



GANNAWARRA
Shire Council

ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

19 April 2017

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GANNAWARRA SHIRE
COUNCIL
PLAN
2017 – 2021

DRAFT
April 2017



VISION

Building upon our strengths of people, place and pride to inspire a positive future together.

MISSION

Together with our community we will capitalise on our natural assets, support our business and agriculture sector and deliver quality services to our community.

VALUES

Be Collaborative - We will work closely with our community using our collective skills and knowledge to build a positive future. Together with our partners we will deliver great things for our community.

Be Resourceful - We will be resourceful and resilient, employing creative problem solving to our challenges. We will plan and be prepared for when opportunities present.

Be Innovative - We will embrace new ideas and technology to deliver quality services to our community at a lower cost. We will make time to consider the big issues and actively seek creative solutions.

... And we will listen

We will listen to our community and use our collective knowledge and sound judgement to respond and close the loop.



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ABOUT THE COUNCIL PLAN

The Council Plan serves as a 'road map' to focus Council's activities over the next four years as we continue to work towards a liveable, productive, and sustainable municipality where opportunities are provided for all. A Council Plan is a requirement of the Local Government Act 1989.

This Council Plan also includes the Municipal Public Health and Wellbeing Plan that identifies goals and strategies based on evidence for creating a local community in which people can achieve maximum health and wellbeing. A Municipal Public Health and Wellbeing Plan is a requirement of the Public Health and Wellbeing Act 2008.

OUR SHIRE

Our Shire

GANNAWARRA SHIRE IS DIVIDED INTO FOUR WARDS

AVOCA – including Lake Charm, Lalbert, Benjeroop, Mystic Park and Quambatook.

MURRAY – including Koondrook, Myall and Murrabit.

PATCHELL – including Kerang, Mead and Macorna.

YARRAN – including Cohuna, Leitchville and Horfield.

YOUR COUNCILLORS

THERE ARE SEVEN ELECTED GANNAWARRA SHIRE COUNCILLORS.

AVOCA	MURRAY	PATCHELL	YARRAN
 <p>CR CHARLIE GILLINGHAM</p>	 <p>CR STEVE TASKER</p>	 <p>CR BRIAN GIBSON MAYOR</p>	 <p>CR LORRAINE LEARMONTH</p>
		 <p>CR JODIE BASILE</p>	 <p>CR SONIA WRIGHT</p>
		 <p>CR MARK ARIANS</p>	

Gannawarra Shire Council acknowledges the traditional custodians of the land and pays our respect to Elders past and present.

People, Place, Pride



Big Picture

BIG PICTURE THINKING

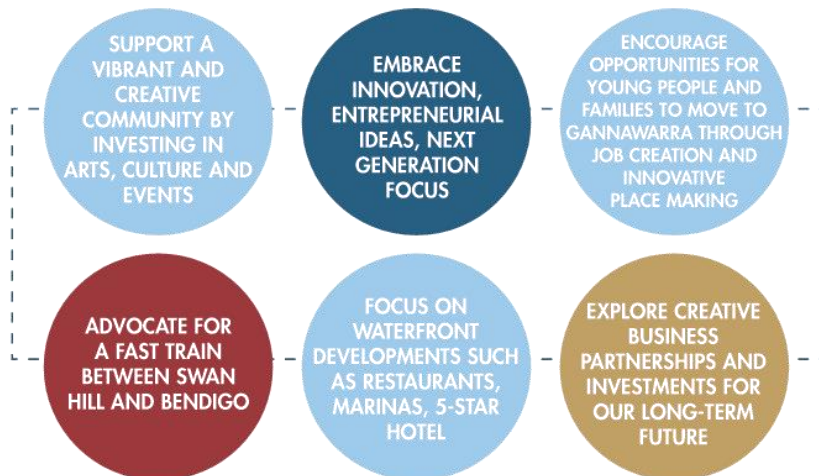
Council's aspirations for Gannawarra into the future cover a diverse range of developments and opportunities, from waterfront development right through to accessibility improvements and increased connections within and between our communities.

As a collective we will work to achieve the greatest outcomes for our community, promote our Council area, improve liveability and be leaders.

We believe in what we are doing and we want to move forward by supporting and advocating priorities for Council and the community.

Here are some of the big ideas we have for our community:

We will...



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Mayor's Message

MAYOR'S MESSAGE

Together with my fellow Councillors I am delighted to present to our community and stakeholders the 2017-2021 Council Plan.

This document will provide strategic pathways for the future which will help us work to improve connectivity, liveability, promote economic growth, protect and celebrate our environment, be leaders and create strong and healthy communities.

As Councillors we were committed to developing this plan with our community. We have done this by listening to our community and making sure that the voices of our community is the focus. As we make decisions over the next four years, we will continue to listen to our community, and work collectively to create a positive future together.

By working together we can build a sense of hope and confidence within Gannawarra and do great things over the next four years.

We know we have challenges but equally we have some great opportunities. Our strengths lie within the *people* that live within our communities, the wonderful *place* we live in, and the immense *pride* we have in our communities. Our shire is filled with magnificent natural assets such as our waterways and forests; but we have so much more to share, see and experience.

By harnessing the strengths of *people, place and pride* we believe we can walk the same path as one unified community, to lead and advocate with a clear voice and be bold in our decision making.

We will also be bold in using our collective strengths to come up with solutions in a constrained financial environment. We will continually review what we do to ensure we deliver services to our community as efficiently as we can, and we will actively seek out partnerships to support our community's visions, hopes and goals.

This plan is about you. It is about your future. It is about your family's future. It is about our shared future. Let's all work together with great confidence to make Gannawarra a fantastic place to be!

Cr Brian Gibson

WE CAN'T DO THIS WITHOUT YOU

COUNCIL ALREADY HAS GUIDING STRATEGIES INCLUDING **GANNAWARRA 2025** WHICH FOCUSES ON **SIX KEY STRATEGY PLATFORMS**



Council also works closely with local, regional, state and federal partners, for the benefit of the Gannawarra community.

COUNCIL HAS **OVER 40** STRATEGIES AND PLANS THAT GUIDE OUR OPERATIONAL WORKS!

Our Community



WE LISTENED AND HAVE CONSIDERED

EDUCATION

EMPLOYMENT

AGRICULTURE

INFRASTRUCTURE

TOURISM/
BUSINESS

ARTS AND
CULTURE

HEALTH AND
WELLBEING

WATERFRONT
DEVELOPMENTS

WHAT OUR COMMUNITY TOLD US

We want our communities to remain strong and independent but we recognise that we are small in number and need to work with, and support, other communities – we want to be unified.

We want to accept diversity, look after our most vulnerable, improve what we have and build on our strengths.

We want to be fresh and think outside the square but we need a bit of help with ideas and how to go about achieving a new and exciting future.

We are up for a change BUT we love our heritage and our natural environment and we want to have the old melded with the new.

Most of all we want to be involved and listened to when decisions are made that impact on our lives and determine our future.

Brings us with you on the journey.

You can't do it without us...



WE HAVE HAD A CHAT TO OUR COMMUNITIES ABOUT

Our Community

What they like most and what they find most challenging about where they live

What services they value most

What they think Council should be focusing on

What they need to be a vibrant, connected, inclusive and proud community

THIS IS WHAT OUR COMMUNITY'S TOLD US WERE THEIR GOALS FOR THE NEXT FOUR YEARS..

KERANG

- Recognising our heritage
- Connections and Infrastructure
- Tourism, Culture and Arts

COHUNA

- Waterfront development
- Arts and Culture
- Health and Wellbeing

KOONDROOK

- Riverfront development
- Heritage
- Accommodation

MURRABIT

- Streetscapes, park upgrades and beautification
- Tourism, Events, Arts
- Waterfront development

LEITCHVILLE

- Investing in children and community
- Recreation
- Streetscape beautification

QUAMBATOOK

- River Precinct Development
- Recreation
- Community Events/Tourism

KERANG LAKES

- Waterfront development
- Diversifying agriculture

LALBERT

- Recreation
- Road connections

MACORNA

- Developing recreation/community facilities
- Community connectivity

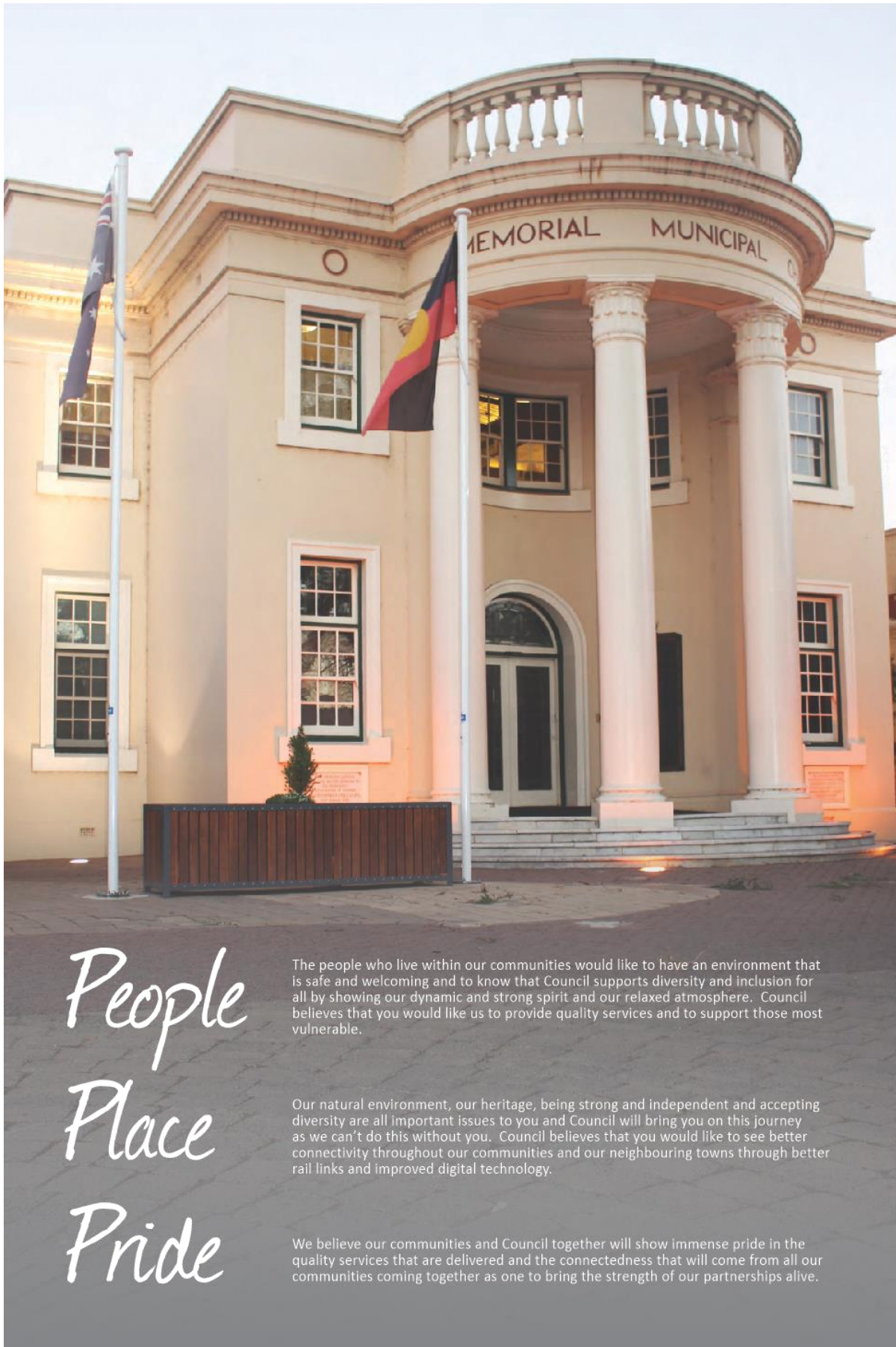
ACROSS OUR ENTIRE COMMUNITY CONSISTENT THEMES WERE WATERFRONT DEVELOPMENT, INCREASED TOURISM, ARTS AND CULTURE, IMPROVEMENTS TO STREETSAPES AND FOR OUR HERITAGE TO BE EMPHASISED.

Council and the community will work together to seek opportunities to support these goals over the next four years

Key Focus Areas

KEY FOCUS AREAS





People Place Pride

People Place Pride

The people who live within our communities would like to have an environment that is safe and welcoming and to know that Council supports diversity and inclusion for all by showing our dynamic and strong spirit and our relaxed atmosphere. Council believes that you would like us to provide quality services and to support those most vulnerable.

Our natural environment, our heritage, being strong and independent and accepting diversity are all important issues to you and Council will bring you on this journey as we can't do this without you. Council believes that you would like to see better connectivity throughout our communities and our neighbouring towns through better rail links and improved digital technology.

We believe our communities and Council together will show immense pride in the quality services that are delivered and the connectedness that will come from all our communities coming together as one to bring the strength of our partnerships alive.

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Focus Area!

People, Place, Pride



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Focus Area!
People, Place, Pride

Strategic Objective:

Our communities will be well-connected

CONNECTIVITY

STRATEGIES		STRATEGIC INDICATORS
PEOPLE		
1	Encourage connections within and between communities	<ul style="list-style-type: none"> Increase in the percentage of community members who feel connected¹ Evidence of partnerships between communities that are facilitated by Council Investigate and implement a Councillor engagement program to encourage stronger connections with the community
2	Improve access to community and tourism information	<ul style="list-style-type: none"> Council's performance with informing the community above the industry benchmarks² Increased visits to Council's tourism website
3	Support volunteer participation to meet the needs of our community	<ul style="list-style-type: none"> Increase in the percentage of community members who volunteer¹
4	Encourage and build community events	<ul style="list-style-type: none"> The number of Council facilitated events is recorded and shows an increase over four years Investigate opportunities to capture the economic value of local events, e.g Kerang Show and Shine, The Big Cohuna Festival, Riverdaze, Quambatook Tractor Pull, Kerang Races

¹ Victorian Health Population Data ² Community Satisfaction Survey

Focus Area 1

People, Place, Pride



STRATEGIES		STRATEGIC INDICATORS	
DIGITAL			
5	Advocate for improved digital connectivity on behalf of our community	<ul style="list-style-type: none"> Council's performance with advocacy and lobbying above industry benchmarks¹ Increase in percentage of residents with access to internet in the home² 	
TRANSPORT CONNECTIONS			
6	Improving transport connectivity within and between our communities and to the broader region	<ul style="list-style-type: none"> Decrease in percentage of residents experiencing transport limitations^{2,3} Advocate for an increase in rail services to and from our region Increase in 5% of walkways (e.g. footpaths, tracks and trails etc) to improve pedestrian connectivity 	

¹ Community Satisfaction Survey

² Australian Bureau of Statistics Census Data

³ Community Indicators Victoria

COMMUNITY GOALS

- A connected and inclusive shire
- Unification of communities



Focus Area!

People, Place, Pride

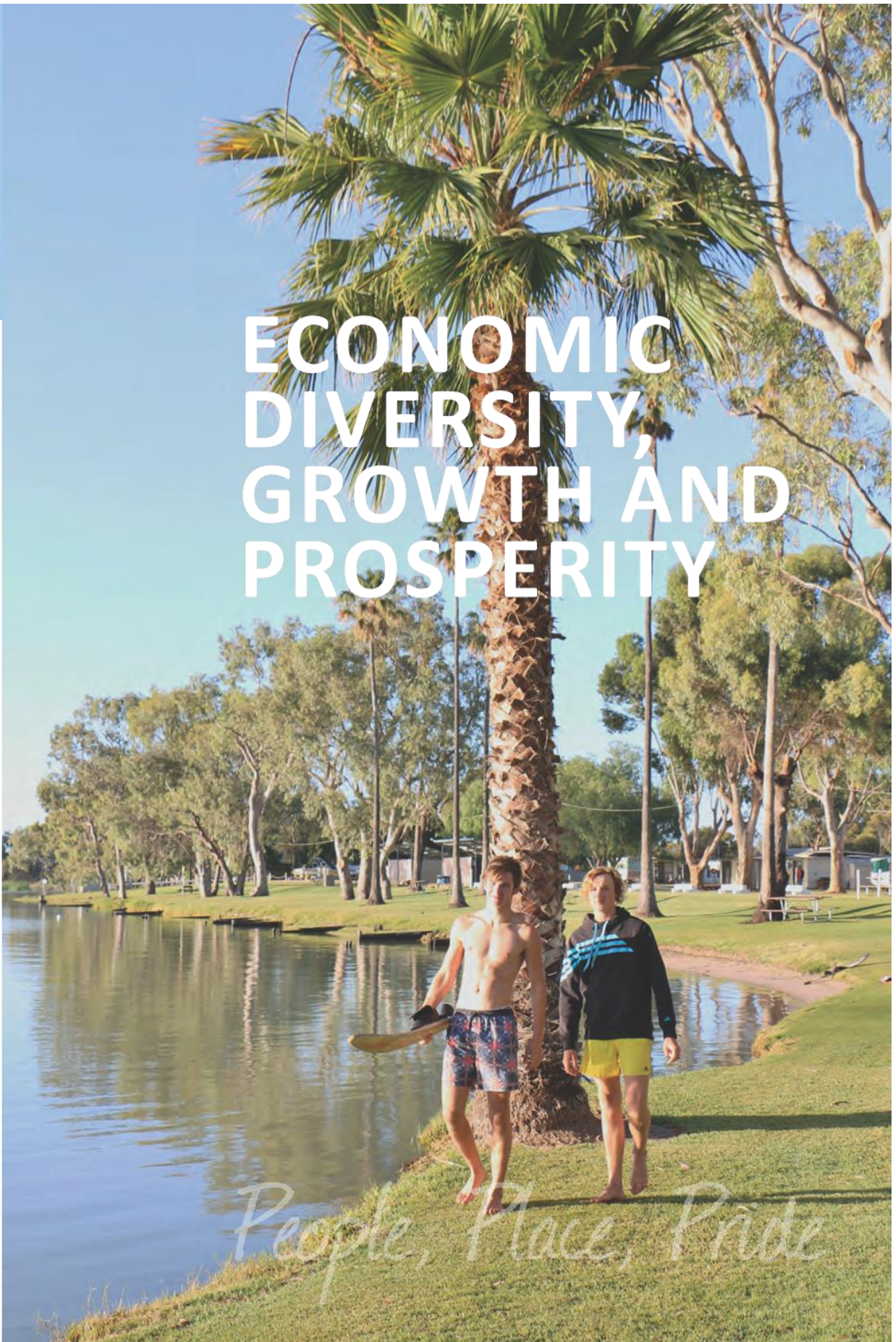
PRIORITY ACTIONS FROM COUNCIL:

PEOPLE	DIGITAL	TRANSPORT CONNECTIONS
<ul style="list-style-type: none"> • Develop a shared events partnership program • Work towards consolidating existing Council events • Develop a unique promotional presence • Host a combined celebration of volunteers annually • Bring town leadership groups together for an annual forum • Bringing young people together for an annual forum • Attend relevant industry expos • Review and implement revised Advocacy Plan which includes a section on Connectivity 	<ul style="list-style-type: none"> • Seek funding to implement digital information platforms across the Shire • Seek the installation of new telecommunications infrastructure • Annual increase of site visits to MyWarra.com, a virtual youth space • Develop and implement an Information Technology Strategy to embrace opportunities to adopt digital transformation • Continue to advocate for improved telecommunications in line with current Black Spot report 	<ul style="list-style-type: none"> • Implement Gannawarra Shire Aerodromes Strategic Plan ensuring Council aerodromes are accessible for health, emergency and passenger services • Map and promote the availability of transport services to the community • Further develop and improve the tracks and trails network • Continue advocacy for improved rail services through the Central Murray Regional Transport group

Focus Area 2

People, Place, Pride

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Focus Area 2

People, Place, Pride

Strategic Objective

Facilitate a growing and prosperous economy

ECONOMIC DIVERSITY, GROWTH AND PROSPERITY

STRATEGIES		STRATEGIC INDICATORS	
BUSINESS GROWTH			
1	Facilitate growth and diversity opportunities within the Shire	<ul style="list-style-type: none"> • Council's performance with business, community development and tourism aims to be above industry benchmarks¹ • Develop and implement the Gannawarra Agribusiness Investment Plan • Develop and implement the Gannawarra Shire Economic Development Strategy 2017 - 2022 • Process development applications in line with Customer Service Charter standards • Number of businesses with an ABN in the municipality at the end of the financial year is greater than the number of businesses at the start of the financial year • Increase attendance to business development workshops held annually 	
2	Utilise the environs of the rivers, lakes and forests for development opportunities	<ul style="list-style-type: none"> • Develop Waterway Master Plans for across the Shire • Develop a feasibility study around potential rezoning for waterfront residential investment and development 	
3	Encourage accommodation options suited to a variety of target markets	<ul style="list-style-type: none"> • Develop a Prospectus based on a range of accommodation styles/types and use this to encourage developments 	
4	Create business opportunities to increase Council's revenue	<ul style="list-style-type: none"> • Develop an options paper outlining opportunities to realise external revenue streams • Investigate opportunities to partner with private sector investors or other public agencies • Council will generate an increase of revenue not derived from existing rates of 5% or more over the four year term 	
5	Support and advocate for sustainable and renewable energy industries within the Shire	<ul style="list-style-type: none"> • Increase in the number of renewable energy projects within the municipality 	

¹ Community Satisfaction Survey

GANNAWARRA SHIRE COUNCIL PLAN 2017 - 2021
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Focus Area 2

People, Place, Pride

STRATEGIES	STRATEGIC INDICATORS
TOURISM	
6 Support the local tourism industry to provide high quality visitor experiences	<ul style="list-style-type: none"> • Develop and implement the Koondrook Wharf Business Opportunities Plan • Review and implement the Gannawarra Tourism Strategy • Council's performance with business, community development and tourism is above industry benchmarks¹ • Number of overnight domestic stays • Increase of visitor numbers to the Shire • Number of new events attracted to the Shire through targeted tourism
7 Maximise the natural environment to deliver high quality visitor and community experiences	<ul style="list-style-type: none"> • Improve infrastructure to enhance visitor experiences • Increase accessibility to our waterways through the introduction of new infrastructure • Implement the Waterfront Development Plan

¹ Community Satisfaction Survey

COMMUNITY GOALS:

- Diversification of agriculture, adaptation to climate variability, irrigation water access, niche business development and support, intensive agriculture and better use of available land with lower water use
- Job creation, business growth, attracting industry and big business, online business opportunities, access to digital technology, business leaders who are willing to share how to take a business and grow it
- Reduced 'red tape' and faster approval processes
- Supporting young people to establish businesses
- Nature based tourism opportunities and bringing nature closer to towns
- Need a big ticket tourist drawcard theme
- 5 day tourism destination
- Maintain, support and improve what we already have then link together and promote
- Better accommodation, better dining
- Finish key projects and activate – such as Koondrook Wharf, Murray Adventure Trail, tracks and trails for tourism and lifestyle
- Better visitor information and better consistency of visitor information in each town
- Tie arts in with events and town beautification – community spaces for arts, performance spaces, outdoor art installations, support for local artists



Focus Area 2
People, Place, Pride

PARTNER PRIORITIES:

- Murray River Adventure Trail
- Loddon Mallee Regional Strategic Plan
- Mallee Regional partnership (plan still to be released)
- Murray Regional Tourism Strategic plan

PRIORITY ACTIONS FROM COUNCIL:

BUSINESS GROWTH

- Develop a feasibility study around potential rezoning for waterfront residential investment and development
- Release the Agribusiness Investment Plan and promote to the sector
- Investigate the feasibility of Lifestyle Village/s within the Shire
- Develop a shire wide Prospectus based on a range of accommodation options
- Further subdivision of Council's Industrial Estates aligned to demand
- Implement future stages of the Kerang Town Centre Master Plan
- Develop an action plan from the Cohuna Future Vision Plan
- Develop a business plan outlining external opportunities to realise revenue streams for Council
- Support and advocate for sustainable and renewable energy industries within the Shire
- Facilitate the development of external commercial business investments with interested parties
- Seek funding to undertake infrastructure upgrade work
- Seek funding to support people wanting to establish small businesses and develop creative workspaces
- Establish online permit approval processes
- Review and Implement the Economic Development Strategy

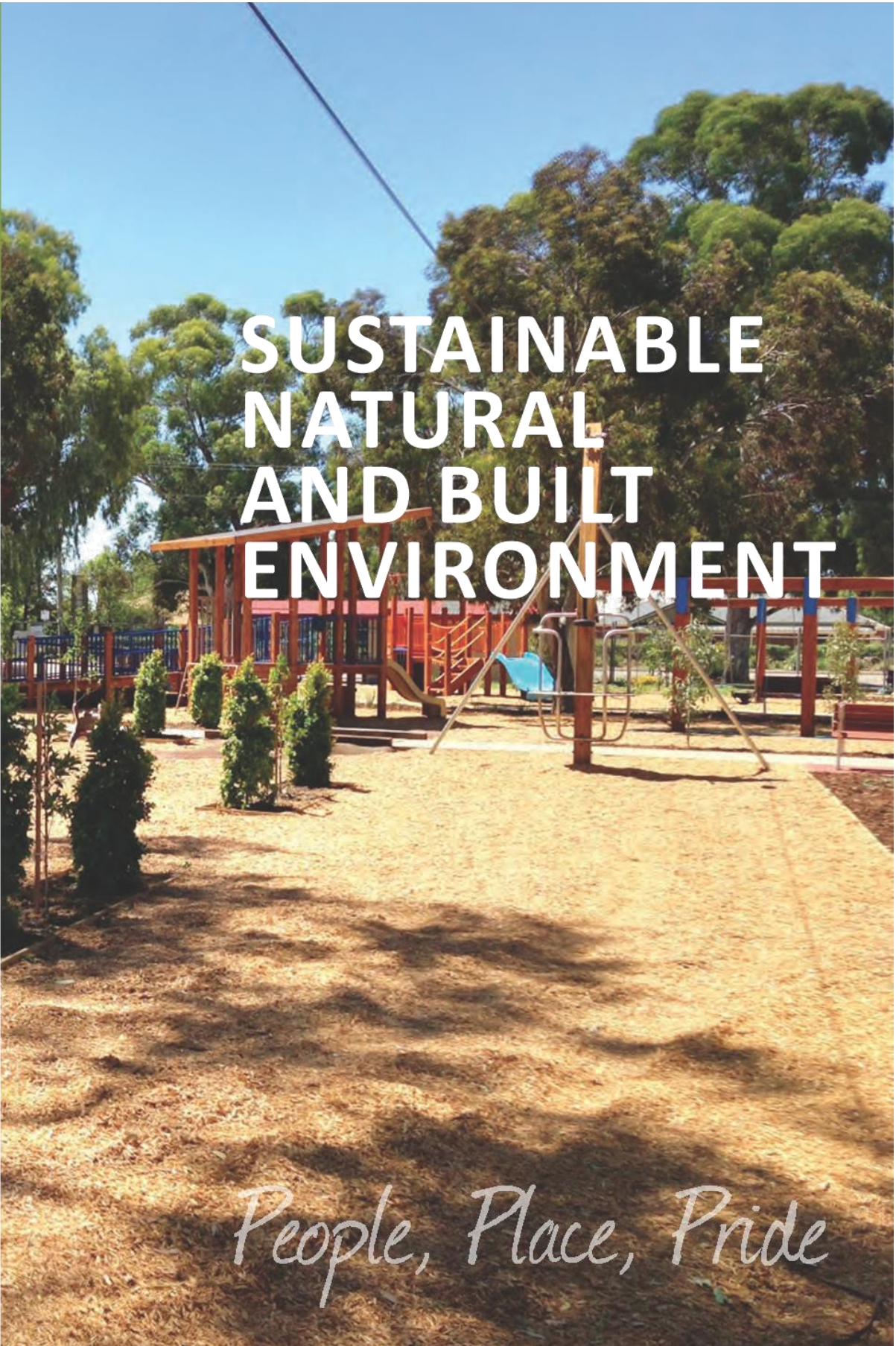
TOURISM

- Activation of Koondrook Wharf Precinct
- Develop and implement Waterway Master Plans for tourism and community related activities
- Develop and implement a Waterfront Development Plan across the shire
- Successful completion of strategic sections of the Murray River Adventure Trail
 - Kerang – Koondrook Rail Trail
 - Cohuna – Koondrook Forest Trail
 - Koondrook Nature Based Tourism Hub
- Seek resources to implement Stage 2 of the Murray Explored Bio Scan
- Strengthen existing tracks and trails network to create a tourism product and lifestyle appeal
- Develop tourism products that complement existing natural attributes
- Support the community in its coordination and promotion of existing events
- Develop and implement an annual marketing program
- Produce a quarterly report to Council on visitation and marketing activities
- Conduct an audit of visitor assets within the Shire
- Build on the capacity of existing events within the Shire

