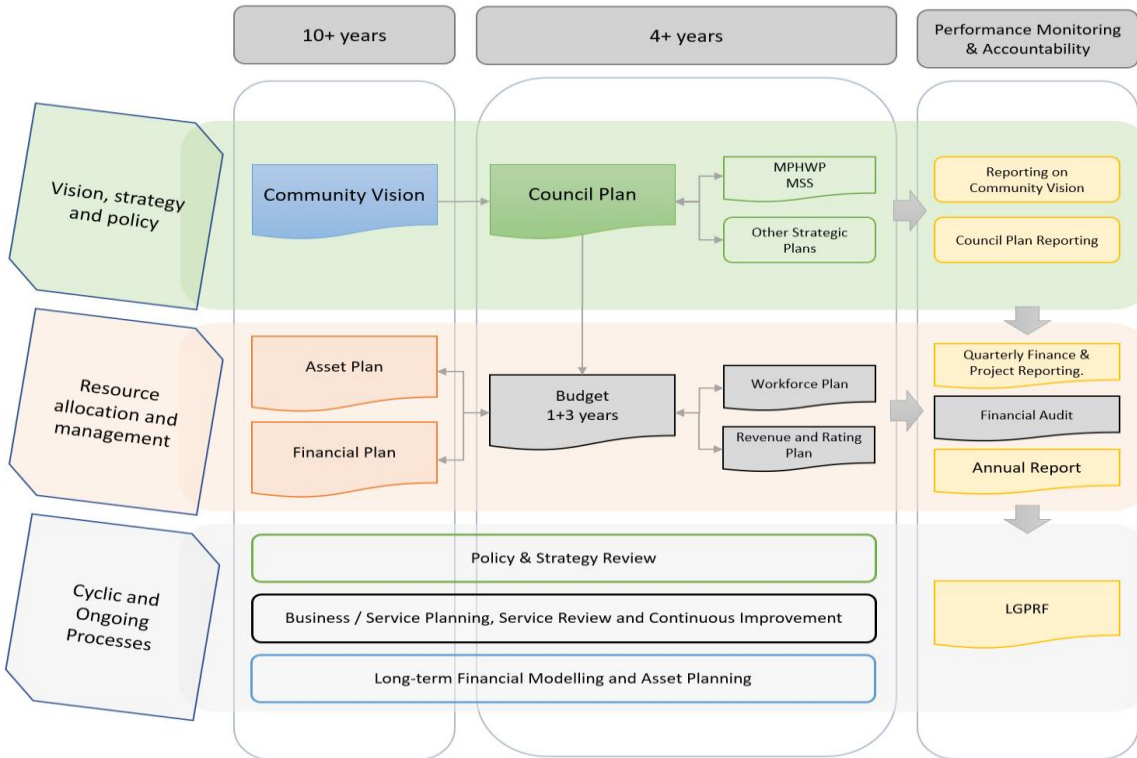
Council budget does not include carried forward projects from 2020-21. Carry forward balances are considered and approved by Council after the conclusion of the end of financial year process.

1. Link to the Council Plan

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

1.1 Legislative Planning and accountability framework

The Budget 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 diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



1.1.2 Key planning considerations

Service level planning

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

Community consultation needs to be in line with a councils adopted Community Engagement Policy and Public Transparency Policy.

[1. Link to the Council Plan continued](#)

1.2 Our Council Plan

As Council does not currently have a Council Plan for the 2021/22 year the Council activities and initiatives have been included under the previously adopted pillars as detailed below and following adoption of the Council Plan will be updated. The Council Plan is being developed as part of the Hepburn Together project and a draft is expected in July 2021.

Our Pillars

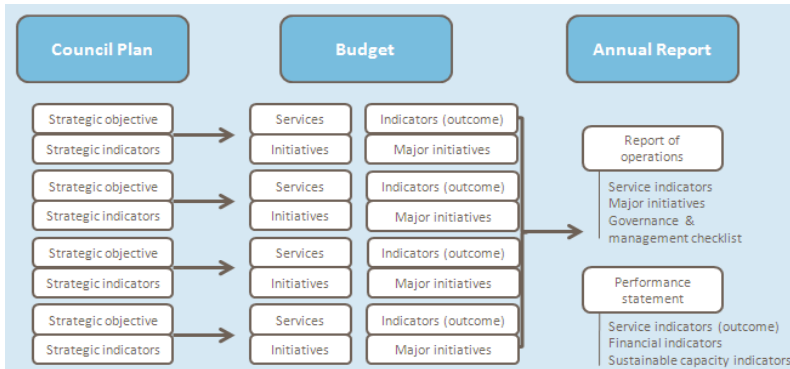
Council delivers activities and initiatives under major service categories. Each contributes to the achievement of one of the pillars as set out in the four year Council Plan 2017-2021. The five pillars described in the Council Plan are:

Strategic Objective	Description
1. Quality Community Infrastructure	Providing quality infrastructure that supports community needs now and into the future.
2. Active & Engaged Communities	Working with our diverse community to understand and deliver quality services.
3. Sustainable Environment	Protecting our natural and built environment.
4. Vibrant Economy	Creating a vibrant economy by adding value.
5. High Performing Organisation	Driving innovation to continuously improve service delivery to our customers (better, faster, cheaper)



2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2021/22 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 Jobs, Precincts and Regions

2.1 Strategic Objective 1 : Quality Community Infrastructure

To achieve our objective of quality community infrastructure, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000
Assets, Roads and Maintenance	With forward planning, the timely intervention and replacement of infrastructure assets is programmed to maximise serviceability of assets and minimise escalating maintenance costs. This proactive management of assets also allows long term financial demands for asset renewal works to be anticipated and planned for.	<i>Income</i>	2,148	3,717	5,694
		<i>Expenses</i>	4,482	4,936	5,112
		<b><i>Surplus/(Deficit)</i></b>	<b>(2,334)</b>	<b>(1,219)</b>	<b>582</b>

Parks and Open Space	This service provides well presented Parks & Gardens, Public Open Space and Sporting Fields for the enjoyment, amenity and well being of our community and visitors to the Shire.	<i>Income</i>	2	351	500
		<i>Expenses</i>	1,765	2,070	1,963
		<b><i>Surplus/(Deficit)</i></b>	<b>(1,763)</b>	<b>(1,719)</b>	<b>(1,463)</b>

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000
Risk & Property	To utilise risk management proactively as a tool to achieve success across all areas. To make effective and efficient risk-based decisions on the allocation of budget and resources. To make decisions on property management arrangements that are underpinned by service plans, the long term financial plan and a minimisation of risks.	<i>Income</i>	963	1,074	1,097
		<i>Expenses</i>	796	743	481
		<b><i>Surplus/(Deficit)</i></b>	<b>167</b>	<b>331</b>	<b>616</b>

Major Variances

Major changes from the year-to-year budget for the above service areas relate to:

\* Assets, Roads and Maintenance - due to \$2.1 million in extra grant funding to assist in the delivery of infrastructure works

\* Parks and Open Space - income relates to stimulus funding for works.

\* Risk and Property - Insurance costs of \$325K have been transferred to the governance service area in 2021/22.

Initiatives

\* Annual asset renewal program including road reconstruction, building, road, footpaths, bridges, and drainage – refer to capital works listing for details.

\* Annual maintenance program including road reconstruction, buildings, roads, footpaths, bridges, drainage and parks and open spaces.

Note: Most insurance costs have been now been transferred to the Governance Service area.

## 2. Services and service performance indicators

### 2.2 Strategic Objective 2 : Active & Engaged Communities

To achieve our objective of active & engaged communities, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided		2019/20	2020/21	2021/22
			Actual \$'000	Budget \$'000	Budget \$'000
Aged & Disability Services	This service provides high quality aged and disability services including home and community care.	<i>Income</i>	1,031	1,494	1,410
		<i>Expenses</i>	1,735	1,779	1,775
		<b><i>Surplus/(Deficit)</i></b>	<b>(704)</b>	<b>(285)</b>	<b>(365)</b>
Family Services	This service provides leadership in the planning and development of early years services and programs and in partnership with community and service providers facilitate integrated and co-ordinated service provision including maternal and child health.	<i>Income</i>	351	199	143
		<i>Expenses</i>	370	472	422
		<b><i>Surplus/(Deficit)</i></b>	<b>(19)</b>	<b>(273)</b>	<b>(279)</b>
Library Services	This service provides, through our public libraries, a welcoming space that develops strong and connected communities, supports a culture of reading and improves quality of life.	<i>Income</i>	214	207	208
		<i>Expenses</i>	902	865	847
		<b><i>Surplus/(Deficit)</i></b>	<b>(688)</b>	<b>(658)</b>	<b>(639)</b>
Recreation	This service provides proactive and planned approach to the maintenance, renewal and upgrade of recreation assets, and provide strategic direction for future recreation and aquatic facilities.	<i>Income</i>	53	142	3,993
		<i>Expenses</i>	730	449	599
		<b><i>Surplus/(Deficit)</i></b>	<b>(677)</b>	<b>(307)</b>	<b>3,394</b>
Youth	This service seeks to engage our young people. Invest in them now and create our community leaders for the future.	<i>Income</i>	35	25	25
		<i>Expenses</i>	114	154	137
		<b><i>Surplus/(Deficit)</i></b>	<b>(79)</b>	<b>(129)</b>	<b>(112)</b>
Community Development	This service seeks to identify and create opportunities with residents to participate in enhancing community health and wellbeing.	<i>Income</i>	154	304	125
		<i>Expenses</i>	1,292	1,616	1,597
		<b><i>Surplus/(Deficit)</i></b>	<b>(1,138)</b>	<b>(1,312)</b>	<b>(1,472)</b>
Environmental Health	To provide a range of public health programs including food safety throughout the community which focus on a preventative approach to health and aim to minimise future problems.	<i>Income</i>	168	179	183
		<i>Expenses</i>	322	332	375
		<b><i>Surplus/(Deficit)</i></b>	<b>(154)</b>	<b>(153)</b>	<b>(192)</b>
Compliance	Through education and Local Law enforcement, including animal management, the Compliance Department provides a safe community for all to enjoy.	<i>Income</i>	193	273	259
		<i>Expenses</i>	517	587	620
		<b><i>Surplus/(Deficit)</i></b>	<b>(324)</b>	<b>(314)</b>	<b>(361)</b>

#### Initiatives

\* Hammon Park Trail Head \$750K in 2021-22 (\$2.1 million grant funded) with further works scheduled for 2022-23.

\* Newlyn cricket net construction \$240K, (\$240K grant funded)

\* Development of an Arts and Culture Strategy \$40K.

\* Development of our next Reconciliation Action Plan \$29K.

\* State and Federal Governments will continue to part fund the Home and Community Care and Commonwealth Home Support Program to deliver quality programs in aged and disability services.

## 2. Services and service performance indicators

### 2.3 Strategic Objective 3: Sustainable Environment

To achieve our objective of a sustainable environment, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided		2019/20	2020/21	2021/22
			Actual	Budget	Budget
			\$'000	\$'000	\$'000
Waste Management and Cleaning services	This service is to deliver high quality kerbside waste and recycling collection services, and general waste management which includes transfer stations, transporting materials, public place bins, disposing of waste, street cleaning, rehabilitating closed landfills and other waste management services.	<i>Income</i>	3,630	4,083	4,834
		<i>Expenses</i>	4,122	3,967	5,050
		<b><i>Surplus/(Deficit)</i></b>	<b>(492)</b>	<b>116</b>	<b>(216)</b>
Emergency Management	We work with the community and response agencies to develop robust and innovative plans to prepare, respond and recover from emergencies.	<i>Income</i>	120	220	120
		<i>Expenses</i>	329	220	211
		<b><i>Surplus/(Deficit)</i></b>	<b>(209)</b>	<b>-</b>	<b>(91)</b>
Sustainability	To guide and support Council and the community in the development of innovative sustainable practices that ensure the preservation of limited resources.	<i>Income</i>	15	-	-
		<i>Expenses</i>	149	175	112
		<b><i>Surplus/(Deficit)</i></b>	<b>(134)</b>	<b>(175)</b>	<b>(112)</b>
Natural Resource Management	In partnership with the community, natural resources are managed to ensure their conservation, enhancement and control.	<i>Income</i>	-	-	-
		<i>Expenses</i>	131	165	137
		<b><i>Surplus/(Deficit)</i></b>	<b>(131)</b>	<b>(165)</b>	<b>(137)</b>

#### Initiatives

\* Development of a waste strategy to be implemented across the Shire, continuing funding allocation for resource recovery education and other waste management initiatives as well some minor works to improve transfer station operations.

\* An Emergency Management Coordinator funded by the State Government (\$120K grant funded).

\* Flora and Fauna assessment for township planning \$45K. (Strategic Planning)

\* Update of Council's Sustainability and Biodiversity strategies.

### 2.4 Strategic Objective 4: Vibrant Economy

To achieve our objective of a vibrant economy, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided		2019/20	2020/21	2021/22
			Actual	Budget	Budget
			\$'000	\$'000	\$'000
Economic Development and Tourism	To facilitate Hepburn Shire becoming a recognised tourist destination and to foster economic development that is appropriate within the Shire which increases employment and business opportunities.	<i>Income</i>	151	82	82
		<i>Expenses</i>	1,119	734	709
		<b><i>Surplus/(Deficit)</i></b>	<b>(968)</b>	<b>(652)</b>	<b>(627)</b>
Statutory and Strategic Planning	The Planning team provides advice and guidance for responsible current and future land use planning which includes the consideration of applications for planning permits and ensuring compliance with planning permits and controls. Through regular review of the Hepburn Shire Planning Scheme and development of new policy documents, the Planning Department ensures that statutory planning, investment and decision making for the Shire is relevant to the needs of the community and provides a sustainable base for future generations.	<i>Income</i>	535	500	560
		<i>Expenses</i>	1,170	1,080	1,606
		<b><i>Surplus/(Deficit)</i></b>	<b>(635)</b>	<b>(580)</b>	<b>(1,046)</b>

#### Major Variance

\* Additional funding of \$400K to support additional strategic planning projects following the adoption of a revised planning scheme, including

#### Initiatives

\* A significant allocation of resource has been directed into strategic planning for the 2021-22 year. This will enable Council to commence and complete high priority work on Strategic Planning Schemes and planning scheme amendments.

\* Continuation of the Community and Economic Development strategy, especially related to Covid recovery opportunities.

## 2. Services and service performance indicators

### 2.5 Strategic Objective 5: High Performing Organisation

To achieve our objective of a high performing organisation, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided		2019/20	2020/21	2021/22
			Actual	Budget	Budget
			\$'000	\$'000	\$'000
Financial Services	To deliver efficient and effective allocation of resources through sound financial planning and management, that is guided by the long-term financial plan and secures the financial viability of the municipality.	<i>Income</i>	4,867	4,743	2,561
		<i>Expenses</i>	2,019	1,510	1,533
		<b><i>Surplus/(Deficit)</i></b>	<b>2,848</b>	<b>3,233</b>	<b>1,028</b>
ICT	To provide the highest quality technology-based services, in the most cost-effective manner, to facilitate the delivery of services to Council and the community.	<i>Income</i>	15	306	-
		<i>Expenses</i>	1,175	1,585	1,481
		<b><i>Surplus/(Deficit)</i></b>	<b>(1,160)</b>	<b>(1,279)</b>	<b>(1,481)</b>
People and Culture	In partnership with Management, People and Culture provide a high level of service and support to the organisation for recruiting and retaining qualified and diverse staff, facilitating positive employee relations, developing and delivering training to enhance employees skills and capabilities, measuring employee performance and job satisfaction and providing industrial relations advice to contribute to Council's organisational effectiveness.	<i>Income</i>	-	157	-
		<i>Expenses</i>	614	718	570
		<b><i>Surplus/(Deficit)</i></b>	<b>(614)</b>	<b>(561)</b>	<b>(570)</b>
Customer Service	To provide consistent, high quality customer service, by managing, resolving, and preventing problems; empowering and educating our customers with self-service tools and solutions; communicating effectively; and exceeding customer expectations which will enable Council and our community to reach their goals.	<i>Income</i>	6	-	-
		<i>Expenses</i>	386	472	500
		<b><i>Surplus/(Deficit)</i></b>	<b>(380)</b>	<b>(472)</b>	<b>(500)</b>
Building	To provide quality regulatory advice on all building matters associated with properties in the Shire.	<i>Income</i>	239	653	240
		<i>Expenses</i>	331	366	287
		<b><i>Surplus/(Deficit)</i></b>	<b>(92)</b>	<b>287</b>	<b>(47)</b>
Governance	Good governance is provided through the development and implementation of policies and procedures that support good decision making.	<i>Income</i>	22	68	-
		<i>Expenses</i>	1,786	2,059	2,191
		<b><i>Surplus/(Deficit)</i></b>	<b>(1,764)</b>	<b>(1,991)</b>	<b>(2,191)</b>
Communications	Council delivers effective communication through varied channels to ensure all who wish to be informed are.	<i>Income</i>	-	50	-
		<i>Expenses</i>	148	212	178
		<b><i>Surplus/(Deficit)</i></b>	<b>(148)</b>	<b>(162)</b>	<b>(178)</b>

#### Major Variances

Governance - Insurance costs of \$325K have been transferred to the governance service area in 2021/22.

Building - A one-off building grant of \$317K and income for the Working for Victoria program was received in the 2020/21 year.

#### Initiatives

\* Council are committed to the improvement of its ICT infrastructure and in addition to maintaining a higher level of recurrent budget to enhance its day-to-day capability. It is also investing in a number of capital works projects to improve infrastructure, which will benefit both residents and staff.

\* Development of a new Council website.

\* A customer service strategy is being undertaken in the current financial year with outcomes being rolled out in 2021-22. This is an organisation-wide project, with aims to improve customer service outcomes from all departments.

## 2. Services and service performance indicators

### 2.6 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions. (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100



## 2. Services and service performance indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH
		Participation in MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

## 2.7 Reconciliation with budgeted operating result

Strategic Objective	Surplus/ (Deficit)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Quality Community Infrastructure	(265)	7,556	7,291
Active & Engaged Communities	(26)	6,372	6,346
Sustainable Environment	(556)	5,510	4,954
Vibrant Economy	(1,673)	2,315	642
High Performing Organisation	(3,940)	6,740	2,801
<b>Total</b>	<b>(6,460)</b>	<b>28,493</b>	<b>22,033</b>
<b>Expenses added In:</b>			
Depreciation & Amortisation	(7,046)		
Finance costs	(213)		
Loss on Sale of Assets	30		
<b>(Deficit) before funding sources</b>	<b>(13,689)</b>		
<b>Funding sources added In:</b>			
General Rates Revenue	18,777		
<b>Total Funding Sources</b>	<b>18,777</b>		
<b>Operating surplus / (deficit) for the year</b>	<b>5,089</b>		

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2021/22 has been supplemented with projections to 2024/25. These projections will be reviewed during the Financial Plan development.

This section includes the following financial statements prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

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



### 3. Financial Statements

#### 3.1 Comprehensive Income Statement

For the four years ending 30 June 2025

	Notes	Budget	Budget	Projections		
		2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Income</b>						
Rates and charges	4.1.1	22,266	23,547	24,190	24,755	25,445
Statutory fees and fines	4.1.2	915	946	970	994	1,019
User fees	4.1.3	964	1,043	1,069	1,096	1,123
Grants - Operating	4.1.4	8,741	4,260	7,169	7,344	7,524
Grants - Capital	4.1.4	2,355	9,199	3,689	4,864	3,489
Contributions - monetary	4.1.5	370	528	289	294	300
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(20)	(30)	(26)	(12)	(3)
Other income	4.1.6	1,485	1,384	1,409	1,436	1,462
<b>Total income</b>		<b>37,076</b>	<b>40,879</b>	<b>38,759</b>	<b>40,772</b>	<b>40,360</b>
<b>Expenses</b>						
Employee costs	4.1.7	15,518	15,412	15,797	16,192	16,597
Materials and services	4.1.8	11,424	12,318	12,233	12,478	12,728
Depreciation	4.1.9	7,168	6,926	6,998	7,072	7,146
Amortisation - intangible assets	4.1.10	101	121	121	121	121
Bad and doubtful debts		18	15	21	26	29
Borrowing costs		206	213	155	131	107
Other expenses	4.1.11	794	786	799	813	830
<b>Total expenses</b>		<b>35,229</b>	<b>35,790</b>	<b>36,125</b>	<b>36,834</b>	<b>37,557</b>
<b>Surplus/(deficit) for the year</b>		<b>1,847</b>	<b>5,089</b>	<b>2,634</b>	<b>3,938</b>	<b>2,803</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)		-	-	-	-	-
<b>Total comprehensive result</b>		<b>1,847</b>	<b>5,089</b>	<b>2,634</b>	<b>3,938</b>	<b>2,803</b>

### 3. Financial Statements

#### 3.2 Balance Sheet

For the four years ending 30 June 2025

	Notes	Budget		Projections		
		2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		3,430	5,890	2,248	4,465	3,618
Trade and other receivables		4,208	4,378	4,404	4,448	4,502
Other financial assets		5,933	5,000	5,000	3,000	3,000
Inventories		6	15	19	16	14
Other assets		86	39	30	40	55
<b>Total current assets</b>	4.2.1	<b>13,663</b>	<b>15,322</b>	<b>11,701</b>	<b>11,970</b>	<b>11,189</b>
<b>Non-current assets</b>						
Property, infrastructure, plant & equipment		277,237	311,654	315,566	318,557	321,528
Intangible assets		415	792	671	550	429
<b>Total non-current assets</b>	4.2.1	<b>277,652</b>	<b>312,446</b>	<b>316,237</b>	<b>319,107</b>	<b>321,957</b>
<b>Total assets</b>		<b>291,314</b>	<b>327,768</b>	<b>327,938</b>	<b>331,077</b>	<b>333,146</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		2,196	1,853	1,899	1,695	1,693
Trust funds and deposits		962	1,185	1,189	1,193	1,197
Provisions		2,107	2,368	1,961	2,057	2,044
Interest-bearing liabilities	4.2.3	2,063	663	701	725	751
Other Liabilities	4.2.2	528	1,671	249	249	244
<b>Total current liabilities</b>	4.2.2	<b>7,855</b>	<b>7,740</b>	<b>5,998</b>	<b>5,919</b>	<b>5,928</b>
<b>Non-current liabilities</b>						
Provisions		442	436	445	454	463
Interest-bearing liabilities	4.2.3	4,397	4,580	3,859	3,125	2,365
Other Liabilities	4.2.2	63	27	18	23	30
<b>Total non-current liabilities</b>	4.2.2	<b>4,901</b>	<b>5,043</b>	<b>4,321</b>	<b>3,602</b>	<b>2,859</b>
<b>Total liabilities</b>		<b>12,757</b>	<b>12,783</b>	<b>10,320</b>	<b>9,520</b>	<b>8,787</b>
<b>Net assets</b>		<b>278,557</b>	<b>314,985</b>	<b>317,618</b>	<b>321,556</b>	<b>324,359</b>
<b>Equity</b>						
Accumulated surplus		157,242	170,438	172,777	176,515	180,143
Reserves		121,315	144,546	144,841	145,041	144,216
<b>Total equity</b>		<b>278,557</b>	<b>314,985</b>	<b>317,618</b>	<b>321,556</b>	<b>324,359</b>

### 3. Financial Statements

#### 3.3 Statement of Changes in Equity

For the four years ending 30 June 2025

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2020/21 Forecast</b>					
Balance at beginning of the financial year		308,759	163,155	142,258	3,346
Surplus/(deficit) for the year		1,136	1,136	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(4,907)	-	4,907
Transfers from other reserves		-	4,765	-	(4,765)
<b>Balance at end of the financial year</b>		<b>309,895</b>	<b>164,148</b>	<b>142,258</b>	<b>3,489</b>
<b>2021/22 Budget</b>					
Balance at beginning of the financial year		309,895	164,148	142,258	3,489
Surplus/(deficit) for the year		5,089	5,089	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	(899)	-	899
Transfers from other reserves	4.3.1	-	2,100	-	(2,100)
<b>Balance at end of the financial year</b>	4.3.2	<b>314,985</b>	<b>170,438</b>	<b>142,258</b>	<b>2,288</b>
<b>2022/23 Budget</b>					
Balance at beginning of the financial year		314,985	170,438	142,258	2,288
Surplus/(deficit) for the year		2,634	2,634	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(745)	-	745
Transfers from other reserves		-	450	-	(450)
<b>Balance at end of the financial year</b>		<b>317,618</b>	<b>172,777</b>	<b>142,258</b>	<b>2,583</b>
<b>2023/24 Budget</b>					
Balance at beginning of the financial year		317,618	172,777	142,258	2,583
Surplus/(deficit) for the year		3,938	3,938	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(550)	-	550
Transfers from other reserves		-	350	-	(350)
<b>Balance at end of the financial year</b>		<b>321,556</b>	<b>176,516</b>	<b>142,258</b>	<b>2,783</b>
<b>2024/25 Budget</b>					
Balance at beginning of the financial year		321,556	176,516	142,258	2,783
Surplus/(deficit) for the year		2,803	2,803	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(725)	-	725
Transfers from other reserves		-	1,549	-	(1,549)
<b>Balance at end of the financial year</b>		<b>324,359</b>	<b>180,143</b>	<b>142,258</b>	<b>1,959</b>

### 3. Financial Statements

#### 3.4 Statement of Cash Flows

For the four years ending 30 June 2025

Notes	Budget		Projections		
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
	Inflows (Outflows)	<b>Inflows (Outflows)</b>	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	22,156	<b>23,722</b>	24,010	24,555	25,232
Statutory fees and fines	898	<b>931</b>	956	980	1,005
User fees	850	<b>966</b>	1,064	1,085	1,110
Grants - operating	8,741	<b>4,260</b>	7,169	7,344	7,524
Grants - capital	2,355	<b>9,199</b>	3,689	4,864	3,489
Contributions - monetary	370	<b>528</b>	289	294	300
Interest received	320	<b>235</b>	278	282	285
Rent received	1,048	<b>1,055</b>	(337)	1,121	1,141
Trust funds and deposits taken	-	<b>(11)</b>	4	4	4
Other receipts	227	<b>186</b>	190	194	198
Employee costs	(15,518)	<b>(15,327)</b>	(16,204)	(16,096)	(16,610)
Materials and services	(11,424)	<b>(12,639)</b>	(12,170)	(12,681)	(12,733)
Other payments	(795)	<b>(786)</b>	(800)	(815)	(831)
<b>Net cash provided by/(used in) operating activities</b>	<b>4.4.1</b>	<b>9,229</b>	<b>12,320</b>	<b>8,137</b>	<b>11,132</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(12,631)	<b>(11,315)</b>	(10,970)	(10,087)	(10,195)
Proceeds from sale of property, infrastructure, plant and equipment	(20)	<b>(30)</b>	34	13	75
Payments for investments	(8,000)	<b>(6,000)</b>	(8,000)	(6,000)	(8,000)
Proceeds from sale of investments	8,000	<b>6,000</b>	8,000	8,000	8,000
<b>Net cash provided by/ (used in) investing activities</b>	<b>4.4.2</b>	<b>(12,651)</b>	<b>(10,936)</b>	<b>(8,074)</b>	<b>(10,120)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(206)	<b>(213)</b>	(155)	(131)	(107)
Proceeds from borrowings	3,012	<b>740</b>	-	-	-
Repayment of borrowings	(532)	<b>(2,128)</b>	(687)	(709)	(734)
<b>Net cash provided by/(used in) financing activities</b>	<b>4.4.3</b>	<b>2,274</b>	<b>(843)</b>	<b>(841)</b>	<b>(841)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		<b>(1,147)</b>	<b>(3,642)</b>	<b>2,217</b>	<b>(846)</b>
Cash and cash equivalents at the beginning of the financial year		4,577	6,515	5,890	2,247
<b>Cash and cash equivalents at the end of the financial year</b>		<b>3,430</b>	<b>5,890</b>	<b>2,247</b>	<b>4,465</b>
				<b>4,465</b>	<b>3,618</b>

### 3. Financial Statements

#### 3.5 Statement of Capital Works

For the four years ending 30 June 2024

	Notes	Budget		Projections		
		2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Property</b>						
Land improvements		88	-	24	60	84
Buildings and improvements		5,318	1,246	1,085	875	981
<b>Total property</b>		<b>5,406</b>	<b>1,246</b>	<b>1,109</b>	<b>935</b>	<b>1,065</b>
<b>Plant and equipment</b>						
Plant, machinery and equipment		866	860	620	620	620
Computers and telecommunications		602	917	660	701	660
Library books		60	60	60	60	60
<b>Total plant and equipment</b>		<b>1,527</b>	<b>1,837</b>	<b>1,340</b>	<b>1,381</b>	<b>1,340</b>
<b>Infrastructure</b>						
Roads		2,886	3,077	3,256	3,256	3,256
Bridges		275	600	-	-	1,600
Footpaths and cycleways		549	534	991	845	605
Drainage		299	270	270	270	270
Recreational, leisure and community facilities		1,679	2,943	2,675	2,375	1,205
Waste Management		47	169	450	-	-
Parks, open space and streetscapes		207	763	515	492	324
Other infrastructure		118	212	364	534	530
<b>Total infrastructure</b>		<b>6,060</b>	<b>8,569</b>	<b>8,521</b>	<b>7,771</b>	<b>7,790</b>
<b>Total capital works expenditure</b>	4.5.1	<b>12,993</b>	<b>11,652</b>	<b>10,970</b>	<b>10,087</b>	<b>10,195</b>
<b>Represented by:</b>						
New asset expenditure		3,404	1,670	2,601	2,684	919
Asset renewal expenditure		7,750	7,761	5,652	6,131	7,728
Asset upgrade expenditure		1,839	2,221	2,717	1,272	1,548
<b>Total capital works expenditure</b>	4.5.1	<b>12,993</b>	<b>11,652</b>	<b>10,970</b>	<b>10,087</b>	<b>10,195</b>
<b>Funding sources represented by:</b>						
Grants		2,275	5,992	3,690	4,864	3,489
Contributions & asset sales		192	390	120	100	100
Council cash		7,514	5,270	7,160	5,124	6,606
Borrowings		3,012	-	-	-	-
<b>Total capital works expenditure</b>	4.5.1	<b>12,993</b>	<b>11,652</b>	<b>10,970</b>	<b>10,087</b>	<b>10,195</b>

### 3. Financial Statements

#### 3.6 Statement of Human Resources

For the four years ending 30 June 2025

	Budget	Budget	Projections		
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	15,518	<b>15,412</b>	15,797	16,192	16,597
Employee costs - capital	1,035	<b>1,193</b>	1,223	1,253	1,285
<b>Total staff expenditure</b>	<b>16,552</b>	<b>16,605</b>	17,020	17,446	17,882
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	179.9	<b>175.7</b>	175.7	172.7	172.7
<b>Total staff numbers</b>	<b>179.9</b>	<b>175.7</b>	175.7	172.7	172.7

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

Directorate	Budget	Permanent		Casual
	2021/22 \$'000	Full Time \$'000	Part time \$'000	Casual \$'000
Community & Corporate Services	<b>6,586</b>	3,725	2,371	490
Executive Services	<b>867</b>	802	65	
Infrastructure and Development Services	<b>7,404</b>	5,983	706	715
Total permanent staff expenditure	<b>14,856</b>	10,510	3,142	1,205
Other employee related expenditure	<b>556</b>			
Capitalised labour costs	<b>1,193</b>			
<b>Total expenditure</b>	<b>16,605</b>			

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

Directorate	Budget 2020/21	Comprises		
		Permanent Full Time	Part time	Casual
Community & Corporate Services	<b>71.3</b>	36.0	29.4	5.9
Executive Services	<b>7.5</b>	6.0	0.8	0.7
Infrastructure and Development Services	<b>84.8</b>	67.6	8.5	8.7
Total staff	<b>163.5</b>	109.6	38.7	15.3
Capitalised labour	<b>12.2</b>			
<b>Total staff</b>	<b>175.7</b>			

A full workforce analysis will be undertaken as part of Council's long-term planning process which will be completed prior to October 31st 2021.



Summary of Planned Human Resources Expenditure  
For the four years ended 30 June 2025

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Executive Services</b>				
<b>Permanent - Full time</b>	<b>802</b>	<b>822</b>	<b>843</b>	<b>864</b>
Female	416	427	437	448
Male	386	395	405	415
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>65</b>	<b>66</b>	<b>68</b>	<b>70</b>
Female	65	66	68	70
Male	-	-	-	-
Self-described gender	-	-	-	-
<b>Total Executive Services</b>	<b>867</b>	<b>888</b>	<b>911</b>	<b>933</b>
<b>Infrastructure and Development Services</b>				
<b>Permanent - Full time</b>	<b>5,983</b>	<b>6,132</b>	<b>6,286</b>	<b>6,443</b>
Female	1,190	1,220	1,250	1,281
Male	4,793	4,913	5,036	5,161
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>706</b>	<b>724</b>	<b>742</b>	<b>760</b>
Female	370	379	389	398
Male	336	345	353	362
Self-described gender	-	-	-	-
<b>Total Infrastructure and Development Services</b>	<b>6,689</b>	<b>6,856</b>	<b>7,028</b>	<b>7,203</b>
<b>Community &amp; Corporate Services</b>				
<b>Permanent - Full time</b>	<b>3,725</b>	<b>3,818</b>	<b>3,913</b>	<b>4,011</b>
Female	2,607	2,672	2,739	2,807
Male	1,118	1,146	1,175	1,204
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>2,371</b>	<b>2,430</b>	<b>2,491</b>	<b>2,553</b>
Female	2,165	2,219	2,275	2,332
Male	206	211	216	222
Self-described gender	-	-	-	-
<b>Total Community &amp; Corporate Services</b>	<b>6,096</b>	<b>6,248</b>	<b>6,404</b>	<b>6,565</b>
<b>Casuals, temporary and other expenditure</b>	<b>1,761</b>	<b>1,805</b>	<b>1,850</b>	<b>1,896</b>
<b>Capitalised labour costs</b>	<b>1,193</b>	<b>1,223</b>	<b>1,253</b>	<b>1,285</b>
<b>Total staff expenditure</b>	<b>15,412</b>	<b>15,797</b>	<b>16,192</b>	<b>16,597</b>

Summary of Planned Human Resources Expenditure  
For the four years ended 30 June 2025 continued

	2021/22	2022/23	2023/24	2024/25
	FTE	FTE	FTE	FTE
<b>Executive Services</b>				
<b>Permanent - Full time</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>
Female	4.0	4.0	4.0	4.0
Male	2.0	2.0	2.0	2.0
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>0.8</b>	<b>0.8</b>	<b>0.8</b>	<b>0.8</b>
Female	0.8	0.8	0.8	0.8
Male	-	-	-	-
Self-described gender	-	-	-	-
<b>Total Executive</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>
<b>Infrastructure and Development Services</b>				
<b>Permanent - Full time</b>	<b>67.6</b>	<b>67.6</b>	<b>66.6</b>	<b>66.6</b>
Female	11.0	11.0	11.0	11.0
Male	56.6	56.6	55.6	55.6
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>
Female	3.7	3.7	3.7	3.7
Male	4.8	4.8	4.8	4.8
Self-described gender	-	-	-	-
<b>Total Infrastructure and Development Services</b>	<b>76.1</b>	<b>76.1</b>	<b>75.1</b>	<b>75.1</b>
<b>Community &amp; Corporate Services</b>				
<b>Permanent - Full time</b>	<b>36.0</b>	<b>36.0</b>	<b>34.0</b>	<b>34.0</b>
Female	26.0	26.0	25.0	25.0
Male	10.0	10.0	9.0	9.0
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>29.4</b>	<b>29.4</b>	<b>29.4</b>	<b>29.4</b>
Female	26.7	26.7	26.7	26.7
Male	2.6	2.6	2.6	2.6
Self-described gender	-	-	-	-
<b>Total Community &amp; Coporate Services</b>	<b>65.4</b>	<b>65.4</b>	<b>63.4</b>	<b>63.4</b>
<b>Casuals and temporary staff</b>	<b>15.3</b>	<b>15.3</b>	<b>15.3</b>	<b>15.3</b>
<b>Capitalised labour</b>	<b>12.2</b>	<b>12.2</b>	<b>12.2</b>	<b>12.2</b>
<b>Total staff numbers</b>	<b>175.7</b>	<b>175.7</b>	<b>172.7</b>	<b>172.7</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 budget.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2021/22 the FGRS cap has been set at 1.5%. 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 and the municipal charge will increase by 1.5% in line with the rate cap.

This budget will raise total rates and charges for 2021-2022 of \$23,547,353.

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

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
General rates*	18,275	18,777	502	2.7%
Waste management charge	1,662	2,051	388	23.4%
Service rates and charges	1,937	2,325	388	20.0%
Special rates and charges	125	125	-	100.0%
Supplementary rates and rate adjustments*	150	152	2	1.5%
Interest on rates and charges	110	110	-	0.0%
Revenue in lieu of rates	6	7	1	10.0%
<b>Total rates and charges</b>	<b>22,266</b>	<b>23,547</b>	<b>1,281</b>	<b>5.8%</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	2020/21 cents/\$CIV*	2021/22 cents/\$CIV*	Change	%
General rate for residential properties	0.31100	0.29270	(0.0183)	-5.88%
Rate concession for farm properties	0.20220	0.19030	(0.0119)	-5.89%
General rate for commercial properties	0.36080	0.33950	(0.0213)	-5.90%
General rate for mixed use properties	0.36080	0.33950	(0.0213)	-5.90%
General rate for industrial properties	0.36080	0.33950	(0.0213)	-5.90%
General rate for vacant land township properties	0.38880	0.36590	(0.0229)	-5.89%
General rate for vacant land other properties	0.31100	0.29270	(0.0183)	-5.88%
Rate concession for trust for nature properties	0.15550	0.14640	(0.0091)	-5.85%
Rate concession for recreational properties	0.15550	0.14640	(0.0091)	-5.85%

\*Cents/\$CIV are subject to minor changes as the general revaluation is finalised, and will be adopted when the proposed budget adopted in June 2021.

#### 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	2020/21 \$'000	2021/22 \$'000	Change \$'000	%
Residential	12,140	12,554	414	3.4%
Farm	2,088	2,175	87	4.2%
Commercial	2,307	2,200	(107)	-4.6%
Industrial	101	104	3	3.1%
Mixed Use	308	299	(9)	-2.9%
Vacant land - township	631	724	93	14.7%
Vacant land - other	667	687	21	3.1%
Trust for nature	18	18	-	0.0%
Recreational	15	15	(0)	-1.4%
<b>Total amount to be raised by general rates</b>	<b>18,275</b>	<b>18,777</b>	<b>502</b>	<b>2.7%</b>

#### 4. Notes to the financial statements

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	2020/21 Budget Number	2021/22 Budget Number	Change	%
Residential	7,669	7,801	132	1.7%
Farm	1,127	1,143	16	1.4%
Commercial	859	848	(11)	-1.3%
Industrial	58	59	1	1.7%
Mixed use	111	106	(5)	-4.5%
Vacant land - township	645	675	30	4.7%
Vacant land - other	855	839	(16)	-1.9%
Trust for nature	21	21	-	0.0%
Recreational	13	13	-	0.0%
<b>Total number of assessments</b>	<b>11,358</b>	<b>11,505</b>	<b>147</b>	<b>1.3%</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	2020/21 \$'000	2021/22 \$'000	Change \$'000	%
Residential	3,903,561	4,289,010	385,449	9.9%
Farm	1,032,674	1,143,082	110,408	10.7%
Commercial	639,507	648,077	8,570	1.3%
Industrial	28,046	30,712	2,666	9.5%
Mixed Use	85,581	88,175	2,594	3.0%
Vacant land - township	162,264	197,808	35,544	21.9%
Vacant land - other	214,321	234,831	20,510	9.6%
Trust for Nature	11,662	12,587	925	7.9%
Recreational	9,730	10,195	465	4.8%
<b>Total value of land</b>	<b>6,087,346</b>	<b>6,654,477</b>	<b>567,131</b>	<b>9.3%</b>

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

Type of Charge	Per Rateable Property 2020/21 \$	Per Rateable Property 2021/22 \$	Change \$	%
Kerbside collection - garbage (weekly)	149	179	30	20.1%
Kerbside collection - garbage (Fortnightly)	122	148	26	21.3%
Kerbside collection - recycling (Fortnightly)	95	115	20	21.1%
Commercial garbage charge	351	423	72	20.5%
Waste management improved charge	152	185	33	21.7%
Waste management unimproved charge	152	185	33	21.7%

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

Type of Charge	2020/21 \$'000	2021/22 \$'000	Change \$'000	%
Kerbside collection - garbage (weekly)	833	994	161	19.3%
Kerbside collection - garbage (Fortnightly)	267	309	42	15.7%
Kerbside collection - recycling (Fortnightly)	727	909	182	25.1%
Commercial garbage charge	111	114	3	2.5%
Waste management improved charge	1,411	1,740	328	23.3%
Waste management unimproved charge	251	311	60	23.9%
<b>Total</b>	<b>3,600</b>	<b>4,376</b>	<b>776</b>	<b>21.6%</b>

#### 4. Notes to the financial statements

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

	2020/21 \$'000	2021/22 \$'000	Change \$	%
Residential	11,861	12,554	692	5.8%
Farm	1,832	2,175	342	18.7%
Commercial	2,373	2,200	173	-7.3%
Industrial	115	104	11	-9.4%
Mixed Use	316	299	16	-5.1%
Vacant land - township	591	724	133	22.5%
Vacant land - other	674	687	13	2.0%
Trust for Nature	18	18	0	0.7%
Recreational	16	15	2	-9.2%
Special rates and charges	125	125	-	100.0%
Supplementary rates and rate adjustments	150	152	2	1.5%
Interest on rates and charges	144	110	(34)	-23.6%
Revenue in lieu of rates	6	7	1	12.3%
Kerbside collection - garbage (weekly)	724	1,416	692	95.6%
Kerbside collection - garbage (Fortnightly)	214	-	214	-100.0%
Kerbside collection - recycling (Fortnightly)	618	909	291	47.0%
Commercial garbage charge	74	-	74	-100.0%
Waste management improved charge	1,231	1,740	509	41.3%
Waste management unimproved charge	223	311	88	39.4%
<b>Total Rates and charges</b>	<b>21,306</b>	<b>23,547</b>	<b>2,241</b>	<b>10.5%</b>

##### 4.1.1(i) Fair Go Rates System Compliance

Hepburn Shire Council is fully compliant with the State Government's Fair Go Rates System

	2020/21	2021/22
Total Rates (Prior year annualised)	\$ 17,905,865	\$ 18,502,758
Number of rateable properties (excluding recreational)	11,345	11,492
Base Average Rates	\$ 1,578.30	\$ 1,610.06
Maximum Rate Increase (set by the State Government)	2.00%	1.50%
Capped Average Rate	\$ 1,609.87	\$ 1,634.21
Maximum General Rates and Municipal Charges Revenue	\$ 18,263,982	\$ 18,780,299
Budgeted General Rates and Municipal Charges Revenue	\$ 18,259,834	\$ 18,777,212
Budgeted Supplementary Rates	\$ 150,000	\$ 152,250
Budgeted Total Rates and Municipal Charges Revenue	\$ 18,409,834	\$ 18,929,462

##### 4.1.1(i) 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 (2021/2022: estimated \$152,500)
- \* 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 that becomes commercial land and vice versa.