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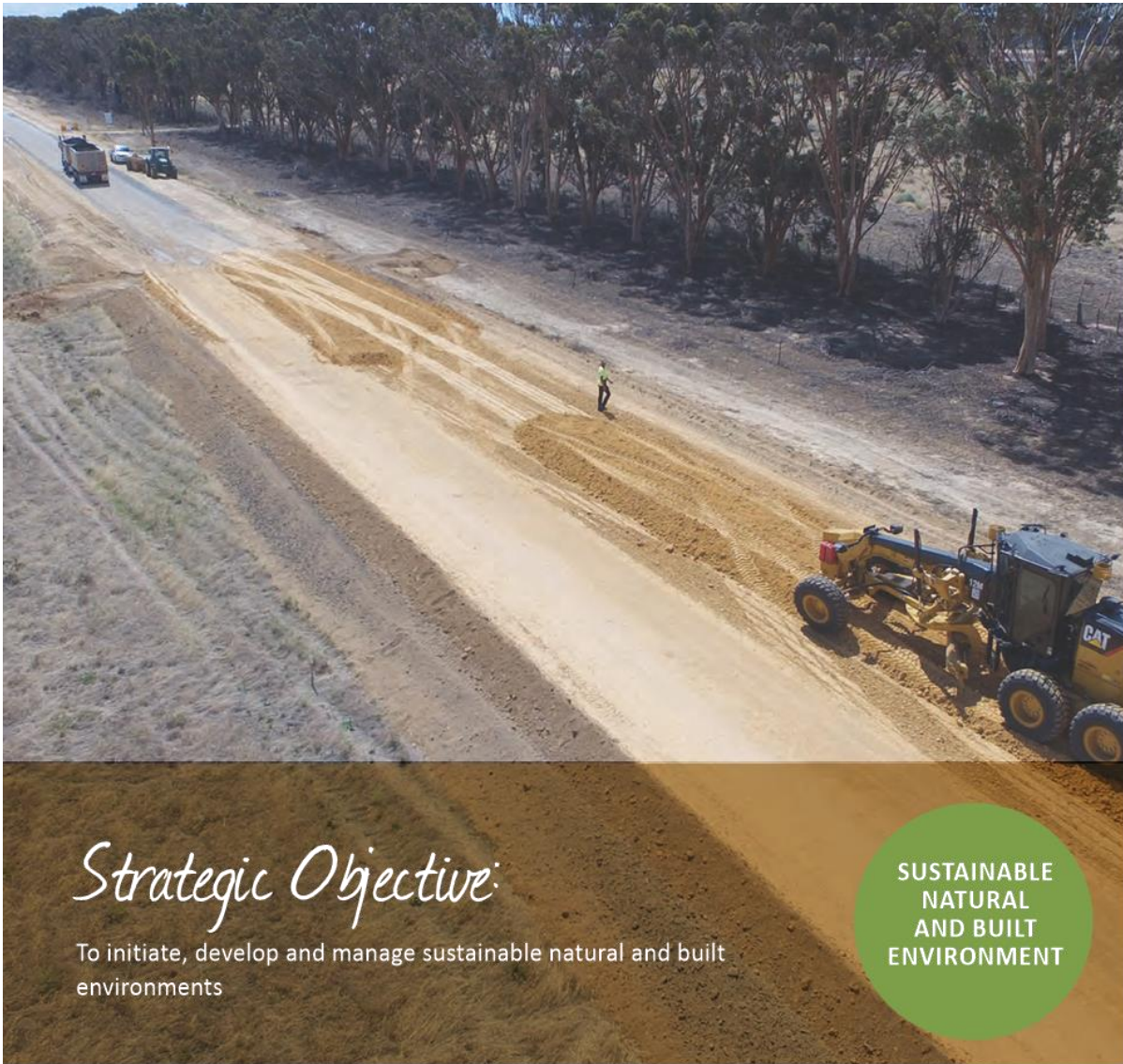
Focus Area 3

People, Place, Pride



SUSTAINABLE NATURAL AND BUILT ENVIRONMENT

People, Place, Pride



Focus Area 3

People, Place, Pride

Strategic Objective:

To initiate, develop and manage sustainable natural and built environments

SUSTAINABLE
NATURAL
AND BUILT
ENVIRONMENT

STRATEGIES		STRATEGIC INDICATORS
SUSTAINABLE ENVIRONMENTS		
1	Encourage an environmentally sustainable community	<ul style="list-style-type: none"> Reduce Council's carbon footprint by 10% over four years Increase in the number of trees planted across the Shire Investigate the development of solar energy for businesses and community members to utilise renewable energy options and reduce utility costs
2	Continue to develop sustainable waste management practice	<ul style="list-style-type: none"> Council's performance with waste management is above industry benchmarks¹ 35% by weight of kerbside collection diverted from landfill Achieve full cost recovery for waste management
NATURAL ENVIRONMENTS		
3	Promote, conserve and celebrate our community's rich and diverse heritage and culture	<ul style="list-style-type: none"> Number of planning applications referred to North Central Catchment Management Authority which reference the Victorian Floodplain Management strategy Adopt a policy to protect our natural environment Council undertakes the pest plants and pest animal program annually (subject to funding)

¹ Community Satisfaction Survey

Focus Area 3

People, Place, Pride



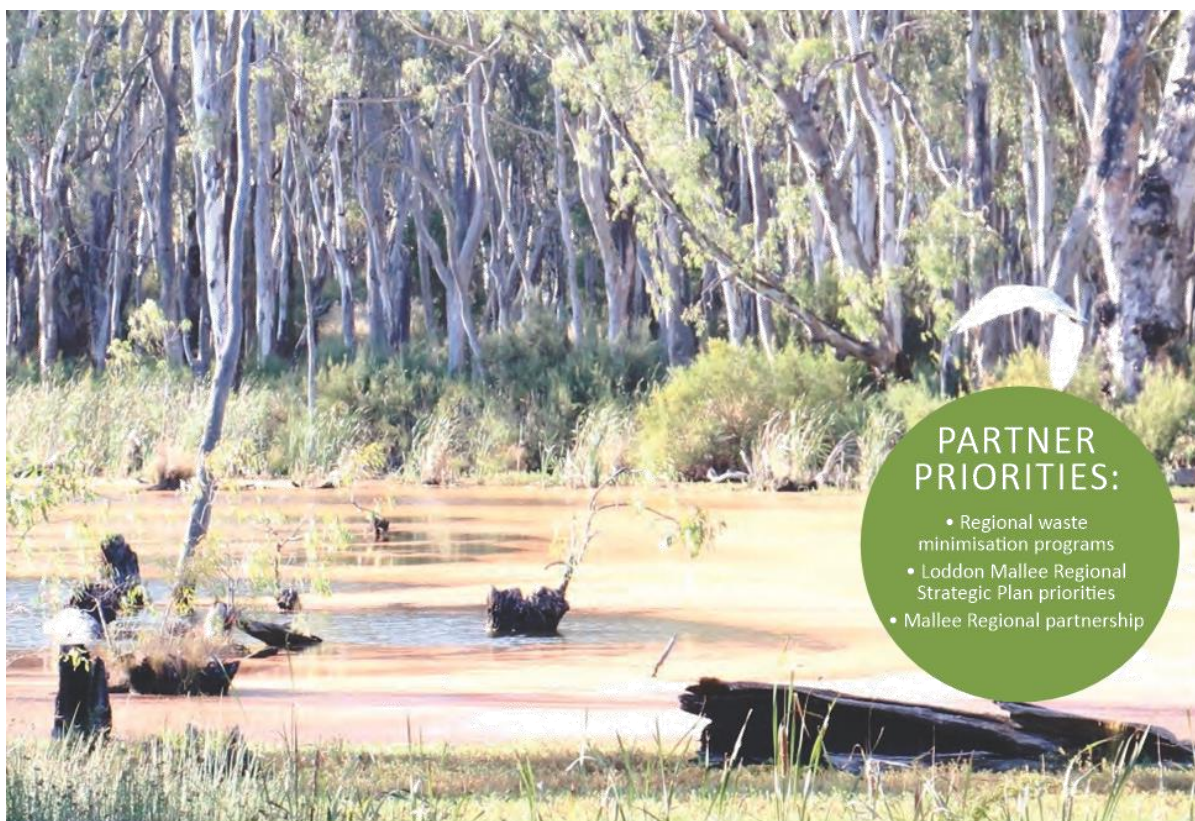
STRATEGIES		STRATEGIC INDICATORS
BUILT ENVIRONMENTS		
4	Implement Council's Capital Works Program	• Completion of 90% of projects listed in the annual adopted Capital Works budget
5	Upgrade infrastructure to improve access to key commercial markets	• Council's performance with sealed local roads, locals streets and footpaths is above industry benchmarks ¹
6	Improve gateway entrances and township presentations across the Shire	• Council's performance with appearance of public areas is above industry benchmarks ¹ • Completion of Capital Works program relating to presentation of gateway entrances and township presentation
7	Managing facilities and assets now and into the future	• Review and implement Council's Asset Management Strategy including a community engagement plan • Develop a plan that considers the rationalisation and consolidation of Council's facilities and assets

¹ Community Satisfaction Survey

COMMUNITY GOALS:

- Maintain heritage and natural features
- Meld old with the new
- Bring nature closer to towns
- Improve appearance of towns, parks and gardens
- Maintain community assets like public halls and recreation reserves
- Improve footpaths and roads
- Celebrate our wetlands, rivers, forests and Ramsar sites

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Focus Area 3

People, Place, Pride

PARTNER PRIORITIES:

- Regional waste minimisation programs
- Loddon Mallee Regional Strategic Plan priorities
- Mallee Regional partnership

PRIORITY ACTIONS FROM COUNCIL:

SUSTAINABLE ENVIRONMENTS	NATURAL ENVIRONMENTS	BUILT ENVIRONMENTS
<ul style="list-style-type: none"> • Bulk solar installation on five Council buildings • Implement de-lamping and retrofitting opportunities across Council assets • Investigate the feasibility of introducing an organic waste collection service and expanding the opt-in greenwaste service • Develop and implement long-term sustainable Waste Management Plan, which includes future expansion and business opportunities associated with Denyer’s landfill • Maintain partnerships with local, regional and federal water authorities to advocate on behalf of the community • Work with Regional Waste Management Group/s to deliver waste minimisation programs • Review and implement Council’s Environmental Sustainability Strategy • Review and implement the Domestic Wastewater Management Plan • Work towards zero emissions by 2050 with Central Victorian Greenhouse Alliance • Revisit becoming a plastic bag free Shire by 2021 	<ul style="list-style-type: none"> • Manage invasive roadside pests, plants and animals as grant funding allows • Work with North Central Catchment Management Authority to increase fish population in our waterways • Celebrate our aboriginal heritage and Ramsar sites • Deliver the Beyond the Battle project • Advocate to partner agencies for better outcomes relating to environmental water flows • Revisit the Gannawarra Shire Heritage Study and Planning Scheme Amendment C36 • Advocate for priority weeds to be added to the noxious weed list • Support our local Landcare groups 	<ul style="list-style-type: none"> • Explore the opportunity for introducing cultural heritage education information into existing Council service facilities, such as libraries and visitor information centres • Develop an action plan from the Cohuna Future Vision Plan and prioritise the development of the civic space and Tan Track to address the growing success of Cohuna Park Run • Investigate opportunities that improve the connection of the Kerang township to the Loddon River • Develop and review town centre plans and gateway entrances across the Shire aligned with community profiles • Implement future stages of the Kerang Town Centre Master Plan e.g. The area between Fitzroy Street and Victoria Street in Kerang • Seek funding for the next steps of the Sir John Gorton Precinct Project • Undertake a review of Council and community aquatic facilities • Review the ‘fitness for purpose assessments’ of Council buildings • Review and implement revised Advocacy Plan which includes a section on access to key commercial markets by heavy vehicles • Consider best practice urban design/Healthy by Design principles when developing Council initiated projects • Accessibility lift in Council Chambers



Focus Area 4

People, Place, Pride

GOOD GOVERNANCE AND A HEALTHY ORGANISATION

People, Place, Pride



Focus Area 3
People, Place, Pride

Strategic Objective:

To be leaders in our community supported by a performance focused organisation that embraces innovation

GOOD GOVERNANCE AND A HEALTHY ORGANISATION

STRATEGIES		STRATEGIC INDICATORS
ADVOCACY		
1	Advocate in the best interests of our community and region	<ul style="list-style-type: none"> • Council’s performance with advocacy and lobbying above industry benchmarks¹ • Increase in young people between 20 – 49 years of age living in the community²
LEADERSHIP		
2	Inspire leadership within our communities	<ul style="list-style-type: none"> • Number of opportunities provided to develop our current and future leaders • Investigate opportunities to attract young people to live in the community
FINANCIAL SUSTAINABILITY		
3	Pursue initiatives to achieve long term financial sustainability in line with best practice	<ul style="list-style-type: none"> • Achieve a net underlying surplus by Year 4 • Annual reduction of the Asset Renewal Gap • An increase in long-term funding, specifically for visionary projects

¹ Community Satisfaction Survey

² Australian Bureau of Statistics

Focus Area 4



People, Place, Pride

STRATEGIES		STRATEGIC INDICATORS
ENGAGEMENT		
4	Our community is consulted on issues that will affect them	<ul style="list-style-type: none"> Council's performance with community consultation and engagement above industry benchmarks¹
5	Improve the community's ability to self-access information on Council's services and programs	<ul style="list-style-type: none"> Increased traffic through Council's website Increase in the number of online transactions
WORKPLACE HEALTH AND WELLBEING		
6	Council is a great place to work	<ul style="list-style-type: none"> Overall staff satisfaction survey score to show satisfied or greater Achieve recognition for the Healthy Together Victoria Achievement Victoria program for Workplaces Percentage of corporate expenditure on staff training and development is consistent with local government industry benchmarks Develop a staff Recognition and Rewards Policy
INNOVATION		
7	Identify innovative opportunities that create improvements	<ul style="list-style-type: none"> Develop a framework to undertake an organisation wide service planning review Evidence that Council is actively exploring a shared and supported services model

¹ Community Satisfaction Survey

COMMUNITY GOALS:

- Stronger advocacy
- Genuine community engagement and partnerships
- Invest in community leadership
- Celebrate success



Focus Area 4
People, Place, Pride

PRIORITY ACTIONS FROM COUNCIL:

ADVOCACY	LEADERSHIP	FINANCIAL SUSTAINABILITY	ENGAGEMENT	WORKPLACE HEALTH AND WELLBEING	INNOVATION
<ul style="list-style-type: none"> Update Advocacy Plan annually including development of an action plan and report bi-annually to Council Build strategic relations with our neighbouring partners by attending various advocacy groups 	<ul style="list-style-type: none"> Undertake community consultation of the Council Plan mid-term Sponsor one Council/community member annually to participate in the Loddon Murray Community Leadership Program Sponsor young people to attend leadership development opportunities, e.g. Youth Parliament program, GRIP Leadership conference Explore funding opportunities that support programs to attract young people to the area, e.g. business incubator, scholarships etc Review Gannawarra 2025 Commence preparation of a new long term Strategic Community Plan for the Shire. Review Customer Service Charter 	<ul style="list-style-type: none"> Prepare and implement a 10 year long term financial plan Proactive involvement in the Loddon Mallee Regional Procurement Excellence Network Develop a Procurement Framework Report back to Council on progress around the development of Council's Big Picture thinking 	<ul style="list-style-type: none"> Continue to facilitate advisory groups and regularly meet and work in partnership with planning and community development groups across the shire Support the community's capacity to prepare funding applications Review and evaluate Community Profiles annually Review the Community Grants program Review and implement the Communications and Engagement Strategy 2016 - 2020 Develop and implement a Reconciliation Action Plan (RAP) 	<ul style="list-style-type: none"> 85% completion rate for annual staff reviews for eligible staff Develop a program that celebrates staff success and industry recognition Support staff to volunteer in the community 	<ul style="list-style-type: none"> Increase in opportunities in the Council's Opportunity and Risk Evaluator register Identify opportunities for shared service work with neighbouring councils and partners

Focus Area 5

People, Place, Pride

STRONG HEALTHY COMMUNITIES



People, Place, Pride



Focus Area 5
People, Place, Pride

Strategic Objective:
Our community will be healthy, creative, inclusive and safe

**STRONG
HEALTHY
COMMUNITIES**

STRATEGIES	STRATEGIC INDICATORS
QUALITY SERVICES AND PARTNERSHIPS	
1 Ensure quality and accessible services that meet the needs of our community	<ul style="list-style-type: none"> Council’s performance with family support and elderly support services above industry benchmarks¹
ACTIVE AND HEALTHY LIFESTYLES	
2 Provide a range of opportunities that promote active and healthy lifestyles and social connectedness	<ul style="list-style-type: none"> Council’s performance with recreational facilities above industry benchmarks¹ Achieve recognition for the Healthy Together Victoria Achievement program for Early Childhood Education and Care Settings
LIFE LONG LEARNING AND CREATIVITY	
3 Foster a community that values life-long learning and creativity	<ul style="list-style-type: none"> Council’s performance with art centres and library services above industry benchmarks¹ Maintain kindergarten participation rates above 95% Decrease in vulnerability for language and communication² Family Day Care, Long Day Care and Kindergartens meet or exceed accreditation standards

¹ Community Satisfaction Survey

² Australian Early Development Census

Focus Area 5

People, Place, Pride



STRATEGIES	STRATEGIC INDICATORS
COMMUNITY INCLUSION AND SAFETY	
<p>4 Ensure our communities are welcoming, inclusive and safe for all</p>	<ul style="list-style-type: none"> • Council to consider becoming a Refugee and Immigrant Welcome Zone • Increase the percentage of community members who feel part of the community³ • Council’s performance with enforcement of local laws above industry benchmarks¹ • Increase in the percentage of community members who feel safe walking alone during the day and at night³ • 100% of 4 week Maternal and Child Health visits include a Family Violence assessment, where safe to do so • Develop a Preventing Family Violence Policy that identifies opportunities for Council to influence a reduction in the incidents of family violence across Gannawarra

¹ Community Satisfaction Survey

² Australian Bureau of Statistics Census Data

³ VicHealth Indicators Survey

COMMUNITY GOALS:

- Improve liveability
- Access to lifelong learning and education
- Focus on the social fabric of communities
- Stronger advocacy to reduce rural disadvantage in accessing health services
- Encouraging social inclusion and welcoming culture
- Sport and recreation opportunities
- Support our disadvantaged children and ageing population
- Improved lighting across the Shire

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Focus Area 5

People, Place, Pride

PRIORITY ACTIONS FROM COUNCIL:

QUALITY SERVICES AND PARTNERSHIPS	ACTIVE AND HEALTHY LIFESTYLES	LIFE-LONG LEARNING AND CREATIVITY	COMMUNITY INCLUSION AND SAFETY
<ul style="list-style-type: none"> Participate in the development of Loddon Gannawarra Health Needs Analysis Action Plan to further explore local health indicator data and advocate to overcome areas of disadvantage on the four main health priorities: diabetes, heart health, mental health, and oral health Host Gannawarra Seniors Advisory Group, Kerang Elders group, Early Years Board and Art Gathering meetings to promote a partnership approach to improve outcomes for our community Seek grant funding to establish long day care options at Koondrook and Cohuna Evaluate and advise Council regarding the Aged Care Services implementation (July 2019), identifying community risk Evaluate and advise Council regarding the National Disability Insurance Scheme implementation (January 2019), identifying community risk Advocate for fluoridation of the Cohuna town water supply to reduce oral health disadvantage Advocate for better services to support the impact of drugs, alcohol and mental health in our community Annual quality surveys undertaken for family support and elderly support services and reported to Council 	<ul style="list-style-type: none"> Seek funding to improve and develop infrastructure that encourages physical and leisure activities Develop a framework to guide Council decision making and support community access to sport and recreation funding opportunities Increase and support female participation in sport across the Shire Develop a Community Active and Passive Leisure Strategy Advocate for free access to sport and recreation opportunities for disadvantaged children Continue to use the 5 Ways to Wellbeing as a platform to encourage healthy lifestyles, mental health and social connections Work in partnership to deliver VicHealth Walk to School program across primary schools and kindergartens 	<ul style="list-style-type: none"> Develop and implement a Life-long Learning Strategy Focus on improving transitions across the early years sector (Maternal and Child Health-Early Years-Primary Schools) Advocate for continuation of 15 hours of kindergarten Council's family support services working together with partners to improve early literacy levels (communication and language) to improve life-long learning outcomes for children Seek funding to support an annual Children's Week event that brings children and their families from across the Gannawarra Shire together Improve homework support for young people and tutor programs through the library service Install an I-Mac at the Kerang Library 	<ul style="list-style-type: none"> Develop a plan to make playgrounds across the shire all-abilities accessible Implement Child Safe Standards across Council as required by legislation Implement the 'Team around the Child' model into ongoing Maternal and Child Health service delivery to better support vulnerable children and their families Embed the 'Be Cool in Gannawarra' program into ongoing service delivery to reduce vulnerability to heat for children under 5 years of age and older people Advocate for services that provide support to Special Needs groups across our community Investigate opportunities to partner with local social enterprises that support Special Needs groups Continue to celebrate diversity within our community through a range of mediums

Focus Area 5

People, Place, Pride

PRIORITY ACTIONS FROM COUNCIL:

QUALITY SERVICES AND PARTNERSHIPS	ACTIVE AND HEALTHY LIFESTYLES	LIFE-LONG LEARNING AND CREATIVITY	COMMUNITY INCLUSION AND SAFETY
<ul style="list-style-type: none"> Review and implement the Early Years Plan 2015-2018, Children and Youth Strategy 2016-2020 and Positive Ageing Strategy 2016-2020 	<ul style="list-style-type: none"> Review Health Promotion Charters for kindergartens and the Gannawarra Children's Centre Develop and implement a Healthy Eating Policy across Council, which includes increasing access to public drinking water Implement the next phase of the Victorian Tobacco Reforms by introducing Smoke Free Outdoor Dining 	<ul style="list-style-type: none"> Advocate to education providers to provide certificate level courses in Gannawarra Implement Creative Arts and Activation Strategy Encourage the establishment of Maker's Place concept to support collaboration, learning and a place to pursue business ideas 	<ul style="list-style-type: none"> Explore the opportunity to incorporate cultural heritage centres into existing Council facilities Implement Victorian Emergency Management reforms as they relate to local government In partnership investigate measures to increase community safety perceptions Maintain the Gannawarra Resilience Network Implement key works to protect community assets including levee bank construction at Quambatook and Koondrook Develop and implement a Social Inclusion Strategy to replace the Disability Action Plan 2012-2015 Review and implement Community Safety Plan 2012-2015 Review and implement Domestic Animal Management Plan



Council is required under the Public Health and Wellbeing Act 2008 to work in partnership with the Department of Health and Human Services and other agencies undertaking public health initiatives, projects and programs to contribute to the achievement of the Victorian Public Health and Wellbeing Plan.

At a local level, Council works particularly closely with Northern District Community Health, Kerang District Health, Cohuna District Hospital, Victoria Police, Mallee District Aboriginal Service and the Southern Mallee Primary Care Partnership. This partnership group, known as Gannawarra Local Agency Meeting (GLAM), operates under a Memorandum of Understanding which outlines how these health providers work together, share resources and support initiatives that improve health and wellbeing outcomes for our community.

The GLAM partnership has determined that the following health priorities will be focused on at a local level over the next four year period. These priorities have been informed by a thorough assessment of health population data, other evidence, legislative requirements and the strategic priorities of the Victorian Public Health and Wellbeing Plan:

- Vulnerable children and youth
- Oral health
- Mental health and wellbeing
- Preventing violence
- Aboriginal health
- Chronic disease prevention and management, including healthier eating and active living
- Reducing alcohol and other drugs, including tobacco
- Sexual and reproductive health

In focusing on these priority areas, GLAM agencies will work with a range of other partners to achieve outcomes that support the health and wellbeing of our community. Other partners include the Department of Health and Human Services, Department of Education and Training, Mallee Children and Youth Area Partnerships, Loddon Mallee Aged and Disability Consortium, Murray Primary Health Network, the Centre for Excellence in Rural Sexual Health, Sport and Recreation Victoria, Mallee Sports Assembly, Dental Health Services Victoria and the Rural Flying Doctor Service.



REVIEW AND EVALUATION

Review and Evaluation

The 2017 - 2021 Council Plan provides a sound framework to guide Council decision making processes over the coming four year period.

An annual Action Plan for each of the five priority areas will be developed to support the staged implementation of this plan.

The Council Plan and annual Action Plan only shows a small portion of Council's activities and Council will continue to work in many other areas and have flexibility to act on emerging issues to support communities into the future.

Performance against this Council Plan will be monitored on a quarterly basis.

Each year, the Council Plan will undergo an annual review. This review will be two-fold and include achievement against the actions set for the twelve month period in the annual Action Plan, and also at the outcome and objective level through a review of success indicators.

The integration of the Municipal Public Health and Wellbeing Plan into this Council Plan will see Council answer the following questions as part of the review process on issues that impact on health and wellbeing:

1. Have we done what we said we would do?
2. Are we having the influence we expected?
3. Have we achieved the change we sought?
4. What worked well and what needs improvement?

It is noteworthy that some of the success indicators Council has used are based on external sources such as Census data, Victorian Health Population Survey and the VicHealth Indicators Survey.

While not all of these data sources are produced annually, they will give an indication of success within the four year period.

There is a strong focus on strengthening existing partnerships and building new partnerships within this 2017 - 2021 Council Plan.

Working collaboratively with a broad cross section of partners enhances Council's ability to deliver on our community's aspirations and visions for the future.

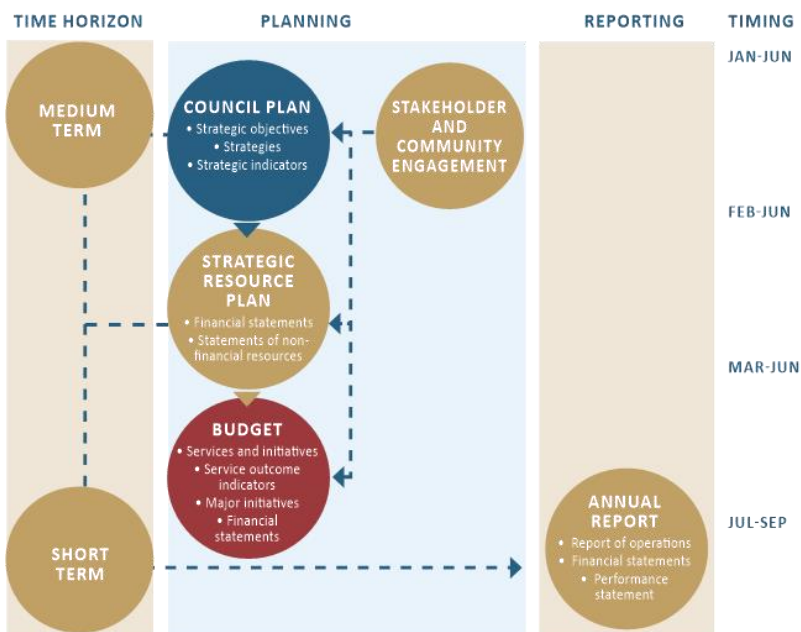
Partners as well as the community will be involved in the review and evaluation and kept well informed of Council's progress towards meeting the set objectives.

STRATEGIC RESOURCE PLAN

The Council Plan is a key strategic document which outlines at a high level what Council intends to achieve over the next four years. The Strategic Resource Plan is a rolling four year plan that outlines the resources required to achieve the strategic objectives described in the Council Plan.



Council has prepared a SRP for the four years 2017/18 to 2020/21 that takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment Land, Water and Planning

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP include:

- Generally maintain existing service levels
- Move towards an underlying surplus to ensure long term financial sustainability
- Maintain a robust capital expenditure program with a focus on asset renewal
- Achieve positive cash flows every year

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Local Government Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

The Strategic Resource Plan is updated annually.

The following Statements together provide information in relation to the financial and human resources to assist in the delivery of the objectives of the Council Plan. They should be read in conjunction with each other to obtain an overall understanding of Council's forecast financial position and human resources employed.

The Statements of Comprehensive Income, Balance Sheet, Cash Flow, Capital Works and Human Resources for the Strategic Resource Plan are prepared in formats consistent with the Budget and the Financial Statements.

COMPREHENSIVE INCOME STATEMENT

for the four years ending 30 June 2021

The Comprehensive Income Statement for the Strategic Resource Plan shows what is expected to occur in terms of revenue, expenses and other adjustments from all activities.

Surplus results from ordinary operations have been created through receipt of grant funding for capital works and therefore should be read in conjunction with the Statement of Capital Works.

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	11,916	12,183	12,427	12,675	12,929
Statutory fees and fines	366	399	405	411	417
User fees	2,991	3,296	3,362	3,429	3,498
Grants - Operating	7,813	9,366	9,506	9,649	9,794
Grants - Capital	4,663	3,136	1,469	3,458	963
Contributions - monetary	226	453	220	220	220
Contributions - non-monetary	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	148	246	201	157	140
Other income	440	419	426	436	445
Total income	28,563	29,498	28,016	30,435	28,406
Expenses					
Employee costs	11,436	11,229	11,454	11,683	11,916
Materials and services	6,332	8,535	8,663	8,793	8,925
Bad and doubtful debts	4	-	-	-	-
Depreciation and amortisation	5,219	5,598	5,600	5,700	5,800
Borrowing costs	56	47	40	33	26
Other expenses	1,228	1,143	1,066	1,157	1,169
Total expenses	24,275	26,552	26,823	27,366	27,836
Surplus/(deficit) for the year	4,288	2,946	1,193	3,069	570
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment/(decrement)	-	-	-	3,838	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods					
(detail as appropriate)	-	-	-	-	-
Total comprehensive result	4,288	2,946	1,193	6,907	570

BALANCE SHEET

for the four years ending 30 June 2021

The Balance Sheet for the Strategic Resource Plan shows a snap shot of the expected financial situation at the end of each year. It shows the total of what is owned (assets) less what is owed (liabilities). The 'bottom line' of this statement is net assets, which is the net worth of Council.

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	3,437	4,418	4,511	4,449	4,316
Trade and other receivables	1,208	1,150	1,136	1,235	1,155
Other financial assets	3,165	3,211	3,243	3,276	3,308
Inventories	420	400	404	408	412
Non-current assets classified as held for sale	725	575	485	440	375
Other assets	156	185	185	185	185
Total current assets	9,111	9,939	9,964	9,993	9,751
Non-current assets					
Property, infrastructure, plant & equipment	188,654	190,756	191,883	198,752	199,543
Total non-current assets	188,654	190,756	191,883	198,752	199,543
Total assets	197,765	200,695	201,847	208,745	209,294
Liabilities					
Current liabilities					
Trade and other payables	1,047	1,096	1,083	1,104	1,124
Trust funds and deposits	154	139	140	142	143
Provisions	2,321	2,367	2,414	2,463	2,512
Interest-bearing loans and borrowing	95	101	108	116	90
Total current liabilities	3,617	3,703	3,745	3,825	3,869
Non-current liabilities					
Provisions	1,282	1,281	1,307	1,333	1,359
Interest-bearing loans and borrowing	666	565	456	340	250
Total non-current liabilities	1,948	1,846	1,763	1,673	1,609
Total liabilities	5,565	5,549	5,508	5,498	5,478
Net assets	192,200	195,146	196,339	203,247	203,816
Equity					
Accumulated surplus	74,775	77,721	78,914	81,984	82,553
Reserves	117,425	117,425	117,425	121,263	121,263
Total equity	192,200	195,146	196,339	203,247	203,816

STATEMENT OF CASH FLOWS

for the four years ending 30 June 2021

The Statement of Cash Flow for the Strategic Resource Plan shows what is expected to happen during the next four years in terms of cash. A critical measure shown at the bottom of the Statement of Cash Flows is the Cash and Cash Equivalents balance at the end of each financial year.

The net cash flows from operating activities, shows how much cash is expected to remain after paying for services to the community which may be invested in things such as capital works.

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	11,916	12,183	12,433	12,634	12,965
Statutory fees and fines	365	399	405	410	418
User fees	2,991	3,296	3,364	3,418	3,508
Grants - operating	7,813	9,366	9,511	9,618	9,822
Grants - capital	4,663	3,136	1,470	3,447	966
Contributions - monetary	226	453	220	220	220
Interest received	189	163	165	169	173
Trust funds and deposits taken	-	-	1	1	1
Other receipts	251	256	261	265	273
Employee costs	(11,436)	(11,229)	(11,461)	(11,671)	(11,906)
Materials and services	(6,332)	(8,535)	(8,672)	(8,788)	(8,921)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(1,228)	(1,143)	(994)	(1,082)	(1,092)
Net cash provided by/(used in) operating activities	9,418	8,345	6,703	8,641	6,427
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(9,334)	(7,940)	(7,039)	(9,050)	(6,991)
Proceeds from sale of property, infrastructure, plant and equipment	443	718	602	521	605
Payments for investments	-	-	(32)	(32)	(33)
Net cash provided by/ (used in) investing activities	(8,891)	(7,222)	(6,469)	(8,561)	(6,419)
Cash flows from financing activities					
Finance costs	(56)	(47)	(40)	(33)	(26)
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	(170)	(95)	(102)	(108)	(116)
Net cash provided by/(used in) financing activities	(226)	(142)	(142)	(141)	(142)
Net increase/(decrease) in cash & cash equivalents	301	981	93	(62)	(133)
Cash and cash equivalents at the beginning of the financial year	3,136	3,437	4,418	4,511	4,449
Cash and cash equivalents at the end of the financial year	3,437	4,418	4,511	4,449	4,316

CAPITAL WORKS PROGRAM

for the four years ending 30 June 2021

The Statement of Capital Works for the Strategic Resource Plan sets out all expected capital expenditure in relation to non-current capital assets for each financial year. It also reflects the amount of capital works expenditure categorized by the following types: New, Renewal, Expansion and Upgrade.

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property					
Land	-	-	-	-	-
Land improvements	15	321	218	148	148
Total land	15	321	218	148	148
Building improvements	214	375	631	675	149
Total buildings	214	375	631	675	149
Total property	229	696	849	823	297
Plant and equipment					
Plant, machinery and equipment	983	1,325	1,141	1,380	1,259
Fixtures, fittings and furniture	4	-	-	-	-
Computers and telecommunications	450	320	159	200	200
Library books	103	93	80	87	80
Total plant and equipment	1,540	1,738	1,380	1,667	1,539
Infrastructure					
Roads	2,822	3,193	2,505	2,525	2,550
Bridges	1,672	-	-	-	-
Footpaths and cycleways	203	327	310	315	320
Drainage	200	590	400	105	700
Recreational, leisure and community facilities	2,025	1,161	875	3,325	680
Waste management	378	312	395	90	505
Parks, open space and streetscapes	445	642	100	100	100
Aerodromes	7	-	-	-	-
Other infrastructure	-	425	225	100	-
Total infrastructure	7,752	6,650	4,810	6,560	4,855
Total capital works expenditure	9,521	9,084	7,039	9,050	6,691
Represented by:					
New asset expenditure	1,341	1,842	1,427	1,835	1,356
Asset renewal expenditure	6,497	5,660	4,386	5,639	4,169
Asset expansion expenditure	169	317	246	316	234
Asset upgrade expenditure	1,514	1,264	980	1,260	932
Total capital works expenditure	9,521	9,083	7,039	9,050	6,691

STATEMENT OF HUMAN RESOURCES

for the four years ending 30 June 2021

Gannawarra Shire Council recognises that staff are our most important resource. A number of programs, policies and procedures are in place to ensure that our people are managed in the best way possible to ensure our objectives are achieved and we deliver the best outcome for the Gannawarra community. The following tables reflect the Human Resources employed by the Council to work on achieving the strategic objectives in the Council Plan.

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure					
Employee costs - operating	11,436	11,229	11,454	11,683	11,916
Employee costs - capital	430	579	589	599	609
Total staff expenditure	11,866	11,808	12,043	12,282	12,525
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	144.0	144.0	144.0	144.0	144.0
Total staff numbers	144.0	144.0	144.0	144.0	144.0

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

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
CEO and Council	1,322	1,157	165
Community Wellbeing	4,117	1,181	2,936
Corporate Services	1,345	971	374
Infrastructure	4,465	3,957	508
Total expenditure	11,249	7,266	3,983

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

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
CEO and Council	8.0	7.0	1.0
Community Wellbeing	48.8	14.0	34.8
Corporate Services	19.4	14.0	5.4
Infrastructure	59.8	53.0	6.8
Total	136.0	88.0	48.0
Capitalised labour costs	8.0		
Total staff	144.0		

COMMUNITY PROFILES

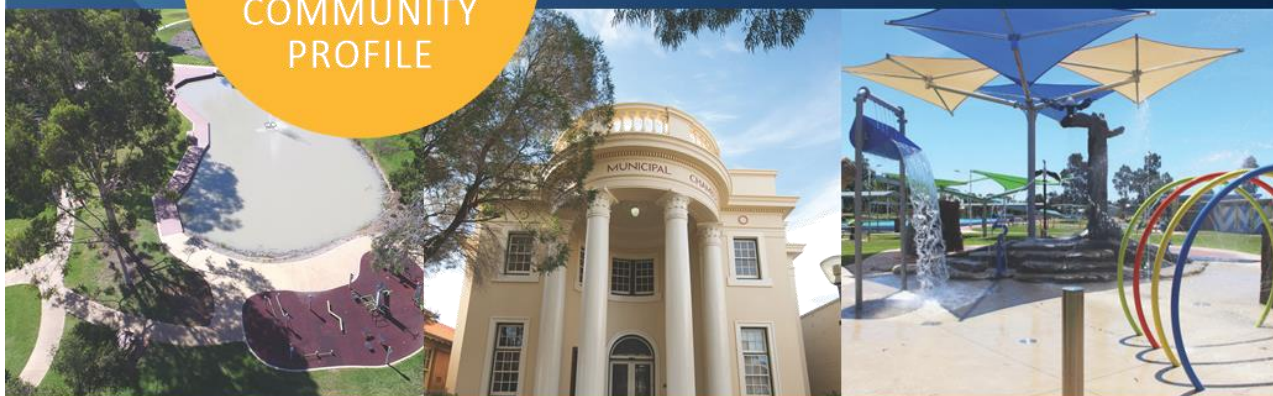
Community Profiles

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KERANG

COMMUNITY PROFILE



ABOUT US

Kerang is the largest centre within the Gannawarra Shire; a friendly, welcoming and inclusive community that values freedom and space. Kerang has a strong connection to heritage and a rich sporting and volunteering culture. Kerang draws in surrounding rural communities with its choice of schools, agricultural support services and strong health sector. Kerang has a busy retail sector, with some lovely new boutique businesses commencing in the last few years.

What's important to us?

- Lakes and Rivers
- Heritage and local history
- Sporting culture
- Business sector

What are our challenges?

- Declining working age population
- Employment opportunities
- Diversifying our local economy

What are our opportunities?

- Catering for an ageing population
- Retail and manufacturing
- Diversifying economy with new opportunities in agriculture and energy
- Including young people

Health, Education and Community Groups

- Early Years Education
- Primary and Secondary Education
- Health Services eg: Hospital, Community Health etc.
- Churches
- Service Clubs eg: Lions, Rotary, Probus, U3A etc.
- Northaven Retirement Village
- Kerang & District Community Centre

Economic drivers

- Business – Agriculture, manufacturing and retail
- Education – Prep to Year 12
- Renewable energy
- Ageing sector – Community Care and Nursing homes
- Tourism
- Transport connections ie: Airport, rail and train

Community Initiatives

- Kerang Car Club – Show and Shine
- Kerang Turf Club – Twice annual Race meetings
- Kerang Show
- New Years Eve Party in the Park
- Annual Gannawarra Toy Run
- Heritage Day at the Kerang Museum
- Annual Steam Train Visit
- Kerang Rotary Easter Art Show
- Tri-annual Quilt Show
- Annual Orchid Show
- Annual Easter Kerang Golf, Tennis & Bowls Tournament
- Kerang Music Society
- Combined churches Community Carols
- Monthly Kerang Community Market

Demographics

Kerang has 3,567 residents with a median age of 46 years.



NO. COMMUNITY GOALS

- 1 RECOGNISING OUR HERITAGE AND CULTURE**

Plaques for historical buildings, especially those in Victoria Street and possibly expanding out to other streets in connection with the Self Guided Walk or Drive of Historic Kerang

Heritage centre focusing on Indigenous culture/colonial heritage

- 2 ACCOMMODATION**

Quality accommodation – including quality motels, boutique accommodation and caravan parks.
Develop RV camping to facilitate easy access to the town centre

More rental accommodation

Encourage independent/individual living aged care accommodation and improved facilities for retirees and families to relocate.

- 3 CONNECTIONS AND INFRASTRUCTURE**

Safe crossing to Atkinson Park for access to the town centre and the present Information Service at the Kerang Library

Pedestrian crossing in Victoria Street to improve safety

Pedestrian and cycling linkages – footpath at end of Scoresby Street to Basketball Stadium, linkages to schools to improve safety and encourage walking and cycling

Transport connections for education, employment and health

Walkway from Victoria Street through to Fitzroy Street – install lighting, artwork along walkway, establish carparking in this area with shade, seating and tables, grass. Consider CCTV

Railway Station connection to the town centre

Access to digital technology

- 4 HEALTH AND WELLBEING**

Improve public oral health services to reduce rural disadvantage

Improve access to mental health services

BMX track – possibly near the skate park

Walking/bike tracks around the Loddon River

Development of walking/bike track between Kerang and Koondrook linking to the Murray River Adventure Trail

Bird watching platforms along the Loddon River

Boats on Loddon River – provision of canoe trails etc

Ensure accessibility for older people including more seats around the town.

- 5 TOURISM, EVENTS AND ARTS**

Music, comedy and outdoor art which reflects the history of Kerang

Build on key events such as the Kerang Museum Heritage Weekend, New Years Eve Party in the Park and Kerang Show and Shine

More dining / eating places for tourists





NO. COMMUNITY GOALS

- 5 TOURISM, EVENTS AND ARTS CONTINUED..**
 - Greater access to out of hours information for visitors, e.g. Notice boards or an external touch screen with information in Atkinson Park which directs visitors into the town and to walking tracks
 - Lights on and upgrade of the old Water Tower next to the Kerang Library – Develop as an extension of the museum, information centre or perhaps develop to reflect the children’s books written about it
 - More events for young people
 - Murals on some of the less attractive building surfaces
 - Improved acoustics in the Kerang Memorial Hall

- 6 BUSINESS AND AGRICULTURE**
 - Job creation, business growth and attracting industry
 - Agriculture opportunities and diversification – attracting new business and therefore employment

- 7 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION**
 - Streetscape beautification e.g. more trees and increasing shade along streets
 - The connection of nature/ parks into town centre
 - Shop façade upgrades
 - Christmas decoration upgrade.
 - Clean up and beautify all entrances to Kerang
 - Improve railway approaches into town





ABOUT US

Cohuna is a vibrant town within the Gannawarra Shire. Farm, Forest, Factories and Family are the themes from the recent Cohuna Vision consultation resulting in a robust future plan for the community which capitalises on the connection to the Gunbower Creek, Forest, Murray River and Indigenous history. Cohuna has a well-established and proud sporting culture, with an emerging arts and culture scene.

What's important to us?

- Gunbower Creek and Forest and Murray River
- Sense of community and belonging
- Revitalised retail sector
- Strong agriculture
- Cohuna District Hospital and Cohuna Retirement Village

What are our challenges?

- Employment opportunities
- Loss of irrigation water
- Population Decline

What are our opportunities?

- Waterfront development
- Tourism
- Arts and Culture
- Business establishment and growth
- Aged Care Sector development
- Events
- Agriculture

Demographics

Cohuna has 1,818 people with a median age of 54 years.

Health and Education challenges

- Oral Health – Lack of Fluoridation in water
- Mental Health
- Diabetes
- Heart Health
- Year 12 completion rates

Economic drivers

- Agriculture – dairy and intensive animal industries
- Ageing sector – Nursing homes and hostels
- Industry and manufacturing
-

Community Initiatives

- ACE Club
- Cohuna Bridge 2 Bridge
- The Big Cohuna Festival
- Operation Next Gen
- Music on the Murray
- Cohuna Agricultural Show



NO. COMMUNITY GOALS

1 COHUNA WATERFRONT PRECINCT - Master plan: See draft concept plan

Includes:

Cohuna Water Play complex

More dining/eating places for community and tourists with family friendly outdoor dining

Waterfront Boat Shed on the Gunbower Creek at Apex Park – Provides access to canoes, paddleboards and kayaks for community and tourists.

Bird watching platform on the Gunbower Creek along Island Road near the caravan park, with bird hides in Gunbower Forest

Extending Gateway to incorporate modern Library

Better linking the town to creek- pontoon, boat platforms

Refer to Cohuna Vision Plan

2 TOURISM

After hours information for visitors – digital kiosks

A Blandowski exhibition/cultural centre based around Gunbower Island - capitalise on Murray Explored work

Connect to Backroads Trail – ie. Windella Farms, 400 acres, Alden’s Olives, Factory and Field, Elm Tree Nursery, Kow Swamp, Workshop Café, Torrumbarry Weir

Marketing of Kow Swamp – billboard, signage

Promote Cohuna as a great Wedding venue

Develop events calendar- sent out with rates

3 ACCOMMODATION

Quality accommodation – Including quality motels, boutique accommodation, encouraging Glamping in the forest, improve Cohuna Waterfront Holiday Park and develop RV camping

Accommodation audit and ability to book at Gateway- link on website

Investment in Farm stay

Airbnb training for community members

Investigate lifestyle village accommodation and improving facilities for retirees and families to relocate

More rental accommodation needed

4 HEALTH AND WELLBEING

Continue advocacy for water fluoridation to improve oral health outcomes for Cohuna residents

Development of Integrated Children’s Centre and long day care

Community garden (perhaps best placed within a school – Stephanie Alexander Kitchen Garden concept) Paddock to Plate.

BMX Track

Walking and Bike Tracks- maintain and signage: where possible link into Park Run



NO. COMMUNITY GOALS

- 4 HEALTH AND WELLBEING CONTINUED...**

Fix up the railway bridge across the Barr Creek to complete the Barr Creek Revegetation Trail and also renovate the trail

Track out to the Cohuna Golf Club following the Gunbower Creek

Rail trail between Gunbower and Cohuna

Walking bridge over the Gunbower Creek at Mills Road to complete fitness track

Extend Cohuna Skatepark

New building at Cohuna Recreation Reserve and update Gateway Entrance to Recreation Reserve

Refer to Cohuna Vision Plan

- 5 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION**

Upgrade playground at Apex Park

More trees along streets (Chinese Elms, Mandurian Pears suggested), increase shade along streets, connecting nature/parks into town.

Shop facades & Christmas decorations unique to Cohuna in partnership with Progress

Beautification of Town entrance

Fix up the ski run facilities

Ensure accessibility for older people including more seats around town, gratitude seat

Streetscape RSL – 2ND PHASE

Refer to Cohuna Vision Plan

- 6 CONNECTIONS**

Advocacy - Reduce speed limit in Sampson Street

Traffic flow -Roundabout at intersection of Main Street & Sampson Street to control Traffic flow

Truck stop at Shell- investigate diverting trucks from main street

Investigate, pedestrian crossing near Cohuna Hospital and Village to improve safety

- 7 EVENTS AND ART**

More music, comedy and outdoor art

More prominent location for gallery

Building on key events like the Bridge 2 Bridge and Big Cohuna Festival

- 8 RED BRICK BUILDING**

Investigate feasibility of utilising the Red Brick Building to become a destination for fully programed school camps, conferences and retreats – Links to Tree Tops, farms, art programmes, wetlands & Indigenous history





KOONDROOK COMMUNITY PROFILE



ABOUT US

Koondrook is a Murray River town, which has a thriving boutique burgeoning food movement. A proud town, with strong connection to its red gum heritage and aboriginal ancestors. Koondrook boasts passionate community members willing to put time and energy into new and exciting ventures.

What's important to us?

- The Murray River and Gunbower Creek
- Tourism opportunities yet to be fully realised
- Gunbower, Benwell & Guttrum Forests
- Community assets – Wharf, Apex Park, Bridge
- Small business development e.g. Wetlander, Long Paddock
- Redgum and Arbutnot Sawmills

What are our challenges?

- Ageing population
- Maintaining business activity
- Diversifying business base in agriculture and other
- Infrastructure to attract business

Health, Education & Community

- Koondrook Primary School, Koondrook Kindergarten and Family Day Care
- Men's Shed
- Maternal and Child Health

Demographics

Koondrook has 739 people with a median age of 53 years.

What are our opportunities?

- Koondrook Wharf precinct development, including a Marina in Gunbower Creek
- Goods Shed/Greenways Block/glamping
- Develop heritage buildings in Koondrook into unique business opportunities
- Develop old butter factory into a creative arts precinct
- Murray River/Gunbower Creek waterways
- Connect Koondrook to the Murray River Adventure Trail
- Connect Koondrook to Cohuna via the forest trail
- Connect Koondrook to Kerang via the Rail Trail
- Consider the renewable energy opportunities that fit within the 'natural' Koondrook brand
- Diversify the agriculture opportunities and further develop local food concepts
- Long Day Care option in Koondrook

Economic drivers

- Tourism
- Agriculture – diversification and production
- Café culture and accommodation
- Manufacturing – redgum timber
- Koondrook Wharf



NO. COMMUNITY GOALS

- 1 WATERFRONT DEVELOPMENT**
 Koondrook Wharf development, including business opportunities, Gunbower Creek marina, connecting Wharf to 3 phase power, board walk servicing Goods Shed, connecting NBT hub to Wharf, grey waste and water
 Development of the Goods Shed
 Nature Based Tourism Hub development

- 2 CONNECTIONS AND INFRASTRUCTURE**
 Rail Trail and cycling linking to the Murray River Adventure Trail
 Pedestrian crossing in Main Street on bend adjacent to Wharf
 School crossing and lighting
 Road upgrades and footpaths
 Maintain walking track from Condidorios Bridge to Barham Koondrook Bridge and investigate lighting options
 Extend walking track up to Cassidy Lane
 Connection between Bridge and Wharf
 Footbridge extension to Gunbower Island
 Wattle Street stormwater upgrade and Vine Street along Murray Parade/Murrabit Road stormwater extension
 Heritage precinct development
 Access to information for visitors at the Wharf (i.e. outdoor iPads, digital kiosks etc)
 Swimming Pool enhancement
 Repair old weighbridge in Riverside Park

- 3 TOURISM AND ACCOMMODATION**
 Rail Trail/Cycling link between Koondrook and Cohuna through the Gunbower Forest
 Caravan Park upgrades
 RV Friendly Town
 Leverage off existing bus tours

- 4 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION**
 Town entry statement at Koondrook Bridge (after bridge construction completed)
 Future proposals for Memorial Hall site

- 5 BUSINESS DEVELOPMENT**
 Solar farm opportunity to provide electricity to town (take Koondrook off grid)
 Support business development opportunities through integrated planning
 Looking at opportunities to increase industrial zoned land
 Develop old butter factory into creative arts precinct
 Diversify the agriculture opportunities and further develop local food concepts





LAKES DISTRICT COMMUNITY PROFILE



ABOUT US

The Lakes District, including Lake Charm, Kangaroo Lake and Mystic Park are diverse, vibrant communities encompassing many picturesque Lakes which provide the backdrop for immense tourism potential and the opportunity to increase commercial investment.

What's important to us?

- Our Lakes
- Close proximity to larger centres like Kerang and Swan Hill
- Climate
- Unique surrounds
- Diverse agriculture

What are our challenges?

- Uniting the Lakes Community, getting locals involved
- Supporting our ageing population
- Attracting young families to the area and keeping them here
- Integrating large businesses into the community
- Building on tourism potential
- Attracting commercial/residential development
- Water management
- Cleaning up after tourists

Community life

- Lake Charm Primary School
- Kerang and Lake Charm Power Boat Club
- Lake Charm Yacht Club
- Lake Charm Hall
- Lake Charm Mystic Park Senior Citizens Group
- Lake Charm Mystic Park Lions Club

What are our opportunities?

- Attracting young families to the area
- Waterfront development
- Water based tourism, e.g. the Lakes, Marshes and Ibis Rookery
- Artistic centre (photography, art, history, music, coffee shop)
- Community bus
- Develop a Feed mill
- Roads to Market
- Bus tours around Lake Charm, Kangaroo Lake and Mystic Park
- Tourism and eco-tourism (e.g. the Avoca Wetland when full of water)
- Caravan Park development

Economic drivers

- Lake Charm Salt
- Mystic Park Hotel
- Agriculture
- Tourism – lakes and caravan parks

Community initiatives

- Mystic Melodies
- Cooking Up a Storm
- Ski races held throughout the year
- Community Garden at the school

Demographics

The Kerang Lakes district, incorporating Lake Charm, Mystic Park and Kangaroo Lake areas has a population of 495 with a median age of approximately 43 years.



NO. COMMUNITY GOALS

- 1 KERANG LAKES WATERFRONT DEVELOPMENT PROJECT**

Masterplan development including board walks, foreshore development, BBQs, toilet upgrades and coffee shop

Investigate event space at Kangaroo Lake

Fogarty Point improvements including walking tracks and boardwalks into the water

Assist caravan parks to incorporate new developments into the Kerang Lakes Foreshore Management Plan and Waterfront Project

Residential development opportunities

- 2 TOURISM**

Build a tourism destination based around the lakes capitalising on the nature aspects of the area and Ramsar listings

Develop a unique aquatic brand for the Kerang Lakes that sets it aside from other locations

Increasing focus on the Lakes – skiing, camping, major events, aboriginal history

Brochure on Ramsar lakes – natural assets, bird and wildlife

Bikes, fishing platforms, canoes and boats for hire

Big sign on highway with photo of lake so people turn off the highway

- 3 CONNECTIONS AND INFRASTRUCTURE**

All weather road around Lake Charm

Walking track around foreshore of Kangaroo Lake and Lake Charm

Maintaining current assets and services, e.g. primary school and Hall

Trail between Lakes and Kerang

- 4 BUSINESS AND AGRICULTURE**

Build on local businesses and agriculture

Develop value add agricultural projects e.g. bio-dynamic fruit and viticulture





MURRABIT & DISTRICT COMMUNITY PROFILE



ABOUT US

Murrabit is a self-sufficient community located on the Murray River that is well known for hosting the monthly Murrabit Country Market. The market is a community driven success story that has been a major drawcard to the area since its establishment in 1977. A primary school, playgroup, access to childcare and a range of sporting clubs makes Murrabit an attractive place to live for young families while commuting to surrounding larger towns for work. Surrounded by agricultural land, the Murray River, waterways and redgum forests, Murrabit and district is also a great place to visit and enjoy!

What's important to us?

- Murrabit Market
- Murray River location with interstate bridge
- Sense of community
- Diverse range of community groups and sporting clubs
- Recreation reserve and strong football/netball club
- Murrabit Group School

What are our challenges?

- Sustainability of Murrabit Market, agriculture and football/netball club
- Loss of population
- Volunteer burn-out
- Lack of rental housing for young families

What are our opportunities?

- Murrabit Market
- Tourism
- Diversifying agricultural base
- Population growth based on location and lifestyle
- Accommodation options
- Heritage promotion
- Use of community owned land
- Leadership capacity building

Health and Education

- Access to services to support our ageing population to continue living in their community
- Maintaining early childhood services and primary school to attract and retain young families
- Participation in sport and recreation based around the Murrabit Recreation Reserve
- Mental health and wellbeing

Economic drivers

- Murrabit Market
- Agriculture
- Small business, particularly self-employed trades
- Close proximity to larger neighbouring towns

Community initiatives

- Murrabit Market
- Community enterprises based around Murrabit Market
- Murrabit Cod Challenge
- Visitor information service centre and gift shop
- Men's Shed educational programs with primary school
- Murrabit Playgroup and integration of library program with Murrabit Group School

Demographics

Murrabit has 330 people with a median age of 48 years.



NO. COMMUNITY GOALS

- 1 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION**

Install Stormwater and drainage at the Murrabit Hall/Market Site and removal of open cut roadside drains

Investigate raw water supply to water community sites – Lions Park, Market Site, War Memorial, Murrabit Hall

Beautify Market site, Lions Park and War Memorial – additional shade and seating, landscaping and grassed areas, signage, pioneer recognition, drinking water fountain

- 2 TOURISM, EVENTS AND ART**

Establish a modern service and visitor information centre including a heritage centre and exhibition space

Incorporate art and culture into Murrabit Market by developing an annual events calendar, pop up art and permanent art installations

Investigate new ‘Tinny Muster’ event – Murrabit to Koondrook Wharf along Murray River

Investigate use of the Murrabit Market site for other major events

- 3 WATERFRONT DEVELOPMENT**

Improve Miss Keats Picnic Park (boat ramp) – signage, roadworks, bollards, general beautification, RV camping

Install a marina at the Murrabit Boat Ramp for tying up of boats - connect to Koondrook Wharf

- 4 CONNECTIONS AND INFRASTRUCTURE**

Continue to support public halls at Murrabit, Benjeroop and Myall

Establish a trail between Murrabit and Koondrook through Guttrum and Benwell Forests and create a bike/walking track between Murrabit township and the Murray River

Support older people to continue to live in their own community by promoting available transport options and starting a monthly social meal

- 5 HEALTH AND WELLBEING**

Establish a community garden on land between Men’s Shed and Murrabit Group School

Facilitate programs that support intergenerational interaction and lifelong learning based around the Men’s Shed

Support ongoing access to playgroup and childcare

Promote access and inclusion to a diverse range of sport and recreation opportunities

Promote volunteerism and meaningful opportunities for young people to be involved in the community

Support capacity of volunteers to apply for grants and take on leadership roles

Stimulate community enterprise and encourage business development based around the Murrabit Market – eg. community garden sales, tree propagation, publishing Book Week competition books, local art, craft and produce sales

- 6 ACCOMMODATION**

Improve RV camping at Murrabit Recreation Reserve by installing a camp kitchen and toilet/shower facilities

Investigate housing options for older residents who want to downsize but continue to live in the community and rental accommodation to retain young families in the area

- 7 AGRICULTURE**

Develop a Murrabit Agriculture Prospectus



LEITCHVILLE COMMUNITY PROFILE



ABOUT US

Leitchville is a small, proud town with everything you need. The heart of the community is the Football/Netball club, and there are many other active committees supporting the community. The Leitchville community was affected by the closure of the Murray Goulburn Factory closing in 2010, but there are promising signs of recovery with the opening of the Red Gum Bakery and The Good Meat Co. Butchers, and with success on the footy and cricket fields.

What's important to us?

- Connections to Kow Swamp
- Small town - close knit caring community
- Peace and Quiet

What are our challenges?

- Ageing population
- Declining population

What are our opportunities?