##### 4.1.1(k) Differential rates

###### Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- \* A general rate of 0.2927% (0.2927 cents in the dollar of CIV) for all rateable residential properties;
- \* A concessional rate of 0.1903% (0.1903 cents in the dollar of CIV) for all rateable farm properties;
- \* A general rate of 0.3395% (0.3395 cents in the dollar of CIV) for all rateable commercial properties;
- \* A general rate of 0.3395% (0.3395 cents in the dollar of CIV) for all rateable industrial properties;
- \* A general rate of 0.3395% (0.3395 cents in the dollar of CIV) for all rateable mixed use properties;
- \* A general rate of 0.3659% (0.3659 cents in the dollar of CIV) for all rateable vacant land-township properties;
- \* A general rate of 0.2927% (0.2927 cents in the dollar of CIV) for all rateable vacant land-other properties;
- \* A concessional rate of 0.1464% (0.1464 cents in the dollar of CIV) for all rateable trust for nature properties;
- \* A concessional rate of 0.1464% (0.1464 cents in the dollar of CIV) for all rateable recreation properties.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

**General Rate** - Residential rateable land which is used solely for residential purposes and the balance of land defined by exception to the general rate.

**Farm Rate** - Rateable land identified and defined as farmland and which is used solely for the purpose of farming as defined in section 2(1) of the Valuation of Land Act 1960 and is deemed to be a property for primary production purposes as accepted by the Australian Taxation Office.

#### 4. Notes to the financial statements

**Commercial Rate** - Rateable land which is used solely for commercial purposes. Includes rateable land which is used for short term accommodation which does not qualify as Residential under the Residential Tenancies Act 1997 characterised by stays of greater than 60 days and the existence of a tenancy agreement to which the Residential Tenancy Act 1997 applies.

**Industrial Rate** - Rateable land which is used solely for industrial purposes.

**Mixed Used Rate** - Rateable land which is not used solely for residential or commercial or farmland or industrial or recreational but is a combination of residential and at least one other category.

**Trust For Nature Rate** - Rateable land which has a Trust for Nature Covenant applying to the land. A Trust for Nature Covenant enables the permanent protecting of significant areas of natural bush land. To encourage landowners to voluntarily place conservation covenants on their land, Council will offer a lower differential compared to the general rate.

**Vacant Land (Township Rate)** - Rateable land, within township boundaries, which does not form part of a commercial or industrial or farming enterprise or recreational purpose or upon which a residence is erected.

**Vacant Land (Other Rate)** - Rateable land which does not form part of a commercial or industrial or farming enterprise or recreational purpose or upon which a residence is erected. This applies to all vacant land that does not meet the definition of "township" above.

**Vacant Premises (Commercial)** - Vacant rateable premises which, if occupied, would be used solely for commercial purposes.

**Vacant Premises (Industrial)** - Vacant rateable premises which, if occupied, would be used solely for industrial purposes.

**Recreational Rate** - Rateable land upon which sporting, recreational or cultural activities are conducted, including buildings which may be ancillary to such activities. Profits from recreational land must be applied in promoting its objectives. The definition of "recreational lands" is per section 2 of the Cultural and Recreational Lands Act 1964. The recreational differential will not apply to any component of the property that is used for gaming. This component will be rated as commercial.

##### 4.1.2 Statutory fees and fines

	Budget	Budget	Change	
	2020/21	2021/22	\$'000	%
	\$'000	\$'000		
Infringements and costs	104	93	-	0
Permits	93	93	-	0.0%
Registration fees	233	238	5	2.2%
Planning fees	455	455	-	0.0%
Other fees and fines	30	67	37	122.1%
<b>Total statutory fees and fines</b>	<b>915</b>	<b>946</b>	<b>31</b>	<b>3.4%</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 infringements and planning fees. Increases in statutory fees are made in accordance with legislative requirements.

##### 4.1.3 User fees

	Budget	Budget	Change	
	2020/21	2021/22	\$'000	%
	\$'000	\$'000		
Aged and health services	296	301	5	1.7%
Aquatic centres	12	12	0	2.0%
Building services	241	256	16	6.5%
Waste management services	316	324	8	2.6%
Other fees and charges	99	149	50	50.7%
<b>Total user fees</b>	<b>964</b>	<b>1,043</b>	<b>79</b>	<b>8.2%</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 transfer stations, leisure, and other community facilities and the provision of human services such as home help services and building services. User charges are projected to increase by 8.2% or \$79,000 over 2020/21, mainly due to recovery of additional planning and building fees, such as S173 costs.

## 4. Notes to the financial statements

### 4.1.4 Grants

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

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
<b>Grants were received in respect of the following:</b>				
<b>Summary of grants</b>				
Commonwealth funded grants	7,249	6,571	(678)	-9.4%
State funded grants	2,162	6,889	4,726	218.6%
<b>Total grants received</b>	<b>9,412</b>	<b>13,460</b>	<b>4,048</b>	<b>43.0%</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance Grants - General	3,617	1,758	(1,860)	-51.4%
Financial Assistance Grants - Local Roads	1,703	784	(918)	-53.9%
General home care	961	955	(5)	-0.6%
<b>Recurrent - State Government</b>				
Aged care	150	153	3	2.0%
Libraries	167	170	3	1.9%
Maternal and child health	140	143	3	2.0%
Emergency management and preparation	120	120	-	0.0%
School crossing supervisors	32	32	1	2.0%
Youth	25	25	-	0.0%
Other	56	58	1	2.0%
<b>Total recurrent grants</b>	<b>6,850</b>	<b>4,198</b>	<b>(2,772)</b>	<b>-40.5%</b>
<b>Non-recurrent - State Government</b>				
Information Technology	100	-	(100)	-100.0%
Working for Victoria	1,585	-	(1,585)	-100.0%
Recreation	30	-	(30)	100.0%
Transport	29	29	-	0.0%
Waste and Environment	28	34	-	0.0%
<b>Total non-recurrent grants</b>	<b>1,891</b>	<b>62</b>	<b>(1,829)</b>	<b>-96.7%</b>
<b>Total operating grants</b>	<b>8,741</b>	<b>4,260</b>	<b>(4,482)</b>	<b>-51.3%</b>
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to recovery	969	969	-	0.0%
<b>Total recurrent grants</b>	<b>969</b>	<b>969</b>	<b>-</b>	<b>0.0%</b>
<b>Non-recurrent - Federal Government</b>				
Local Government Community Infrastructure Funding	-	2,105	2,105	0.0%
<b>Non-recurrent - State Government</b>				
Roads	98	-	(98)	-100.0%
Buildings	500	1,500	1,000	100%
Recreation	696	4,556	3,860	554.6%
Tourism	92	-	(92)	100.0%
Waste and Environment	-	70	70	100.0%
<b>Total non-recurrent grants</b>	<b>1,386</b>	<b>8,231</b>	<b>6,844</b>	<b>493.8%</b>
<b>Total capital grants</b>	<b>2,355</b>	<b>9,199</b>	<b>6,844</b>	<b>290.6%</b>
<b>Total Grants</b>	<b>11,096</b>	<b>13,460</b>	<b>2,363</b>	<b>21.3%</b>

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to decrease by 51.3% or \$4.482 million compared to 2020/21. Council has chosen not to recognise VGC grants received in advance as it has in previous years, this has decreased the budgeted grant by \$2.77 million. In 2020-21 Council received a grant from the Work for Victoria scheme of \$1.585 million, this was a one-off grant. A list of all grants by type and source, classified into recurrent and non-recurrent, has been included above.

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Overall the level of capital grants is budgeted to increase by 290.6% or \$6.844 million compared to 2020/21. Section 4.5 "Capital works program" includes a more detailed listing of the capital grants expected to be received during the 2021/2022 year.

## 4. Notes to the financial statements

### 4.1.5 Contributions

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Monetary	370	528	158	42.7%
Non-monetary	-	-	-	0.0%
<b>Total contributions</b>	<b>370</b>	<b>528</b>	<b>158</b>	<b>42.7%</b>

Contributions can relate to monies paid by developers in regard to public resort and recreation, drainage and car parking in accordance with planning permits issued for property development, as well as community groups contributions to capital works.

### 4.1.6 Other income

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Interest	210	125	(85)	-40.5%
Reimbursements	121	71	(50)	-41.3%
Rental income	1,048	1,073	25	2.4%
Other	106	115	9	8.9%
<b>Total other income</b>	<b>1,485</b>	<b>1,384</b>	<b>(101)</b>	<b>-6.8%</b>

Other income relates to a range of items such as sale of materials, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rental income. Interest received is anticipated to decrease due to continuing low interest rates.

### 4.1.7 Employee costs

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Wages and salaries	13,363	12,972	(390)	-2.9%
WorkCover	423	821	398	94.2%
Superannuation	1,312	1,353	41	3.1%
Fringe Benefits Tax	95	75	(20)	-21.1%
Other initiatives	325	191	(134)	-41.3%
<b>Total employee costs</b>	<b>15,518</b>	<b>15,412</b>	<b>(105)</b>	<b>-0.7%</b>

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, WorkCover premium and fringe benefits tax.

Employee costs are budgeted to decrease by 0.7% or \$105K compared to 2020/2021.

A summary of human resources expenditure categorised according to the organisational structure of Council is included in the "3.6 Statement of Human Resources".

### 4.1.8 Materials and services

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Contract and consultant payments	6,123	6,987	864	14.1%
Materials and maintenance	3,204	3,102	(102)	-3.2%
Utilities	580	620	40	6.9%
Office administration	348	377	29	8.3%
Information technology	690	701	11	1.5%
Insurance	479	530	51	10.6%
<b>Total materials and services</b>	<b>11,424</b>	<b>12,318</b>	<b>893</b>	<b>7.8%</b>

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs.

Materials and services are budgeted to increase by 7.6% or \$863,000 compared to 2020/2021. The majority of the additional cost relates to the increase in waste services contractor costs.

### 4.1.9 Depreciation

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Property	1,269	1,366	96	7.6%
Plant & equipment	908	815	(93)	-10.3%
Infrastructure	4,990	4,745	(245)	-4.9%
<b>Total depreciation and amortisation</b>	<b>7,168</b>	<b>6,926</b>	<b>(242)</b>	<b>-3.4%</b>

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains.



## 4. Notes to the financial statements

### 4.1.10 Amortisation - Intangible assets

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Intangible assets	101	121	20	19.8%
<b>Total amortisation - Intangible assets</b>	<b>101</b>	<b>121</b>	<b>20</b>	<b>19.8%</b>

### 4.1.11 Other expenses

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Auditors remuneration- VAGO	54	54	(0)	-0.4%
Auditors remuneration - Internal	24	28	4	14.7%
Councillors allowances	210	208	(2)	-0.9%
Community grants	354	352	(2)	-0.6%
Others	152	145	(7)	-4.6%
<b>Total other expenses</b>	<b>794</b>	<b>786</b>	<b>(8)</b>	<b>-0.9%</b>

Other expenses relate to a range of unclassified items including contributions to community groups, audit expenses, councillor allowances and other miscellaneous expenditure items. Other expenses are budgeted to decrease by .9% or \$8,000 compared to 2020/2021.

## 4.2 Balance Sheet

### 4.2.1 Assets

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	3,430	5,890	2,461	71.7%
Trade and other receivables	4,208	4,378	170	4.0%
Other financial assets	5,933	5,000	(933)	-15.7%
Inventories	6	15	9	143.3%
Other assets	86	39	(47)	-55.1%
<b>Total current assets</b>	<b>13,663</b>	<b>15,322</b>	<b>1,660</b>	<b>12.1%</b>
<b>Non-current assets</b>				
Property, infrastructure, plant & equipment	277,237	311,654	34,417	12.4%
Intangible assets	415	792	378	91.0%
<b>Total non-current assets</b>	<b>277,652</b>	<b>312,446</b>	<b>34,794</b>	<b>12.5%</b>
<b>Total assets</b>	<b>291,315</b>	<b>327,768</b>	<b>36,454</b>	<b>12.5%</b>

Cash and Cash equivalents include cash on hand, deposits at call and term deposits with original maturity dates of 90 days or less. Other financial assets include term deposits which will mature within the next twelve months with original maturity dates of greater than 90 days.

Trade and other receivables include monies owing to Council and include Council rates and charges, fire service levy, and GST receivable. Inventories include Council's diesel storage and other assets include accrued income and prepaid expenses.

Current assets are budgeted to increase by \$1.69 million or 12.4% compared to 2020/2021. Movements contributing to the increase in cash and cash equivalents are detailed in section 4.4 "Statement of Cash Flows".

Property, infrastructure, plant & equipment includes all of Council's land, buildings, vehicles, plant, information technology, roads, bridges, recreational and other infrastructure assets. Intangible assets include software programs. The value of these non-current assets represent their written down values, which is either their acquisition cost less accumulated depreciation or current valuation following an asset revaluation.

Non-current assets are budgeted to increase by \$34.794 million or 12.5% compared to 2020/2021 reflecting a significant change in asset valuations in the 2020/21 year and 2021/22 budgeted capital works less depreciation.

## 4. Notes to the financial statements

### 4.2.2 Liabilities

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	2,196	1,853	(343)	-15.6%
Trust funds and deposits	962	1,185	223	23.2%
Provisions	2,107	2,368	261	12.4%
Interest-bearing liabilities	2,063	663	(1,400)	-67.9%
Other Liabilities	528	1,671	1,143	216.5%
<b>Total current liabilities</b>	<b>7,855</b>	<b>7,740</b>	<b>(116)</b>	<b>-1.5%</b>
<b>Non-current liabilities</b>				
Provisions	442	436	(6)	-1.4%
Interest-bearing liabilities	4,397	4,580	184	4.2%
Other Liabilities	63	27	(36)	-57.1%
<b>Total non-current liabilities</b>	<b>4,901</b>	<b>5,043</b>	<b>142</b>	<b>2.9%</b>
<b>Total liabilities</b>	<b>12,757</b>	<b>12,783</b>	<b>26</b>	<b>0.2%</b>

Trade and other payables include amounts owed to suppliers for goods and or services and other accrued expenses. Trust funds and deposits represent amounts received as deposits and retention amounts controlled by Council until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Provisions include liability for accrued employee benefits and landfill rehabilitation. Interest bearing liabilities reflect the outstanding principal balance of previous borrowings.

The classification as current liabilities illustrates that portion that is likely to be repaid in upcoming twelve months. Total liabilities are budgeted to increase by \$26K or 0.2% compared to the budget 2020/2021.

### 4.2.3 Borrowings

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

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000
Amount borrowed as at 30 June of the prior year	3,990	6,631
Amount proposed to be borrowed	3,012	740
Amount projected to be redeemed	(371)	(2,128)
Amount of borrowings as at 30 June	6,631	5,243

Borrowings are an important funding source which enables funding for capital works or other items as identified without adversely affecting Council's liquidity position. Council has committed to borrowing an additional \$740K to fund the Hepburn Hub at the Rex project during 2021/22, while repaying \$2.128 million of previously committed borrowings.

Year	New Borrowings \$'000	Prinicipal Paid \$'000	Interest paid \$'000	Balance 30 June \$'000
2020/2021 (Forecast)				6,631
2021/2022	740	2,128	213	5,243
2022/2023	-	684	155	4,559
2023/2024	-	709	131	3,850
2024/2025	-	734	107	3,116

## 4.3 Statement of changes in Equity

### 4.3.1 Reserves

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2021/2022 Budget</b>				
Balance at beginning of the financial year	309,895	164,148	142,258	3,489
Surplus/(deficit) for the year	5,089	5,089	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(899)	-	899
Transfers from other reserves	-	2,100	-	(2,100)
<b>Balance at end of the financial year</b>	<b>314,984</b>	<b>170,438</b>	<b>142,258</b>	<b>2,288</b>

Council has allocated funds to reserves for specific purposes. These reserves are either statutory or discretionary reserves. Statutory reserve funds must be applied for specified statutory purposes in accordance with various legislative requirements. Discretionary reserves have been established by Council regarding the future use of these funds. Net reserve movements for 2021/2022 is forecast to be a transfer from reserves of \$1.171 million. Each reserve and their forecast balance are shown below, with all "other reserves" cash backed.

#### 4. Notes to the financial statements

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
<b>Asset revaluation reserve</b>	<b>118,024</b>	<b>142,258</b>	<b>24,234</b>	<b>20.5%</b>
<b>Other reserves</b>				
Open Space Recreation Reserve *	729	1,361	632	86.6%
Mineral Springs Reserves Financial Reserve *	1,014	884	(130)	-12.8%
<b>Discretionary Reserves</b>				
Clunes Caravan Park	7	7	-	0.0%
Heritage Advisory Fund Reserve	20	20	-	0.0%
Mt Beck worth Pit Reserve	28	28	-	0.0%
Smeaton Hill Pit Reserve	74	74	-	0.0%
Waste Management Reserve	-	(459)	(459)	0.0%
Debt Management Reserve	1,419	373	(1,046)	-73.7%
<b>Total Other Reserves</b>	<b>3,291</b>	<b>2,288</b>	<b>(1,003)</b>	<b>-30.5%</b>
<b>Total Reserves</b>	<b>121,315</b>	<b>144,546</b>	<b>23,231</b>	<b>19.1%</b>

\* Indicates statutory reserve

#### 4.3.2 Equity

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
<b>Equity</b>				
Accumulated surplus	157,242	170,438	13,196	8.4%
Reserves	121,315	144,546	23,231	19.1%
<b>Total equity</b>	<b>278,557</b>	<b>314,984</b>	<b>36,427</b>	<b>13.1%</b>

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

- \* Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- \* Other reserves 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.
- \* Accumulated surplus which is the value of all net assets less reserves that have accumulated over time.

#### 4.4 Statement of Cash Flows

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

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
	Inflows	Inflows		
	(Outflows)	(Outflows)		
Rates and charges	22,156	23,722	1,566	7.1%
Statutory fees and fines	898	931	33	3.7%
User fees	850	966	115	13.5%
Grants - operating	8,741	4,260	(4,481)	-51.3%
Grants - capital	2,355	9,199	6,844	290.6%
Contributions - monetary	370	528	158	42.7%
Interest received	320	235	(85)	-26.6%
Rent received	1,048	1,055	7	0.7%
Trust funds and deposits taken	-	(11)	(11)	0.0%
Other receipts	227	186	(41)	-17.9%
Employee costs	(15,518)	(15,327)	190	-1.2%
Materials and services	(11,424)	(12,639)	(1,216)	10.6%
Other payments	(795)	(786)	9	-1.1%
<b>Net cash provided by/(used in) operating activities</b>	<b>9,229</b>	<b>12,320</b>	<b>3,090</b>	<b>33.5%</b>

Cash flow from 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.

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

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
	Inflows	Inflows		
	(Outflows)	(Outflows)		
Payments for property, infrastructure, plant and equipment	(12,631)	(11,315)	1,316	-10.4%
Proceeds from sale of property, infrastructure, plant and	(20)	(30)	(10)	50.0%
Payments for investments	(8,000)	(6,000)	2,000	-25.0%
Proceeds from sale of investments	8,000	6,000	(2,000)	-25.0%
<b>Net cash provided by/ (used in) investing activities</b>	<b>(12,651)</b>	<b>(11,345)</b>	<b>1,306</b>	<b>-10.3%</b>

#### 4. Notes to the financial statements

Cash flows from 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 other financial assets including term deposits greater than 90 days maturity.