- Kow Swamp
- Mt Hope
- Dairy & Pig industry
- Large existing industrial space
- Solar

Demographics

Leitchville has 247 people with a median age of 50 years.

Health and Education

- Leitchville Primary School
- Pre-school
- Leitchville Rural Transaction Centre
- Library
- Men's Shed
- Recreation Reserve and sporting clubs
- Senior citizens

Economic drivers

- Dairy and Piggeries

Community Initiatives

- Leitchville Alive – Bi-Annual Arts Festival
- Town Garage sale
- Garden walks
- Jazz for Fun

New Businesses

- Red Gum Bakery
- Good Meat Company





NO. COMMUNITY GOALS

- 1 TOURISM AND ACCOMMODATION**
 - Install a noticeboard at the RV Camping site
 - Investigate opportunities for a digital kiosk at Leitchville to better connect visitors and community
 - Better promotion and use of key environmental assets – Mount Hope and Kow Swamp (new signage/photos)
 - Maintenance and enhancement of tracks and trails

-
- 2 HEALTH AND WELLBEING**
 - Continue to support and invest in our children and community resources - Library, Kinder and School

-
- 3 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION**
 - Streetscape beautification
 - Explore parking at Lions Park
 - Explore opportunities for irrigation at Trigg Park (Scout Hall/Railway precinct)

-
- 4 RECREATION**
 - Improve and modernise tennis club
 - Improve children’s playground behind Leitchville pre-school
 - Ensure recreation reserve and community complex are well maintained, look at installation of a skate park
 - Enhance swimming pool precinct

-
- 5 BUSINESS DEVELOPMENT**
 - Continue to investigate options for use of the Murray Goulburn factory
 - Support new businesses to establish in Leitchville
-



**LALBERT
COMMUNITY
PROFILE**

**GANNAWARRA
Shire Council**

ABOUT US

Lalbert is a quaint rural township in the Mallee, surrounded by a district of large wheat growing farms. The heart of the community is the local community centre that is also home to the local football club the 'Mallee Eagles'. The golf course is just down the road from the township on the edge of Lake Lalbert.

What's important to us?

- Recreation Reserve and Football Club
- Large open space, fresh air, peace and quiet and safety
- Community park and amenities block
- Re-opening of shop
- Recreation Reserve Community Centre
- Golf Club
- Local employment opportunities for young people
- Bus to Swan Hill weekly (Thursdays)
- VLine bus to Bendigo 3 days per week

What are our challenges?

- Non-potable water supply
- Getting our children to places can be difficult
- Lack of public transport
- Improving community relations across the district
- Less labour intensive farming methods
- Declining services
- Declining population
- Power outages

Demographics

Lalbert has 224 people residing within its district, which includes the localities of Lalbert, Connie, Tittybong, Beauchamp, Budgerum East and Sandhill Lake. The median age is 43 years.

What are our opportunities?

- Main arterial road location
- Increasing traffic through town
- Lake Lalbert and abundance of native wildlife
- RV camping
- Renewable energy
- Stronger connection to Quambatook Community Resource Centre

Health, Education & Community

- Participation in sport and recreation based around the Lalbert Recreation Reserve and Lalbert Golf Club.
- Community consultation indicates that access to education and health occurs in Swan Hill. The local primary school closed in 2014.
- Access to district nurse when required
- Lalbert Seniors and Craft Group

Economic drivers

- Agriculture – grain, sheep and beef
- Road freight transport
- Local shop, post office, fuel depot



NO. COMMUNITY GOALS

- 1 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION**

 - Improve town entry and exists including signage
 - Develop a history wall/board at the exit to the community park/amenities block
 - Beautiful main street along the old, now unused, Graincorp site. Consider tree planting along road edge to improve appearance and truck rest parking
 - Cemetery compilation of names and location board at front of cemetery

- 2 RECREATION**

 - Ensure community centre and recreation reserve are well maintained

- 3 CONNECTIONS AND INFRASTRUCTURE**

 - Better road to Kerang
 - Install new community noticeboard at mail boxes

- 4 TOURISM AND ACCOMMODATION**

 - Golf Club upgrade and RV camping
 - Lake Lalbert improvements – investigate eco-tourism opportunities
 - Possible boat ramp





QUAMBATOOK COMMUNITY PROFILE



ABOUT US

Quambatook 'On the Avoca River', is a great place to call home!

Quambatook aims to be a sustainable, well maintained, proud and friendly community. Our vision is aimed at maintaining and growing our community and improving the quality of life for all residents.

What's important to us?

- Rural lifestyle
- Freedom
- Agricultural industry
- Heritage
- Variety of local events
- Football club and sporting hub

What are our main challenges?

- Attracting young families
- Attracting industries
- Remoteness
- Engaging the community

What are our opportunities?

- Quiet, peaceful location
- Tight knit community
- Avoca River
- Promotion of our heritage and history
- Market the Caravan Park
- Commuter town

Demographics

Quambatook has 213 people with a median age of 53 years.

Health and Wellbeing

- Quambatook Group School - unstaffed
- Northern District Community Health
- Men's Shed
- Quambatook Community Resource Centre

Economic drivers

- Agriculture
- Graincorp bunkers
- Out loading facility/grain receivables
- Solar farmers
- Fuel station

Our achievements

- Fuel station
- Pub open
- Tractor Pull
- Silo Cinema
- Skate Park
- Fishing Club with 50+ members
- Strong volunteerism
- Active and vital service groups





NO. COMMUNITY GOALS

1 WATERFRONT DEVELOPMENT

- Weir pool project proposal
- Improve public space – area to the north of bowling club, low maintenance, self-sustaining
- Extend walking track to weir/linking flood levee banks

2 STREETSAPES, PARK UPGRADES AND BEAUTIFICATION

- Weed control – bindii and other
- Look at ways Landcare can be more active to access funding
- Street beautification – Main street
- Mowing public areas in town to ensure Quambatook is always presented well
- Signage to promote what Quambatook has to offer and things to do
- Town entry sign at end of Suttie Road
- Promotion and marketing of town – through social media and other

3 SPORT AND RECREATION

- Support and build on the Recreation Reserve, including developing the infrastructure to suit the needs to the community
- Bowling Club
- Swimming Pool
- Golf Club
- Fishing Club
- Tractor Pull complex
- Men’s Shed
- Tennis Club precinct development
- Support newly formed Quambatook Angling Club

4 TOURISM, EVENTS AND ACCOMMODATION

- Growing and promoting existing events including: Silo Cinema, Tractor Pull Championship, Heritage Day, Bowls, Golf and Fishing
- Caravan Park, including investigating the possibility of an RV Dump point
- Outdoor movie cinema – market, promote the experience, link to the ‘Wimmera silo art gallery’
- Link in with skate park events in the Shire/neighbouring towns





GANNAWARRA
Shire Council







ABOUT US

Macorna is a proud and pro-active community who hold their Recreation Reserve in high regard and see it as the heart of their community. They are very proud of their community and have a real focus on being a family friendly inclusive sporting club, which has drawn families from surrounding bigger towns. Macorna has many intergenerational farming families, who are proud of their heritage and their connection to the land.

What's important to us?

- Sport/football netball club
- CFA/Fire Brigade
- Farming industry
- Tragowel Hall
- Macorna Recreation Reserve

What are our challenges?

- Young people leaving and not coming back
- Water challenges
- Loss of population - big farms buying out little farms and families leaving the area

What are our opportunities?

- Diversifying agriculture with lower water use
- On-farm tourism

Demographics

As the 2014 Census did not release data for gazetted localities it is difficult to produce accurate population figures for the Macorna district.

Health, Education & Community

- Community members access education and health services in either Kerang or Cohuna.
- Participation in sport and recreation based around the Macorna Recreation Reserve.

Economic drivers

- Agriculture





NO. COMMUNITY GOALS

1 RECREATION

Ensure community centre and recreation reserve are well maintained

2 CONNECTIONS AND INFRASTRUCTURE

Improve roads around the district
Reinstate outdoor toilet at Tragowel Hall
Advocate for National Broadband Network

3 HEALTH AND WELLBEING

Provide mentoring and volunteering opportunities, particularly for young people
Assist sporting clubs to deal with drug and alcohol issues
Investigate avenues for 'Take a Stand' family violence training

4 AGRICULTURE

Investigate opportunities for development of agricultural land at Macorna



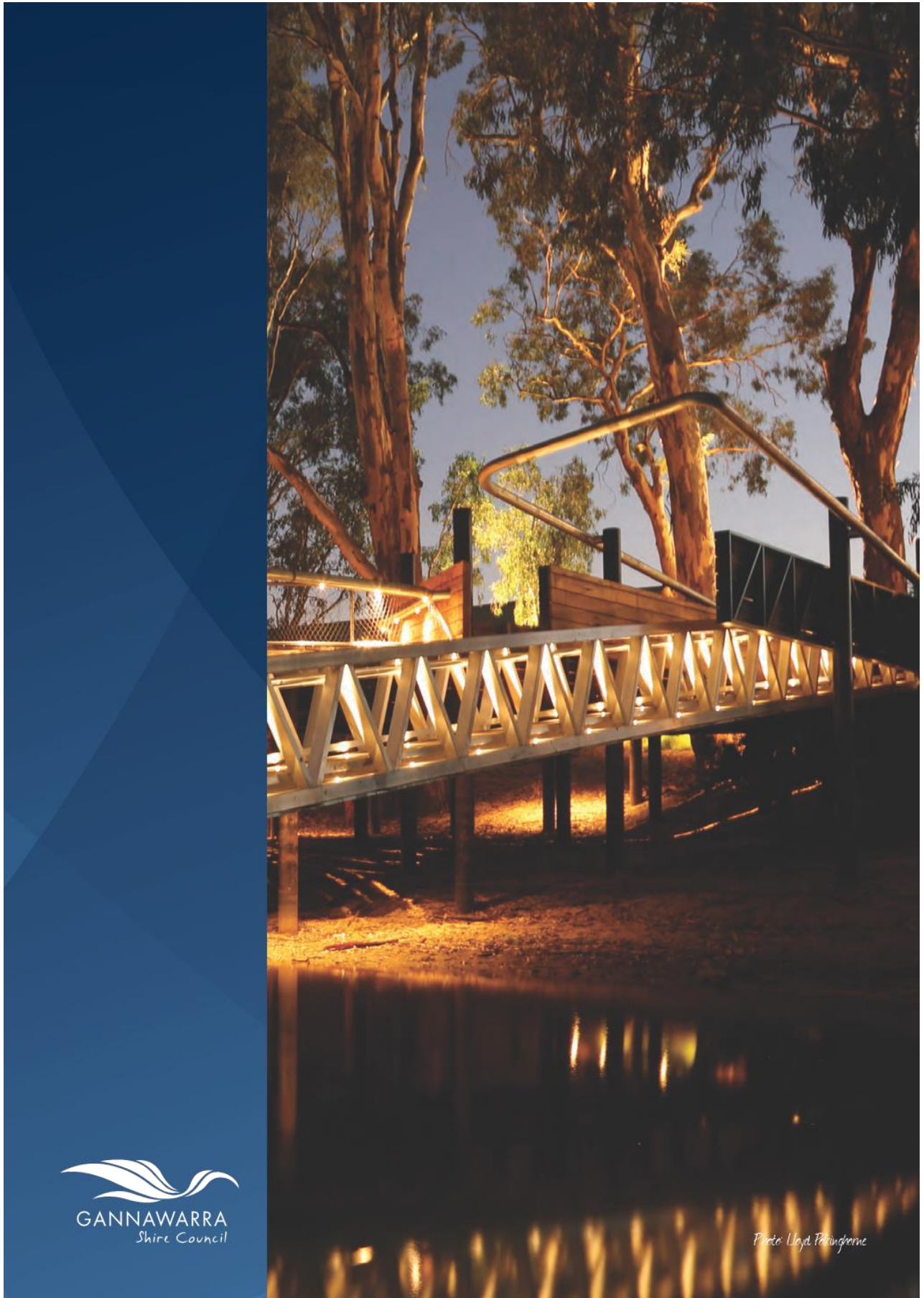


Photo: Lloyd Pilkington

Gannawarra Shire Council Proposed Annual Budget 2017/2018

This Budget Report has been prepared with reference to Chartered Accountants ANZ "Victorian City Council Model Budget 2017/2018" a best practice guide for reporting local government budgets in Victoria.



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Mayor's introduction

Together with my fellow Councillors I am delighted to present to our community and stakeholders the 2017-2018 Budget.

This budget builds on our Council Plan 2017-2021 vision which focuses on the following five key areas:

- Connectivity
- Economic Diversity, Growth and Prosperity
- Sustainable Natural and Built Environments
- Good Governance and a Healthy Organisation
- Strong Healthy Communities

The proposed Budget details the resources required over the next year to fund the large range of services we provide to the community. It also includes details of proposed capital expenditure allocations to improve and renew our municipality's built infrastructure, buildings and operational assets as well as funding proposals for a range of operating projects.

During and following the Council elections in 2016 we have consistently heard that Council's services are important to the community, and that Council also needs to be financially responsible and keep its rates as low as possible. In response, Council has continued to identify savings that at this stage don't impact on its services to provide increased value for money to ratepayers.

Council will continue to focus on identifying sustainable cost savings that will enable it to deliver on our Council Plan to provide high quality, responsive and accessible services to the community. In order to do this we have identified potential opportunities to explore shared services, service planning and initiatives to increase revenue.

The Budget proposes a rate increase of 2%. This is in line with the Fair Go Rates System (FGRS) which has capped rate increases by Victorian Councils. To ease the impact on ratepayers and ensure users help pay for Council services, most fees and charges will increase by 2%, in line with projected inflation.

In this proposed budget the total Capital Works program will be \$9.084 million, of which \$410,000 relates to projects carried over from the 2016/17 year. \$3.136 million will come from external funding and \$5.948 million from Council's cash reserves. Major items included in the proposed 2017/18 Budget include:

- \$750,000 Koondrook Nature Based Tourism Hub (subject to securing grant funding of \$600,000)
- \$250,000 Sport, recreation and leisure program
- \$70,000 Lakes and waterways master plan preparation
- \$30,000 Kerang Lakes foreshore master plan development
- \$120,000 Apex Park Cohuna toilets
- \$110,000 Irrigation installation, Bendigo Road, Kerang
- \$120,000 Bulk Solar installations
- \$1.00 million Sealed road rehabilitation program (fully funded by R2R)
- \$1.010 million Gravel re-sheeting program (\$910,000 grant funding)
- \$835,000 Bitumen road reseals
- \$327,000 Footpaths, tracks and trails – replacement and extension
- \$125,000 Local Roads to Market
- \$1.325 million Plant and vehicle replacement
- \$312,000 Waste Management including Old Kerang landfill capping, transfer station upgrade and completion of Denyer's Cell 3
- \$500,000 Quambatook Township Flood Mitigation (Subject to securing grant funding of \$250,000)
- \$350,000 Completion of Kerang CBD Streetscape (\$100,000 grant funding)
- \$350,000 Koondrook Caravan Park Roads and Drainage upgrade
- \$75,000 Cohuna Caravan Park Hydrants
- \$125,000 Swimming Pool Renewal Program

We have also allocated funding to invest in providing important ongoing services to the community including:

- Libraries and Arts/Culture \$692,000
- Roads, Bridges and Footpaths maintenance \$5.963 million
- Children's and youth services \$3.865 million
- Recreation (parks, reserves and pools) \$2.682 million
- Rubbish and recycling services \$1.677 million
- Community care \$2.136 million
- Tourism and economic development initiatives \$910,000
- Community facilities incl. halls, buildings \$948,000

Our focus for the next year is to continue to exercise responsible financial management, sustainability and equity, whilst managing the following challenges.

Rate capping: The impact of the Fair Go Rates System and the freeze on Federal Assistance Grants indexation, combined with Council's ability to meet the expectations of the community within this 2% rate cap continues to be a challenge

Rating Strategy: Council is committed to transitioning towards one single uniform rate for all ratepayers over its four (4) year term. When this transition is complete, all ratepayers will have the same uniform rate in the dollar applied to the Capital Improved Value (CIV) of their property, regardless of whether they use their land for residential, commercial, industrial or farming purposes.

Council views this as fair and equitable and equitable, as it ultimately removes any comparative rating advantage one class of ratepayers may have over another, as occurs under the existing differential rating structure. The move to a uniform single rate will have a significant impact on dryland property rates, which currently enjoy a 20% lower rate in the dollar compared to farm irrigation district land. The transitioning process softens the ultimate loss of the 20% rating advantage for dryland farms, as the uniform single rate in the dollar system is fully implemented over the next four (4) years.

I encourage you to read the remainder of this document, together with our new Council Plan 2017-2021 and I look forward to receiving your submission.

Cr Brian Gibson
Mayor

Executive Summary

Council has prepared a Budget for 2017/2018 which is aligned to the vision in the Council Plan 2017-2021. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

This Budget projects a surplus of \$2.946m for 2017/2018; noting the the adjusted underlying result is a surplus of \$1.267m after adjusting for capital grants and contributions (refer Sections 5 and 10.1).

Ongoing delivery of services to the Gannawarra community is funded by a budget of \$26.552m. These services are summarised in Section 2.1.

Continued capital investment in infrastructure assets (\$9.084m) primarily for renewal works (\$5.66m) features in the budget. This includes roads (\$3.193m); footpaths and bicycle paths (\$0.327m); drainage (\$0.590m); recreational, leisure and community facilities (\$1.16m); parks, open space and streetscapes (\$0.642m); and waste management (\$0.312m). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

The Rate Rise

- a. The average rate will rise by 2.0% in line with the order by the Minister for Local Government on 19 December 2016 under the Fair Go Rates System.
- b. Key drivers:
 - i. To fund ongoing service delivery – business as usual (balanced with greater service demands from residents)
 - ii. To fund renewal of infrastructure and community assets
 - iii. To cope with cost shifting from the State Government
 - v. To cope with a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by their freezing of indexation of the grant over the last three (3) years
- c. Council is required to revalue all properties within the Shire every two (2) years. The revaluation was undertaken as at 1 January 2016 and applies for the 2016/17 and the 2017/18 rating years.
- d. The total waste service charges incorporating kerbside collection and recycling will increase by 2.0% overall.
- e. Refer Section 7 for further Rates and Charges details.

Key Statistics

- **Total Revenue:** \$29.498M (2016/2017 - \$28.74M)
- **Total Expenditure:** \$26.552M (2016/2017 - \$23.88M)
- **Accounting Result:** \$2.946M Surplus (2016/2017 - \$4.85M Surplus)
(Refer Income Statement in Section 3)
- **Underlying operating result:** Surplus of \$1.267M (2016/2017 - Deficit of \$0.231M)
(Refer Analysis of operating Budget in Section 10.1 noting in 2017/18 Roads to Recovery capital grants are now included in calculating the Underlying Result)
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)
- **Cash result:** \$0.981 Surplus (2016/2017 - \$1.200M Deficit)
(Refer Statement of Cash Flows in Section 3)
This is the net funding result after considering the funding requirements to meet loan principal repayments and the reserve transfers.
- **Total Capital Works Program** of \$9.084M (2016/2017 - \$10.43M)
 - o \$5.948M from Council operations (rates funded)
 - o \$0.00M from borrowings
 - o \$3.136M from external grants

Budget Influences

The preparation of the budget is influenced by the following external factors:

- The Victorian State Government has introduced a cap on rate increases from 2016/2017. The cap for 2017/2018 has been set at 2.0% (2016/2017 - 2.5%)
- CPI for Victoria is forecast to be 2.0% for the 2017/2018 year (Victorian Department of Treasury & Finance, 2016-2017 Budget Update)
- On going cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 16 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

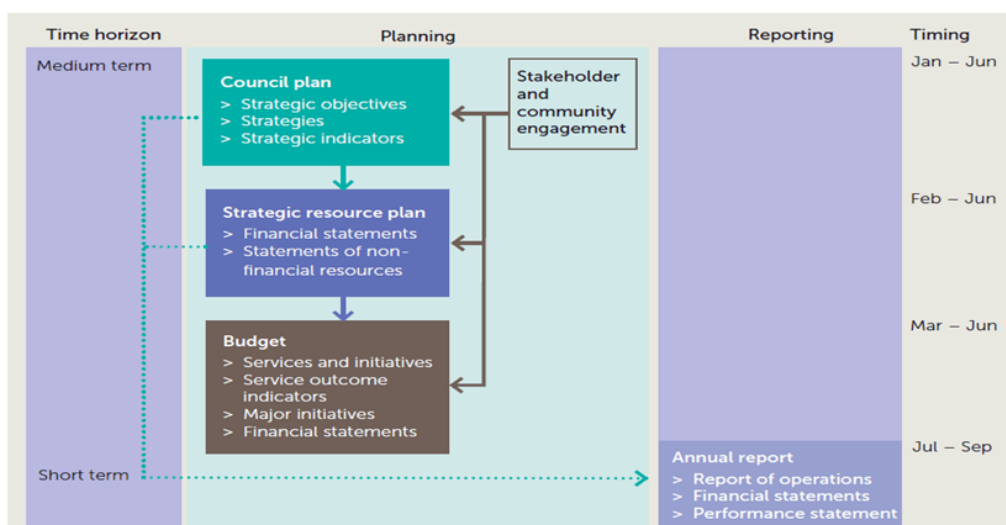
- 1 Links to Council Plan
- 2 Services and service performance indicators
- 3 Financial Statements
- 4 Financial performance indicators
- 5 Other budget information
- 6 Capital works program
- 7 Rates and charges

1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Vision 2025), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

1.1 Planning and accountability framework

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



Source: Department of Environment, Land, Water and Planning

In addition to the above, Council has a long term plan (Vision 2025) which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

1.2 Our purpose

Our vision - "Building upon our strengths of people, place and pride to inspire a positive future together"

Our mission

Together with our community we will capitalise on our natural assets, support our business and agriculture sector and deliver quality services to our community.

Our values

Gannawarra Shire Council has a clear strength in the bond and affinity between its Councillors, the community and staff. Staff support the community leadership and governance role of Councillors, and work together to achieve the commitments of the Council Plan. Having all Gannawarra Shire Council staff practise the following organisational values enhance the quality of this partnership:

- **Be Collaborative** - We will work closely with our community using our collective skills and knowledge to build a positive future. Together with our partners we will deliver great things for our community.
- **Be Resourceful** - We will be resourceful and resilient, employing creative problem solving to our challenges. We will plan and be prepared for when opportunities present.
- **Be Innovative** - We will embrace new ideas and technology to deliver quality services to our community at a lower cost. We will make time to consider the big issues and actively seek creative solutions.
- **And we will listen** - We will listen to our community and use our collective knowledge and sound judgement to respond and close the loop.

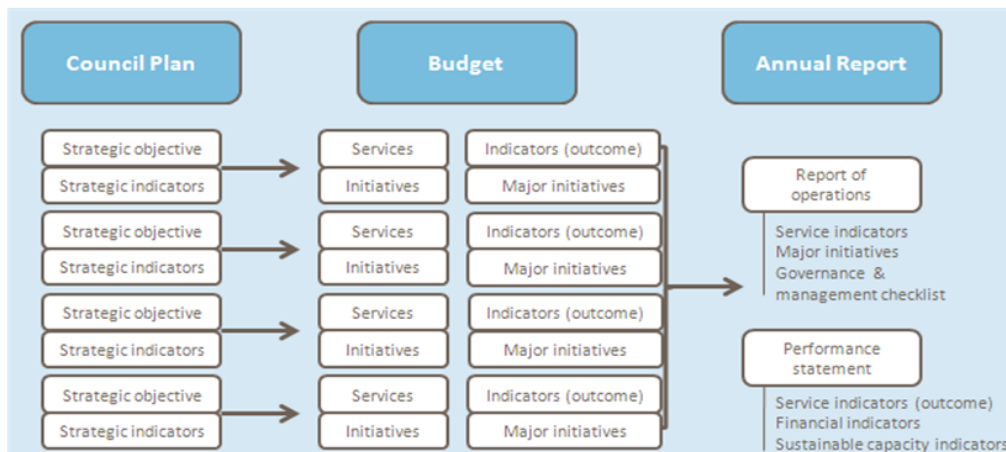
1.3 Strategic objectives

Council delivers activities and initiatives under a range of service categories. Each contributes to the achievement of one of the five Strategic Objectives as set out in the Council Plan for the 2017-2021 years. The following table lists the five Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. Connectivity	Our communities will be well-connected.
2. Economic Diversity, Growth and Prosperity.	Facilitate a growing and prosperous economy.
3. Sustainable Natural and Built Environment.	To initiate, develop and manage sustainable natural and built environments.
4. Good Governance and a Healthy Organisation.	To be leaders in our community supported by a performance focused organisation that embraces innovation.
5. Strong Healthy Communities.	Our community will be healthy, creative, inclusive and safe.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2017/2018 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify initiatives, major initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

2.1 Strategic Objective 1: Connectivity.

To achieve our objective of Connectivity we will continue to encourage connections within and between communities, improve access to community and tourism information, support volunteer participation to meet the needs of the community, encourage and build community events, advocate for improved digital connectivity on behalf of our community and advocate for improved transport connectivity within and between our communities and the broader region.

Services

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Community engagement	This service is responsible for the management and provision of advice on external communication, in consultation with relevant stakeholders, on behalf of Council.	210 -
Events	Council's arts and culture program investigates opportunities to capture the economic value of local events and ensures a link between the community	152 (4)
		148
Transport connections	This service includes responsibility for the maintenance of the weighbridge, aerodrome and train station.	350 (197)
		153
Volunteer co-ordination	A program designed to coordinate the community's volunteer workforce to provide services that would normally be beyond Council's ability to provide. Services include the Gannawarra Non-Emergency Transport Service, the L2P program and the delivery of meals on wheels.	116 (142)
		(26)

Major Initiatives

- 1) Develop a shared events partnership program and work towards consolidating existing Council events

Initiatives

- 2) Bring town leadership groups together for an annual forum
- 3) Bringing young people together for an annual forum
- 4) Host a combined celebration of volunteers annually

Service Performance Outcome Indicators

The following indicator outlines how we intend to measure achievement of service objectives.

Service	Indicator	
Events	Satisfaction	The number of Council facilitated events is recorded and shows an increase over four years

2.2 Strategic Objective 2: Economic Diversity, Growth and Prosperity.

To achieve our objective of Economic Diversity, Growth and Prosperity, we will continue to facilitate growth and diversity opportunities within the Shire, utilise the environs of the rivers, lakes and forests for development opportunities, encourage accommodation options suited to a variety of target markets, create business opportunities to increase Council's revenue, support and advocate for sustainable and renewable energy industries within the Shire, support the local tourism industry and maximise the natural environment to deliver high quality visitor and community experiences.

Services

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Economic development	This service assists the Council to facilitate an environment that is conducive to a sustainable and developing local business sector and provides opportunities for local residents to improve their skill levels and access employment.	642 <u>(273)</u> 369
Planning and building	This service processes all planning and statutory building applications, provides advice and makes decisions about development proposals which require a planning permit as well as preparing policy documents that shape the future of the Council.	547 <u>(155)</u> 392
Tourism	This service facilitates and encourages tourism development and opportunities to draw visitors to the municipality. The tourism program includes Gateway to Gannawarra, caravan parks and signage.	268 <u>(153)</u> 115

Major Initiatives

- 5) Develop Waterway Master Plans for across the Shire
- 6) Support and advocate for sustainable and renewable energy industries within the Shire

Initiatives

- 7) Develop a feasibility study around potential rezoning for waterfront residential investment and development
- 8) Develop a Prospectus based on a range of accommodation styles/types and use this to encourage developments
- 9) Develop and implement the Koondrook Wharf Business Opportunities Plan

Service Performance Outcome Indicators

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

Service	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year / less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x 100
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

2.3 Strategic Objective 3: Sustainable Natural and Built Environment.

To achieve our objective of Community Participation, we will encourage an environmentally sustainable community, continue to develop sustainable waste management practices, promote, conserve and celebrate our community's rich and diverse heritage and culture, implement Council's capital works program, upgrade infrastructure to improve access to key commercial markets, improve gateway entrances and township presentations across the Shire and manage facilities now and into the future.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Bridges	This service conducts ongoing maintenance of Council's bridge network.	367
		-
		367
Community facilities	This service is responsible for the maintenance and management of Council's building and properties including public halls and community amenities.	948
		(758)
		190
Drainage	This service conducts ongoing maintenance of Council's drainage network.	407
		-
		407
Environment protection	This service includes programs for the eradication of noxious weeds, tree maintenance and planting.	144
		(56)
		88

Fire prevention	Fire prevention includes the implementation of Council's fire prevention policy along with maintaining strategic fire breaks. Council also has responsibilities in the replacement of fire plugs.	40 -
Footpath, kerb and channel	This service conducts ongoing maintenance of Council's footpath, kerb and channel network.	497 -
		497
Pest control	Council is responsible for undertaking an arbovirus eradication program each year.	18 (17)
		1
Roads	This service conducts ongoing maintenance of Council's vast road network.	5,466 (145)
		5,321
Waste management	This service provides kerbside collection of garbage and waste from households and commercial properties and operating costs of transfer stations and landfill.	1,677 (447)
		1,230

Major Initiatives

- 10) Reduce Council's carbon footprint by 10% over four years
- 11) Investigate the feasibility of introducing an organic waste collection service and expanding the opt-in greenwaste service

Initiatives

- 12) Investigate the development of solar energy for businesses and community members to utilise renewable energy options and reduce utility costs
- 13) Develop an action plan from the Cohuna Future Vision Plan and prioritise the development of the civic space and Tan Track to address the growing success of Cohuna Park Run
- 14) Investigate opportunities that improve the connection of the Kerang township to the Loddon River

Service Performance Outcome Indicators

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

Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
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.

2.4 Strategic Objective 4: Good Governance and a Healthy Organisation.

To achieve our objective of Sustainable Natural and Built Environment, we will advocate in the best interests of our community and region, inspire leadership within our communities, pursue initiatives to achieve long term financial sustainability in line with best practice, ensure our community is consulted on issues that will affect them, improve the community's ability to self-access information on Council's services and programs, foster Council as being a great place to work and identify innovative opportunities that create improvements.

Services

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Council	The governing body to work together with our community to capitalise on our natural assets, support our business and agricultural sector and deliver quality services to our community.	498 -
		498
Executive	This service provides organisational policy and leadership support in the areas of advocacy, continuous improvement, corporate planning, performance measurement, delivery and reporting.	1,192 -
		1,192
Governance	This service includes support services in the area of finance, records management, customer services, human resources and several governance functions such as risk and compliance. Human services develops and implements strategies, policies and procedures for the provision of human resources, risk management and insurances, customer service, records management and media and internal communications.	2,832 (585)
		2,247
Information technology	This service provides, supports and maintains reliable and cost effective computer systems and communication facilities and infrastructure to Council staff enabling them to deliver services in a smart, productive and efficient way.	823 -
		823
Local laws	This service maintains and improves the health and safety of people, animals and the environment by providing services including dog and cat collection, lost and found, pound service, registration and administration service and after hours emergency service. It also provides education, regulation and enforcement of local laws and relevant State legislation.	324 (141)
		183
Youth	A program designed to inspire leadership within our community and to investigate opportunities to attract young people to live in the community.	110 (40)
		70

Major Initiatives

- 15) Achieve recognition for the Healthy Together Victoria Achievement Victoria program for Workplaces
- 16) Develop a framework to undertake an organisation wide service planning review

Initiatives

- 17) Identify opportunities for shared service work with neighbouring councils and partners
- 18) Prepare and implement a 10 year long term financial plan
- 19) Review and evaluate Community Profiles annually
- 20) Review and implement the Communications and Engagement Strategy 2016 - 2020

Service Performance Outcome Indicators

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

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

Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Advocacy	Satisfaction	Council's performance with advocacy and lobbying above industry benchmarks	
Community engagement	Satisfaction	Council's performance with community consultation and engagement above industry benchmarks	

2.5 Strategic Objective 5: Strong Healthy Communities.

To achieve our objective of Strong Healthy Communities, Council will ensure quality and accessible services that meet the needs of our community, provide a wide range of sport and recreation opportunities that promote active and healthy lifestyles and social connectedness, foster a community that values life-long learning and creativity and ensure our communities are welcoming, inclusive and safe for all.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Business undertakings	Business undertakings include Council's responsibility for the provision and maintenance of a limited number of elderly person's units.	22 (10) 12
Children services	This service provides family oriented support services including pre-schools, long day care, maternal and child health, youth services and development, immunisation and family day care	3,865 (3,536) 329
Community care	This service provides a range of services for the aged and disabled including home delivered meals, personal care, transport, home maintenance, housing support and senior citizen clubs. Service also provides food safety and public and community health and safety.	2,136 (1,800) 336
Swimming areas	This service provides maintenance and operation of Council's swimming areas and when required to undertake projects in relation to boating safety.	593 (107) 486
Recreation reserves	This service provides maintenance and support of municipal recreation facilities including recreational reserves and parks and gardens.	2,089 (785) 1,304
Library	This service provides public library services across the municipality and provides customer focused service that caters for cultural, educational and recreational needs of residents and provides a focal point where they can meet, relax and enjoy the services and facilities offered.	692 (133) 559

Major Initiatives

- 21) Participate in the development of Loddon Gannawarra Health Needs Analysis Action Plan to further explore local health indicator data and advocate to overcome areas of disadvantage on the four main health priorities: diabetes, heart health, mental health,

Initiatives

- 22) Achieve recognition for the Healthy Together Victoria Achievement program for Early Childhood Education and Care Settings
- 23) Develop a Preventing Family Violence Policy that identifies opportunities for Council to influence a reduction in the incidents of family violence across Gannawarra
- 24) Seek funding to improve and develop infrastructure that encourages physical and leisure activities

Service Performance Outcome Indicators

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

Service	Indicator	Performance	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people who receive a HACC service] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] 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

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
Library	Satisfaction	Council's performance with art centres and library services above industry benchmarks	
Recreation reserves	Satisfaction	Council's performance with recreational facilities above industry benchmarks	
Community care	Satisfaction	Council's performance with family support and elderly support services above industry benchmarks	

2.7 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2017/2018 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Connectivity	485	828	(343)
Economic Diversity, Growth and Prosperity.	875	1,456	(581)
Sustainable Natural and Built Environment	8,140	9,563	(1,423)
Good Governance and a Healthy Organisation.	5,013	5,779	(766)
Strong Healthy Communities.	3,026	9,397	(6,371)
Total services and initiatives	17,539	27,023	(9,484)
Other non-attributable	-		
Deficit before funding sources	17,539		
Funding sources:			
Rates & charges	12,183		
Grants Commission	5,166		
Capital grants	3,136		
Total funding sources	20,485		
Surplus for the year	2,946		

3. Financial Statements

This section presents information in regard to the Financial Statements. The budget information for the years 2017/2018 to 2020/2021 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

3.1 Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income					
Rates and charges	11,916	12,183	12,427	12,675	12,929
Statutory fees and fines	366	399	405	411	417
User fees	2,991	3,296	3,362	3,429	3,498
Grants - Operating	7,813	9,366	9,506	9,649	9,794
Grants - Capital	4,663	3,136	1,469	3,458	963
Contributions - monetary	226	453	220	220	220
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	148	246	201	157	140
Other income	440	419	426	436	445
Total income	28,563	29,498	28,016	30,435	28,406
Expenses					
Employee costs	11,436	11,229	11,454	11,683	11,916
Materials and services	6,332	8,535	8,663	8,793	8,925
Bad and doubtful debts	4	-	-	-	-
Depreciation and amortisation	5,219	5,598	5,600	5,700	5,800
Borrowing costs	56	47	40	33	26
Other expenses	1,228	1,143	1,066	1,157	1,169
Total expenses	24,275	26,552	26,823	27,366	27,836
Surplus/(deficit) for the year	4,288	2,946	1,193	3,069	570
Other comprehensive income Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment /(decrement)	-	-	-	3,838	-
Total comprehensive result	4,288	2,946	1,193	6,907	570

3.2 Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	Projections 2018/19 2019/20 2020/21 \$'000 \$'000 \$'000		
Assets					
Current assets					
Cash and cash equivalents	3,437	4,418	4,511	4,449	4,316
Trade and other receivables	1,208	1,150	1,136	1,235	1,155
Other financial assets	3,165	3,211	3,243	3,276	3,308
Inventories	420	400	404	408	412
Non-current assets classified as held for sale	725	575	485	440	375
Other assets	156	185	185	185	185
Total current assets	9,111	9,939	9,964	9,993	9,751
Non-current assets					
Property, infrastructure, plant & equipment	188,654	190,756	191,883	198,752	199,543
Total non-current assets	188,654	190,756	191,883	198,752	199,543
Total assets	197,765	200,695	201,847	208,745	209,294
Liabilities					
Current liabilities					
Trade and other payables	1,047	1,096	1,083	1,104	1,124
Trust funds and deposits	154	139	140	142	143
Provisions	2,321	2,367	2,414	2,463	2,512
Interest-bearing loans and borrowing	95	101	108	116	90
Total current liabilities	3,617	3,703	3,745	3,825	3,869
Non-current liabilities					
Provisions	1,282	1,281	1,307	1,333	1,359
Interest-bearing loans and borrowing	666	565	456	340	250
Total non-current liabilities	1,948	1,846	1,763	1,673	1,609
Total liabilities	5,565	5,549	5,508	5,498	5,478
Net assets	192,200	195,146	196,339	203,247	203,816
Equity					
Accumulated surplus	74,775	77,721	78,914	81,984	82,553
Reserves	117,425	117,425	117,425	121,263	121,263
Total equity	192,200	195,146	196,339	203,247	203,816

3.3 Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016/2017 Forecast				
Balance at beginning of the financial year	187,912	70,487	117,425	-
Surplus/(deficit) for the year	4,288	4,288	-	-
Balance at end of the financial year	192,200	74,775	117,425	-
2017/2018 Budget				
Balance at beginning of the financial year	192,200	74,775	117,425	-
Surplus/(deficit) for the year	2,946	2,946	-	-
Balance at end of the financial year	195,146	77,721	117,425	-
2018/2019 Strategic Resource Plan				
Balance at beginning of the financial year	195,146	77,721	117,425	-
Surplus/(deficit) for the year	1,193	1,193	-	-
Balance at end of the financial year	196,339	78,914	117,425	-
2019/2020 Strategic Resource Plan				
Balance at beginning of the financial year	196,339	78,914	117,425	-
Surplus/(deficit) for the year	3,069	3,069	-	-
Net asset revaluation increment/(decrement)	3,838		3,838	-
Balance at end of the financial year	203,246	81,983	121,263	-
2020/2021 Strategic Resource Plan				
Balance at beginning of the financial year	203,246	81,983	121,263	-
Surplus/(deficit) for the year	570	570	-	-
Balance at end of the financial year	203,816	82,553	121,263	-

3.4 Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	11,916	12,183	12,433	12,634	12,965
Statutory fees and fines	365	399	405	410	418
User fees	2,991	3,296	3,364	3,418	3,508
Grants - operating	7,813	9,366	9,511	9,618	9,822
Grants - capital	4,663	3,136	1,470	3,447	966
Contributions - monetary	226	453	220	220	220
Interest received	189	163	165	169	173
Trust funds and deposits taken	-	-	1	1	1
Other receipts	251	256	261	265	273
Employee costs	(11,436)	(11,229)	(11,461)	(11,671)	(11,906)
Materials and services	(6,332)	(8,535)	(8,672)	(8,788)	(8,921)
Other payments	(1,228)	(1,143)	(994)	(1,082)	(1,092)
Net cash provided by/(used in) operating activities	9,418	8,345	6,703	8,641	6,427
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(9,334)	(7,940)	(7,039)	(9,050)	(6,991)
Proceeds from sale of property, infrastructure, plant and equipment	443	718	602	521	605
Payments for investments	-	-	(32)	(32)	(33)
Net cash provided by/ (used in) investing activities	(8,891)	(7,222)	(6,469)	(8,561)	(6,419)
Cash flows from financing activities					
Finance costs	(56)	(47)	(40)	(33)	(26)
Repayment of borrowings	(170)	(95)	(102)	(108)	(116)
Net cash provided by/(used in) financing activities	(226)	(142)	(142)	(141)	(142)
Net increase/(decrease) in cash & cash equivalents	301	981	93	(62)	(133)
Cash and cash equivalents at the beginning of the financial year	3,136	3,437	4,418	4,511	4,449
Cash and cash equivalents at the end of the financial year	3,437	4,418	4,511	4,449	4,316

3.5 Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property					
Land	-	-	-	-	-
Land improvements	15	321	218	148	148
Total land	15	321	218	148	148
Building improvements	214	375	631	675	149
Total buildings	214	375	631	675	149
Total property	229	696	849	823	297
Plant and equipment					
Plant, machinery and equipment	983	1,325	1,141	1,380	1,259
Fixtures, fittings and furniture	4	-	-	-	-
Computers and telecommunications	450	320	159	200	200
Library books	103	93	80	87	80
Total plant and equipment	1,540	1,738	1,380	1,667	1,539
Infrastructure					
Roads	2,822	3,193	2,505	2,525	2,550
Bridges	1,672	-	-	-	-
Footpaths and cycleways	203	327	310	315	320
Drainage	200	590	400	105	700
Recreational, leisure and community facilities	2,025	1,160	875	3,325	680
Waste management	378	312	395	90	505
Parks, open space and streetscapes	445	642	100	100	100
Aerodromes	7	-	-	-	-
Other infrastructure	-	425	225	100	-
Total infrastructure	7,752	6,649	4,810	6,560	4,855
Total capital works expenditure	9,521	9,084	7,039	9,050	6,691
Represented by:					
New asset expenditure	1,341	1,842	1,427	1,835	1,356
Asset renewal expenditure	6,497	5,660	4,386	5,639	4,169
Asset expansion expenditure	169	317	246	316	234
Asset upgrade expenditure	1,514	1,265	980	1,260	932
Total capital works expenditure	9,521	9,084	7,039	9,050	6,691

3.6 Statement of Human Resources

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure					
Employee costs - operating	11,436	11,229	11,454	11,683	11,916
Employee costs - capital	430	579	589	599	609
Total staff expenditure	11,866	11,808	12,043	12,282	12,525
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	144.0	144.0	144.0	144.0	144.0
Total staff numbers	144.0	144.0	144.0	144.0	144.0

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

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
CEO and Council	1,322	1,157	165
Community Wellbeing	4,117	1,181	2,936
Corporate Services	1,345	971	374
Infrastructure	4,465	3,957	508
Total expenditure	11,249	7,266	3,983

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

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
CEO and Council	8.0	7.0	1.0
Community Wellbeing	48.8	14.0	34.8
Corporate Services	19.4	14.0	5.4
Infrastructure	59.8	53.0	6.8
Total	136.0	88.0	48.0
Capitalised labour costs	8.0		
Total staff	144.0		

4. 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	Forecast			Strategic Resource Plan Projections			Trend +/-
			Actual 2015/16	Actual 2016/17	Budget 2017/18	2018/19	2019/20	2020/21	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-1.3%	6.2%	4.6%	1.6%	1.1%	1.2%	o
Liquidity									
Working Capital	Current assets / current liabilities	2	220.3%	251.9%	268.4%	266.1%	261.3%	252.0%	o
Unrestricted cash	Unrestricted cash / current liabilities		101.0%	127.2%	88.7%	95.9%	96.1%	96.3%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	12.3%	6.4%	5.5%	4.5%	3.6%	2.6%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.2%	1.9%	1.2%	1.1%	1.1%	1.1%	o
Indebtedness	Non-current liabilities / own source revenue		9.0%	12.4%	11.3%	10.6%	9.9%	9.3%	+
Asset renewal	Asset renewal expenditure / depreciation	4	102.6%	124.5%	101.1%	78.3%	98.9%	71.9%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	56.3%	42.1%	41.9%	44.7%	41.9%	45.9%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.4%	0.4%	0.4%	0.4%	0.4%	0.5%	o
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$1,302	\$1,318	\$1,340	\$1,355	\$1,377	\$1,406	o
Revenue level	Residential rate revenue / No. of residential property assessments		\$611	\$625	\$650	\$678	\$706	\$735	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		9.0%	9.3%	8.8%	8.4%	8.0%	7.6%	+

Key to Forecast Trend:

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

Notes to indicators

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Positive underlying results are expected to be achieved over the period.

2 Working Capital - The proportion of current liabilities represented by current assets. Working capital is forecast to increase slightly in 2017/2018 year. The trend in later years is to remain steady at an acceptable level.

3 Debt compared to rates - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

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

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

5. Other budget information (required by the Regulations)

This section presents other budget related information required by the Regulations.

This section includes the following statements and reports

- 5.1.1 Grants operating
- 5.1.2 Grants capital
- 5.1.3 Statement of borrowings

5.1.1 Grants operating - (\$0.91 million decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase by 13.2% or \$1.03 million compared to 2016/2017. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below

Grants - operating	Forecast		Variance \$'000
	Actual 2016/17 \$'000	Budget 2017/18 \$'000	
<i>Recurrent - Commonwealth Government</i>			
Victorian Grants Commission	5,024	5,166	142
Community care	750	771	
Family day care	159	68	(91)
<i>Recurrent - State Government</i>			
Primary care partnerships	245	236	(9)
Aged care	182	249	67
School crossing supervisors	12	14	2
Libraries	123	127	4
Maternal and child health	178	178	-
Preschool centres	547	573	26
Recreation	34	3	(31)
Community safety	204	91	(113)
Other	355	146	(209)
Total recurrent grants	7,813	7,622	(212)
<i>Non-recurrent - Commonwealth Government</i>			
	-	-	-
<i>Non-recurrent - State Government</i>			
Sport and Recreation	-	500	500
Family and children	-	1,244	1,244
Total non-recurrent grants	-	1,744	1,744
Total operating grants	7,813	9,366	1,532

5.1.2 Grants capital (\$3.37 million increase)

Capital grants include all monies received from State, Federal and community sources for the purposes of

Grants - capital	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to Recovery	2,204	1,910	(294)
<i>Recurrent - State Government</i>			
Total recurrent grants	2,204	1,910	(294)
<i>Non-recurrent - Commonwealth Government</i>			
Drainage	-	250	250
<i>Non-recurrent - State Government</i>			
Buildings	321	765	444
Library	6	6	-
Bridges	836	-	(836)
Koondrook Wharf	500	-	(500)
Infrastructure	795	205	(590)
			-
Total non-recurrent grants	2,458	1,226	(1,482)
Total capital grants	4,662	3,136	(1,776)

5.1.3 Statement of Borrowings

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

	2016/17 \$'000	2017/18 \$'000
Total amount borrowed as at 30 June of the prior year	949	761
Total amount proposed to be borrowed	-	-
Total amount projected to be redeemed	(188)	(95)
Total amount of borrowings as at 30 June	761	666

6. Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2017/2018 year.

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

- New works for 2017/2018
- Works carried forward from the 2016/2017 year.

Capital works program

For the year ending 30 June 2018

6.1 New works

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land Improvements									
Bendigo Road irrigation	110	-	-	110	-	-	-	110	-
Town entry signage	25	25	-	-	-	-	-	25	-
Wellington Street tree avenue extension	46	-	-	-	46	-	-	46	-
Promotional infrastructure	50	25	25	-	-	-	-	50	-
Planter boxes and BBQ surrounds	10	-	10	-	-	-	-	10	-
Southern levee acquisition	80	80	-	-	-	-	-	80	-
Total Land Improvements	321	130	35	110	46	-	-	321	-
Building improvements									
Patchell Plaza roof	35	-	28	7	-	-	-	35	-
Patchell Plaza heating, ventilation & airconditioning	25	-	20	5	-	-	-	25	-
Leitchville pre-school upgrade	195	-	146	49	-	146	-	49	-
Bulk solar installations	120	120	-	-	-	-	-	120	-
Total Building Improvements	375	120	194	61	-	146	-	229	-
TOTAL PROPERTY	696	250	229	171	46	146	-	550	-

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Light plant replacement	430	-	430	-	-	-	-	430	-
Heavy plant replacement	895	-	895	-	-	-	-	895	-
Total Plant, Machinery and Equipment	1,325	-	1,325	-	-	-	-	1,325	-
Computers and Telecommunications									
Information technology replacement program	220	-	88	88	44	-	-	220	-
Desert OH & S software	50	-	-	50	-	-	-	50	-
Total Computers and Telecommunications	270	-	88	138	44	-	-	270	-
Library Books									
Book purchases	93	-	93	-	-	6	-	87	-
Total Library Books	93	-	93	-	-	6	-	87	-
TOTAL PLANT AND EQUIPMENT	1,688	-	1,506	138	44	6	-	1,682	-

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
Roads									
Gravel re-sheeting program	1,010	-	1,010	-	-	910	-	100	-
Sealed road rehabilitation	1,000	-	1,000	-	-	1,000	-	-	-
Bitumen road reseals	835	-	835	-	-	-	-	835	-
Road management	200	50	50	50	50	-	-	200	-
Local Roads to Market	125	125	-	-	-	83	-	42	-
Fire access roads	23	23	-	-	-	15	-	8	-
Total Roads	3,193	198	2,895	50	50	2,008	-	1,185	-
Total Footpaths and Cycleways									
Footpath replacement program	100	-	50	50	-	-	-	100	-
Footpath Shadforth Street extension	27	-	-	-	27	-	-	27	-
Kerb replacement program	150	-	150	-	-	-	-	150	-
Tracks and trails	50	-	50	-	-	-	-	50	-
Total Footpaths and Cycleways	327	-	250	50	27	-	-	327	-
Drainage									
Drainage renewal Quambatook	30	-	30	-	-	-	-	30	-
Quambatook township flood mitigation	500	200	-	200	100	250	-	250	-
Koondrook stormwater drainage	60	60	-	-	-	-	-	60	-
Total Drainage	590	260	30	200	100	250	-	340	-
Recreational, Leisure and Community Facilities									
Swimming pool renewal program	125	-	94	31	-	19	-	106	-
McCann Crescent playground	26	13	-	13	-	-	-	26	-
Sport, recreation and leisure program	250	-	125	75	50	-	-	250	-
Koondrook Nature Based Tourism Hub	750	750	-	-	-	600	-	150	-
Total Recreational, Leisure and Community Facilities	1,151	763	219	119	50	619	-	532	-

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Waste Management									
Old Kerang landfill capping	120	24	-	96	-	-	-	120	-
Transfer station upgrade	72	-	72	-	-	-	-	72	-
Cell 3 completion - Denyers	120	120	-	-	-	-	-	120	-
Total Waste Management	312	144	72	96	-	-	-	312	-
	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes									
Atkinson Park toilets forecourt	12	-	-	12	-	-	-	12	-
Apex Park Cohuna toilets	180	-	90	90	-	-	-	180	-
Lakes and waterways master plan preparation	70	70	-	-	-	-	-	70	-
Kerang Lakes foreshore development	30	12	9	9	-	-	-	30	-
Total Parks, Open Space and Streetscapes	292	82	99	111	-	-	-	292	-
	-	-	-	-	-	-	-	-	-
Other Infrastructure									
Cohuna Caravan Park hydrants (stage 3 of 4)	75	75	-	-	-	-	-	75	-
Koondrook Caravan Park stage 2 (Roads and drainage)	350	70	210	70	-	-	-	350	-
Total Other Infrastructure	425	145	210	70	-	-	-	425	-
	-	-	-	-	-	-	-	-	-
TOTAL INFRASTRUCTURE	6,290	1,592	3,775	696	227	2,877	-	3,413	-
	-	-	-	-	-	-	-	-	-
TOTAL NEW CAPITAL WORKS 2017/2018	8,674	1,842	5,510	1,005	317	3,029	-	5,645	-

6.2 Works carried forward from the 2016/2017 year

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PLANT AND EQUIPMENT									
Computers and Telecommunications									
Business systems software	50	-	-	50	-	-	-	50	-
Total Computers and Telecommunications	50	-	-	50	-	-	-	50	-
TOTAL PLANT AND EQUIPMENT	50	-	-	50	-	-	-	50	-
INFRASTRUCTURE									
Recreational, Leisure and Community Facilities									
Cohuna Recreation Reserve female facilities	10	-	-	10	-	7	-	3	-
Total Recreational Leisure and Community Facilities	10	-	-	10	-	7	-	3	-
Parks, Open Space and Streetscapes									
Kerang CBD streetscape	350	-	150	200	-	100	-	250	-
Total Parks, Open Space and Streetscapes	350	-	150	200	-	100	-	250	-
TOTAL INFRASTRUCTURE	360	-	150	210	-	107	-	253	-
TOTAL CARRIED FORWARD WORKS 2016/2017	410	-	150	260	-	107	-	303	-

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
6.3 Summary									
PROPERTY	696	250	229	171	46	146	-	550	-
PLANT AND EQUIPMENT	1,738	-	1,506	188	44	6	-	1,732	-
INFRASTRUCTURE	6,650	1,592	3,925	906	227	2,984	-	3,666	-
TOTAL CAPITAL WORKS	9,084	1,842	5,660	1,265	317	3,136	-	5,948	-

7. Rates and charges

This section presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget

Rates and charges

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 41.3% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2017/2018 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

Council will be moving towards a uniform rate across all rating categories over the next four years. The shift in the differentials between rating categories forms part of Council's rate strategy to ensure a fair and equitable distribution of the rate burden across the municipality.

In order to achieve these objectives, while maintaining service levels and a strong capital expenditure program, the average general rate and municipal charge will increase by 2.0% in line with the rate cap. The kerbside, recycling and greenwaste collection charge is to increase by 2.0%. This will raise total rate and charges for 2017/18 of \$12.18 million. The municipal charge will remain at the same level as 2016/2017.

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

Type or class of land	2016/2017 cents/\$CIV	2017/2018 cents/\$CIV	Change
General rate for rateable residential properties	0.006356	0.006454	1.5%
General rate for rateable commercial/industrial properties	0.006702	0.006724	0.3%
General rate for farm irrigation district properties	0.006363	0.006454	1.4%
General rate for farm dryland properties	0.005010	0.005389	7.6%
General rate for cultural and recreation properties	0.003178	0.003227	1.5%

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

Type or class of land	2016/2017 \$'000	2017/2018 \$'000	Change
Residential	5,212	5,292	1.5%
Commercial/industrial properties	818	821	0.4%
Farm irrigation district properties	2,436	2,471	1.4%
Farm dryland properties	1,096	1,179	7.6%
Cultural and recreation properties	11	12	9.1%
Total amount to be raised by general rates	9,573	9,775	2.1%

7.2 (b) 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 and municipal charge, compared with the previous financial year

Type or class of land	2016/2017 \$'000	2017/2018 \$'000	Change
Residential	5,672	5,754	1.4%
Commercial/industrial properties	869	873	0.5%
Farm irrigation district properties	2,532	2,567	1.4%
Farm dryland properties	1,116	1,199	7.4%
Cultural and recreation properties	12	13	8.3%
Total amount to be raised by general rates and municipal charge	10,201	10,406	2.0%

7.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2016/17 Number	2017/18 Number	Change
Residential	4,598	4,619	0.5%
Commercial/industrial properties	510	518	1.6%
Farm irrigation district properties	1,157	1,153	-0.3%
Farm dryland properties	431	428	-0.7%
Cultural and recreation properties	11	11	0.0%
Total number of assessments	6,707	6,729	0.3%

7.4 The basis of valuation to be used is the Capital Improved Value (CIV)

7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2016/2017 \$'000	2017/2018 \$'000	Change
Residential	816,498	819,994	0.4%
Commercial/industrial properties	121,680	122,126	0.4%
Farm irrigation district properties	381,592	382,846	0.3%
Farm dryland properties	220,139	218,811	-0.6%
Cultural and recreation properties	3,574	3,574	0.0%
Total value of land	1,543,483	1,547,351	0.3%

7.6 The municipal charge under section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2016/2017 \$	Per Rateable Property 2017/2018 \$	Change
Municipal	100	100	0.0%

7.7 The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2016/2017 \$'000	2017/2018 \$'000	Change
Municipal	628	631	0.5%

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

Type of Charge	Per Rateable Property 2016/2017 \$	Per Rateable Property 2017/2018 \$	Change
Kerbside collection 120 litre bin	327	334	2.1%
Kerbside collection 240 litre bin	471	480	1.9%
Greenwaste collection	52	53	1.9%
Total	850	867	2.0%

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

Type of Charge	2016/2017 \$'000	2017/20'18 \$'000	Change
Kerbside collection 120 litre bin	1,369	1,415	3.4%
Kerbside collection 240 litre bin	327	323	-1.2%
Greenwaste collection	29	39	34.5%
Total	1,725	1,777	3.0%

7.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year

Type of Charge	2016/2017 \$'000	2017/2018 \$'000	Change
General rates	9,549	9,775	2.4%
Municipal charge	628	631	0.5%
Kerbside collection and recycling	1,735	1,777	2.4%
Supplementary rates and charges	4	-	0.0%
Rates and charges	11,916	12,183	2.2%

7.11 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;
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

7.12 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 0.6454% (0.006454 cents in the dollar of CIV) for all rateable residential properties.
- A general rate of 0.6724% (0.006724 cents in the dollar of CIV) for all rateable commercial/industrial properties.
- A general rate of 0.6454% (0.006454 cents in the dollar of CIV) for all rateable farm irrigation district properties.
- A general rate of 0.5389% (0.005389 cents in the dollar of CIV) for all rateable farm dryland properties.
- A general rate of 0.3227% (0.003227 cents in the dollar of CIV) for all rateable cultural and recreational properties.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

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.

Commercial/industrial land

Commercial/industrial land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned commercial or industrial under the Gannawarra Planning Scheme.

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 Council, including (but not limited to) the:

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

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above. The money raised by the differential 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. The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries. The use of the land within this differential rate, in the case of improved land, is any use of land.

The money raised by the differential 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.

The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to commercial land. The vacant land affected by this rate is that which is zoned commercial and/or industrial under the Gannawarra 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.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016/17 financial year.

General Residential land

Residential land is any land, which is:

- Occupied for the principal purpose of physically accommodating persons; or
- Unoccupied land which is not classified as commercial/industrial land, farm irrigation district land or farm dryland.

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 Council, including (but not limited to) the:

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

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above. The money raised by the differential 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. The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries. The use of the land within this differential rate, in the case of improved land, is any use of land.

The money raised by the differential 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.

The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land.

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 Gannawarra 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.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016/17 financial year.