The 2020/2021 budget for net cash used in investing activities is \$11.345 million, which is \$1.306 million less than 2020/2021. This is reflective of an decrease in the capital works program when compared to 2020/2021 which was inflated due to the inclusion of the Hepburn Hub at the Rex project. This has been offset to some extent by additional Capital grant funding for a number of new projects.

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

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
	Inflows	Inflows		
	(Outflows)	(Outflows)		
Finance costs	(206)	(213)	(6)	3.1%
Proceeds from borrowings	3,012	740	(2,272)	100.0%
Repayment of borrowings	(532)	(2,128)	(1,596)	300.3%
<b>Net cash provided by/(used in) financing activities</b>	<b>2,274</b>	<b>(1,600)</b>	<b>(3,875)</b>	<b>-170.4%</b>

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

The 2021/2022 budget for cash flows provided by financing activities is a decrease in cash of \$1.6 million. The borrowing for the Hepburn Hub at the Rex project required significant funding in 2020/2021.

## 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2021/2022 year, classified by expenditure type and funding source.

### 4.5.1 Summary

	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Property	5,406	<b>1,246</b>	(4,160)	-77%
Plant and equipment	1,527	<b>1,837</b>	310	20%
Infrastructure	6,060	<b>8,569</b>	2,509	41%
<b>Total</b>	<b>12,993</b>	<b>11,652</b>	<b>(1,341)</b>	<b>-10%</b>

	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib./ Asset Sale \$'000	Council cash \$'000	Carry Forward \$'000
Property	<b>1,246</b>	-	646	600	950	50	246	-
Plant and equipment	<b>1,837</b>	133	1,530	175	-	140	1,697	-
Infrastructure	<b>8,569</b>	1,537	5,585	1,446	5,042	200	3,327	-
<b>Total</b>	<b>11,652</b>	<b>1,670</b>	<b>7,761</b>	<b>2,221</b>	<b>5,992</b>	<b>390</b>	<b>5,270</b>	<b>-</b>

Projects that are funded/part funded from Council reserves are annotated as follows to indicate source of funds -

- ° Open space recreation reserve
- + Mineral springs financial reserve
- \* Waste management reserve

### 4.5.2 Capital works program

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib./ Asset Sale \$'000	Council cash \$'000	Borrowing \$'000
<b>PROPERTY</b>								
<b>Land Improvements</b>		-	-	-	-	-	-	-
<b>Buildings</b>								
Creswick Mechanics Institute	70	-	70	-	-	-	70	-
Painting Program	83	-	83	-	-	-	83	-
Building Renewal Program	93	-	93	-	-	-	93	-
Trentham Community Hub	200	-	-	200	200	-	-	-
Bullarto Railway Station	400	-	-	400	350	50	-	-
Unconfirmed stimulus funding works	400	-	400	-	400	-	-	-
<b>TOTAL PROPERTY</b>	<b>1,246</b>	<b>-</b>	<b>646</b>	<b>600</b>	<b>950</b>	<b>50</b>	<b>246</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>								
<b>Plant, Machinery and Equipment</b>								
Vehicle and Plant Replacement	<b>860</b>	-	860	-	-	140	720	-
<b>Computers and Telecommunications</b>								
IT Hardware / Technology Renewal Program	<b>842</b>	133	610	100	-	-	842	-
Council Website Upgrade	<b>75</b>	-	-	75	-	-	75	-
<b>Library books</b>								
Library Collection Renewal	<b>60</b>	-	60	-	-	-	60	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>1,837</b>	<b>133</b>	<b>1,530</b>	<b>175</b>	<b>-</b>	<b>140</b>	<b>1,697</b>	<b>-</b>
<b>INFRASTRUCTURE</b>								
<b>Roads</b>								
Road Reseals Program	<b>1,052</b>	-	1,052	-	969	-	84	-
Gravel Resheet Program	<b>570</b>	-	570	-	-	-	570	-
Pavement Rehabilitation	<b>1,419</b>	-	1,419	-	1,120	-	299	-
Road Safety Improvements Program	<b>36</b>	-	-	36	-	-	36	-
<b>Bridges</b>								
Bridge Renewal Program	<b>600</b>	-	600	-	-	-	600	-
<b>Footpaths and Cycleways</b>								
Footpath Improvement and Renewal Program	<b>504</b>	267	237	-	504	-	0	-
Clunes Walkability	<b>30</b>	-	-	30	-	-	30	-
<b>Drainage</b>								
Drainage/Kerb & Channel Implementation and Renewal and Program	<b>270</b>	-	270	-	70	-	200	-

## 4.5.2 Capital works program (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib./ Asset Sale \$'000	Council cash \$'000	Borrowing \$'000
<b>Recreational, Leisure &amp; Community Facilities</b>								
Lee Medlyn Bottle Museum	220	-	220	-	60	-	160	-
Magic Pudding Playground - Masterplan	20	-	-	20	20	-	-	-
Chatfield Reserve Lake Daylesford Landscape Works	162	162	-	-	-	-	162	-
Clunes Recreation Reserve Netball Pavilion Redevelopment	12	-	-	12	-	-	12	-
Doug Lindsay Reserve Carpark	167	-	-	167	167	-	-	-
Glenlyon Pavilion Redevelopment	24	-	-	24	-	-	24	-
Hard Court Renewal Program	144	-	144	-	-	-	144	-
Newlyn Cricket Net Construction	240	240	-	-	240	-	-	-
Newlyn Recreation Reserve Playground Upgrade Planning	11	-	-	11	-	-	11	-
Reserve and Open Space Furniture Renewal and Expansion Program	52	-	52	-	-	-	52	-
Recreation Facility Accessible Carpark and Pathways	24	24	-	-	-	-	24	-
Hammon Park Trail Head	750	750	-	-	750	-	-	-
Trentham Recreation Reserve Pavilion	749	-	-	749	749	-	-	-
Pool Building Renewal Works Program	55	-	55	-	-	-	55	-
Glenlyon Recreation Reserve Land Contamination	262	-	262	-	-	-	262	-
Recreation Lighting Strategy	30	-	-	30	-	-	30	-
Daylesford Secondary College - (ARC) Masterplan Implementation	22	-	-	22	-	-	22	-
<b>Waste Management</b>								
Transfer Station Improvement Scoping *	30	-	-	30	-	-	30	-
Trentham Transfer Station Site Hut Replacement *	79	79	-	-	40	-	40	-
Transfer Station Improvements *	60	-	-	60	30	-	30	-
<b>Parks, Open Space and Streetscapes</b>								
Creswick Streetscape Upgrade	36	-	-	36	-	-	36	-
Lake Daylesford Amphitheatre Repair Works *	132	-	132	-	24	-	108	-
Water Fountain - Trentham	15	15	-	-	-	-	15	-
Wombat Hill Botanic Gardens	500	-	500	-	300	200	-	-
Clunes Streetscape	50	-	-	50	-	-	50	-
Mineral Springs Pavilion Floor Upgrade *	30	-	30	-	-	-	30	-
<b>Other Infrastructure</b>								
Building Efficiency Upgrades	50	-	-	50	-	-	50	-
Hepburn Mineral Spring Reserve Steps and Retaining Wall Refurbishment *	18	-	18	-	-	-	18	-
Mineral Springs Priority Projects *	120	-	-	120	-	-	120	-
Town Signage Renewal Program	24	-	24	-	-	-	24	-
<b>TOTAL INFRASTRUCTURE</b>	<b>8,569</b>	<b>1,537</b>	<b>5,585</b>	<b>1,446</b>	<b>5,042</b>	<b>200</b>	<b>3,327</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS</b>	<b>11,652</b>	<b>1,670</b>	<b>7,761</b>	<b>2,221</b>	<b>5,992</b>	<b>390</b>	<b>5,270</b>	<b>-</b>

The capital works program for 2021-22 highlights that grant funding for major projects will be received during the year and will create a commitment to deliver in future year(s). The commitment of \$3.207 million will be factored in future year Capital program planning.

## 4.6 Non-Capital projects program

This section presents a listing of non-capital projects that will be undertaken for the 2021/2022 year. The projects listed below are one-off or cyclical in nature or are additional to funding levels which are ordinarily provided to undertake these activities.

Project Name	Project Cost \$'000	Income \$'000	Net Cost to Council \$'000
Arts & Culture Strategy	40	-	40
Land Exchange - associated legal charges	29	-	29
Solar Savers Program	125	125	-
Community Christmas Celebration program	10	-	10
Flora And Fauna Assessments For Township Structure Planning	45	-	45
Waste And Recycling Improvements	49	-	49
Waste Strategy 2021-25	44	-	44
Electoral Representation Review	35	-	35
Reconciliation Action Plan - Innovate	29	-	29
Walking & Cycling Strategy development	90	-	90
Affordable Housing (Strategic Planning)	50	-	50
Western Vic Transmission Network (Strategic Planning)	50	-	50
Daylesford Community Park	25	-	25
Planning and technical reports - Strategic Planning	300	-	300
<b>TOTAL NON-CAPITAL PROJECTS</b>	<b>921</b>	<b>125</b>	<b>796</b>

Summary of Planned Capital Works Expenditure  
For the four years ended 30 June  
2025

2022/23	Asset Expenditure Types				Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>									
Land	-	-	-	-	-	-	-	-	-
Land improvements	24	24	-	-	24	-	-	24	-
<b>Total Land</b>	<b>24</b>	<b>24</b>	-	-	<b>24</b>	-	-	<b>24</b>	-
Buildings	1,085	-	425	660	1,085	-	-	1,085	-
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
<b>Total Buildings</b>	<b>1,085</b>	-	<b>425</b>	<b>660</b>	<b>1,085</b>	-	-	<b>1,085</b>	-
<b>Total Property</b>	<b>1,109</b>	<b>24</b>	<b>425</b>	<b>660</b>	<b>1,109</b>	-	-	<b>1,109</b>	-
<b>Plant and Equipment</b>									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	620	-	620	-	620	-	-	620	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	660	-	660	-	660	-	100	560	-
Library books	60	-	60	-	60	-	-	60	-
<b>Total Plant and Equipment</b>	<b>1,340</b>	-	<b>1,340</b>	-	<b>1,340</b>	-	<b>100</b>	<b>1,240</b>	-
<b>Infrastructure</b>									
Roads	3,256	-	3,040	216	3,256	2,090	-	1,166	-
Bridges	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	991	661	300	30	991	200	20	771	-
Drainage	270	-	270	-	270	-	-	270	-
Recreational, leisure and community facilities	2,675	1,836	143	696	2,675	1,300	-	1,375	-
Waste management	450	-	-	450	450	100	-	350	-
Parks, open space and streetscapes	515	-	-	515	515	-	-	515	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	364	80	134	150	364	-	-	364	-
<b>Total Infrastructure</b>	<b>8,521</b>	<b>2,577</b>	<b>3,887</b>	<b>2,057</b>	<b>8,521</b>	<b>3,690</b>	<b>20</b>	<b>4,811</b>	-
<b>Total Capital Works Expenditure</b>	<b>10,970</b>	<b>2,601</b>	<b>5,652</b>	<b>2,717</b>	<b>10,970</b>	<b>3,690</b>	<b>120</b>	<b>7,160</b>	-

Summary of Planned Capital Works Expenditure  
For the four years ended 30 June  
2025 continued

2023/24	Asset Expenditure Types				Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>									
Land	-	-	-	-	-	-	-	-	-
Land improvements	60	60	-	-	-	-	-	60	-
<b>Total Land</b>	<b>60</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>-</b>
Buildings	875	50	825	-	-	-	-	875	-
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
<b>Total Buildings</b>	<b>875</b>	<b>50</b>	<b>825</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>875</b>	<b>-</b>
<b>Total Property</b>	<b>935</b>	<b>110</b>	<b>825</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>935</b>	<b>-</b>
<b>Plant and Equipment</b>									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	620	-	620	-	-	-	100	520	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	701	41	660	-	-	-	-	701	-
Library books	60	-	60	-	-	-	-	60	-
<b>Total Plant and Equipment</b>	<b>1,381</b>	<b>41</b>	<b>1,340</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>1,281</b>	<b>-</b>
<b>Infrastructure</b>									
Roads	3,256	-	3,040	216	3,256	1,469	-	1,787	-
Bridges	-	-	-	-	-	750	-	(750)	-
Footpaths and cycleways	845	515	300	30	845	20	-	825	-
Drainage	270	-	270	-	270	-	-	270	-
Recreational, leisure and community facilities	2,375	1,728	263	384	2,375	2,625	-	(250)	-
Waste management	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	492	-	-	492	492	-	-	492	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	534	290	94	150	534	-	-	534	-
<b>Total Infrastructure</b>	<b>7,771</b>	<b>2,533</b>	<b>3,966</b>	<b>1,272</b>	<b>7,771</b>	<b>4,864</b>	<b>-</b>	<b>2,907</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>10,087</b>	<b>2,684</b>	<b>6,131</b>	<b>1,272</b>	<b>10,087</b>	<b>4,864</b>	<b>100</b>	<b>5,124</b>	<b>-</b>



Summary of Planned Capital Works Expenditure  
For the four years ended 30 June  
2025 continued

2024/25	Asset Expenditure Types				Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>									
Land	-	-	-	-	-	-	-	-	-
Land improvements	84	84	-	-	84	-	-	84	-
<b>Total Land</b>	<b>84</b>	<b>84</b>	<b>-</b>	<b>-</b>	<b>84</b>	<b>-</b>	<b>-</b>	<b>84</b>	<b>-</b>
Buildings	981	156	825	-	981	-	-	981	-
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
<b>Total Buildings</b>	<b>981</b>	<b>156</b>	<b>825</b>	<b>-</b>	<b>981</b>	<b>-</b>	<b>-</b>	<b>981</b>	<b>-</b>
<b>Total Property</b>	<b>1,065</b>	<b>240</b>	<b>825</b>	<b>-</b>	<b>1,065</b>	<b>-</b>	<b>-</b>	<b>1,065</b>	<b>-</b>
<b>Plant and Equipment</b>									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	620	-	620	-	620	-	100	520	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	660	-	660	-	660	-	-	660	-
Library books	60	-	60	-	60	-	-	60	-
<b>Total Plant and Equipment</b>	<b>1,340</b>	<b>-</b>	<b>1,340</b>	<b>-</b>	<b>1,340</b>	<b>-</b>	<b>100</b>	<b>1,240</b>	<b>-</b>
<b>Infrastructure</b>									
Roads	3,256	-	3,040	216	3,256	1,969	-	1,287	-
Bridges	1,600	-	1,600	-	1,600	750	-	850	-
Footpaths and cycleways	605	275	300	30	605	20	-	585	-
Drainage	270	-	270	-	270	-	-	270	-
Recreational, leisure and community facilities	1,205	114	263	828	1,205	750	-	455	-
Waste management	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	324	-	-	324	324	-	-	324	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	530	290	90	150	530	-	-	530	-
<b>Total Infrastructure</b>	<b>7,790</b>	<b>679</b>	<b>5,563</b>	<b>1,548</b>	<b>7,790</b>	<b>3,489</b>	<b>-</b>	<b>4,301</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>10,195</b>	<b>919</b>	<b>7,728</b>	<b>1,548</b>	<b>10,195</b>	<b>3,489</b>	<b>100</b>	<b>6,606</b>	<b>-</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	Budget	Budget	Projections			Trend
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	+ / o / -
<b>Operating position</b>									
Adjusted underlying result <sup>v</sup>	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-2.0%	1.6%	0.2%	-0.2%	0.1%	0.8%	+
<b>Liquidity</b>									
Working Capital <sup>v</sup>	Current assets / current liabilities	2	332%	174%	198%	195%	202%	189%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	34%	85%	21%	39%	40%	39%	-
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	20.5%	32.0%	24.8%	21.1%	17.3%	13.7%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.1%	3.7%	11.1%	3.9%	3.8%	3.7%	o
Indebtedness <sup>v</sup>	Non-current liabilities / own source revenue		16.6%	19.1%	18.7%	15.6%	12.7%	9.8%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	116.5%	108.1%	112.1%	80.8%	86.7%	108.1%	o
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	6	64%	65%	67%	68%	68%	68%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.31%	0.32%	0.32%	0.31%	0.32%	0.32%	o
<b>Efficiency</b>									
Expenditure level	Total expenses / no. of property assessments		\$2,872	\$3,102	\$3,111	\$3,129	\$3,179	\$3,231	-
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,520	\$1,583	\$1,609	\$1,650	\$1,691	\$1,733	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		15%	14%	14%	13%	12%	11%	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

<sup>v</sup> Identifies those financial performance indicators that are also included in the financial sustainability indicators for councils as per the Victorian Auditor-General's Office (VAGO). In addition to the three indicators above, VAGO also uses a further three indicators, namely Self-financing, Capital replacement and Renewal gap.

### 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. The positive result for this indicator identifies an adjusted underlying surplus and the trend indicates similar underlying surpluses over the strategic resource plan.

#### 2 - Working Capital

The proportion of current liabilities represented by current assets. This indicator reduces due to a reduction in cash reserves to fund the capital works program, impact of rate capping and replacement of loans.

#### 3 - Unrestricted Cash

Similar to working capital, this indicator represents Council's ability to meet its short term commitments without the need to use funds which are earmarked for other purposes. The reduction from is due to a significant loan repayment amount, capital work investment and impact of rate capping.

#### 4 - Debt compared to rates

This indicator measures the level of Council's total debt as a percentage of rate revenue.

#### 5 - Asset renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

#### 6 - Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services.

## Appendix A Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2021/22 year.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

The Fees and Charges are grouped by functional area and include:

- Environmental Health
- Town Planning
- Building Services
- Domestic and Commercial Waste
- Infrastructure
- Compliance
- Visitor Information Centres
- Swimming Pools
- Community Services
- Libraries
- Home and Community Care Services
- Functions in Council Reserves and Facilities
  - All Reserves and Facilities
  - Victoria Park, Daylesford
  - Wombat Hill Botanic Gardens
  - Lake Daylesford Foreshore
  - Doug Lindsay Reserve
  - Creswick Town Hall
  - Clunes Town Hall
  - Daylesford Town Hall
  - Clunes Community Centre
  - Creswick Hub
  - The Warehouse – Clunes
- Photocopying/Printing
- Rates Information
- Freedom of Information
- Dishonoured Payments

All items include GST, except where denoted with an \*

Shading denotes statutory fees as determined by legislation and therefore subject to any change in legislation. Please note these fees are still at the 2020/21 rate as new statutory fees for 2021/22 have not yet been set.