Farmland Irrigation District land

Farmland Irrigation District land is any land, which is farmland that is in the irrigation district defined by the relevant Water Authority within the Gannawarra Shire Council boundaries; or unoccupied but zoned farmland under the Gannawarra Planning Scheme and which is not commercial/industrial land, general/residential land or farmland (dryland).

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 Council, including (but not limited to) the:

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

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above. The money raised by the differential 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. The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries. The use of the land within this differential rate, in the case of improved land, is any use of land.

The money raised by the differential 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.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land.

Farmland (dryland)

Farmland (dryland) is any land, which is farmland that is not defined as farmland irrigation district land or unoccupied but zoned farmland under the Gannawarra Planning Scheme and which is not commercial/industrial, general/residential or farmland irrigation district land.

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 Council, including (but not limited to) the:

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

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above. The money raised by the differential 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. The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries. The use of the land within this differential rate, in the case of improved land, is any use of land.

The money raised by the differential 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.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land.

7.13 Fair Go Rates System Compliance

Gannawarra Shire Council is fully compliant with the State Governments Fair Go Rates System.

Base Average Rates (2016/2017)	\$ 1,520.05
Maximum Rate Increase (set by the State Government)	2.00%
Capped Average Rate (2017/2018)	\$ 1,550.45
Maximum General Rates and Municipal Charges Revenue	\$ 10,432,978
Budgeted General Rates and Municipal Charges Revenue	\$ 10,406,000

Budget Analysis

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

This section includes the following analysis and information.

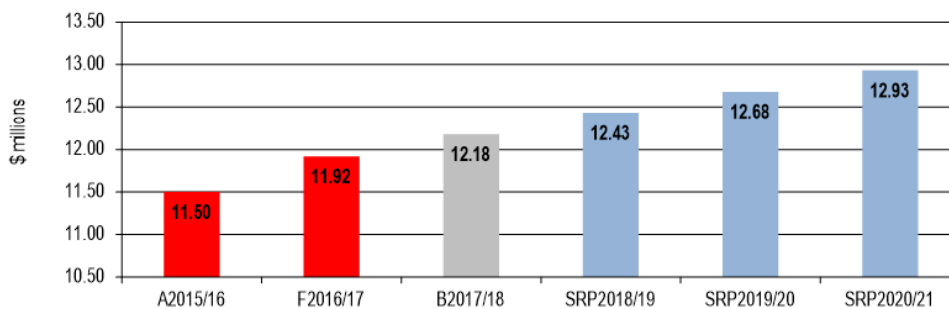
- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position
- 14 Strategic resource plan
- 15 Rating strategy
- 16 Summary of other strategies

8. Summary of financial position

Council has prepared a Budget for the 2017/2018 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

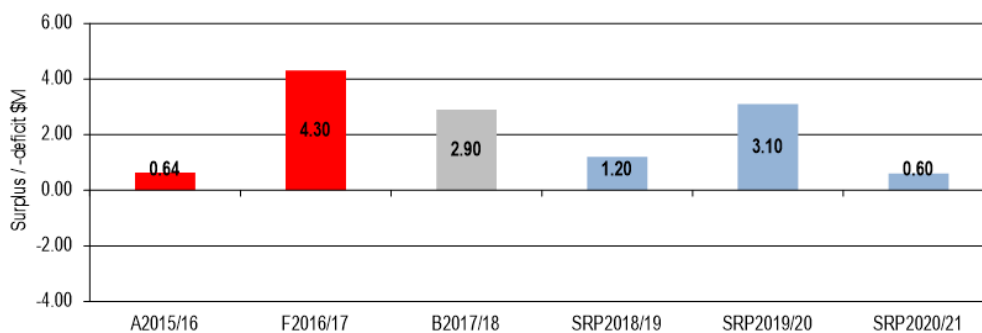
A= Actual F= Forecast B= Budget SRP= Strategic Resource Plan estimates

8.1 Rates and charges



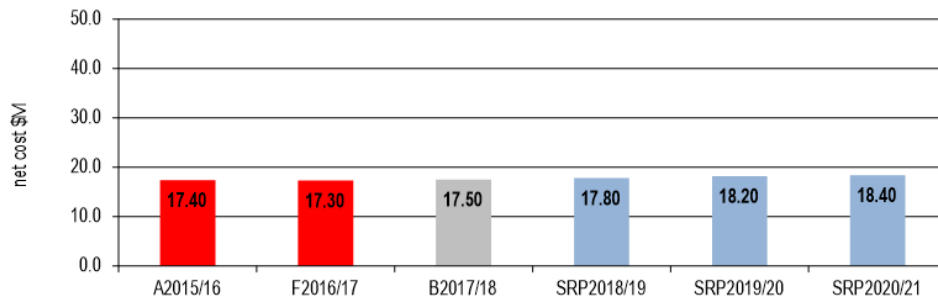
It is proposed that the average rates increase by 2.0% for the 2017/18 year, raising total rates of \$12.183 million. The 2.0% increase will go toward maintaining service levels and meeting the cost of a number of external influences affecting the operating budget. The increase will also go towards providing necessary funds to address the asset renewal needs of the Shire. Refer Sections 7 and 10 for more information.

8.2 Operating Result



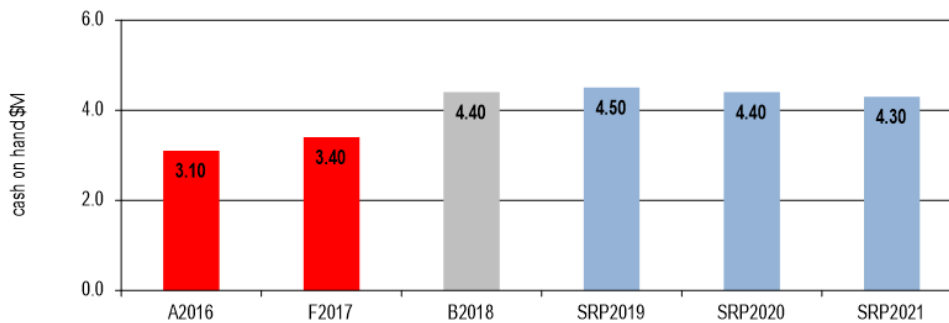
The expected operating result for the 2017/2018 year is a surplus of \$2.946 million, which is a decrease of \$1.34 million over 2016/17. The lower operating result is due mainly to a 9.4% increase in operating expenditure compared to Council's capacity to raise additional income 3.3%. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$1.27 million, which is a decrease of \$0.37 million over 2016/2017 - refer to section 7 of this summary for further information. (The forecast underlying result (after the comparative adjustment for R2R) for the 2016/17 year is a surplus of \$1.60 million).

8.3 Services



The net cost of services delivered to the community for the 2017/18 year is expected to be \$17.50 million which is an increase of \$0.20 million over 2016/17. For the 2017/18 year, service levels have been maintained and a number of initiatives proposed. (The forecast net cost for the 2016/17 year is \$17.40 million). Refer Section 2 for a list of services.

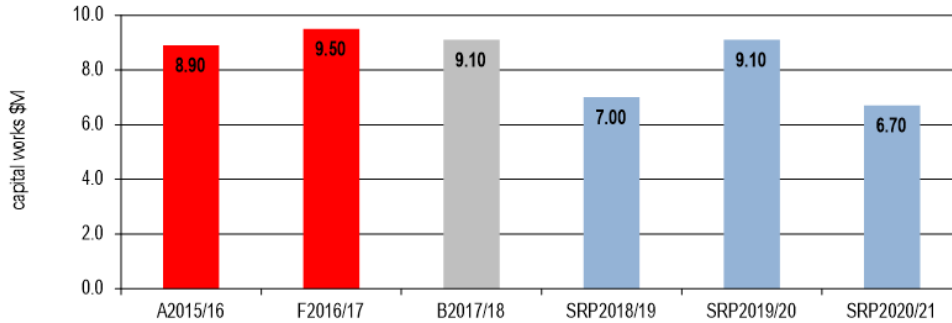
8.4 Cash and investments



Cash and investments are expected to increase by \$1.0 million during the year to \$4.4 million as at 30 June 2018. The main contributing factor to the increase in Council's cash reserves is due to the proposed total new capital works for 2017/2018 being \$1 million lower than 2016/2017.

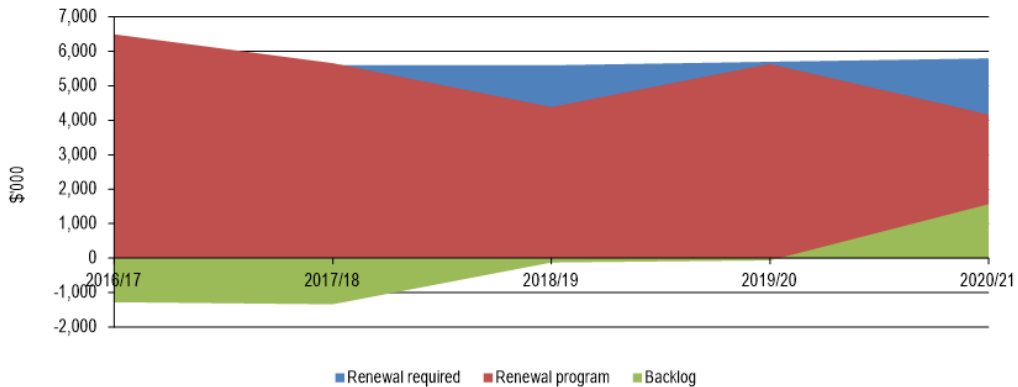
Refer also Section 4 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

8.5 Capital works



The capital works program for the 2017/2018 year is expected to be \$9.08 million of which \$0.41 million relates to projects which will be carried forward from the 2016/2017 year. The carried forward component is fully funded from the 2016/2017 budget. Of the \$9.08 million of capital funding required, \$3.14 million will come from external grants with the balance of \$5.94 million from Council cash. The Council cash amount comprises asset sales (\$0.72 million), cash held at the start of the year (\$0.41 million) and cash generated through operations in the 2017/18 financial year (\$4.81 million). The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. (Capital works is forecast to be \$9.52 million for the 2016/2017 year).

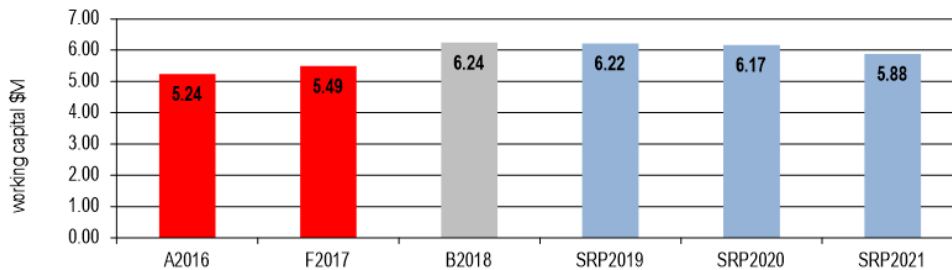
The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal backlog.



The asset renewal program has been proposed at \$5.66 million in the 2017/2018 year. The proposed amount is slightly higher than required. As asset management plans are reviewed and updated the future mix of spend between new, renewal, upgrade and expansion will be reviewed and adjusted where necessary.

Refer also Section 4 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

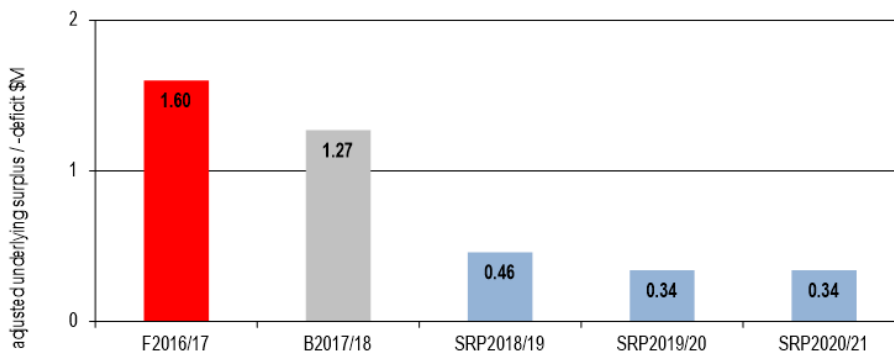
8.6 Financial position



The financial position is expected to improve with net assets (net worth) to increase by \$2.95 million to \$195.15 million with net current assets (working capital) increasing by \$0.75 million to \$6.22 million as at 30 June 2018. Total equity is forecast to be \$192.20 million as at 30 June 2017).

Refer also Section 4 for the Balance Sheet and Section13 for an analysis of the budgeted financial position.

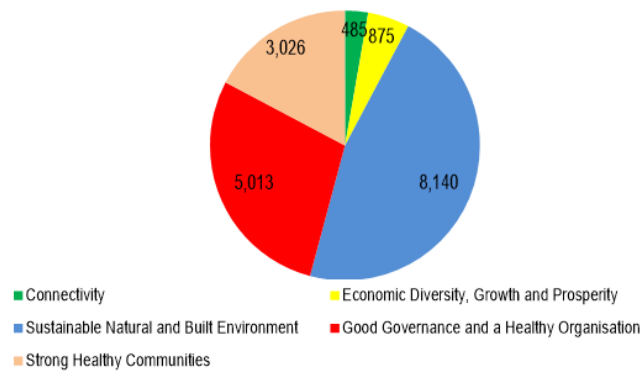
8.7 Financial sustainability



A high level Strategic Resource Plan for the years 2017/2018 to 2020/2021 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a decreasing surplus over the four year period.

Refer Section 14 for more information on the Strategic Resource Plan.

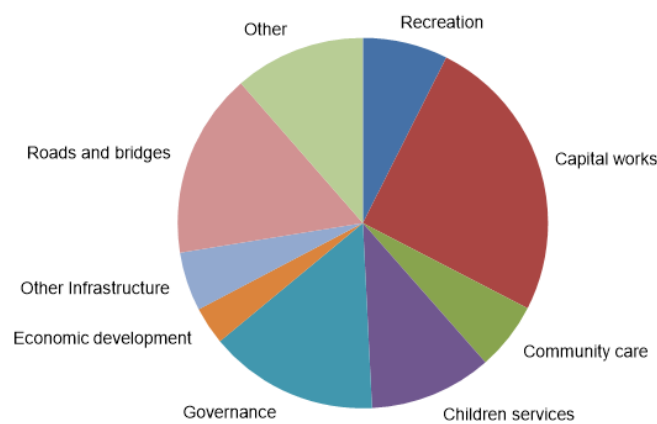
8.8 Strategic objectives



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2017/2018 year.

The services that contribute to these objectives are set out in Section 2

8.9 Council expenditure allocations



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers.

9. Budget influences

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

9.1 Snapshot of Gannawarra Shire Council

The Gannawarra Shire is located in the Loddon Murray region of Victoria, just a three hour drive from Melbourne. The major regional centres of Bendigo, Echuca and Swan Hill are approximately one hour away by road. It is home to the towns of Cohuna, Koondrook, Kerang, Lalbert, Leitchville, Murrabit and Quambatook and many equally proud and vibrant outlying communities.

The climate and landscape of Gannawarra is ideal for a wide range of agricultural, cultural, industrial and recreational activities. The Shire is one of Victoria's most diverse agricultural areas. Agricultural activities include cropping, dairy, horticulture and viticulture.

Population

The Gannawarra Shire in area is approximately 3,732.4 km², with an estimated population of 10,366 (2011 ABS Census).

The main population centres are Kerang and Cohuna. These towns are important service centres for surrounding areas, providing commercial and community services to a catchment of 14,000 people including the New South Wales border town of Barham.

One particular area of the Shire which has been experiencing positive growth is the small Murray River township of Koondrook. Koondrook offers affordable residential land close to the Murray River, along with a range of recreational opportunities including an attractive natural environment, clubs and sporting facilities. The number of residential buildings erected in Koondrook doubled between 1988 and 1999 and a steady increase has occurred since this time.

The abundance of waterways including the many lakes and rivers are proving to be popular attractions for lifestyle living. Future development around the waterways is a key priority of Council to assist population growth.

Ageing population

A comparison of the Census figures for 2006 and 2011 showed the following statistics: 64% of the population were aged over 35 (54% in 2006), while 25% were aged below 19 years (26% in 2006). The largest groups in the population are: 5 to 19 year olds (25%) and 45 to 64 year olds (29%).

Many of our new residents are retirees and, over time, they will contribute to a projected increase in the Shire's average age. In years to come, this will place increasing pressure on Council's ability to meet the demand for services such as those provided under the Home and Community Care Program. Council is aware that it needs to be prepared for this eventuality.

Births

Despite an ageing population, approximately 108 babies have been born each year since 2009. In the 2015/16 financial year to date, 85 babies have been born in the municipality, which is tracking slightly above the Gannawarra Shire's yearly average. (Source: Maternal and Child Health database 31 March 2016).

Industry

Agriculture remains the key industry in the Gannawarra Shire. Within agriculture, the main enterprises are:

- Dairying
- Broad acre cropping
- Livestock
- Horticulture

The Shire also has a number of industrial precincts with growing businesses largely related to agri-food and agricultural engineering.

Emerging opportunities exist and investment is being directed towards, the following growth areas:

- Tourism
- Energy
- Hospitality
- Retail
- Health and community services
- Corporate agriculture

Tourism and Major Events

The large range of cultural and sporting events hosted in the municipality on an annual basis attracts a large number of people from all over Australia and is testament to the community's efforts. Major events include the Murray River Canoe Marathon, The Australian and Victorian Ski Racing Championships, the Australian Tractor Pull Championships held in Quambatook and the Cohuna Bridge-to-Bridge Triathlon along the picturesque Gunbower Creek at Cohuna. One of the largest monthly regional markets in Victoria, the Murrabit Country Market, also attracts thousands of people each month.

Tourism is expected to continue to grow in the coming years as the benefits of nature based passive recreation is realised. Already there is significant interest in nature based resort styled developments that provide new and innovative tourism products. The natural environment features such as the Gunbower National Park, Murray River and Kerang Lakes will feature strongly in future tourism growth.

Budget implications

As a result of the municipality's demographic profile there are a number of budget implications in the short and long term as follows:

The low population base puts pressure on Council's ability to raise rate dollars to contribute particularly to road and infrastructure maintenance and development costs.

Over 20% of ratepayers are entitled to the pensioner rebate. As pensioners are often asset rich but income poor, the adoption of significant rate increases has a real impact on the disposable income of a significant proportion of our community. Council has hardship provisions in place but these can impact on cash balances when large volumes of ratepayers are involved.

9.2 External influences

The preparation of the budget is influenced by the following external factors:

The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2017/18 has been set at 2.0%.

State-wide CPI at the December quarter 2017 was 1.5%.

The Victorian Wage Price Index at the December quarter for 2017 was 2.3%. Council's enterprise bargaining agreement is set 1.75%.

Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervisors, library services and home and community care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.

Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.

9.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2017/18 Budget. These matters have arisen from events occurring in the 2016/17 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017/18 year. These matters and their financial impact are set out below:

Capital Works: Despite best efforts, there will often be timing differences between when the budget is adopted and the completion of capital projects. These timing differences generally happen throughout the year and can be corrected via forecasting. However, they can also occur between years resulting in a permanent difference between the budget and actual results. Capital works which are not completed in the prior year are recognised as carry forward works in the following year.

Fees and Charges: Have been reviewed as part of the Annual Budget process. Fees and charges for Council services reflect the cost of the services provided, community capacity to pay, CPI and wage increases during the year and benchmarking against similar services provided by other local governments or the private sector.

Grants: Despite best efforts, there will always be timing differences between when the budget is adopted and the approval of various Federal and State Government Grants. These timing differences generally happen throughout the year and can be corrected via forecasting. However, they can also occur between years resulting in a permanent difference between the budget and actual results.

9.4 Budget principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

- Existing fees and charges to be increased in line with CPI or market levels
- Grants to be based on confirmed funding levels
- New revenue sources to be identified where possible
- Service levels to be maintained at 2016/2017 levels with the aim to use less resources with an emphasis on innovation and efficiency
- Salaries and wages to be increased in line with Enterprise Bargaining Agreement
- Contract labor to be minimized
- Construction and material costs to increase in line with the Engineering Construction Index
- New initiatives or new employee proposals to be justified through a business case

Real savings in expenditure and increases in revenue identified in 2016/17 to be preserved
Operating revenues and expenses arising from completed 2016/17 capital projects to be included.

9.5 Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2017/18 to 2020/21 (Section 14.), Rating Information (Section 15.) and Other Long Term Strategies (Section 16.) including borrowings, infrastructure and service delivery.

10. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2017/2018 year.

10.1 Budgeted income statement

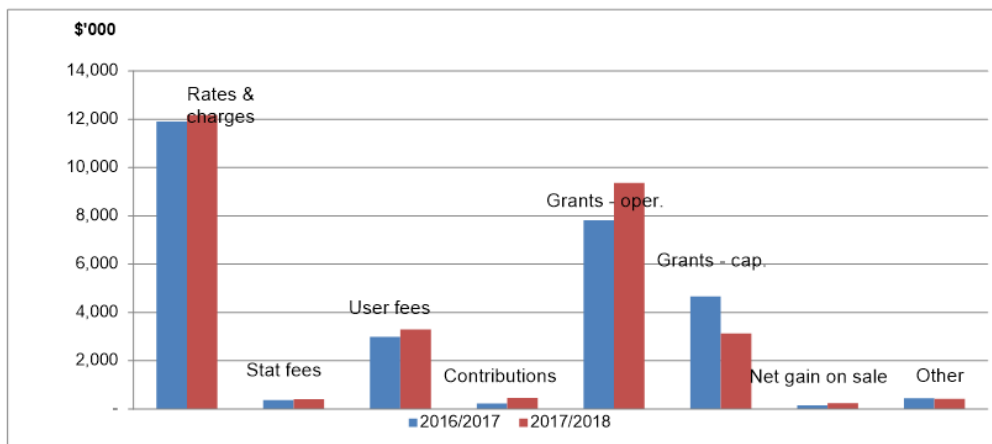
	Ref	Forecast		Variance
		Actual 2016/2017	Budget 2017/2018	
		\$'000	\$'000	\$'000
Total income	10.2	28,563	29,498	935
Total expenses	10.3	(24,275)	(26,552)	(2,277)
Surplus (deficit) for the year		4,288	2,946	(1,342)
Grants – capital non-recurrent	10.2.6	(2,458)	(1,226)	1,232
Contributions - non-monetary assets		-	-	-
Capital contributions - other sources	10.2.4	(226)	(453)	(227)
Adjusted underlying surplus (deficit)	10.1.1	1,604	1,267	(337)

10.1.1 Adjusted underlying deficit (\$0.337 million decrease)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2017/2018 year is a surplus of \$1.27 million which is a decrease of \$0.34million from the 2016/2017 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources and included R2R funding as a recurrent grant. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

10.2 Income

Income Types	Ref	Forecast		Variance
		Actual 2016/2017	Budget 2017/2018	
		\$'000	\$'000	\$'000
Rates and charges	10.2.1	11,916	12,183	267
Statutory fees and fines	10.2.2	366	399	33
User fees	10.2.3	2,991	3,296	305
Contributions - monetary	10.2.4	226	453	227
Grants - operating	5.1.1	7,813	9,366	1,553
Grants - capital	5.1.2	4,663	3,136	(1,527)
Net gain on disposal of property, infrastructure, plant & equipment	10.2.5	148	246	98
Other income	10.2.6	440	419	(21)
Total income		28,563	29,498	935



10.2.1 Rates and charges (\$0.267 million increase)

It is proposed that income raised by all rates and charges be increased by 2.0% or \$0.267 million to \$12.18 million. This includes an increase in general rates of 2.1%, the Municipal Charge of 0%; kerbside waste collection and recycling of 2%.

Section 7. Rates and Charges - includes a more detailed analysis of the rates and charges to be levied for 2017/2018 and the rates and charges specifically required by the Regulations.

10.2.2 Statutory fees and fines (\$0.033 million increase)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and local law fines. Increases in statutory fees are made in accordance with legislative requirements.

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

10.2.3 User fees (\$0.305 million increase)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council’s services. These include separate rating schemes, use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI increases or market levels.

The amount to be raised from user charges is projected to increase by 12.4% or \$0.37 million over 2016/2017. Council intends to explore avenues where Council employees and equipment are utilised to undertake additional private or chargeable works. An additional amount of \$0.1 million is expected to be received from chargeable works. Wherever possible user charges have been increased to generate sufficient income to cover the cost of service delivery.

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

10.2.4 Contributions - monetary (\$0.227 million increase)

Contributions received from developers in regard to public resort and recreation, drainage and car parking in accordance with planning permits issued for property development can be in the form of monetary or non-monetary. Non-monetary contributions are usually in the form of land or infrastructure works such as roads, footpaths, kerb and channels.

Contributions may also be made by external parties, usually sporting bodies or committees of management, to improve facilities that are not Council owned but come under the control of the sporting body or committee. A program to provide funds for facility upgrades has been made available in the budget subject to monetary contributions being received from the benefitting parties (collectively \$0.25 million).

10.2.5 Net gain on disposal of property, infrastructure, plant and equipment (\$0.098 million increase)

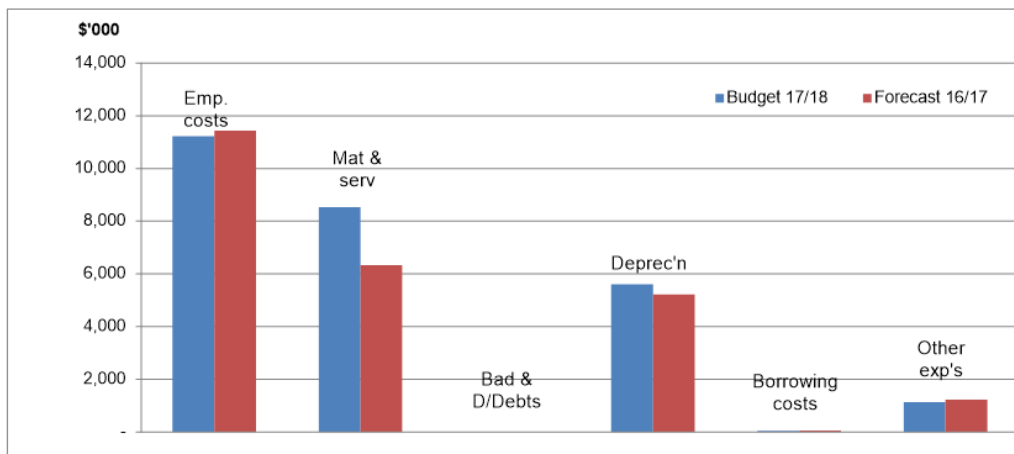
Proceeds from the disposal of Council assets is forecast to be \$0.720 million for 2017/2018 and relate mainly to the planned cyclical replacement of part of the plant and vehicle fleet (\$0.267 million) and sale of properties including Sleepy Lane and industrial estate land (\$0.453 million) The written down value of assets sold is forecast to be \$0.472 million.

10.2.6 Other income (\$0.021 million decrease)

Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

10.3 Expenses

Expense Types	Ref	Forecast		Variance
		Actual 2016/2017	Budget 2017/2018	
		\$'000	\$'000	\$'000
Employee costs	10.3.1	11,436	11,229	(207)
Materials and services	10.3.2	6,332	8,535	2,203
Bad and doubtful debts	10.3.3	4	-	(4)
Depreciation and amortisation	10.3.4	5,219	5,598	379
Borrowing costs	10.3.5	56	47	(9)
Other expenses	10.3.6	1,228	1,143	(85)
Total expenses		24,275	26,552	2,277



10.3.1 Employee costs (\$0.207 million decrease)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc.

Employee costs are forecast to decrease by 1.9% or \$0.207 million compared to 2016/2017. The decrease has been made possible by restructuring parts of the organisation when a vacancy has arisen and a redistribution of responsibilities and functions can be achieved without employing a replacement. The use of contract labour for supervision of the pools during the swimming pool season has also seen a shift in the employee expenses.functions arises relates to three key factors:

The recent wage increase of 1.75% following the completion of the Enterprise Bargaining Agreement negotiations plus any movements within band levels by employees during the term of the budget has also been included.

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

Department	Budget 2017/2018 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
CEO and Council	1,322	1,157	165
Community Wellbeing	4,117	1,181	2,936
Corporate Services	1,345	971	374
Infrastructure	4,465	3,957	508
Total permanent staff expenditure	11,249	7,266	3,983
Capitalised labour costs	430		
Total expenditure	11,679		

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

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
CEO and Council	8.0	7.0	1.0
Community Wellbeing	48.8	14.0	34.8
Corporate Services	19.4	14.0	5.4
Infrastructure	59.8	53.0	6.8
Total	136.0	88.0	48.0
Capitalised labour costs	8.0		
Total staff	144.0		

10.3.2 Materials and services (\$2.203 million increase)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by 34.8% or \$2.203 million compared to 2016/2017.

An amount of \$1.0 million has been included in the operating budget to allow access to funding by sporting bodies and committees of management to improve facilities under their control. This funding is available subject to a local contribution (refer 10.2.4) and funding by State or Federal grant monies.

Provision has been made for the Cohuna Early Learning Centre (\$0.875 million) and the Koondrook Early Learning Centre (\$0.368 million) both projects are subject to State or Federal funding.

10.3.3 Bad and doubtful debts (\$0.004 million decrease)

No provision has been made for bad and doubtful debts.