Description of Charge	Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2021/22 (Inc GST)
<b>ENVIRONMENTAL HEALTH</b>		
<b>Food Act 1984</b>		
<b>CLASS 1: High risk unpackaged food supplied to vulnerable people</b> Premises include: Child Care, Kindergartens, Aged Care and Nursing Homes	\$496.00	\$506.00
<b>CLASS 2: Handling unpackaged high risk potentially hazardous foods</b>		
2(A) Premises include: Large function centres, Manufacturers, Supermarkets, and restaurants employing more than 20 staff	\$534.00	\$545.00
2(B) Premises include: Restaurants, cafes, caterers, supermarkets, home based manufacturer, takeaway outlets employing less than 20 staff	\$438.00	\$447.00
2(C) Premises include: Prep and cooking of potentially hazardous foods for immediate consumption at accommodation getaway premises.	\$363.00	\$371.00
2(D) Premises include: Community groups, sporting clubs serving full meals	\$182.00	\$186.00
<b>CLASS 3: Handling and supplying low risk unpackaged foods</b>		
3(A) Milk Bars, Convenience Stores, Fruit Stall, Pre-packaged and home based manufacturer.	\$268.00	\$274.00
3(B) Seasonal Kiosks, Community Groups, Sporting Clubs (½ Annual Fee of Class 3(A))	\$134.00	\$137.00
<b>CLASS 4: Low risk to public health packaged food</b> (includes Newsagents, Pharmacies, Video Stores)	Fee Exempt	Fee Exempt
<b>Stretrader (Temporary and Mobile Premises)</b>		
Class 2 Food Vehicle or Stall (business)	\$381.00	\$389.00
Class 2 Food Vehicle or Stall (community group)	\$174.00	\$178.00
Class 3 Food Vehicle or Stall (business)	\$255.00	\$261.00
Class 3 Food Vehicle or Stall (community group)	\$128.00	\$131.00
Business (1 event for no more than 2 consecutive days)	\$90.00	\$92.00
Inspection Fee for non-compliant food premises - Class 2	\$133.00	\$136.00
Inspection Fee for non-compliant food premises - Class 3	\$82.00	\$84.00
Community Group/Fundraiser (1 event for no more than 2 consecutive days)	\$45.00	\$46.00
<b>Other Fees</b>		
New Business Registration	150% of annual registration fee	150% of annual registration fee
Transfer of Registration of Food Business	50% of annual registration fee	50% of annual registration fee
Late Fee - applicable to renewal of registration if the renewal fee is not received within 14 days of the due date	50% of the annual registration fee	50% of annual registration fee
<b>Public Health and Wellbeing Act 2008</b>		
Beauty premises, day spa, nails and hair removal premises *	\$162.00	\$166.00
Skin Penetration - tattooing and piercing *	\$316.00	\$323.00
Prescribed Accommodation – hotels/motels, recreation camps, B&Bs (NOT self contained or exclusive use of Units, Villas, Houses)*		
6 to 10 persons*	\$273.00	\$279.00
Over 10 persons*	\$337.00	\$344.00
New Hair Dresser registration	\$145.00	\$148.00
New Business Registration	150% of annual registration fee	150% of annual registration fee
Transfer of Registration of Public Health and Wellbeing Premises	50% of annual registration fee	50% of annual registration fee
Late Fee - applicable to renewal of registration if the renewal fee is not received within 14 days of the due date	50% of the annual registration fee	50% of the annual registration fee

Description of Charge	Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2021/22 (Inc GST)
<b>Residential Tenancies Act 1970</b>		
Caravan Parks* (3 Yearly Fee)	as per Sched 5 of the Residential Tenancies Act	as per Sched 5 of the Residential Tenancies Act
Transfer of Registration*	\$74.05 (5 Fee Units)	\$74.05 (5 Fee Units)
<b>Public Health and Wellbeing Regulations 2019</b>		
<b>NEW FEE</b>		
Category 1 Aquatic Facilities annual registration fee	\$100.00	\$100.00
Transfer of Registration Category 1 Aquatic Facilities	50% of annual registration fee	50% of annual registration fee
<b>Environment Protection Act 2017</b>		
Special Visit – Pre-purchase inspections *	\$215.00	\$220.00
Special Visit – Pre-purchase inspections within 48 hours*	\$321.00	\$328.00
New Septic Tank systems* Regulation 196 (1)b	\$587.00	\$723.00
Major alteration to septic system N/A see New Septic tank systems e.g. increasing wastewater field, replacing an existing system	\$374.00	N/A
Minor alteration to septic system. Regulation 196 (1)a e.g. connecting new internal plumbing fixtures	\$215.00	\$275.00
Transfer onsite wastewater management system permit, Regulation 197	\$0.00	\$147.00
Fee to amend onsite wastewater management system permit. Regulation 198	\$0.00	\$74.00
Exception Fee for onsite wastewater management system permit. Regulation 199	\$0.00	\$217 14.67 Fee Units
If Council assessment exceeds 2.6 hours, an additional fee of 5.94 fee units for each hour os assessment over. Regulation 199	\$0.00	5.94 fee units per additional hour
Renewal Fee for onsite wastewater management system permit Regulation 200	\$268.00	\$123.00
Extension of Time for Septic Permit	\$268.00	\$274.00
<b>General Fees</b>		
Property Enquiries/Plan Search – Commercial (site history/copies of permits/copies of endorse plans/etc)*	\$215.00	\$220.00
Property Enquiries/Plan Search – Residential (site history/copies of permits/copies of endorse plans/etc)*	\$94.00	\$96.00
Written request for General Advice	\$158.00	\$162.00
Special request for inspection – septic, food premises	\$268.00	\$274.00
<b>NOTES</b> Full registration fees are to be paid up until 31 August. Registrations after this date, i.e. from 1 September onwards are only		

ATTACHMENT 5.3.1

Description of Charge		Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2020/21 (Inc GST)
<b>TOWN PLANNING</b>			
<b>Part 1: Prescribed Statutory Fees (subject to change by State Government)</b>			
<b>Fees for amendment to planning scheme (regulation 6)</b>			
Stage	Stage of Amendment		
1	For: a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment	TBC (206 fee units)	TBC (206 fees units)
2	For: a) considering (i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or (ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or (iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and b) providing assistance to a panel in accordance with section 158 of the Act; and c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and d) considering the panel's report in accordance with section 27 of the Act; and e) after considering submissions and the panel's report, abandoning the amendment.	TBC (1021 fee units) TBC (2040 fee units) TBC (2727 fee units)	TBC (1021 fee units) TBC (2040 fee units) TBC (2727 fee units)
3	For: a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act.	\$481.32 (32.5 fee units) if the Minister is not the planning authority	\$481.32 (32.5 fee units) if the Minister is not the planning authority
<b>Applications for Permits under section 47 of the Planning and Environment Act (Regulation 9)</b>			
Class	Type of Application		
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	TBC (89 fee units)	TBC (89 fee units)
2	To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 7 permit or a permit to subdivide or consolidate land) if the estimated cost of development is \$10,000 or less	TBC (13.5 fee units)	TBC (13.5 fee units)
3	To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$10,000 but not more than \$100,000	TBC (42.5 fee units)	TBC (42.5 fee units)
4	To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 but not more than \$500,000	TBC (87 fee units)	TBC (87 fee units)
5	To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$500,000 but not more than \$1,000,000	TBC (94 fee units)	TBC (94 fee units)
6	To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 but not more than \$2,000,000	TBC (101 fee units)	TBC (101 fee units)
7	VicSmart application if the estimated cost of development is \$10,000 or less	TBC (13.5 fee units)	TBC (13.5 fee units)
8	VicSmart application if the estimated cost of development is more than \$10,000	TBC (29 fee units)	TBC (29 fee units)
9	VicSmart application to subdivide or consolidate land	TBC (13.5 fee units)	TBC (13.5 fee units)
10	VicSmart application other than class 7, class 8 or class 9 permit	TBC (13.5 fee units)	TBC (13.5 fee units)
11	To develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than \$100,000	TBC (77.5 fee units)	TBC (77.5 fee units)
12	To develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1,000,000	TBC (104.5 fee units)	TBC (104.5 fee units)
13	To develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 and not more than \$5,000,000	TBC (230.5 fee units)	TBC (230.5 fee units)
14	To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$5,000,000 and not more than \$15,000,000	TBC (587.5 fee units)	TBC (587.5 fee units)
15	To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$15,000,000 and not more than \$50,000,000	TBC (1,732.5 fee units)	TBC (1,732.5 fee units)
16	To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$50,000,000	TBC (3,894 fee units)	TBC (3,894 fee units)
17	To subdivide an existing building (other than a class 9 permit)	TBC (89 fee units)	TBC (89 fee units)
18	To subdivide land into 2 lots (other than a class 9 or class 16 permit)	TBC (89 fee units)	TBC (89 fee units)

## ATTACHMENT 5.3.1

Description of Charge		Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2020/21 (Inc GST)
19	To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	TBC (89 fee units)	TBC (89 fee units)
20	Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	TBC per 100 lots created (89 fee units per 100 lots created)	TBC per 100 lots created (89 fee units per 100 lots created)
21	To: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	TBC (89 fee units)	TBC (89 fee units)
22	A permit not otherwise provided for in the regulation	TBC (89 fee units)	TBC (89 fee units)
<b>Applications to amend permits under section 72 of the Planning and Environment Act 1987 (Regulation 11)</b>			
Class	Type of Application		
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	TBC (89 fee units)	TBC (89 fee units)
2	Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	TBC (89 fee units)	TBC (89 fee units)
3	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is \$10,000 or less	TBC (13.5 fee units)	TBC (13.5 fee units)
4	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$10,000 but not more than \$100,000	TBC (42.5 fee units)	TBC (42.5 fee units)
5	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$100,00 but not more than \$500,000	TBC (87 fee units)	TBC (87 fee units)
6	Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$500,000	TBC (94 fee units)	TBC (94 fee units)
7	Amendment to a permit * that is the subject of VicSmart application, if the estimated cost of the additional development is \$10,000 or less	TBC (13.5 fee units)	TBC (13.5 fee units)
8	Amendment to a permit * that is the subject of VicSmart application, if the estimated cost of the additional development is more than \$10,000	TBC (29 fee units)	TBC (29 fee units)
9	Amendment to a class 9 permit	TBC (13.5 fee units)	TBC (13.5 fee units)
10	Amendment to a class 10 permit	TBC (13.5 fee units)	TBC (13.5 fee units)
11	Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of the additional development to be permitted by the amendment is \$100,000 or less	TBC (104.5 fee units)	TBC (104.5 fee units)
12	Amendment to a class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than \$100,000 but not more than \$1,000,000	TBC (230.5 fee units)	TBC (230.5 fee units)
13	Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than \$1,000,000	TBC (89 fee units)	TBC (89 fee units)
14	Amendment to a class 17 permit	TBC (89 fee units)	TBC (89 fee units)
15	Amendment to a class 18 permit	TBC (89 fee units)	TBC (89 fee units)
16	Amendment to a class 19 permit	TBC (89 fee units)	TBC (89 fee units)
17	Amendment to a class 20 permit	TBC (89 fee units)	TBC (89 fee units)
18	Amendment to a class 21 permit	TBC (89 fee units)	TBC (89 fee units)
18	Amendment to a class 22 permit	TBC (89 fee units)	TBC (89 fee units)

## ATTACHMENT 5.3.1

Description of Charge		Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2020/21 (Inc GST)
<b>Other Statutory Fees</b>			
<b>Regulation</b>	<b>Type of Application</b>		
10	For combined permit applications	Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	
12	Amend an application for a permit or an application to amend a permit	<p>a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9</p> <p>b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below</p> <p>c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit</p>	
13	For a combined application to amend permit	The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	
14	For a combined permit and planning scheme amendment	Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	
15	For a certificate of compliance	\$325.80 (22 fee units)	\$325.80 (22 fee units)
16	For an agreement to a proposal to amend or end an agreement under section 173 of the Act	\$659.00 (44.5 fee units)	\$659.00 (44.5 fee units)
17	For a planning certificate	<p>a) \$22.20 (1.5 fee units) for an application not made electronically</p> <p>b) \$7 for an application made electronically</p>	<p>a) \$22.20 (1.5 fee units) for an application not made electronically</p> <p>b) \$7 for an application made electronically</p>
18	Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council	TBC	TBC
<b>Part 2: Administrative Charges (Non Statutory Fees)</b>			
<b>Enquiries</b>			
Written request for Heritage Control advice		\$162.00	\$166.00
Written request for Demolition Control advice (Section 29A – Form 8)		\$162.00	\$166.00
Written request for General Planning advice		\$162.00	\$166.00
Request a copy of a planning permit (on site archives - From 2012 onwards)		\$50.00	\$50.00
Request a copy of a planning permit (off site archives - Pre 2012)		\$215.00	\$215.00
<b>Extension of Time</b>			
Extension of time (First Request)		\$268.00	\$274.00
Extension of time (second request)		\$400.00	\$408.00
Extension of Time (Third and subsequent requests)		\$600.00	\$612.00
<b>Refunds</b>			
Cancellation/withdrawal of application when no work carried out		Refund ¾ of application fee	Refund ¾ of application fee
Cancellation/withdrawal after direction to advertise but before commenced		Refund ½ of application fee	Refund ½ of application fee
Cancellation/withdrawal after advertising commenced		No Refund	No Refund
Cancellation/withdrawal due to prohibited proposal (written planning advice will be provided)		Full Refund	\$162



## ATTACHMENT 5.3.1

Description of Charge	Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2020/21 (Inc GST)
<b>Other fees</b>		
Condition Plan assessment - First Submission (plans submitted for endorsement as required by conditions of a planning permit)	\$0.00	\$0.00
Condition Plan assessment - Second and subsequent submission (plans submitted for endorsement as required by conditions of a planning permit)	\$100.00	\$102.00
Preparation and registration of section 173 agreement	\$1,250.00	\$1,275.00
Review of Section 173 Agreement not prepared by Council	Invoice to applicant Re-coup full costs	Invoice to applicant Re-coup full costs
Secondary Consent	\$268.00	\$274.00
Miscellaneous Planning Consent	\$400.00	\$408.00
<b>Advertising</b>		
Advertising – A3 Notice	\$109.00	\$112.00
Advertising – Letters to adjoining owners	\$56.00	\$58.00
Advertising – Notice in Newspaper	Invoice to applicant Re-coup full costs	Invoice to applicant Re-coup full costs

**NOTES****Statutory Fees**

These fees are cumulative unless otherwise stated. If your application or request falls into several categories the highest fee and half the lower fee are payable.

**Administrative charges for photocopying and printing**

These charges are in accordance with those published by Hepburn Shire Council and subject to amendment. Please contact the Planning Customer Service for the list of charges.

The preceding sections are a summary of the fees prescribed under the Planning and Environment (Fees) Regulations 2016, and is not a complete representation of these Regulations or other legislative provisions. Reference should be made to the Regulations to obtain the complete wording of individual fee Regulations and other Regulations (which include waiving and rebating provisions). Please visit [www.planning.vic.gov.au](http://www.planning.vic.gov.au) for more details on the Planning and Environment (Fees) Regulations 2016 setting out the new fees and the Planning and Environment Act 1987.

## ATTACHMENT 5.3.1

Description of Charge	Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2021/22 (Inc GST)
<b>BUILDING SERVICES</b>		
<b>Residential</b>		
New Dwelling	\$626.00 plus \$6.15 per m <sup>2</sup> (plus levy & lodgement fee) (Minimum \$1,104.00)	\$626.00 plus \$6.15 per m <sup>2</sup> (plus levy & lodgement fee) (Minimum \$1,104.00)
Alteration to Dwelling	\$626.00 plus \$6.15 per m <sup>2</sup> (plus levy & lodgement fee) (Minimum \$1,104.00)	\$626.00 plus \$6.15 per m <sup>2</sup> (plus levy & lodgement fee) (Minimum \$1,104.00)
Addition to a Dwelling	\$626.00 plus \$6.15 per m <sup>2</sup> (plus levy & lodgement fee) (Minimum \$1,104.00)	\$626.00 plus \$6.15 per m <sup>2</sup> (plus levy & lodgement fee) (Minimum \$1,104.00)
Units	(Minimum \$1,304 per unit)	(Minimum \$1,304 per unit)
Garages/Carports up to \$10,000	\$600.00 (plus lodgement fee)	\$600.00 (plus lodgement fee)
Garages/Carports over \$10,000	\$678.00 (plus lodgement fee & levy)	\$678.00 (plus lodgement fee & levy)
Swimming Pools	\$609.00	\$622.00
Restump	\$384.00	\$392.00
Building Reg 326 (2) statutory fee	\$47.20 (3.19 fee units)	\$47.20 (3.19 fee units)
Lodgement Fees (Payable on Council & Private Building Surveyor Projects)*	\$121.90 (8.23 fee units)	\$121.90 (8.23 fee units)
Conducting an assessment for compliance under AS3959 (Bushfire Code)	\$336.00	\$343.00
<b>Commercial/Industrial</b>		
All works under \$5,000	\$534.00	\$545.00
Works valued \$5,000 – \$30,000	\$799.00	\$815.00
Works valued \$30,000 – \$250,000	\$Cost x 0.4% plus \$1,000	\$Cost x 0.4% plus \$1,000
Works valued \$250,000 – \$500,000	\$Cost x 0.25% plus \$2,000	\$Cost x 0.25% plus \$2,000
Works valued over \$500,000	\$Cost x 0.25% plus \$2,000	\$Cost x 0.25% plus \$2,000
Lodgement Fees (Commercial/Industrial)*	\$40.70 (2.75 fee units)	\$40.70 (2.75 fee units)
<b>Demolition</b>		
Single Storey Building	\$782.00 plus Sec 29A fee \$ (4.6 fee units)	\$782.00 plus Sec 29A fee \$ (4.6 fee units)
Any other building more than one storey	\$1252.00 plus Sec 29A fee \$ (4.6 fee units)	\$1252.00 plus Sec 29A fee \$ (4.6 fee units)
<b>Other Permits/Services</b>		
Fences and signs	\$321.00	\$328.00
Swimming Pool Reports (Existing)	\$305.00	\$312.00
Request for variation of siting*	\$290.40 (19.61 fee units)	\$290.40 (19.61 fee units)
Any other service not otherwise provided for (per Hour)	\$259.00	\$265.00
Extension of Time for a Permit	\$268.00	\$274.00
Amendment to a Building Permit	\$294.00	\$300.00
Inspection associated with lapsed permits (per inspection)	\$215.00	\$220.00
State Government Building Levy Cost recovery of levy*	\$1.28 per \$1,000 of construction value	\$1.28 per \$1,000 of construction value

## ATTACHMENT 5.3.1

Description of Charge	Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2021/22 (Inc GST)
<b>Requests for Information</b>		
Property Certificates (last 10 years information)*		
Temporary Structures	\$294.00	\$300.00
Copies of Plans from Building files*	\$215.00	\$220.00
Written Advice	\$162.00	\$166.00
Any other service	\$109.00	\$112.00
<b>Swimming Pools and Spas</b>		
Pool or Spa registration fee	\$31.85	\$31.85
Information Search fee	\$47.25	\$47.25
Lodgement of a certificate of compliance	\$20.45	\$20.45
Lodgement of a certificate of non-compliance	\$385.10	\$385.10
<b>Other Fees</b>		
Issue Building Notice	No Charge	No Charge
Issue Building Order	\$799.00	\$815.00
<b>NOTES</b>		
1. Square metres calculated on total floor		
2. Cost of works determined by Relevant Building Surveyor, unless contract applies.		
3. All fees quoted (unless determined by legislation) are a minimum basis.		
Shading denotes statutory fees as determined by legislation and therefore subject to any change in legislation.		

Description of Charge	Fee/Charge 2020/21 (inc GST)	Fee/Charge 2021/22 (inc GST)
<b>Transfer Station Disposal Fees</b>		
<b>Domestic Waste &amp; Recyclables</b>		
Standard Garbage Bag (approx. 120 litre)	\$7.00	\$8.00
Car/Boot Load (½ m³ max)	\$21.00	\$22.00
Utility/Small Trailer (1.0 m³ max)	\$41.00	\$42.00
Small Truck/Tandem Trailer (2.0 m³ max)	\$82.00	\$84.00
Other Loads that are non-commercial / m³	\$41.00	\$42.00
Commercial or Industrial Waste	Not accepted	Not accepted
Clean Green Waste up to ½ m³	\$11.00	\$12.00
Clean Green Waste / m³	\$20.00	\$21.00
Woody Weeds / m³	Not accepted	Not accepted
Comingled recyclables - up to 240L bin	\$4.00	\$6.00
Comingled recyclables - ½ m³	\$7.00	\$8.00
Comingled recyclables - per m³	\$12.00	\$16.00
Separated recyclable cardboard & paper	No charge	No charge
<b>Tyres</b>		
Car	\$7.00	\$8.00
Light Truck	\$33.00	\$34.00
Truck	\$66.00	\$68.00
Tractor – Small	\$139.00	\$142.00
Tractor – Large	\$214.00	\$219.00
Rims only	No charge	No charge
<b>Other</b>		
Paint	4 Ltr container or smaller \$2.50	4 Ltr container or smaller \$3.50
Paint	5 Ltr container or greater \$5.00	5 Ltr container or greater \$6.00
Empty paint containers - Recyclable	No charge	No charge
Oil	No charge	No charge
Batteries	No charge	No charge
Scrap steel	No charge	No charge
Non ferrous metals	No charge	No charge
Car bodies	No charge	No charge
Refrigerators and freezers (Degassed/Gassed)	\$12.00	\$13.00
Televisions / Computer +	No charge	No charge
Other E-Waste Item	No charge	No charge
Mattresses	\$27.00	\$28.00
<b>Sale of Garbage Bins (Delivered)</b>		
120 or 140 ltr bin (township & rural residential waste)	\$61.00	\$63.00
240 ltr bin (Commercial Waste)	\$76.00	\$78.00

Commercial waste and recycling quantities not accepted

+ Government Subsidy scheme conditions apply

Description of Charge	Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2021/22 (Inc GST)
<b>INFRASTRUCTURE</b>		
Legal Point of Discharge*	\$68.10 (4.6 fee units)	\$68.10 (4.6 fee units)
<b>Consent to Work on Road where speed greater than 50 kph</b>		
Works on road, shoulder or pathway (max speed greater than 50 kph)	\$638.30 (43.1 fee units)	\$638.30 (43.1 fee units)
Road but <b>NOT</b> on roadway, shoulder or pathway	\$348.00 (23.5 fee units)	\$348.00 (23.5 fee units)
Minor works on a road, shoulder or pathway	\$137.70 (9.3 fee units)	\$137.70 (9.3 fee units)
Minor works but <b>NOT</b> on a road, shoulder or pathway	\$88.90 (6 fee units)	\$88.90 (6 fee units)
<b>Consent to Work on Road where speed not more than 50 kph</b>		
Works on road, shoulder or pathway	\$348.00 (23.5 fee units)	\$348.00 (23.5 fee units)
Road but <b>NOT</b> on roadway, shoulder or pathway	\$88.90 (6 fee units)	\$88.90 (6 fee units)
Minor works on a road, shoulder or pathway	\$137.70 (9.3 fee units)	\$137.70 (9.3 fee units)
Minor works but <b>NOT</b> on a road, shoulder or pathway	\$88.90 (6 fee units)	\$88.90 (6 fee units)
<b>Street Signage (Tourist Accommodation)</b>		
Blade supply and installation	\$235.00	\$240.00
Blade plus pole supply and installation	\$294.00	\$300.00
<b>Vic Roads signage installation</b>		
One pole	\$210.00	\$215.00
two poles	\$230.00	\$235.00
<b>Land Use Activity Agreements LUAA</b>		
Facilitation fee - Advisory		\$260.00
Facilitation fee - Negotiation and other	\$417.00	\$426.00
<b>Water Sensitive Urban Design Contribution WSUD</b>		
Standard sizes subdivision 450 sq/m to 2000 sq/m. Minimum contribution \$1,500.00	N/A	\$8.00 per sq/m
High density subdivision less than 450 sq/m. Minimum contribution \$1,500.00	N/A	\$10.00 per sq/m
Industrial/Commercial development. Minimum contribution \$1,500.00	N/A	\$10.00 per sq/m
Low density subdivision larger than 2000 sq/m. Minimum contribution \$1,500.00	N/A	\$1.00 per sq/m
<ul style="list-style-type: none"> <li>• Minimum contribution fee is \$1,500 including when a partial contribution is made</li> <li>• Partial contributions will be based on the amount of treatment that will not be met with proposed stormwater treatment infrastructure. For example if a treatment will achieve 80% then the partial contribution will be 20% of the rate based on the development type.</li> </ul>		
Shading denotes statutory fees as determined by legislation and therefore subject to any change in legislation.		

ATTACHMENT 5.3.1

Description of Charge	Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2021/22 (Inc GST)
<b>COMPLIANCE AND LOCAL LAWS</b>		
<b>Animal Registration Fees</b>		
Dog – Full fee*	\$97.00	\$99.00
Dog – Discounted fee*#	\$33.00	\$34.00
Dog - Menacing dog fee	\$215.00	\$220.00
Dog - Dangerous / restricted breed fee	\$374.00	\$382.00
Dog - 1st year registration 50% of fee	\$49.00	\$50.00
Dog - 1st year registration free Discounted fee*#	\$0.00	\$0.00
Cat – Full fee*	\$82.00	\$84.00
Cat – Discounted fee*#	\$29.00	\$30.00
Cat - 1st year registration 50% of fee	\$41.00	\$42.00
Cat - 1st year registration free Discounted fee*#	\$0.00	\$0.00
Replacement Tag	\$11.00	\$12.00
Domestic animal business registration*	\$215.00	\$220.00
# The discounted fees only apply if the animal meets certain eligibility criteria (e.g. Micro-chipped)	\$0.00	\$0.00
<b>Domestic Animal Impound Release Fees</b>		
Unregistered dog not desexed*	\$182.00	\$186.00
Unregistered dog desexed*	\$182.00	\$186.00
Registered dog not desexed*	\$182.00	\$186.00
Registered dog desexed*	\$182.00	\$186.00
Unregistered cat not desexed*	\$124.00	\$127.00
Unregistered cat desexed*	\$124.00	\$127.00
Registered cat not desexed*	\$124.00	\$127.00
Registered cat desexed*	\$124.00	\$127.00
<b>Live Stock Impounding - Agistment Fees</b>		
Medium animals (sheeps/goats)*	\$2.00 per day, per animal	\$2.00 per day, per animal
Large animals (cows/horses)*	\$2.50per day, per animal	\$2.50 per day, per animal
Sustenance fees	At cost	At cost
Identification tags	At cost	At cost
Vet costs	At cost	At cost
Transport contractor fees	At cost	At cost
<b>Live Stock Impounding - Release Fees</b>		
Medium animals (sheeps/goats)*	up to 3: \$55.00 4 or over: \$110.00	up to 3: \$60.00 4 or over: \$115.00
Large animals (cows/horses)*	up to 3: \$110.00 4 or over: \$320.00	up to 3: \$115.00 4 or over: \$325.00
<b>Abandoned Vehicles</b>		
Impounded vehicle release fee	\$109.00	\$112.00
Towing contractor fees		At contractors cost
<b>Parking Fines</b>		
Overstaying time*	\$81.00 (0.5 penalty unit)	\$81.00 (0.5 penalty unit)
In No Parking area*	\$81.00 (0.5 penalty unit)	\$81.00 (0.5 penalty unit)
Not within parking bay*	\$81.00 (0.5 penalty unit)	\$81.00 (0.5 penalty unit)
Not completely within parking bay*	\$81.00 (0.5 penalty unit)	\$81.00 (0.5 penalty unit)
<b>Fire Prevention</b>		
Private grass slashing administration fee which is in addition to the contractor's charge	\$172.00	\$176.00
Costs of works to clear property	At contractors cost	At contractors cost
Failing to comply with notice	10 penalty units	10 penalty units

## ATTACHMENT 5.3.1

Description of Charge	Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2021/22 (Inc GST)
<b>Other</b>		
Tradesperson Parking Permit*	\$28.00 per day	\$29.00 per day
A-Frame Signage*	Daylesford CBD \$118 per year Outside Daylesford CBD \$60 per year	Daylesford CBD \$120 per year Outside Daylesford CBD \$61 per year
Table & Two chairs*	Daylesford CBD \$214 per year in trading zone (up to 3 sets) Above 3 sets a further \$214 Outside Daylesford CBD \$103 per year in trading zone (up to 3 sets) Above 3 sets a further \$103	Daylesford CBD \$218 per year in trading zone (up to 3 sets) Above 3 sets a further \$218 Outside Daylesford CBD \$103 per year in trading zone (up to 3 sets) Above 3 sets a further \$103
Goods for Display or Sale*	Daylesford CBD \$190 per year Outside Daylesford CBD \$95 per year	Daylesford CBD \$195 per year Outside Daylesford CBD \$97 per year
Wind Barriers*	Daylesford CBD \$112 per year Outside Daylesford CBD \$56 per year	Daylesford CBD \$114 per year Outside Daylesford CBD \$57 per year
Cat Cage Hire*	\$125 Bond refundable on return of cage	\$128 Bond refundable on return of cage
Skip Bin Permit	\$117.00 per week or part thereof	\$119.00 per week or part thereof
Busking Permit	\$17.00 per day \$105.00 per year	\$18.00 per day \$110.00 per year
Street Stalls <sup>+</sup>	\$33.00 per day	\$35.00 per day
Hoarding / Fencing Permit	\$117.00 per week or part thereof	\$120.00 per week or part thereof
Excess Animals Permit	\$109	\$112.00
Itinerant Trader - other than Policy 19	\$480 (annual) \$161 (up to 1 week)	\$490 (annual) \$165 (up to 1 week)
Occupation of Road for Works	\$119	\$122.00
Roadside Grazing Permit	\$28	\$29.00
Other Local Law Permits (not separately identified) issued in accordance with the provisions of General Local Law No 2	\$56	\$58.00
Firewood Collection	N/A	No Charge
Planting Vegetation	N/A	No Charge
Farm Gate Sale	N/A	No Charge
+ Fees will be waived for Community Not for Profit organisations on application		
Denotes statutory fees as determined by legislation and therefore subject to any change in legislation.		

## ATTACHMENT 5.3.1

Description of Charge	Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2020/21 (Inc GST)
<b>VISITOR INFORMATION CENTRES</b>		
Basic	\$0.00	\$0.00
<i>Basic website listing and single VIC Brochure display</i>		
Premium	\$164.00	\$168.00
<i>Premium website listing with multiple categories and multiple VIC brochure display</i>		
Ultimate	\$408.00	\$417.00
<i>Premium website listing , Daylesford VIC window display for 2 weeks &amp; Daylesford VIC cube display for 12 months</i>		
Cube Display - 12 month period	\$164.00	\$168.00
Window Display - 2 week period	\$126.00	\$129.00
<i>Previous membership options have been simplified to make it easier for businesses and easier for VIC staff and the accounts team. Conditions apply. This will be managed directly through the new 'Visit' websites with online payment required</i>		
<b>SWIMMING POOLS</b>		
Family Season Ticket	\$0.00	\$0.00
Adult Season Ticket	\$0.00	\$0.00
Concession Season Entry	\$0.00	\$0.00
Child Season Ticket	\$0.00	\$0.00
Family Day Entry	\$0.00	\$0.00
Adult Day Entry	\$0.00	\$0.00
Concession Day Entry	\$0.00	\$0.00
Child Day Entry	\$0.00	\$0.00
Spectators Day Entry	\$0.00	\$0.00
School Entry per student	\$2.00	\$3.00
<b>COMMUNITY SERVICES</b>		
<b>Marquee Hire</b>		
5m x 5m	\$109.00	\$112.00
<b>Bonds</b>		
Marquee*	\$352.00	\$360.00



ATTACHMENT 5.3.1

Description of Charge	Fee/Charge 2020/21 (Inc GST)	Fee/Charge 2021/22 (Inc GST)
<b>LIBRARIES</b>		
Fines	\$0.50 cents per day per item to a maximum of \$6.00	\$0.55 cents per day per item to a maximum of \$6.60
Holds	Free (Maximum of 30 holds)	Free (Maximum of 30 holds)
Inter Library Loans	\$4.30 plus other charges incurred*	\$4.40 plus other charges incurred*
Inter Library Loans - Universities	\$22.00	\$23.00
Replacement card	\$3.20	\$3.30
Photocopying A3	\$0.90	\$0.95
Photocopying A4	\$0.45	\$0.50
Colour printing A4	\$1.45	\$1.50
Colour printing A3	\$2.05	\$2.10
Scanning	Free	Free
Fax receiving	\$0.70	\$0.75
<ul style="list-style-type: none"> <li>• 1st page</li> <li>• Additional pages</li> </ul>	<ul style="list-style-type: none"> <li>\$2.60</li> <li>\$1.40</li> </ul>	<ul style="list-style-type: none"> <li>\$2.65</li> <li>\$1.45</li> </ul>
Lost or damaged items	Cost of replacement plus processing fee	Cost of replacement plus processing fee
Processing fee	\$6.70	\$6.80
Debt Collection charge	\$17.50	\$17.85
Book Club Package <ul style="list-style-type: none"> <li>• Private Book Club</li> <li>• Library Book Club</li> </ul>	\$165 per club per year \$55.00 per person per year	\$170 per club per year \$60.00 per person per year
Book Sales	From \$0.30 per item	From \$0.30 per item
Events	Variable fee from Free to \$90.00	Variable fee from Free to \$92.00
<b>Note</b> GST is applicable unless it is the copying of official documents.		

Description of Charge	Fee/Charge 2020/21 (Inc GST)			Fee/Charge 2021/22 (Inc GST)		
AGED AND DISABILITY SERVICES						
Client Contribution	Low*	Medium	High	Low*	Medium	High
Social Support Group* (per day) Inclusive of attendance fee and meal component	\$20.00	\$20.00	\$20.00	\$21.00	\$21.00	\$21.00
Home Care* (per hour)	\$7.00	\$15.90	\$48.50	\$7.15	\$16.20	\$49.50
Personal Care* (per hour)	\$4.90	\$9.80	\$47.50	\$5.00	\$10.00	\$48.50
Respite Care* (per hour)	\$3.90	\$5.40	\$47.50	\$4.00	\$5.50	\$48.45
Property Maintenance* (per hour)	\$15.50	\$25.90	\$51.50	\$15.80	\$26.45	\$52.55

Description of Charge	Fee/Charge 2020/21 (inc GST)			Fee/Charge 2021/22 (inc GST)		
<b>FUNCTIONS IN COUNCIL RESERVES AND FACILITIES</b>						
<b>ALL RESERVES AND FACILITIES</b>						
	Local Community	Not for Profit / Government	Private or Commercial	Local Community	Not for Profit / Government	Private or Commercial
<b>Bonds</b>						
Keys*	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Meetings*	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Functions*	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
Functions with alcohol*	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Functions with alcohol >200*	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Insurance admin fee (if no Certificate of Currency is provided) (charged once per annum for regular users)	\$59.00	\$59.00	\$59.00	\$61.00	\$61.00	\$61.00
<b>ALL RESERVES</b>						
	Local Community	Not for Profit / Government	Private or Commercial	Local Community	Not for Profit / Government	Private or Commercial
Personal training Subject to LTA	\$178.00	\$178.00	\$178.00	\$182.00	\$182.00	\$182.00
<b>VICTORIA PARK DAYLESFORD</b>						
	Local Community	Not for Profit / Government	Private or Commercial	Local Community	Not for Profit / Government	Private or Commercial
No fee waiver is applicable to the hire of this venue - refer Council Policy 48						
	Local Community	Not for Profit / Government	Private or Commercial	Local Community	Not for Profit / Government	Private or Commercial
Function + Kitchen (Day)	\$55.00	\$110.00	\$310.00	\$56.00	\$112.00	\$316.00
Function + Kitchen (Half Day)	\$20.00	\$80.00	\$230.00	\$21.00	\$84.00	\$235.00
Function + Kitchen with alcohol	\$200.00	\$250.00	\$400.00	\$204.00	\$255.00	\$408.00
<b>WOMBAT HILL BOTANIC GARDENS</b>						
	Local Community	Not for Profit / Government	Private or Commercial	Local Community	Not for Profit / Government	Private or Commercial
Wedding (1 Day or part thereof)	\$200.00	\$200.00	\$200.00	\$204.00	\$204.00	\$204.00
<b>LAKE DAYLESFORD FORESHORE</b>						
	Local Community	Not for Profit / Government	Private or Commercial	Local Community	Not for Profit / Government	Private or Commercial
Wedding (1 Day or part thereof)	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00	\$204.00
<b>DOUG LINDSAY RESERVE</b>						
Meetings	Not set by Council	Not set by Council	Not set by Council	Not set by Council	Not set by Council	Not set by Council
Functions – Use of Kitchen	Not set by Council	Not set by Council	Not set by Council	Not set by Council	Not set by Council	Not set by Council
Function with alcohol	Not set by Council	Not set by Council	Not set by Council	Not set by Council	Not set by Council	Not set by Council
Kitchen Use	Not set by Council	Not set by Council	Not set by Council	Not set by Council	Not set by Council	Not set by Council
<b>CRESWICK TOWN HALL</b>						
	Local Community	Not for Profit / Government	Private or Commercial	Local Community	Not for Profit / Government	Private or Commercial
Hepburn Shire Community Not for Profit	Fee waiver is by application only in accordance with Council Policy Number 48 (bond and insurance fees must still be paid). All applications must be sent to Governance for assessment.					
<i>Fees based on 1 day hire or part thereof</i>						
Rehearsals/Regular user	\$41.00	\$40.00	\$41.00	\$42.00	\$41.00	\$42.00
Regular User - Use of Kitchen	\$56.00	\$80.00	\$105.00	\$57.00	\$82.00	\$107.00
Meetings	\$134.00	\$80.00	\$105.00	\$137.00	\$82.00	\$107.00
Functions – Use of Kitchen	\$156.00	\$110.00	\$310.00	\$160.00	\$112.00	\$316.00
Function with alcohol	\$200.00	\$250.00	\$400.00	\$204.00	\$255.00	\$408.00

Description of Charge	Fee/Charge 2020/21 (inc GST)			Fee/Charge 2021/22 (inc GST)		
	Local Community	Not for Profit / Government	Private or Commercial	Local Community	Not for Profit / Government	Private or Commercial
<b>CLUNES TOWN HALL</b>						
Hepburn Shire Community Not for Profit	Fee waiver is by application only in accordance with Council Policy Number 48 (bond and insurance fees must still be paid). All applications must be sent to Governance for assessment.					
<i>Fees based on 1 day hire or part there of</i>						
Rehearsals/Regular user (no Kitchen Use)	\$50.00	\$80.00	\$105.00	\$51.00	\$82.00	\$107.00
Regular User - Use of Kitchen	\$50.00	\$80.00	\$105.00	\$51.00	\$82.00	\$107.00
Meetings / Functions (no Kitchen Use)	\$50.00	\$80.00	\$105.00	\$51.00	\$82.00	\$107.00
Functions – Use of Kitchen	\$180.00	\$220.00	\$270.00	\$185.00	\$225.00	\$275.00
Function with alcohol	\$200.00	\$250.00	\$400.00	\$205.00	\$255.00	\$410.00

## ATTACHMENT 5.3.1

Description of Charge	Fee/Charge 2020/21 (inc GST)			Fee/Charge 2021/22 (inc GST)		
	Local Community	Not for Profit / Government	Private or Commercial	Local Community	Not for Profit / Government	Private or Commercial
<b>TRENTHAM MECHANICS INSTITUTE HALL</b>						
Main Hall Hire	\$50.00	\$80.00	\$105.00	\$51.00	\$82.00	\$107.00
Supper Room - Meeting	\$18.00	\$30.00	\$50.00	\$22.00	\$35.00	\$55.00
Small meeting Room	\$8.00	\$17.00	\$34.00	\$12.00	\$18.00	\$35.00
Insurance admin fee (if no Certificate of Currency is provided) (charged once per annum for regular users)	\$59.00	\$59.00	\$59.00	\$61.00	\$61.00	\$61.00
Function with alcohol	\$200.00	\$250.00	\$400.00	\$205.00	\$255.00	\$410.00
<b>DAYLESFORD TOWN HALL</b>						
	Local Community	Not for Profit / Government	Private or Commercial	Local Community	Not for Profit / Government	Private or Commercial
Hepburn Shire Community Not for Profit	Fee waiver is by application only in accordance with Council Policy Number 48 (bond and insurance fees must still be paid). All applications must be sent to Governance for assessment.					
<i>Fees based on 1 day hire or part there of</i>						
Rehearsals	\$50.00	\$80.00	\$105.00	\$51.00	\$82.00	\$107.00
Meetings	\$50.00	\$80.00	\$105.00	\$51.00	\$82.00	\$107.00
Functions and set up days	\$180.00	\$220.00	\$270.00	\$185.00	\$225.00	\$275.00
Function with alcohol	\$200.00	\$250.00	\$400.00	\$205.00	\$255.00	\$410.00
Senior Citizens Room	\$50.00	\$80.00	\$105.00	\$51.00	\$82.00	\$107.00
PA System	\$25.00	\$50.00	\$80.00	\$26.00	\$52.00	\$85.00
<b>CLUNES COMMUNITY CENTRE</b>						
	Local Community	Not for Profit / Government	Private or Commercial	Local Community	Not for Profit / Government	Private or Commercial
No fee waiver is applicable to the hire of this venue - refer Council Policy 48						
Oval Lights (per hour)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Rehearsals/Regular user (1 Day or part there of)	\$50.00	\$80.00	\$105.00	\$51.00	\$82.00	\$107.00
Meetings (1 Day or part there of)	\$50.00	\$80.00	\$105.00	\$51.00	\$82.00	\$107.00
Functions (1 Day or part there of)	\$180.00	\$220.00	\$270.00	\$185.00	\$225.00	\$275.00
Function with alcohol (1 Day or part there of)	\$200.00	\$250.00	\$400.00	\$205.00	\$255.00	\$410.00

Description of Charge	Fee/Charge 2020/21 (inc GST)			Fee/Charge 2021/22 (inc GST)		
	Local Community	Not for Profit / Government	Private or Commercial	Local Community	Not for Profit / Government	Private or Commercial
<b>CRESWICK HUB - OFFICE HOURS ONLY</b>						
No fee waiver is applicable to the hire of this venue - refer Council Policy 48						
<b>Meeting Room</b>						
Regular (per hour)	\$7.00	\$17.00	\$33.00	\$8.00	\$18.00	\$34.00
Casual (per hour)	\$16.00	\$32.00	\$55.00	\$17.00	\$34.00	\$56.00
Saturday Morning (per hour) Not Public Holidays	\$20.00	\$40.00	\$65.00	\$21.00	\$42.00	\$66.00
<b>THE WAREHOUSE - CLUNES</b>						
No fee waiver is applicable to the hire of this venue - refer Council Policy 48						
<b>Community Meeting Room - Ullumburra</b>						
Regular (per hour)	\$7.00	\$17.00	\$33.00	\$8.00	\$18.00	\$34.00
Casual (per hour)	\$16.00	\$32.00	\$55.00	\$17.00	\$34.00	\$56.00
Weekend (per hour) Fri evenings, Sat, Sun & Public Holidays	\$20.00	\$40.00	\$65.00	\$21.00	\$42.00	\$66.00
<b>Community Activity Room - Esmond Gallery</b>						
Regular (per hour)	\$7.00	\$17.00	\$33.00	\$8.00	\$18.00	\$34.00
Casual (per hour)	\$16.00	\$32.00	\$55.00	\$17.00	\$34.00	\$56.00
Weekend (per hour) Fri evenings, Sat, Sun & Public Holidays	\$20.00	\$40.00	\$65.00	\$21.00	\$42.00	\$66.00
Weekly Hire	\$490.00	\$980.00	\$2,450.00	\$500.00	\$1,000.00	\$2,500.00
<b>ALL OTHER FACILITIES NOT PREVIOUSLY LISTED</b>						
Regular (per hour)	\$7.00	\$17.00	\$33.00	\$8.00	\$18.00	\$34.00
Casual (per hour)	\$16.00	\$32.00	\$55.00	\$17.00	\$34.00	\$56.00
Weekend (per hour) Fri evenings, Sat, Sun & Public Holidays	\$20.00	\$40.00	\$65.00	\$21.00	\$42.00	\$66.00

A minimum hire of one hour will be charged to allow for set up and pack up.