10.3.4 Depreciation and amortisation (\$0.379 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.379 million for 2017/2018 is due mainly to the completion of the 2016/2017 capital works program. Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2017/2018 year.

10.3.5 Borrowing costs (\$0.009 million decrease)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The reduction in borrowing costs results from the planned reduction in borrowings due to repayment of principal in accordance with loan agreements.

10.3.6 Other expenses (\$0.085 million decrease)

Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Other expenses are forecast to decrease by 7.0% or \$0.009 million compared to 2016/2017.

11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/2018 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

11.1 Budgeted cash flow statement

	Ref	Forecast	Budget	Variance
		Actual 2016/2017 \$'000	2017/2018 \$'000	\$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		11,916	12,183	267
User fees and fines		3,356	3,695	339
Grants - operating		7,813	9,366	1,553
Grants - capital		4,663	3,136	(1,527)
Interest		189	163	(26)
Other receipts		477	709	232
		28,414	29,252	838
<i>Payments</i>				
Employee costs		(11,436)	(11,229)	207
Other payments		(7,560)	(9,678)	(2,118)
		(18,996)	(20,907)	(1,911)
Net cash provided by operating activities		9,418	8,345	(1,073)
Cash flows from investing activities	11.1.2			
Payments for property, infrastructure, plant & equip.		(9,334)	(7,940)	1,394
Proceeds from sale of property, infrastructure, plant & equipment		443	718	275
Payments for investments		-	-	-
Proceeds from investments		-	-	-
Loans and advances made		-	-	-
Repayments of loans and advances		-	-	-
Net cash used in investing activities		(8,891)	(7,222)	1,669
Cash flows from financing activities	11.1.3			
Finance costs		(56)	(47)	9
Proceeds from borrowings		-	-	-
Repayment of borrowings		(170)	(95)	75
Net cash used in financing activities		(226)	(142)	84
Net decrease in cash and cash equivalents		301	981	680
Cash and cash equivalents at the beginning of the year		3,136	3,437	301
Cash and cash equivalents at end of the year	11.1.4	3,437	4,418	981

11.1.1 Operating activities (\$1.073 million decrease)

The decrease in cash inflows from operating activities is due mainly to a \$2.118 million increase in other payments in respect to the Cohuna and Koondrook Early Learning centres. Grants to cover the increase in costs in respect to the Early Learning Centres are shown in operating grants with this increase being offset by the reduction in capital grants. Capital grants are dependent on the capital projects undertaken each year.

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual 2016/2017 \$'000	Budget 2017/2018 \$'000	Variance \$'000
Surplus (deficit) for the year	4,288	2,946	(1,342)
Depreciation	5,219	5,598	379
Loss (gain) on disposal of property, infrastructure, plant & equipment	(148)	(246)	(98)
Finance costs	56	47	(9)
Net movement in current assets and liabilities	(1)	57	58
Cash flows available from operating activities	9,414	8,402	(1,012)

11.1.2 Investing activities (\$1.669 million decrease)

The shift in investing activities is due to the changes in the level of capital expenditure from one year to the next after taking into account works in progress at the beginning of the year and end.

11.1.3 Financing activities (\$0.084 million decrease)

For 2017/2018 the total of principal repayments is \$0.095 million and finance charges is \$0.047 million.

11.1.4 Cash and cash equivalents at end of the year (\$0.981 million increase)

Overall, total cash and investments is forecast to increase by \$0.981 million to \$4.418 million as at 30 June 2018. This is consistent with Council's Strategic Resource Plan (see Section 8), which forecasts a significant reduction in the capital works program from 2017/2018 onwards to balance future cash budgets.

11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2018 it will have cash and investments of \$4.418 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2017 \$'000	Budget 2018 \$'000	Variance \$'000
Total cash and investments		3,437	4,418	981
Restricted cash and investments				
- Statutory reserves	11.2.1	(1)	(1)	-
- Cash held to fund carry forward capital works	11.2.2	(410)	-	410
- Trust funds and deposits		-	-	-
Unrestricted cash and investments	11.2.3	3,026	4,417	1,391
- Discretionary reserves	11.2.4	(8)	(4)	4
Unrestricted cash adjusted for discretionary reserves	11.2.5	3,018	4,413	1,395

11.2.1 Statutory reserves

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

11.2.2 Cash held to fund carry forward capital works

There is no amount shown as cash held to fund carry forward works at 30 June 2018, as it is expected that the capital works budget in the 2017/2018 financial year will be fully completed. An amount of \$0.410 million is forecast to be held at 30 June 2017 to fund capital works budgeted but not completed in the 2016/2017 financial year. Section 6.2 contains further details on capital works funding.

11.2.3 Unrestricted cash and investments (\$4.417 million)

The amount shown is in accordance with the definition of unrestricted cash included in the Regulations. These funds are free of statutory reserve funds and cash to be used to fund capital works expenditure from the previous financial year.

11.2.4 Discretionary reserves (\$0.004 million)

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

11.2.5 Unrestricted cash adjusted for discretionary reserves (\$4.413 million)

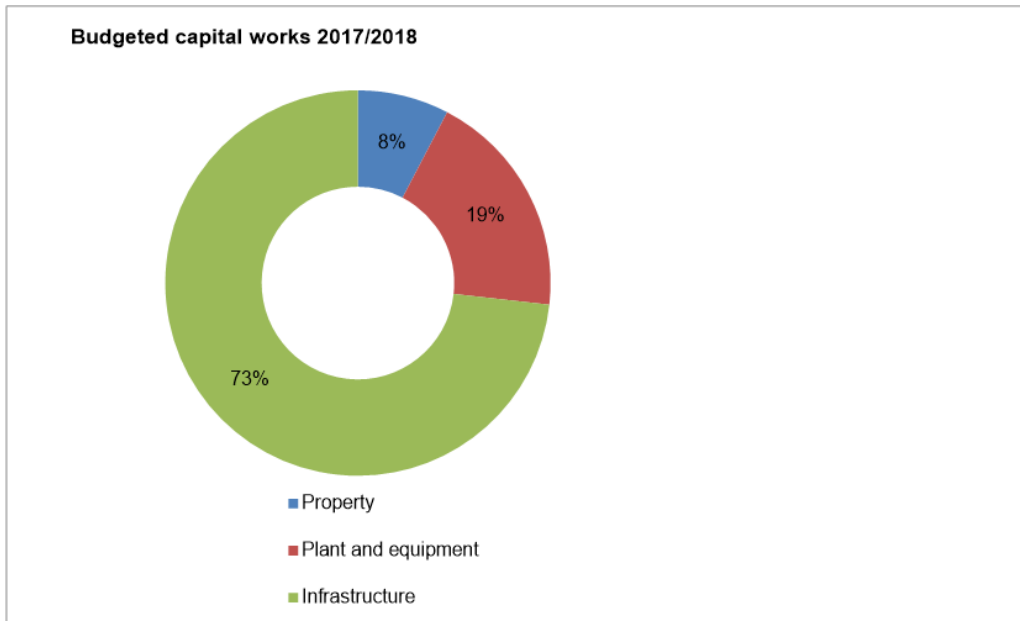
These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

12. Analysis of capital budget

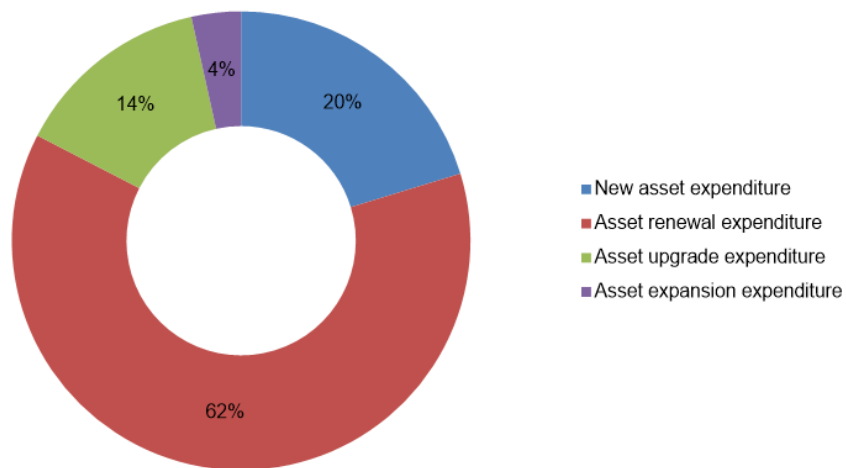
This section analyses the planned capital expenditure budget for the 2017/18 year and the sources of funding for the capital budget. Further detail on the capital works program can be found in Section 6.

12.1 Capital works

Capital Works Areas	Ref	Forecast		Variance
		Actual 2016/2017 \$'000	Budget 2017/2018 \$'000	
Works carried forward	12.1.1			
Plant and equipment				
Computers and telecommunications		270	50	(220)
Total plant and equipment		270	50	(220)
Infrastructure				
Drainage		80	-	(80)
Recreational, leisure and community		280	10	(270)
Parks, open space and streetscapes		70	350	280
Total infrastructure		430	360	(70)
Total works carried forward	12.1.1	700	410	(290)
New works				
Property				
Land improvements		15	321	306
Total land		15	321	306
Building improvements		214	375	161
Total buildings		214	375	161
Total property	12.1.2	229	696	467
Plant and equipment				
Plant, machinery and equipment		983	1,325	342
Fixtures, fittings and furniture		4	-	(4)
Computers and telecommunications		180	270	90
Library books		103	93	(10)
Total plant and equipment	12.1.3	1,270	1,688	418
Infrastructure				
Roads		2,822	3,193	371
Bridges		1,672	-	(1,672)
Footpaths and cycleways		203	327	124
Drainage		120	590	470
Recreational, leisure and community		1,745	1,151	(594)
Waste management		378	312	(66)
Parks, open space and streetscapes		375	292	(83)
Aerodromes		7	-	(7)
Other infrastructure		-	425	425
Total infrastructure	12.1.4	7,322	6,290	(1,032)
Total new works		8,821	8,674	(147)
Total capital works expenditure		9,521	9,084	(437)
Represented by:				
New asset expenditure	12.1.5	1,341	1,842	501
Asset renewal expenditure	12.1.5	6,497	5,660	(837)
Asset upgrade expenditure	12.1.5	169	1,265	1,096
Asset expansion expenditure	12.1.5	1,514	317	(1,197)
Total capital works expenditure		9,521	9,084	(437)



Budgeted capital works 2017/2018



Source: Section 3. A more detailed listing of capital works is included in Section 6.

12.1.1 Carried forward works (\$0.410 million)

At the end of each financial year there are likely to be projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016/2017 year it is forecast that \$0.410 million of capital works will be incomplete and be carried forward into the 2017/2018 year. The significant project is the Kerang CBD streetscape (\$0.360 million).

12.1.2 Property (\$0.696 million)

The property class comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

For the 2017/2018 year, \$0.696 million will be expended on building and building improvement projects. The more significant projects include Bendigo Road irrigation (\$0.110 million), Leitchville preschool upgrade (\$0.195 million), bulk solar installations (\$0.120 million) and Southern levee land acquisition (\$0.080 million).

12.1.3 Plant and equipment (\$1.325 million)

Plant and equipment includes plant, machinery and equipment, computers and telecommunications, and library books.

For the 2017/2018 year, \$1.325 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the light plant (\$0.430 million), heavy plant (\$0.895 million), library material purchases (\$0.093 million) and information technology equipment (\$0.220 million).

12.1.4 Infrastructure (\$6.290 million)

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

For the 2017/2018 year, \$3.193 million will be expended on road projects. The more significant projects include bitumen road reseals (\$0.835 million), federally funded Roads to Recovery projects (\$2.010 million), road management (\$0.200 million), local roads to market (\$0.125 million), and fire access roads (\$0.023 million).

\$0.590 million will be expended on drainage projects. The most significant of these being the Quambatook township flood mitigation project (\$0.500million).

\$0.327 million will be expended on footpaths, kerb and channel, \$1.151 million on recreational, leisure and community facilities including the Koondrook Nature Based Tourism Hub (\$0.750 million), \$0.312 million on waste management including capping the old Kerang landfill site (\$0.120 million) and completing the construction of Cell 3 at Denyers landfill (\$0.120 million).

\$0.350 million at the Koondrook Caravan Park as part of stage 2 and \$0.180 million at Apex Park Cohuna on the amenities block.

12.1.5 Asset renewal (\$5.660 million), new assets (\$1.842 million), upgrade (\$1.265 million) and expansion (\$0.317 million)

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

Capital projects may include expenditure across more than one expenditure type. The works to be undertaken as part of Stage 2 of the Koondrook Caravan Park includes \$0.070 million new, \$0.210 million renewal and \$0.070 million upgrade. For a detailed split of the various asset expenditure types for each project refer Section 6. Capital Works Program.

12.2 Funding sources

Sources of funding	Ref	Forecast		Variance
		Actual 2016/17 \$'000	Budget 2017/18 \$'000	
Works carried forward				
<i>Current year funding</i>				
Grants		-	107	107
Council reserve cash and investments		700	303	(397)
Total works carried forward	12.2.1	700	410	(290)
New works				
<i>Current year funding</i>				
Grants	12.2.2	4,663	3,029	(1,634)
Council reserve cash and investments	12.2.3	4,158	5,645	1,487
Total new works		8,821	8,674	(147)
Total funding sources		9,521	9,084	(437)

12.2.1 Carried forward works (\$0.410 million)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016/2017 year it is forecast that \$0.410 million of capital works will be incomplete and be carried forward into the 2017/2018 year.

12.2.2 Grants - Capital (\$3.136 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for the Koondrook Nature Based Tourism Hub (\$0.600 million), Roads to Recovery projects (\$1.910 million), Quambatook township flood mitigation (\$0.250 million) and Leitchville pre-school upgrade (\$0.146 million).

12.2.3 Council cash - operations (\$5.948 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$5.948 million will be generated from operations to fund the 2017/2018 capital works program.

13. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2016/2017 and 2017/2018. It also considers a number of key financial performance indicators.

13.1 Budgeted balance sheet

	Ref	Forecast		Variance
		Actual 2017 \$'000	Budget 2018 \$'000	
Current assets	13.1.1			
Cash and cash equivalents		3,437	4,418	981
Trade and other receivables		1,208	1,150	(58)
Financial assets		3,165	3,211	46
Other assets		1,301	1,160	(141)
Total current assets		9,111	9,939	828
Non-current assets	13.1.1			
Trade and other receivables		-	-	-
Property, infrastructure, plant and equipment		188,654	190,756	2,102
Total non-current assets		188,654	190,756	2,102
Total assets		197,765	200,695	2,930
Current liabilities	13.1.2			
Trade and other payables		1,047	1,096	(49)
Trust funds and deposits		154	139	15
Provisions		2,321	2,367	(46)
Interest-bearing loans and borrowings		95	101	(6)
Total current liabilities		3,617	3,703	(86)
Non-current liabilities	13.1.2			
Provisions		1,282	1,281	1
Interest-bearing loans and borrowings		666	565	101
Total non-current liabilities		1,948	1,846	102
Total liabilities		5,565	5,549	16
Net assets		192,200	195,146	2,946
Equity	13.1.4			
Accumulated surplus		74,775	77,721	2,946
Reserves		117,425	117,425	-
Total equity		192,200	195,146	2,946

Source: Section 3

13.1.1 Current Assets (\$0.828 million increase) and Non-Current Assets (\$2.102 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to increase by \$2.930 million during the year.

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

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. The \$2.102 million increase in this balance is attributable to the net result of the capital works program, depreciation and written down value of assets sold.

13.1.2 Current Liabilities (\$0.086 million increase) and Non Current Liabilities (\$0.102 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2016/2017 levels.

Provisions include accrued long service leave and annual leave owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Collective Agreement outcomes.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to repay loan principal of \$0.095 million over the year.

13.1.3 Working Capital (\$0.742 million increase)

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

	Forecast		
	Actual	Budget	Variance
	2017	2018	
	\$'000	\$'000	\$'000
Current assets	9,111	9,939	(828)
Current liabilities	3,617	3,703	(86)
Working capital	5,494	6,236	(742)
Restricted cash and investment current assets			
- Statutory reserves	(1)	(1)	-
- Cash used to fund carry forward capital works	(7)	-	(7)
- Trust funds and deposits	-	-	-
Unrestricted working capital	5,486	6,235	(749)

In addition to the restricted cash shown above, Council is also projected to hold \$3.211 million in discretionary reserves at 30 June 2018. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

13.1.4 Equity (\$2.946 million increase)

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves 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. \$2.946 million of the \$77.721 million in accumulated surplus results directly from the surplus for the year.

13.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2018 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 98.5% of total rates and charges raised will be collected in the 2017/2018 year (2016/2017: 97.8% forecast actual)
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days
- Other debtors and creditors to remain consistent with 2016/2017 levels
- Proceeds from the sale of property in 2016/17 of \$1.24 million will be received in full in the 2017/18 year
- Employee entitlements to be increased by the Collective Agreement outcome offset by the impact of more active management of leave entitlements of staff
- Repayment of loan principal to be \$0.095 million
- Total capital expenditure to be \$9.084 million

Long Term Strategies

This section includes the following analysis and information.

- 14 Strategic resource plan
- 15 Rating information
- 16 Other long term strategies

14. Strategic resource plan

This section includes an extract of the proposed Strategic Resource Plan to provide information on the long term financial projections of the Council.

14.1 Plan development

The Act requires a Strategic Resource Plan (SRP) to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared an SRP for the four years 2017/2018 to 2020/2021 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing service levels
- Achieve an underlying surplus
- Maintain a capital expenditure program of at least \$8 million per annum
- Achieve a balanced budget on a cash basis.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

14.2 Financial resources

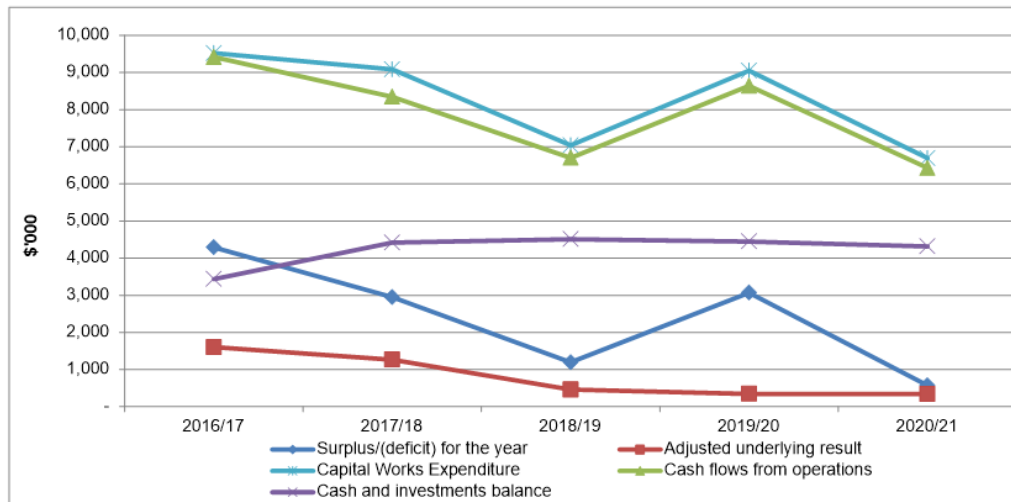
The following table summarises the key financial results for the next four years as set out in the SRP for years 2017/2018 to 2020/2021. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	4,288	2,946	1,193	3,069	570	-
Adjusted underlying result	1,603	1,267	457	344	340	+
Cash and investments balance	3,437	4,418	4,511	4,449	4,316	o
Cash flows from operations	9,418	8,345	6,703	8,641	6,427	-
Capital works expenditure	9,521	9,084	7,039	9,050	6,691	-

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

The following graph shows the general financial indicators over the four year period.



The key outcomes of the Plan are as follows:

- Financial sustainability (Section 11)** - Cash and investments is forecast to increase marginally over the four year period from \$3.437 million to \$4.316 million, which indicates a balanced budget on a cash basis in each year
- Rating levels (Section 15)** – Rate increases are forecast over the four years at an average of 2.0% per annum in line with the Fair Go Rates System.
- Service delivery strategy (section 16)** – Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in years 2017/2018 and 2018/2019 as a result of significant capital grant revenue being received to fund the annual capital works program. However, excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is a surplus reducing over the four year period. The underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- Borrowing strategy (Section 16)** – Borrowings are forecast to reduce from \$0.666 million to \$0.340 million over the four year period.
- Infrastructure strategy (Section 16)** - Capital expenditure over the four year period will total \$31.864 million at an average of \$7.966 million.

15. Rating information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for 41.3% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Gannawarra community.

15.2 Future rates and charges

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2017, and proposed rate caps set by the State Government.

Year	General	Municipal	Garbage	Recycling	Total
	Rate	Charge	Charge	Charge	Rates
	Increase	Increase	Increase	Increase	Raised
	%	%	%	%	\$'000
2016/17	2.67	0.00	3.81	4.00	11,916
2017/18	2.10	0.00	2.00	1.90	12,183
2018/19	2.10	0.00	2.00	2.00	12,427
2019/20	2.10	0.00	2.00	2.00	12,675
2020/21	2.10	0.00	2.00	2.00	12,929

15.3 Rating structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values, form the central basis of rating under the *Local Government Act 1989*
- A user pays component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of the administrative costs of the Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential or commercial purposes. This distinction is based on the concept that business should pay a fair and equitable contribution to rates taking into account the benefits those commercial properties derive from the local community.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council does review its rating structure every four years.

The existing rating structure comprises four differential rates, residential, and commercial/industrial, farm irrigation district and farm dryland as well as a rate concession for recreational land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to levy the rate for recreational lands at "such amount as the municipal council thinks reasonable having regard to the services provided by the municipal council in relation to such lands and having regard to the benefit to the community derived from such recreational lands". The commercial/industrial rate is set at 104.2% of the residential rate and the rate concession for recreational land is set at 50% of the residential rate. The farm irrigation district rate is set at 97.24% of the residential rate and the farm dryland rate is set at 83.5% of the residential rate. Council also levies a municipal charge and a kerbside collection charge as allowed under the Act.

The following table summarises the rates to be determined for the 2017/2018 year. A more detailed analysis of the rates to be raised is contained in Section 7 Rates and Charges.

Rate type	How applied	2016/17	2017/18	Total Raised \$000's	Change
Residential rates	Cents/\$ CIV	0.006356	0.006454	5,292,000	1.5%
Commercial/Industrial rates	Cents/\$ CIV	0.006702	0.006724	821,000	0.4%
Farm irrigation district properties	Cents/\$ CIV	0.006363	0.006454	2,471,000	1.4%
Farm dryland properties	Cents/\$ CIV	0.00501	0.005389	1,179,000	7.6%
Cultural and recreation properties	Cents/\$ CIV	0.003178	0.003227	12,000	1.5%
Municipal charge	\$/ property	\$100	\$100	631,000	0.0%
Kerbside collection charge	\$/ property	\$327	\$334	1,738,000	2.0%
Greenwaste charge	\$/ property	\$52	\$53	39,000	2.0%

Proposed Future Rate Strategy

Council is committed to transitioning towards one single uniform rate for all ratepayers over its four (4) year term. When this transition is complete, all ratepayers will have the same uniform rate in the dollar applied to the Capital Improved Value (CIV) of their property, regardless of whether they use their land for residential, commercial, industrial or farming purposes. Council views this as fair and equitable as it ultimately removes any comparative rating advantage one class of ratepayers may have over another, as occurs under the existing differential rating structure.

The move to a uniform single rate will have a significant impact on dryland property rates, which currently enjoy a 20% lower rate in the dollar compared to farm irrigation district land. The transitioning process softens the ultimate loss of the 20% rating advantage for dryland farms as the uniform single rate in the dollar system is fully implemented over the next four (4) years. The proposed 2017/18 Budget, being the first year of this transition, will result in the proposed rate increases across the current differential categories:

Rate Category	Cents/\$CIV	Municipal Charge	Average Rate Increase
Residential	0.006454	No Change	1.50%
Commercial/industrial	0.006724	No Change	0.30%
Farm Irrigation District	0.006454	No Change	1.40%
Farm Dryland	0.005389	No Change	7.60%

Valuations: Council is required to revalue all properties within the Shire every two years. The revaluation was undertaken as at 1 January 2016 and applies for the 2016/17 and 2017/18 rating years.

Waste Management Charges

Waste management charges are based on achieving full cost recovery to ensure this service is sustainable for the long term. The proposed annual charges for 2017/18 are set to an overall increase of 2% as follows:

- 120Litre Bin \$334
- 240Litre Bin \$480
- Green Waste Bin \$53

16. Summary of other strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

16.1 Borrowings

In developing the Strategic Resource Plan SRP (see Section 14), borrowings was identified as an important funding source for capital works programs. In the past, Council had borrowed to finance large infrastructure projects in recent years no new borrowings have been undertaken leading to a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. With Council reserves reducing it may become necessary to reconsider the issue of borrowings in the future.

The SRP includes the results of an analysis of Council's debt position against both State averages and large Council averages over a number of different indicators. It also shows the results of the 'obligations' indicators that are part of the prescribed financial reporting indicators. The outcome of the analysis highlighted that a debt of \$8.00 million could be comfortably accommodated.

For the 2017/2018 year, Council has decided not to take out any new borrowings to fund the capital works program and therefore, after making loan repayments of \$0.095 million, will reduce its total borrowings to \$0.666 million as at 30 June 2018. However, it is possible that in future years, borrowings will be required to fund future infrastructure initiatives. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2017.

Year	New Borrowing \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2016/17	-	170	56	761
2017/18	-	95	47	666
2018/19	-	102	40	564
2019/20	-	108	33	456
2020/21	-	116	26	340

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

	2016/2017 \$'000	2017/2018 \$'000
Total amount borrowed as at 30 June of the prior year	931	761
Total amount proposed to be borrowed	-	-
Total amount projected to be redeemed	(170)	(95)
Total amount of borrowings as at 30 June	761	666

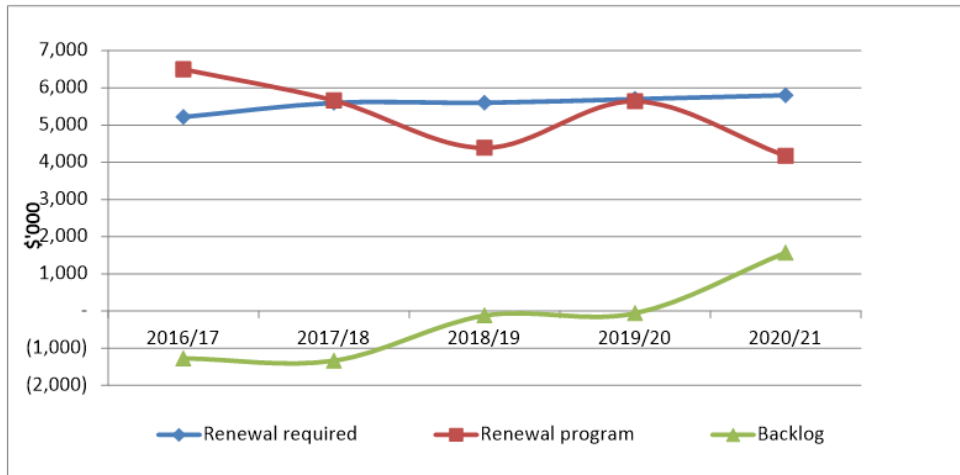
16.2 Infrastructure

The Council has developed an Infrastructure Strategy based on the knowledge provided by various Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the SRP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The Strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes
- Identification of capital projects through the preparation of asset management plans
- Prioritisation of capital projects within classes on the basis of evaluation criteria
- Methodology for allocating annual funding to classes of capital projects
- Business Case template for officers to document capital project submissions.

A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

The graph below sets out the required and actual asset renewal over the life of the current SRP and the renewal backlog.



At present, Council is similar to most municipalities in that it is presently unable to fully fund asset renewal requirements identified in the Infrastructure Strategy. While the Infrastructure Strategy is endeavouring to provide a sufficient level of annual funding to meet ongoing asset renewal needs, the above graph indicates that in later years the required asset renewal is being addressed decreasing the backlog. Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap. In the above graph the backlog at the beginning of the period was \$1.273 million and going into surplus in 2020/21 at \$1.571 million.

In updating the Infrastructure Strategy for the 2017/2018 year, the following influences have had a significant impact:

- Reduction in the amount of cash and investment reserves to fund future capital expenditure programs.
- Availability of significant Federal funding for upgrade of roads.
- The enactment of the *Road Management Act 2004* removing the defence of non-feasance on major assets such as roads.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Summary of funding sources				
	Total Capital \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2016/17	9,521	4,663	-	4,858	-
2017/18	9,084	3,136	-	5,948	-
2018/19	7,039	1,469	-	5,570	-
2019/20	9,050	3,458	-	5,592	-
2020/21	6,691	963	-	5,728	-

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has a low level of cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or the funding body. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.

Transfer Station

Waste tipping fees for inert waste are expected to rise further as the State Government has increased the levy payable upon disposal of waste at landfill. Following increases of \$44 per tonne since 2009/10, the fee will rise a further \$1.00 per m3 (3.7%) in 2017/18. The pricing structure currently in place for Transfer Station users will be adjusted to absorb all future cost increases.

Valuation Services

The Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2016 effective for the 2016/17 year and the next revaluation will be undertaken as at 1 January 2018. An allowance of \$0.150 million has been made in 2017/2018 to meet the additional cost of resources to complete the revaluation process.