## ATTACHMENT 5.3.1

Description of Charge	Fee/Charge 2020/21 (inc GST)	Fee/Charge 2021/22 (inc GST)
<b>PHOTOCOPYING / PRINTING</b>		
A4 per side – Black & White	\$0.45	\$0.45
A4 per side – Colour	\$1.45	\$1.45
A3 per side – Black & White	\$0.85	\$0.85
A3 per side – Colour	\$2.05	\$2.05
Tender documents	\$62.00	\$64.00
Note: GST is applicable unless copying official documents.		
<b>RATES INFORMATION</b>		
Land information certificate* 1.82 fee units	\$27.00 (1.82 fee units)	\$27.00 (1.82 fee units)
Urgent Land information certificate	\$38.00	\$39.00
Duplicate/Reprint Rates Notice	\$15.00	\$16.00
Rate search 15 years	\$70.00	\$72.00
Rate search 30 Years	\$137.00	\$140.00
<b>FREEDOM OF INFORMATION</b>		
Freedom of information access supervision fee (per ¼ hr)*	\$21.70 (1.5 fee units) per hour or part of an hour	\$22.20 (1.5 fee units) per hour or part of an hour
Freedom of information search fee (per hr)*	\$21.70 (1.5 fee units) per hour or part of an hour	\$22.20 (1.5 fee units) per hour or part of an hour
Photocopying Charge (Black & White A4)	\$0.20	\$0.20
Freedom of Information lodgement fee*	\$28.90 (2 fee units)	\$29.60 (2 fee units)
Other charges may apply, as per the Freedom of Information (Access Charges) Regulations 2014		
<b>COMMUNITY HOUSING</b>		
Community housing units	N/A Handed over to Community Housing Victoria	
<b>DISHONOURED PAYMENTS</b>		
Direct Debit fee	\$7.00	\$8.00
Dishonoured Cheque Fee	\$7.00	\$8.00

#### **5.4 ADOPTION OF THE ROAD MANAGEMENT PLAN DIRECTOR INFRASTRUCTURE AND DEVELOPMENT SERVICES**

*In providing this advice to Council as the Manager Operations, I Tristan May have no interests to disclose in this report.*

#### **ATTACHMENTS**

1. Road Management Plan 2021-2025 [5.4.1 - 22 pages]
2. Public Submissions to the Draft Road Management Plan [5.4.2 - 3 pages]

#### **EXECUTIVE SUMMARY**

Following initial presentation to the Ordinary Meeting of Council on 20 April 2021 and a subsequent public exhibition process, the purpose of this report is to provide a summary of the submissions received and present the Draft Road Management Plan (2021-2025) for formal adoption.

Council's Road Management Plan (RMP) is an operational document that provides an overview of Council's road management and maintenance practices.

Under the Road Management (General) Regulations 2005, Council is required to undertake a review of its RMP every four years, with the next version required to be updated by Council by 30 June 2021

Following initial presentation at the Ordinary Meeting of Council on 20 April 2021 a public exhibition period has been undertaken. During the exhibition period six submissions were received, and a summary of those submissions as well as recommended amendments to the plan is outlined within this report.

The updated document is now presented to Council for formal adoption.

#### **OFFICER'S RECOMMENDATION**

*That Council:*

1. *In accordance with Section 53 of the Road Management Act 2004, adopts the Road Management Plan 2021-2025 provided as Attached to this report; and*
2. *Notes that a copy of the Road Management Plan will be placed on Council's website.*

#### **MOTION**

*That Council:*

1. *In accordance with Section 53 of the Road Management Act 2004, adopts the Road Management Plan 2021-2025 provided as Attached to this report; and*
2. *Notes that a copy of the Road Management Plan will be placed on Council's website.*



**Moved:** Cr Don Henderson

**Seconded:** Cr Jen Bray

**Carried**

## **BACKGROUND**

Hepburn Shire Council is a Road Authority as defined in Section 37 of the Road Management Act 2004 (RMA) and under this legislation, Road Authorities may choose to develop and publish a Road Management Plan (RMP).

The RMP is an operational document that provides road users with an overview of Council's road management and maintenance practices. Specifically, the RMP and its appendices define:

- The road assets (roads and paths) which Council manages and maintains on behalf of its community;
- The responsibilities of Council in relation to the management of road assets;
- Levels of service in relation to the maintenance of road assets, considering available resources;
- Policies and procedures in relation to the ongoing risk inspection of Council's road assets;
- Intervention levels and associated maximum response times for Council to address road defects.

Whilst the development of an RMP is not mandatory, it is commonplace for Councils to have such a document in order to:

- Meet the legislative requirements of the *Road Management Act 2004*;
- Mitigate risk and manage civil liability;
- Demonstrate that Council is responsibly managing its road assets;
- Manage community expectation in relation to road maintenance works.

Hepburn Shire Council adopted its first RMP in 2004 and subsequent reviews were undertaken in 2009, 2013 and 2017. Under the Regulations, where Councils elect to develop a plan it is mandatory to undertake a review of the document every four years in line with Council elections and the Council Plan, and is required to be adopted by 30 June the year following Council elections.

## **KEY ISSUES**

The draft plan was presented to Council at the Ordinary Meeting on 20 April 2021 where it was resolved to proceed with public exhibition, allowing the community to make submissions to the plan for consideration prior to formal adoption.

The public exhibition period was undertaken between 21 April and 20 May 2021. A total of six submissions were received. A summary of those submissions and an officer response is outlined in the table below. A copy of the full submissions are attached as an appendix to this report.

<b>Submission 1</b>
<p><u>Summary:</u></p> <p>Requesting Asphaltting of Bald Hill Road from Basalt Road to Fifteenth Street, Hepburn.</p>
<p><u>Response:</u></p> <p>The issue raised in this submission is related to a road upgrade request. Council has recently adopted a Road Upgrade Policy which assesses these types of requests. This request will be included in the list of roads to be assessed in line with the policy for Council consideration and prioritisation.</p>
<b>Submission 2</b>
<p><u>Summary:</u></p> <p>Unmanaged hedges/foilage encroaching the footpath forcing pedestrians to move into the grass and creating a hazard.</p>
<p><u>Response:</u></p> <p>The issue raised in this submission is addressed in the RMP on page 14. Council has added additional information regarding foliage responsibility and clearances around footpaths as a note to further strengthen the document.</p> <p>Note: Its property owner or resident's responsibility to ensure that foliage does not extend more than 10 centimetres beyond the fence line horizontally and 2.4 m vertically over the footpath, roadway, laneway nature strip or road reserve. Our inspections will identify problematic locations and raise these with property owners.</p>
<b>Submission 3</b>
<p><u>Summary:</u></p> <p>Sealing of Pruntys Road, Newlyn North.</p>
<p><u>Response:</u></p> <p>The issues raised in this submission are related to a road upgrade request. Council has recently adopted a Road Upgrade Policy which assesses these types of requests. This request will be included in the list of roads to be assessed in line with the policy for Council consideration and prioritisation.</p>
<b>Submission 4</b>
<p><u>Summary:</u></p> <p>Sealing/upgrade of Carpenter Street, Creswick.</p>
<p><u>Response:</u></p> <p>The items raised in this submission are related to a road upgrade/maintenance request. Council has recently adopted a Road Upgrade Policy which assesses these types of</p>

requests. This request will be included in the list of roads to be assessed in line with the policy for Council consideration and prioritisation.

#### **Submission 5**

Summary:

Sealing of Scobles Road, Drummond.

Response:

The items raised in this submission is related to a road upgrade request. Council has recently adopted a Road Upgrade Policy which assesses these types of requests. This request will be included in the list of roads to be assessed in line with the policy for Council consideration and prioritisation.

#### **Submission 6**

Summary:

The defect intervention for potholes and corrugation in unsealed road is not acceptable.

Response:

The issue raised for potholes intervention to be readdressed in the RMP on page 22. Some additional clarification of the extent of defect area was identified and Council has added some additional clarification regarding potholes sizes with the extract below.

*Potholes > 100mm in depth and > 500mm in width over 25% of the road length or up to 100 m per reported defects.*

In addition to public submissions, Council officers also added additional clarification to the plan in reference to shared driveway accesses included on page 6.

The final draft Road Management Plan 2021-2025 is now recommended to be formally adopted by Council.

### **POLICY AND STATUTORY IMPLICATIONS**

Council Plan 2017-2021

Quality Community Infrastructure

1. Responsibly manage our assets portfolio including roads and transport infrastructure, buildings, recreation and sporting facilities and public toilets by inspecting and monitoring maintenance and renewal needs. This is achieved through planning for and implementing asset renewal and upgrade programs or new facilities that meet community expectations such as hubs, streetscapes, roads and building assets.

## **GOVERNANCE ISSUES**

The implications of this report have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.

## **SUSTAINABILITY IMPLICATIONS**

There are no sustainability implications associated with this report.

## **FINANCIAL IMPLICATIONS**

The level of service outlined in the draft Road Management Plan is aligned with the current Council resourcing levels. Changes to the draft levels of service affect the required resources to maintain the infrastructure to the adopted level of service.

## **RISK IMPLICATIONS**

Where Council fails to meet its obligations under the Road Management Plan, under certain circumstances, it can be held liable for damage or injury.

## **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

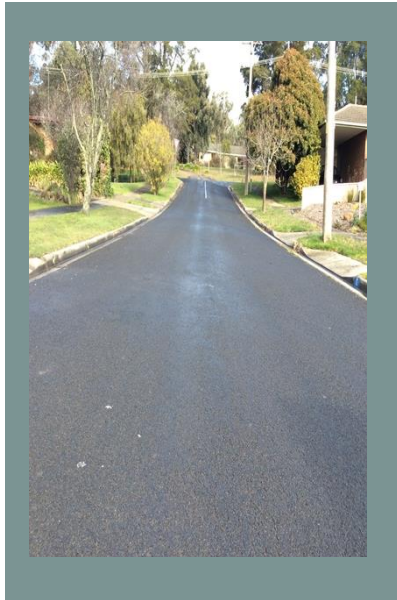
The review of the Road Management Plan included a public exhibition period and advertising in line with statutory requirements.

All submissions were provided an individual response with final confirmation of the plan to be communicated to the submitters individually upon adoption.

# Hepburn

SHIRE COUNCIL

## ROAD MANAGEMENT PLAN



**JUNE 2021 V6**

## TABLE OF CONTENTS

1.	INTRODUCTION.....	3
2.	KEY STAKEHOLDERS.....	4
3.	RESPONSIBILITY OF ROAD USERS.....	5
4.	ROAD INFRASTRUCTURE.....	6
5.	REGISTER OF PUBLIC ROADS.....	7
6.	DEMARCATIION AND TRANSFER OF RESPONSIBILITY.....	10
7.	LEVEL OF SERVICE.....	12
8.	EXCEPTIONAL CIRCUMSTANCES (FORCE MAJEURE).....	17
9.	PLAN REVIEW.....	18
10.	REFERENCES.....	19
11.	APPENDICES.....	20
	APPENDIX 1 –PROGRAMMED INSPECTION SCHEDULE.....	20
	APPENDIX 2 – SERVICE STANDARDS.....	21

## 1. INTRODUCTION

### PURPOSE

Hepburn Shire Council is the coordinating road authority for all shire roads within the shire boundary and has a responsibility under the Road Management Act 2004 to inspect, maintain and repair the roads specified in Council's Register of Public Road. Council is committed to provide a safe and efficient road network to the public and other road users.

This Road Management Plan (RMP) outlines how Council manages its road network and provides a means for scheduling proactive inspections and prioritisation of maintenance of the road infrastructure to ensure that it is kept in the safest condition practicable within budgetary constraints.

The RMP has been developed, along with periodic reviews in accordance with the Road Management Act 2004.

### ROAD NETWORK OVERVIEW AND FUNDING SUPPORT

Council maintains a significant road network including approximately 612km of sealed roads, 844km of unsealed roads, 45km of footpaths, 82km of kerb and channelling, 165 bridges and 34km of drains.

This RMP is supported by the Budget set each year by Council. Funds are provided for both operating and capital components and budget levels are determined after consideration of various inputs including:

- Levels of Service;
- Condition reports;
- Cost benefit analysis;
- Council's Strategic Plans.

Current levels of funding for road maintenance and road improvements have been built using past expenditure results and asset condition needs.

Council's annual budget for maintenance of the road network and other critical assets including footpaths, bridges and drainage assets for the safety and convenience of our community is in the order of \$2.9 million per annum.

Continued monitoring and review of asset condition and customer requests will form the basis of future budget requirements as part of Council's asset and resource planning.

## 2. KEY STAKEHOLDERS

Those who use the road network and/or are affected by this RMP include:

- Residents and businesses residing and located within the municipality;
- Tourists and visitors to the municipality;
- Users of all types of vehicles from large trucks to cyclists and mobility scooters;
- All pedestrians;
- Emergency authorities;
- Utility agencies;
- Other Road Authorities
- Government Agencies that provide funding for management of the network;
- Council as the responsible road authority.



### 3. RESPONSIBILITY OF ROAD USERS

All road users have a duty of care under Section 106 of the Road Management Act 2004, with particular obligations prescribed in Section 17A of the Road Safety Act 1986 that requires the following:

A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all the relevant factors, including (without limiting the generality) the:

- Physical characteristics of the road;
- Prevailing weather conditions;
- Level of visibility;
- Condition of the motor vehicle;
- Prevailing traffic conditions;
- Relevant road laws and advisory signs;
- Physical and mental condition of the driver.

A road user other than a person driving a motor vehicle must use a highway in a safe manner having regard to all the relevant factors.

A road user must:

- Have regard to the rights of other road users and take reasonable care to avoid any conduct that may endanger the safety or welfare of other road users;
- Have regard to the rights of the community and infrastructure managers in relation to road infrastructure and non-road infrastructure (1) on the road reserve and take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve;
- Have regard to the rights of the community in relation to the road reserve and take reasonable care to avoid conduct that may harm the environment of the road reserve.

(1) *"infrastructure manager", "non-road infrastructure", "road infrastructure" and "road reserve" have the same meanings as in section 3(1) of the Road Management Act 2004'.*

## 4. ROAD INFRASTRUCTURE

### 4.1 INFRASTRUCTURE COVERED BY THIS ROAD MANAGEMENT PLAN

Council is responsible for the following road related infrastructure:

- The constructed road including Formation, Pavement and Surface open to and intended for use by the public.
- On Street Car Parks, where they are formalised
- Surface drainage such as kerbs, channels, pits, swales and table drain within the Inner Urban precincts.
- Footpaths and Trails
- Bridges & Major Culverts which incorporate road or footpath/trails crossings.
- Roadside infrastructure such as safety barriers, pedestrian fencing and some bus shelters.

### 4.2 INFRASTRUCTURE NOT INCLUDED IN THIS ROAD MANAGEMENT PLAN

This Road Management Plan is not applicable for following infrastructure:

- Any road, driveway, shared driveway access that is not declared a service road or pedestrian footpath on private property and/or providing access from private property to a public road;
- Roads or tracks, whether the road or track is located within a road reserve or not that are not listed in Council's Road Register and/or are not constructed to Council's minimum standard;
- National Highway/Freeway;
- Arterial Roads. The Code of Practice for Operational Responsibility of roads defines the demarcation of responsibility for arterial road reserves.
- Roads or tracks maintained by the Department of Environment, Land, Water and Planning or Parks Victoria or by any other authority
- Railway structures and associated assets set out in a Road/Rail Safety Interface Agreement as being the responsibility of others.
- Off road car parks
- Various utilities asset in the road reserves
- Street Lights
- Council owned street furniture

## 5. REGISTER OF PUBLIC ROADS

Hepburn Shire Council has a 'Register of Public Roads' that records the roads for which Council is the responsible road authority. This register also identifies the functional road hierarchy category for each road, which forms the basis for all operations and maintenance management activities.

The Register includes:

- The name of each public road;
- The Locality;
- The Hierarchy

This register is updated regularly and can be inspected at Council's Administration Centre or can be downloaded from Council's website.

### FOOTPATH REGISTER

A Footpath register is maintained by Council to define the footpath and trails for which Council is responsible and identifies the functional pathway hierarchy for each section of pathway.

### ROAD HIERARCHY

All Council maintained roads have been classified into groups to determine the frequency of inspection and the priority of maintenance given to a particular road.

*The classification of the road is determined by:*

- Number of vehicles using the road;
- Strategic value of the road;
- The type of traffic using the road.

### CLASSIFICATIONS

The classifications descriptions are:

#### ARTERIAL

Roads on the register classified as arterial are Department of Transport (Regional Roads Victorian) classified arterial roads and as such the maintenance and management of the roads is the responsibility of the state authority nominated under the Act.

#### LINK ROADS

Link roads provide a strategic link between identifiable points of interest, may carry a large volume of vehicles, have a high percentage of heavy vehicles and a high percentage of the vehicles will be travelling the entire length of the road. It primarily provides a linkage between significant residential, industrial or commercial nodes and/or the arterial road network.

#### COLLECTOR ROADS

The collector roads provide a means of transporting traffic from the local access roads and connecting them to the main transport infrastructure. The traffic volumes are typically medium to low. It **collects** traffic from Local roads and connects to another Collector, Link or Arterial Road and services local area.

### LOCAL ACCESS ROADS

Local access roads provide the predominant road classification hierarchy throughout the municipality and typically provide access to the properties along the length of the road with little or no through traffic. The traffic volumes on these roads are therefore typically low. Local access road is further classified into two categories:

**Local Access Road Level 1 (LA 1):** These roads are Medium to low traffic volume road that provide access to residents and property. Annual average daily traffic (AADT) of these roads is usually greater than 200 or urban road.

**Local Access Road Level 2 (LA 2):** These roads are low traffic volume road that provide access to residents and property. Annual average daily traffic (AADT) of these roads is usually less than 200.

### MAINTAINED TRACKS

Maintained Tracks are formed-only access ways for which Council has accepted responsibility. These roads are generally not built to any recognised standard. They receive no routine grading, drainage or tree trimming works. There is no programmed inspection and reactive inspections are considered only to ensure access is maintained. Maintenance interventions are usually the minimum required to ensure access. These are non-standard unsealed roads generally only servicing a limited number of properties.

### NON-MAINTAINED ROADS

Non-maintained roads are Council roads that are not maintained by Council. They receive no routine grading, drainage or tree trimming works. There is no programmed inspection and reactive inspections are considered on a case-by-case basis. These are non-standard unsealed roads generally only servicing a limited number of properties. Unless another Road Authority or user is recorded as the maintainer, these roads are generally treated in the same way as private driveways and are the responsibility of the user(s) to maintain.

### FOREST ROADS

Forest roads are declared roads that are not maintained or managed by Council. They are generally managed by DELWP or other land managers.

### RESERVE ROADS

Reserve roads are roads wholly contained within Council managed parks and reserves. They mostly connect carparks or points of interest. In general, they are not built to any standard. They receive maintenance and inspections as laid out in each reserve management plan, which is mostly limited to major events or in order to remove hazards.

## FOOTPATHS

Footpath maintenance standards are determined by their location and pedestrian usage.

Unlike with the road hierarchy, the pathway hierarchy will be separated into three categories.

They are:

- Inner urban precincts;
- Urban precincts.
- Trails

**Inner Urban precincts** comprise paths located within the following urban areas and along the roads listed below:

Inner Urban Area	Street Name	From	To
Clunes	Fraser Street	Service Street	Templeton Street
	Service Street	Bailey Street	Fraser Street
Creswick	Albert Street	Hall Street	Victoria Street
Daylesford	Vincent Street	Stanbridge Street	Albert Street
	Albert Street	Vincent Street	Bridport Street
	Howe Street	Vincent Street	Camp Street
Trentham	High Street	Cosmo Road	Market Street

**Urban precincts** are all other areas within the township areas outside the inner urban precincts comprising the townships of Clunes, Creswick, Daylesford, Glenlyon, Hepburn, Hepburn Springs, Newlyn, Smeaton and Trentham.

**Trails** are other longer path segments, generally built on outer urban fringes and beyond. They are mostly unsealed and built to a lower standard than other footpaths.

## 6. DEMARCATION AND TRANSFER OF RESPONSIBILITY

### ARTERIAL ROADS

Department of Transport is the responsible road authority for all declared arterial roads within the municipality. These include highways, main roads and tourist roads.

Demarcation of maintenance responsibilities for arterial roads is as specified in the Ministerial Code of Practice *Operational Responsibility for Public Roads* – May 2017.

A separate maintenance agreement may be entered into where areas of significance are located outside of Council's zone of responsibility, as an example Council accepts care and maintenance of street trees for an avenue of honour where it is situated outside of the zone of Council responsibility.

A list of Arterial roads is included in Council's Road Register, but the full declaration is found on VicRoad's website (<https://www.vicroads.vic.gov.au/traffic-and-road-use/road-network-and-performance/maps-of-declared-roads>)

### BOUNDARY ROADS

Where a road falls on a boundary between two Shires a memorandum of understanding has been agreed upon to allocate a single Responsible Road Authority for the inspection and maintenance of the road. Capital expenses for these roads are shared equally by the adjoining shires.

Council has agreements with neighbouring Local Government Authorities which are listed below:

- City of Ballarat;
- Moorabool Shire Council;
- Macedon Ranges Shire Council;
- Mt Alexander Shire Council;
- Central Goldfields Shire Council;
- Pyrenees Shire Council.

A complete list of boundary roads and the designated Responsible Road Authority for each of the roads is detailed in the Road Register.

### RAIL INFRASTRUCTURE

At any road / rail interface the responsibility for care and maintenance shall be in accordance with the Rail Safety Interface Agreements between the rail operators and Council. Rail Safety Interface Agreements shall be entered in accordance with the requirements of the Rail Safety (Local Operations) Act 2006.

## NON-ROAD RELATED ASSETS THAT ARE THE RESPONSIBILITY OF OTHERS

The responsibility for the care and maintenance of non-road-related infrastructure located within the road reserve is as follows:

Items	Responsible Authority
Electricity poles, cables, streetlights and service pits	Powercor or designated authority
Communications poles, service pits and cables	Telstra, NBN Co or designated service provider
Reticulated water pipes, valves and inspection points	Water Authority
Sewer service pits, pump stations and pipes	Water Authority
Gas service points and pipes	Gas Authority
Advertising	Property owner
Veranda/Balcony	Property owner

The provision and maintenance of these assets is to conform to the Ministerial Code of Practice *Management of Infrastructure in Road Reserves* – April 2016.

## 7. LEVELS OF SERVICE

The levels of service identify the following activities:

- Inspection of Assets
- Intervention Standards
- Management Controls and Response Times

Service levels are based on:

- Community feedback and expectations via:
  - State Government's Community Satisfaction Survey results;
  - Council's Customer Request System;
  - Elected Council representatives;
- Budget constraints;
- Level of risk;
- Legislative requirements that impact on the way assets are managed;
- Benchmarking against similar councils
- Design standards and Codes of Practice.

### INSPECTION STANDARDS

The following table describes the types of inspections that are carried out on road related infrastructure:

Sn	Inspection Type	Description	Frequency
1	Programmed inspections	Programmed inspection of an asset using documented tools, techniques and procedures to identify defects beyond intervention parameters.	Routine as determined by the asset hierarchy. See Appendix 1 –Programmed Inspection Frequencies
2	Reactive Inspections	An inspection to investigate a reported defect.	Initial Inspection times no more than 10 working days.
3	Condition Surveys	Programmed inspection surveys of the whole of asset using documented tools, techniques and procedures to establish the overall condition rating of an asset.	Once every four to five years.



## PROGRAMMED INSPECTION SCHEDULE

A schedule of programmed inspections on the road infrastructure is used to identify defects, and document hazards that may have arisen since the last inspection. The frequency of the programmed inspections varies depending on classification of the road and usage, community expectations, potential risk and available resources.

Programmed inspections are of the utmost importance as they are used to ensure a prioritised and timely intervention in removing hazards as part of Council's maintenance regime.

The work flow process for programmed inspections is shown in Figure 1 while the schedule of inspections is contained in Appendix 1.

## REACTIVE INSPECTIONS

Reactive inspections are conducted as a result of customer requests and/or notifications attaining to a hazard/defect identified in the RMP. The reactive inspections will be undertaken in accordance with the level of risk.

When concerns are raised as part of programmed or reactive inspections in relation to night time intervention levels, night time inspections will be carried out on an as-needed basis.

The work flow process for reactive inspections is shown in Figure 2.

## MAINTENANCE AND INTERVENTION WORKS

Council carries out routine maintenance and intervention works on its road network. These works are programmed after the input of data on road condition issues is received via:

- Programmed inspections;
- Reactive inspections (community and other requests for road repairs).

Intervention levels have been defined for various classes of road defect. Appendix 2 lists the defect class, intervention levels and response times for the intervention to occur.

The intervention levels contained in Appendix 2 are an upper limit whereby intervention will occur to rectify the defect. Depending on Council resources and other operational factors, Council may choose in some instances or over some timeframes to apply to more stringent intervention levels that those listed in Appendix 2.

## TEMPORARY MEASURES

When intervention works are identified that need to be carried out and it is not practical or feasible to undertake the works within the required timeframes, it may be necessary for temporary measures to be undertaken to reduce the risk to road users. Such temporary works are considered an intervention and can be used until permanent intervention works occur as part of routine or other maintenance of the road network.

These temporary measures may take the form of:

- Minor physical works to temporarily make the site safe; and/or
- Highlighting the defect/hazard through the use of appropriate signage or visually distinctive pavement markings and regular inspection of the site.

## RESPONSE TIMES

Response times have been determined for a range of defects. They are based on the classification of the road and its usage, community expectations, potential risk, available resources and the specific nature of the hazard. Appendix 2 contains the list of response times.

## PROGRAMMED MAINTENANCE

Each year budget allocations are dedicated to programmed preventative maintenance on the road infrastructure. Programmed preventative maintenance is essential to reduce the amount of reactive maintenance on the road network. This type of work may include:

- Reseals;
- Edge sealing or edge break repairs;
- Shoulder grading;
- Regulation;
- Minor pavement stabilisation;
- Footpaths works;
- Drainage works.

The roads are ranked according to their hierarchy and their current condition and the works allocated according to a cost benefit analysis to ensure that the funds are used in a location where the greatest benefit will be derived from the works.

## VEGETATION

Considering available resources and other priorities, Council has set an interim target to manage vegetation within the road reserve that is deemed to be a road safety issue. Management of this vegetation has been determined based on its location, judged level of risk and available resources. Council aims to undertake responsible lopping of vegetation as follows:

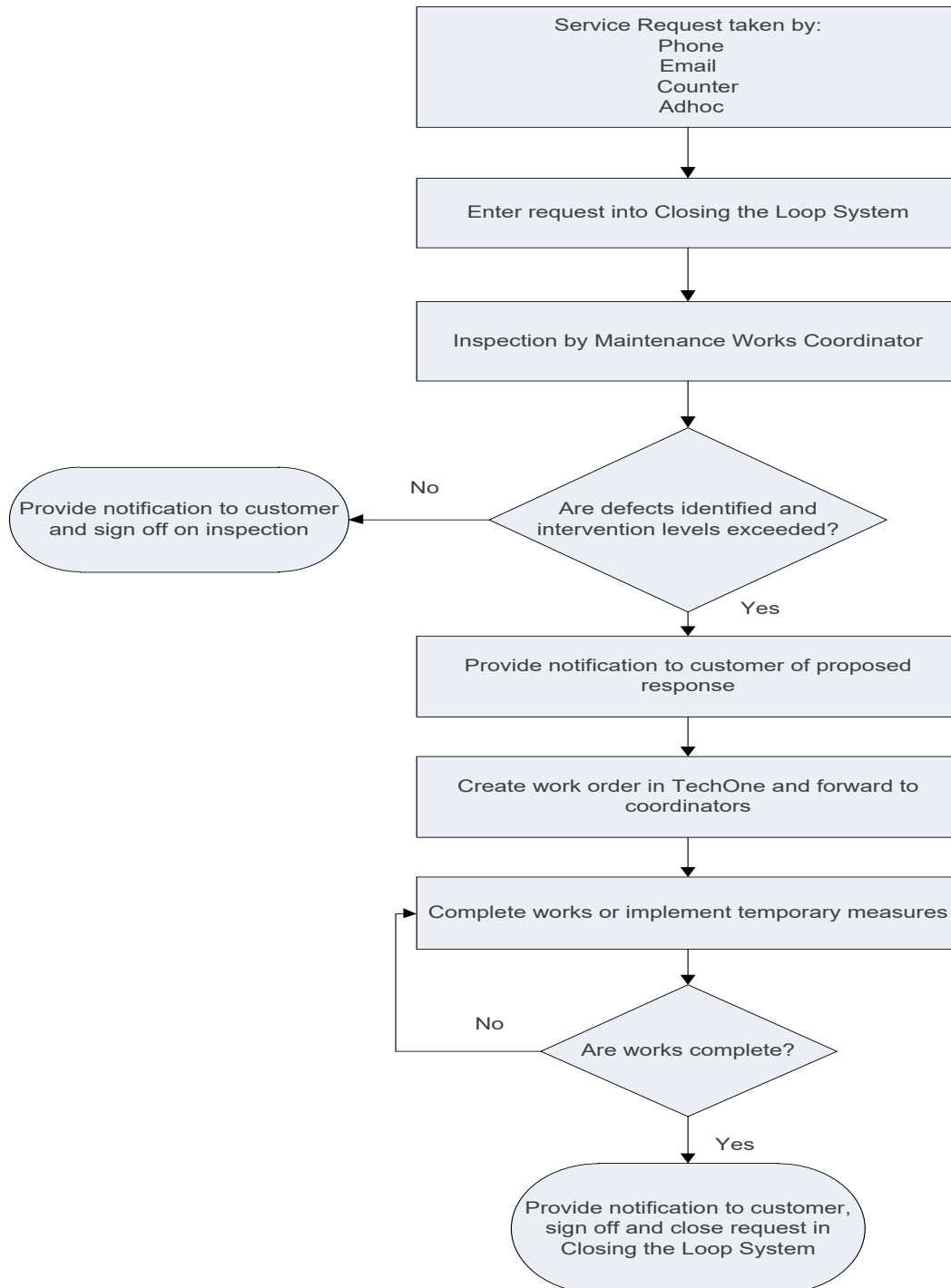
Area	Vegetation Target
Rural Road	<ul style="list-style-type: none"> <li>• 4.5m high clear zone to the back of the roadside drainage</li> <li>• 2021 to 2026 focus on key areas of bus routes</li> <li>• 2 m from edge of pavements</li> </ul>
Urban	<ul style="list-style-type: none"> <li>• <i>Roadway: 4.5m high clear zone to the back of the roadside drainage while aiming to maintaining a 40% to 60% shade canopy</i></li> <li>• <i>Footpath: 2.4m high clear zone while maintaining a 40% to 60% shade canopy.</i></li> </ul> <p><i>Note: Its property owner or resident's responsibility to ensure that foliage does not extend more than 10 centimetres beyond the fence line horizontally and 2.4 m vertically over the footpath, roadway, laneway nature strip or road reserve.</i></p>

Significant trees and other Special Circumstances	<ul style="list-style-type: none"> <li>• Management in consultation with Parks and Open Space or consulting arborist</li> </ul>
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FIGURE 1 PROGRAMMED INSPECTIONS FLOW CHART

Programmed inspections conducted by Asset Inspections Officer

FIGURE 2 REACTIVE INSPECTIONS FLOW CHART



## 8. EXCEPTIONAL CIRCUMSTANCES (FORCE MAJEURE)

Council will make every effort to meet its commitments under this RMP. However, there may be situations or circumstances that affect Council's business activities to the extent that it cannot deliver on the service levels of the RMP. These include but are not limited to: natural disasters, such as fires, floods or storms, or a prolonged labour or resource shortage, due to a need to commit or redeploy Council staff and/or equipment elsewhere.

In the event that the Chief Executive Officer (CEO) has considered the impact of such an event on the limited financial resources of Council and its other priorities and determined that the RMP cannot reasonably be met, then pursuant to Section 83 of the Wrongs Act, the CEO may write to the Director of Infrastructure and Development Services, being the Council officer in charge of this RMP, and determine that some, or all of the timeframes and responses in Council's RMP are to be suspended or reduced for a period not exceeding three months.

Once the scope of the event/s have been determined, and the resources committed to the event response have been identified, then there will be ongoing consultation between the CEO and the Director of Infrastructure and Development Services, to determine which parts of the RMP are to be reactivated and when.

After further consideration, the CEO may extend the original determination for a further period of three months.

Council statements to residents about the suspension or reduction of the services under the RMP will include reference to how the work that will be done will be prioritised, and the period for which it is likely to be affected.

## 9. PLAN REVIEW

This Road Management Plan will be reviewed in accordance with Regulation 8 of the Road Management (general) Regulations 2016 and will be conducted every four years in line with Local Government election cycles

If at any time, there are significant changes made to the RMP the amended RMP is required to go through a formal approval and consultation process in accordance with the Road Management Act 2004.

## 10. REFERENCES

- Road Management Act 2004
- Road Management Act Regulations
- Ministerial Codes of Practice as gazetted under the Road Management Act

### Hepburn Shire Council Documents

- Asset Management Policy
- Council Plan
- Council Budget
- Council Strategic Resource Plan
- Risk Management Policy
- Public Road Register

## 11. APPENDICES

### APPENDIX 1 –PROGRAMMED INSPECTION SCHEDULE

#### Roads

Road Classification	Frequency
Link	3 months
Collector	6 months
Local access (LA1 and LA 2)	Sealed - 12 months Unsealed - 6 months
Maintained Track	As required
Non-maintained	No programmed inspections

Note: On street Carpark and Kerb and Channel will be treated as per road Hierarchy and inspected at the same time as the adjacent road segments.

#### Footpaths

Location	Frequency
Inner urban areas	6 months
Urban areas	24 months
Trails	24 months

#### Bridge & Major Culvert

Asset	Frequency
Bridge & Major Culvert	Level 1 – 24 months Level 2 & 3 – As required



## APPENDIX 2 – SERVICE STANDARDS

Infrastructure	Defects	Intervention Levels	Response Times
Sealed Roads	Potholes	>300mm diameter or ≥ 75mm depth	Link – within 2 weeks Collector – within 3 weeks Local access – LA 1- within 4 weeks LA 2- within 6 Weeks Maintained track – NA Non-maintained road – NA
	Edge Repair (Break)	Reduction in original sealed width >250mm over 20m length or 300mm in isolation	Link – within 4 weeks Collector - within 5 weeks Local access – LA1-within 8 weeks LA 2-Within 10 weeks Maintained track – NA Non-maintained road – NA
	Shoulder Defects	Potholes > 100mm in depth and > 450mm in width  Drop off from the edge of seal > 75mm over 20m or > 100mm over 5m	Link – within 4 weeks Collector – within 8 weeks Local access – LA1 and LA 2-as resources permit Maintained track – NA Non-maintained road – NA
Unsealed Roads	Potholes/Corrugations	Potholes > 100mm in depth and > 500mm in width over 25% of the road length or up to 100 m per reported defects. Corrugations > 40 mm in depth for a length > 250m of road length	Link -NA Collector - NA Local access – LA1- within 8 weeks LA2-within 12 weeks Maintained track - as resources permit Non-maintained road – NA
Non-Maintained Roads	Emergency work (eg trees down or water over road)	Confined to maintaining safe access to residences	Low priority in line with available resources
On street Carpark	will be treated similar to the adjacent road		

General	Signs	Missing or damaged regulatory or warning sign or reflectivity reduced by > 50%	Link - within 6 weeks Collector – within 8 weeks Local access – LA 1-within 10 weeks LA 2-within 12 Weeks Maintained Track- as resources permits Non-maintained road – NA
	Obstructions/hazards	Obstruction or hazard which has detrimental impact on road safety.	All – make safe as soon as reasonably possible generally within 24 hrs.
Footpaths/Shared Path/Trail	Lip / Trip Hazard	Sealed surface vertical displacement between two adjacent surfaces >20mm in inner urban areas, >30mm in urban areas and >50mm in trails	Inner urban – within 20 working days Urban – within 30 working days Trail – within 90 days
	Potholes	Gravel surface potholes >300mm diameter and lip depth same as above.	Inner urban – within 20 working days Urban – within 30 working days Trail – within 90 days
Bridges and Major Culverts	Bridges and Major Culverts Hazard	Component damage or deterioration is presenting a hazard to road or path users	Link – within 2 weeks Collector – within 3 weeks Local access – LA 1- within 4 weeks LA 2- within 6 Weeks Maintained track – 6 weeks Non-maintained road – NA
Kerbs & channels/ Table Drains	Table Drains hazards	Where water is encroaching road at a depth > 50mm and >1m wide over 5m distance.	Link – within 2 weeks Collector – 4 weeks Local access LA1 & LA2 – 12 weeks Maintained Track-NA Non-maintained road – NA
	Kerbs & channels Edge failures	Edge failures >100mm deep at the interface of the constructed path and Kerb & Channel	Link – within 2 weeks Collector – 1 month Local access LA1 & LA2– 3 Month Maintained Track-NA Non-maintained road – NA

*Note: response time start from date of defect inspection.*

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### **Draft RMP Public Submission**

**Council received a total of 6 submissions.**

#### **Submission# 1**

Asphalt Bald Hill Road from Basalt Road to 15th St Hepburn. This road is used by many people accessing the wildlife shelter, tourism accommodations and it is a shortcut either way to Hepburn Springs or the Midland Hwy Ballarat.

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#### **Submission# 2**

One aspect I believe is missing from the plan is maintenance of footpaths. There are many areas where unmanaged hedges/foilage encroach the footpath forcing pedestrians to move onto the grass. Also, there are many areas where the overhead foliage is too low, which can be a hazard.

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#### **Submission# 3**

Could I request the Sealing of Pruntys Road, Newlyn North please?

We live at the end of the road & it becomes either corrugated, potholes galore, extremely dusty or very muddy/slushy when weather is wet (which is often in this area.). By sealing the road, it would then relieve your department having to grade the road regularly or keep filling the potholes, which is always only a very temporary fix, as the potholes soon reappear. Also as you turn off the Midland Highway onto Pruntys Road, turnings lanes would be a much SAFER option, due to the intersection being on a sweeping bend. This could also benefit Telegraph Road, to also have turning lanes, as it is opposite Pruntys Road. When you have vehicles behind you, they have nowhere to go out around as you turn, due to the sweeping bend, as you turn into Pruntys Road. Turning from the Midland Highway onto Pruntys Road must be done ever so cautiously, due to coming off 100km speed limit to a lose gravel road. Which means, really holding up the other drivers on the highway, who would not be expecting to have to slow from 100km to vehicles requiring "turning into Pruntys Road low speed."

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#### **Submission# 4**

Carpenter Street Creswick

"T" intersection with Pound Lane extremely dangerous with unsafe road surface. Carpenter Street hill between Pound Lane and Harvey Street very slippery with uneven stones. Cars can't brake coming down hill towards Bridge Street. Road

narrows abruptly into single lane at Pound Lane "T". Tree growing in centre of drain(which crosses road) obscuring oncoming traffic and those of nearby homes who wish to back out into Carpenter Street. Excess speeding traffic using Carpenter Street as cut through from tennis courts. Children on three wheeler and two wheeler bikes and aged pedestrians have nowhere to go when these speedsters swing into the blind top of Carpenter Street off Harvey Street. Our latest rains cause water to leave guttering at top of hill and cut grooves across Carpenter Street making driving and walking ny impossible. Presently the water has caused gravel to choke and fill the under road pipes, which means that the winter rains will spill over into properties on low side of Carpenter and Pound Lane. Gravel is constantly flung into our properties and sometimes hits our home windows when cars do more than 15km per hour.

This situation is totally unacceptable. Many split second misses by cars flying in and out of Pound Lane into Carpenter Street. The rubbish trucks have to "floor" it to get from Pound Lane into and up the slippery Carpenter Street hill. We witness many near misses and are reluctant to walk in this area, as we are seniors and can't jump clear of speeding traffic.

As a connecting street between Bridge Street and Harvey Street, something must be done.

More cars and more people in the last six years. We are paying residential rates for third world lack of services. To add interest, we have a telegraph pole in the middle of the road, WITHOUT a light. Pitch black and extremely dangerous. In the summer months the dust is a blanket whiteout. It has been necessary to install impact sprinklers to make life bearable. Would be nice after six years to open front windows for fresh air. Just a simple sealing of the road surface would help. Your attention to this "accident waiting to happen" is compulsory.

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### *Submission# 5*

I would be grateful if council could give consideration to the sealing of Scobles Road in Drummond.

The road is used to access a number of properties along Scobles Road and also those along Pudding Bag Road. Given the quantity of wildlife and bushland, a sealed road would provide greater safety for road users and help facilitate greater access to the popular bush walks in the area. If you have any questions in regards to the submission, please do not hesitate to drop me a line.

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### *Submission# 6*

Submission #1: Potholes in Unsealed Roads.

The pothole intervention sizes (greater than 100mm in depth and greater than 500mm in width) is realistic, however the distance equal to 25% of the road length is not acceptable. In practice, this would mean that on a 1km unsealed road, it would acceptable to Council for the road to have potholes of these sizes up to a distance of

250m. This presents a safety issue that would not only cause damage to vehicles, but also potentially cause injury or death. My recommendation is to remove any measurement relating to the length of road, and to keep the pothole intervention sizes as is.

Submission#2: Corrugations in Unsealed Roads.

The corrugation intervention size of 40mm is too large, and the distance of greater than 250m of road length is not acceptable.

**6 CLOSE OF MEETING**

The Meeting closed at 7:29pm.