The service delivery outcomes measured in financial terms are shown in the following table.

Year	Surplus (Deficit) for the year \$'000	Adjusted Underlying Surplus (Deficit) \$'000	Net Service (Cost) \$'000
2016/17	4,288	1,603	17
2017/18	2,946	1,267	18
2018/19	1,193	457	18
2019/20	3,069	344	18
2020/21	570	340	18

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 2017/2018 year.

GANNAWARRA SHIRE COUNCIL						
SCHEDULE OF FEES AND CHARGES 2017-18 effective 1 July 2017						
				Statutory/ Discretionary	Incl. GST	
Proposed 2017/2018						
ENVIRONMENTAL HEALTH SERVICES						
FOOD ACT REGISTRATION FEES						
Class 1 Food Premises - Requiring External Food Safety Audits			Discretionary	No	\$	331.00
Class 2 Food Premises - Requiring Council Food Safety Audits (5 or less employed (including proprietor and his/her family)			Discretionary	No	\$	307.00
Class 2A Temporary Premises (Markets, Shows, Field Days, Exhibitions and like events)			Discretionary	No	\$	87.00
Class 3 Food Premises Inc. Food Vehicles - 5 or less employed			Discretionary	No	\$	185.00
Class 3A Temporary Premises (Markets, Shows, Field Days, Exhibitions and like events)			Discretionary	No	\$	47.00
More than 5 employed, an additional fee per employee			Discretionary	No	\$	37.00
Maximum Fee			Discretionary	No	\$	3,050.00
School Canteens (operated by voluntary organisation)			Discretionary	No	\$	185.00
Community Groups			Discretionary	No	\$	-
Food premises where the only food sold is sealed in unopened packages			Discretionary	No	\$	185.00
Food Act – Transfer of Registration (% of annual fee)			Discretionary	No	\$	217.00
Food Act - Registration of new Premise or Vehicle (establishment fee additional to registration fee) –(% of annual fee)			Discretionary	No	\$	217.00
Statutory Food Samples			Discretionary	No	\$	-
Non-compliant food samples	Per Re-Test		Discretionary	No	\$	210.00
Annual statutory inspection plus statutory on up follow-up inspection			Discretionary	No	\$	-
Inspection Fee for non-compliant food premises	Per Inspection		Discretionary	No	\$	210.00
Requested inspection and Report			Discretionary	No	\$	210.00
PUBLIC HEALTH AND WELLBEING ACT: REGISTRATION FEES						
Public Health and Wellbeing Act: Premises						
Prescribed Accommodation premises – per year			Discretionary	No	\$	272.00
Health Act – Transfer of Registration (pro-rata % of annual fee)			Discretionary	No	\$	207.00
Health Act – Registration of new Premise or Vehicle (pro-rata % of annual fee)			Discretionary	No	\$	207.00
Health premises - low risk activities - hair and beauty therapy or beauty therapy only (per operator)			Discretionary	No	\$	88.00
Health premises - hairdressing only - one off fee (per operator)			Discretionary	No	\$	88.00
Health premises - low risk activities - maximum fee			Discretionary	No	\$	272.00
Health premises - high risk activities - skin penetration, tattooing, ear piercing, electrolysis			Discretionary	No	\$	272.00
Inspection fee - non-compliant health premises			Discretionary	No	\$	210.00
Requested inspection and report			Discretionary	No	\$	210.00
Swimming pools - includes annual requirement for inspection and microbiological analysis			Discretionary	No	\$	
Public Health Requests						
Water analysis - portable and non-portable (including rainwater tanks			Discretionary	No	\$	210.00
ENVIRONMENT PROTECTION ACT REGISTRATION FEES						
Septic Tank Fees						
Application to install or alter a septic tank system			Discretionary	No	\$	310.00
Minor alteration to existing system			Discretionary	No	\$	210.00
Amend or reissue permit			Discretionary	No	\$	55.00
Extension of permit (12 Months)			Discretionary	No	\$	55.00
IMMUNISATIONS						
Influenza Vaccine			Discretionary	No	\$	25.00

Hepatitis B - Adult		Discretionary	No	\$	24.00
Hepatitis B - Paediatric		Discretionary	No	\$	13.00
Hepatitis A - Adult		Discretionary	No	\$	70.00
Hepatitis A - Paediatric		Discretionary	No	\$	49.00
Twinrix (Hepatitis A & B) - Adult		Discretionary	No	\$	85.00
Twinrix (Hepatitis A & B) - Paediatric		Discretionary	No	\$	54.00
Boostrix		Discretionary	No	\$	45.00
Chicken Pox		Discretionary	No	\$	63.00
Pneumococcal		Discretionary	No	\$	50.00
Gardasil		Discretionary	No	\$	155.00
I Pol		Discretionary	No	\$	48.00
COMMUNITY SERVICES					
Community Care Services (Rates per hour – maximum set by Government)					
Home Care Level 1 - Full Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$	10.15
Home Care Level 2 - Part Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$	15.20
Home Care Level 3 - Self Funded Retiree	Income Assessed: Refer to CHSP	Discretionary	No	\$	32.85
Personal Care Level 1 - Full Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$	10.15
Personal Care Level 2 - Part Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$	16.15
Personal Care Level 3 - Self Funded Retiree	Income Assessed: Refer to CHSP	Discretionary	No	\$	38.75
Respite Care Level 1 - Full Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$	11.15
Respite Care Level 2 - Part Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$	16.15
Respite Care Level 3 - Self Funded Retiree	Income Assessed: Refer to CHSP	Discretionary	No	\$	38.75
Respite Program	Fee is activity related	Discretionary	No	\$	\$5.50 - \$26.60
Property Maintenance Level 1 - Full Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$	12.15
Property Maintenance Level 2 - Part Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$	17.75
Property Maintenance Level 3 - Self Funded Retiree	Income Assessed: Refer to CHSP	Discretionary	No	\$	49.45
Food Services (Per meal)					
Meals on Wheels – 3 Courses	Includes Frozen meals	Discretionary	No	\$	11.15
Meals on Wheels – 2 Courses	Includes Frozen meals	Discretionary	No	\$	10.15
Meals on Wheels – 1 Courses	Includes Frozen meals	Discretionary	No	\$	9.10
Social Meal 3 Courses		Discretionary	No	\$	11.15
Social Meal 2 Courses		Discretionary	No	\$	10.15
Social Meal Sandwiches		Discretionary	No	\$	4.05
Brokered Services (Rates per hour)					
Assessment / Case Management		Discretionary	Yes	\$	95.50
Home Care 1	Mon – Fri Hrs: 7.30am – 7.30pm (after hrs personal care rates apply)	Discretionary	Yes	\$	45.90
Personal Care 1	Mon – Fri Hrs: 7.30am – 7.30pm	Discretionary	Yes	\$	49.65
Personal Care 2	Mon – Fri Hrs: 7.30pm – 9.30pm (inc Sat 7.30am to 12pm)	Discretionary	Yes	\$	74.50
Personal Care 3	Mon – Fri Hrs: 9.30pm – 7.30am (Sat 12pm to Mon 7.30am)	Discretionary	Yes	\$	99.25
Respite Care 1	Mon – Fri Hrs: 7.30am – 7.30pm	Discretionary	Yes	\$	49.65
Respite Care 2	Mon – Fri Hrs: 7.30pm – 9.30pm (inc Sat 7.30am to 12pm)	Discretionary	Yes	\$	74.50
Respite Care 3	Mon – Fri Hrs: 9.30pm – 7.30am (Sat 12pm to Mon 7.30am)	Discretionary	Yes	\$	99.25
Property Maintenance		Discretionary	Yes	\$	64.65
Meals on Wheels – 3 Courses	Includes Frozen meals	Discretionary	Yes	\$	12.50
Meals on Wheels – 2 Courses	Includes Frozen meals	Discretionary	Yes	\$	11.00

Meals on Wheels - 1 Course		Discretionary	Yes	\$	9.90
Meals on Wheels - Sandwich		Discretionary	Yes	\$	4.55
Travel Expense	per kilometre	Discretionary	Yes	\$	1.43
Gannawarra Non Emergency Transport Service Client Contributions (All one way transport bookings calculated as "return" services)					
Transport Contributions					
Minimum Charge		Discretionary	Yes	\$	40.00
Transport under 100km from place of residence	per kilometre	Discretionary	Yes	\$	0.22
Transport over 100km from place of residence	per kilometre	Discretionary	Yes	\$	0.25
Business Client Charges	per kilometre	Discretionary	Yes	\$	0.75
CHILDREN SERVICES					
Long Day Care (2016 Calendar Year)					
Weekly - 1 July to 31 December 2017	8.00am to 6.00pm per day	Discretionary	No	\$	386.90
Weekly - 1 January to 30 June 2017	8.00am to 6.00pm per day	Discretionary	No		
Full Day (per day) - 1 July to 31 December 2017	8.00am to 6.00pm	Discretionary	No	\$	84.95
Full Day (per day) - 1 January to 30 June 2017	8.00am to 6.00pm	Discretionary	No		
Half Day (per session) - 1 July to 31 December 2017	8.00am to 1.00pm or 1.00pm to 6.00pm	Discretionary	No	\$	50.00
Half Day (per session) - 1 January to 30 June 2017	8.00am to 1.00pm or 1.00pm to 6.00pm	Discretionary	No		
Casual (per hour) - 1 July to 31 December 2017	Minimum 2 Hours	Discretionary	No	\$	12.10
Casual (per hour) - 1 January to 30 June 2017	Minimum 2 Hours	Discretionary	No		
Kindergarten Fees - Kerang (2016 Calendar Year)					
4 year old kindergarten - 1 July to 31 December 2017	Per week	Discretionary	No	\$	39.85
4 year old kindergarten - 1 January to 30 June 2017	Per week	Discretionary	No		
Cohuna, Koondrook and Leitchville (2016 Calendar Year)					
4 year old kindergarten - 1 July to 31 December 2017	Per year	Discretionary	No	\$	879.85
4 year old kindergarten - 1 January to 30 June 2017	Per year	Discretionary	No		
3 year old kindergarten - 2.5 hours week	Per year	Discretionary	No	\$	542.80
3 year old kindergarten - 3 hours week - 1 July to 31 December 2017	Per year	Discretionary	No	\$	637.50
3 year old kindergarten - 3 hours week - 1 January to 30 June 2017	Per year	Discretionary	No		
Family Day Care					
Parent Administration Levy	Per child per week	Discretionary	No	\$	5.20
Carer Support Levy	Pro rata per week	Discretionary	No	\$	5.00
Standard fee	8.00am to 6.00pm (range between)	Discretionary	No		\$5.50 - \$10.00
Standard fee	Non-Core hours (range between)	Discretionary	No		\$6.75 - \$13.25
After School Care	8.00am to 6.00pm (range between)	Discretionary	No		\$5.50 - \$13.25
After School Care	Non-Core hours (range between)	Discretionary	No		\$6.75 - \$13.25
Before School Care	8.00am to 6.00pm (range between)	Discretionary	No		\$6.50 - \$9.50
Before School Care	Non-Core hours (range between)	Discretionary	No		\$6.75 - \$13.25
Public Holiday	8.00am to 6.00pm (range between)	Discretionary	No		\$8.00 - \$19.00
Public Holiday	Non-Core hours (range between)	Discretionary	No		\$8.00 - \$19.00
Outside School Care Cohuna					
Standard fee - 1 July to 31 December 2016	3.15pm - 5.30pm Per Session	Discretionary	No	\$	26.00
Toy Library Fees					
Annual Standard Membership		Discretionary	Yes	\$	15.00
Annual Group Membership		Discretionary	Yes	\$	35.00
LIBRARY					
Overdue Items	Per item per day - Adult	Discretionary	Yes	\$	0.60
	Per item per day - Child		Yes		
Replacement Books		Discretionary	Yes		Cost

Replace Cards		Discretionary	Yes	\$	2.00
Library Bags		Discretionary	Yes	\$	3.50
Photocopies/Print outs	A4/A3 One Side	Discretionary	Yes	\$	0.50
	A4/A3 Double Side	Discretionary	Yes	\$	0.80
Photocopies – own paper	Per Side	Discretionary	Yes	\$	0.30
Photocopies/Printouts Colour	Per Side	Discretionary	Yes	\$	1.00
Faxing – Sending	Per Page	Discretionary	Yes	\$	1.00
Faxing –Receiving	Per Page	Discretionary	Yes	\$	0.50
Laminating		Discretionary	Yes	\$	1.00
Old Books (depending on condition)		Discretionary	Yes		\$0.20 - \$2.00
Sir John Gorton Library Meeting Room					
Commercial/Casual Hirers (Charges capped at 5 Hours)	Per hour	Discretionary	Yes	\$	20.00
PLANNING FEES AND CHARGES					
Statutory Planning Fees					
Use of Land Planning Permit		Statutory	No	\$	1,240.70
Dwelling Planning Permit < \$10,000		Statutory	No	\$	188.20
Dwelling Planning Permit > \$10,001 - \$100,000		Statutory	No	\$	592.50
Dwelling Planning Permit > \$100,001 - \$500,000		Statutory	No	\$	1,212.80
Dwelling Planning Permit > \$500,001 - \$1,000,000		Statutory	No	\$	1,310.40
Dwelling Planning Permit > \$1,000,001 - \$2,000,000		Statutory	No	\$	1,407.90
VicSmart Application < \$10,000		Statutory	No	\$	188.20
VicSmart Application > \$10,001		Statutory	No	\$	404.30
VicSmart Application to subdivide land		Statutory	No	\$	188.20
Development of Land < \$100,000		Statutory	No	\$	1,080.40
Development of Land > \$100,001 - \$1,000,000		Statutory	No	\$	1,456.70
Development of Land > \$1,000,001 - \$5,000,000		Statutory	No	\$	3,213.20
Development of Land > \$5,000,001 - \$15,000,000		Statutory	No	\$	8,189.80
Development of Land > \$15,000,001 - \$50,000,000		Statutory	No	\$	24,151.10
Development of Land > \$50,000,001		Statutory	No	\$	54,282.40
To Subdivide existing Building		Statutory	No	\$	1,240.70
To Subdivide Land into 2 lots		Statutory	No	\$	1,240.70
Boundary Realignment		Statutory	No	\$	1,240.70
To Subdivide Land		Statutory	No	\$	1,240.70
Remove restriction, create, vary or remove a restriction or create, vary or remove an easement		Statutory	No	\$	1,240.70
Strategic Planning Fees					
Amendment to a planning Scheme		Statutory	No	\$	2,871.60
Considering Submissions and referral to Planning Panel (up to 10 submissions)		Statutory	No	\$	14,232.70
Considering Submissions and referral to Planning Panel (11 to 20 submissions)		Statutory	No	\$	28,437.60
Considering Submissions and referral to Planning Panel (> 20 submissions)		Statutory	No	\$	38,014.40
Adopting an Amendment		Statutory	No	\$	453.10
Approval of an Amendment		Statutory	No	\$	453.10
Planning Certificates					
Certificate of Compliance		Statutory	No	\$	147.00
Planning Certificates		Statutory	No	\$	18.20
Satisfaction Certificate		Statutory	No	\$	102.00
Subdivision Fees					
Application Fee		Statutory	No	\$	100.00
Per lot		Statutory	No	\$	20.00
Plan Examination Fee		Discretionary	No		0.75% value of works

Supervision Fee		Discretionary	No	2.5% value of works
BUILDING FEES AND CHARGES				
Domestic				
Extensions/Alterations	Up to \$4,999	Discretionary	Yes	\$ 480.00
New Dwellings or works	\$5,000 to \$19,999	Discretionary	Yes	\$ 540.00
New Dwellings or works	\$20,000 to \$49,999	Discretionary	Yes	\$ 600.00
New Dwellings or works	\$50,000 to \$99,999	Discretionary	Yes	\$ 659.00
New Dwellings or works	\$100,000 to \$149,999	Discretionary	Yes	\$ 906.00
New Dwellings or works	\$150,000 to \$199,999	Discretionary	Yes	\$ 959.00
New Dwellings or works	\$200,000 to \$249,999	Discretionary	Yes	\$ 1,019.00
New Dwellings or works	\$250,000 to \$299,999	Discretionary	Yes	\$ 1,079.00
New Dwellings or works	\$300,000 to \$349,999	Discretionary	Yes	\$ 1,139.00
New Dwellings or works	\$350,000 to \$399,999	Discretionary	Yes	\$ 1,199.00
New Dwellings or works	\$400,000 to \$449,999	Discretionary	Yes	\$ 1,259.00
New Dwellings or works	Above \$450,000	Discretionary	Yes	Cost / 550.01
Multi unit developments	Up to 4 units	Discretionary	Yes	\$ 1,439.00
Lodgement Fee	Applies for works over a value of \$5,000	Statutory	Yes	\$ 37.00
Building Levy	Applies to cost of works over a value of \$10,000	Statutory	No	0.128%
Commercial Building Works				
Contract amount	Up to \$30,000	Discretionary	Yes	\$ 500.00
Contract amount	\$30,000 - \$100,000	Discretionary	Yes	\$ value x 1.25% + \$125.01
Contract amount	\$100,000 - \$500,000	Discretionary	Yes	\$ value x 0.3% + \$1,074
Contract amount	\$500,000 - \$2,000,000	Discretionary	Yes	\$ value x 0.16% + \$1,775.01
Contract amount	Over \$2,000,000	Discretionary	Yes	\$ value x 0.2% + \$975.01
Submissions for modifications to building regulations		Discretionary	Yes	\$ 149.00
Special performance based assessments		Discretionary	Yes	\$115.00 per hour / 150.00 min
Minor Building Works				
Garages, Carports/Sheds		Discretionary	Yes	\$300 + \$1.00 per sq metre charge on floor space + GST
Swimming Pools		Discretionary	Yes	\$ 462.00
Dwelling Reblock / restumping		Discretionary	Yes	\$ 500.00
Dwelling Reclads		Discretionary	Yes	\$ 220.00
Miscellaneous Building permit fee		Discretionary	Yes	\$ 220.00
Swimming Pool Barriers		Discretionary	Yes	\$ 220.00
Sitting of places of public entertainment		Discretionary	Yes	\$ 300.00
Variation to approved plans		Discretionary	Yes	\$ 132.00
Renew expired building permit		Discretionary	Yes	\$ 132.00
Extensions		Discretionary	Yes	\$ 132.00
Variations	Application for report and consent	Statutory	No	\$ 250.00
Bond can be in form of Bank Guarantee (Bond can be refunded up to 40% or \$2,000 on satisfactory completion of exterior).		Statutory	No	< sum equal to cost of works or \$5,001
House Relocation				
Inspection and report fee prior to relocation		Discretionary	Yes	\$ 300.00
Demolition Permit				

Single story Class 1 Building more than 6.0m from the street alignment		Discretionary	Yes	\$	360.00	
Single storey Class 1 Building more than 6.0m from street alignment, and is more than 6.0m high		Discretionary	Yes	\$	420.00	
Any Class 1 or 10 building containing more than 1 storey		Discretionary	Yes	\$300.00 per storey		
Any other building (commercial or industrial)		Discretionary	Yes	\$480.00 per storey		
Building Certificates						
Property Information (Building Certificates)		Statutory	No	\$	49.00	
Information on stormwater (Legal Point of Discharge)		Statutory	No	\$	62.00	
Consent and Report						
Council		Statutory	No	\$	47.60	
Council - Demolition		Statutory	No	\$	62.00	
Land Information Certificate (Note 1)		Statutory	No	\$	25.35	
RECREATION						
RECREATION RESERVES - COHUNA & LEITCHVILLE						
Football Clubs						
Cohuna Kangas		Discretionary	Yes	\$	4,900.00	
Leitchville		Discretionary	Yes	\$	3,250.00	
Cricket Clubs						
Cohuna - per year		Discretionary	Yes	\$	600.00	
Leitchville - per year		Discretionary	Yes	\$	600.00	
Miscellaneous						
Cohuna A. P. & H. Society - per year		Discretionary	Yes	\$	1,650.00	
Cohuna Little Athletics Club - per year		Discretionary	Yes	\$	600.00	
School Groups & RSL		Discretionary	Yes	\$	-	
Casual - per day		Discretionary	Yes	\$	300.00	
Casual - per hour (min 3 hours hire)		Discretionary	Yes	\$	60.00	
Oval Hire - refundable deposit	No alcohol	Discretionary	No	\$	250.00	
	Alcohol	Discretionary	No	\$	550.00	
MUNICIPAL RESERVES						
Municipal Reserve						
Use of Municipal Reserve (Inc Parks & Gardens) - Schools & RSL		Discretionary	Yes	\$	-	
Use of Municipal Reserve (Inc Parks & Gardens)	Permit Fee	Discretionary	Yes	\$	80.00	
SWIMMING POOLS						
Kerang/Cohuna Swimming Pool						
Seasons Tickets:	Family	Discretionary	Yes	\$	175.00	
	Adults	Discretionary	Yes	\$	90.00	
	Persons under 18 years	Discretionary	Yes	\$	60.00	
	Pensioners - Family	Discretionary	Yes	\$	65.00	
	Pensioners - Adult	Discretionary	Yes	\$	40.00	
	Admission:	Adults	Discretionary	Yes	\$	4.50
		Persons under 18 years	Discretionary	Yes	\$	3.50
		Full Time Student	Discretionary	Yes	\$	3.50
		Children with School	Discretionary	Yes	\$	2.50
		Children under 3 years	Discretionary	Yes	\$	-
		Non-Swimming Patrons	Discretionary	Yes	\$	1.50
		Family Day Pass	Discretionary	Yes	\$	12.00
	Slide per day	Discretionary	Yes	\$	-	
	Private Hire	Discretionary	Yes		By Negotiation	
Ten Pass Entry:	Family	Discretionary	Yes	\$	60.00	
	Adult	Discretionary	Yes	\$	25.00	

	Pensioners - Family	Discretionary	Yes	\$	18.00
	Pensioners - Adult	Discretionary	Yes	\$	10.00
Kerang Exercise Pool					
Pensioners	Per Hour	Discretionary	Yes	\$	5.00
	1/2 Hour	Discretionary	Yes	\$	3.50
Adult (Non Pensioners)	Per Hour	Discretionary	Yes	\$	7.50
	1/2 Hour	Discretionary	Yes	\$	5.50
Claims Attendance	Per Hour	Discretionary	Yes	\$	10.00
	1/2 Hour	Discretionary	Yes	\$	7.50
Children (2-15)	Per Hour	Discretionary	Yes	\$	2.50
	1/2 Hour	Discretionary	Yes	\$	1.50
Children under 3		Discretionary	Yes	\$	-
Groups of max. 10 people	Per hour	Discretionary	Yes	\$	40.00
Multiple group bookings	5 sessions	Discretionary	Yes	\$	180.00
RESIDENTIAL TENANCIES ACT REGISTRATION FEES					
Site not exceeding 25 (17 fee units)		Statutory	No	\$	237.15
Site exceeding 25 but not exceeding 50 (34 fee units)		Statutory	No	\$	474.30
Site exceeding 50 but not exceeding 100 (68 fee units)		Statutory	No	\$	947.92
Site exceeding 100 but not exceeding 150 (103 fee units)		Statutory	No	\$	1,435.82
Site exceeding 150 but not exceeding 200 (137 fee units)		Statutory	No	\$	1,909.78
Site exceeding 200 but not exceeding 250 (171 fee units)		Statutory	No	\$	2,383.74
Site exceeding 250 but not exceeding 300 (205 fee units)		Statutory	No	\$	2,857.70
Transfer of Caravan Park (5 fee units)		Statutory	No	\$	69.70
LOCAL LAWS					
DOMESTIC ANIMAL ACT					
Dog Registration					
Maximum fee as per Domestic Animals Act 1994 Schedule 1 – Registration fees Part 1—Dogs	Unsterilised dog Declared dangerous dog Declared menacing dog Declared restricted breed dog	Statutory	No		110.00 + 3.50 Gov't Levy 11/4/2017 - 10/4/2018 114.00 + 3.50 Gov't Levy 11/4/2018 - 10/4/2019
Reduced fee as per Domestic Animals Act 1994 Schedule 1 – Registration fees Part 1—Dogs	Desexed dog Dog over 10 years old Dogs kept for working stock Registered domestic animal business Obedience Trained Dog with approved organisation Dogs registered with applicable organisation / owner is current member	Statutory	No		36.00 + 3.50 Gov't Levy 11/4/2017 - 10/4/2018 38.00 + 3.50 Gov't Levy 11/4/2018 - 10/4/2019
Eligible concession card holder		Statutory	No		50% discount
New registration paid after 10 October each year		Discretionary	No		50% discount
Replacement Tag		Discretionary	Yes	\$	4.50
Late Payment Fee		Discretionary	No	\$	38.00
Cat Registration					
Maximum fee as per Domestic Animals Act 1994 Schedule 1 – Registration fees Part 2 - Cats	Unsterilised cat	Statutory	No		110.00 + 2.00 Gov't Levy 11/4/2017 - 10/4/2018 114.00 + 2.00 Gov't Levy 11/4/2018 - 10/4/2019

	Reduced fee as per Domestic Animals Act 1994 Schedule 1 – Registration fees Part 2 - Cats	Desexed cat Cat over 10 years old Registered domestic animal business Dogs registered with applicable organisation / owner is current member	Statutory	No	38.00 + 2.00 Gov't Levy 11/4/2017 - 10/4/2018 38.00 + 2.00 Gov't Levy 11/4/2018 - 10/4/2019
	Eligible concession card holder		Statutory	No	50% discount
	New registration paid after 10 October each year		Discretionary	No	50% discount
	Replacement Tag		Discretionary	Yes	\$ 4.50
	Late Payment Fee		Discretionary	Yes	\$ 38.00
Administration - Domestic Animals Registration					
	Transfer of currently registered domestic animal from another Victorian Shire	Per animal	Discretionary	Yes	\$ 4.50
	Administration fee for refund of animal registration	Per refund	Discretionary	Yes	\$ 10.00
	Pro-rata reduction (quarterly) for refund of animal registration - state Gov't Levy non refundable	Pro-rata quarterly	Discretionary	Yes	As Calculated
	Printing cost for the provision of registered domestic animals register	Per document	Discretionary	Yes	\$ 5.50
Pound Fees					
	Release Fee	Dogs and Cats	Discretionary	Yes	50.00 - 1st offence
		Dogs and Cats 2nd offence	Discretionary	Yes	100.00 - 2nd offence
		Dogs and Cats 3rd offence	Discretionary	Yes	200.00 - 3rd offence
	Sustenance Fee (per day)		Discretionary	Yes	\$ 20.00
Domestic Animal Business					
		Permit Fee	Discretionary	Yes	600.00 + 10.00 Gov't Levy
Administration -Local Law permits					
	Release fee for animal impounded under Local Laws	Per animal	Discretionary	Yes	\$ 60.00
	Release fee for item impounded under Local Laws	Per item	Discretionary	Yes	\$ 60.00
	Release fee for impounded vehicle		Discretionary	No	\$200.00 + towing costs
	Printing cost for the provision of Local Laws document		Discretionary	Yes	\$ 5.50
	Amendments to permits	All permits	Discretionary	Yes	\$ 35.00
	Late Payment Fee	Additional fee payable on late renewal of permit	Discretionary	No	50% of permit
Local Law - application and permit fees					
	Bulk rubbish containers	Permit Fee (per container)	Discretionary	Yes	\$ 55.00
	Fodder on road	Refer to local law guidelines	Discretionary	Yes	\$ 170.00
	Footpath Trading	Permit fee - per advertising sign	Discretionary	Yes	\$ 100.00
	Footpath Trading	Permit fee - per display of goods	Discretionary	Yes	\$ 100.00
	Footpath Trading	Permit fee - per 1x table and 4x chairs	Discretionary	Yes	\$ 100.00
	Footpath Trading - Consumption of Alcohol	Permit Fee (in conjunction with Footpath	Discretionary	No	\$ 55.00
	House to House trading	Permit Fee	Discretionary	No	\$ 215.00
	Keeping Of Animals	Permit Fee	Discretionary	Yes	\$ 100.00
	Livestock on Roads - Droving	Permit Fee	Discretionary	No	\$215.00 + \$1000.00 Bond
	Livestock on Roads - Grazing	Permit fee	Discretionary	Yes	\$ 215.00
	Municipal reserve - waterways	Application & permit fee - events held on	Statutory	Yes	\$ 400.00
	Roadside trading	Permit fee	Discretionary	Yes	\$ 215.00
		Site fee	Discretionary	Yes	\$120.00 per month
	Shipping containers	Permit Fee (per container)	Discretionary	Yes	\$ 100.00
	Temporary Road Closure - Community Group	Advertising	Discretionary	Yes	Advertising cost
	Temporary Road Closure - Commercial event	Advertising	Discretionary	Yes	Advertising cost
	All other Local Law permits not listed above	Permit Fee	Discretionary	Yes	\$ 100.00

Council Controlled Parking					
* FOR OFFENCE CODES 701 TO 714, A MUNICIPAL COUNCIL MAY BY COUNCIL RESOLUTION FIX A PENALTY OF UP TO 0.5 PENALTY UNIT FOR THAT OFFENCE.					
Parking offences under Road Safety Road Rules 2009 (Offence codes 701-714)(0.5 of a Penalty Unit)		Statutory	No		\$
LIVESTOCK					
Pound Fees - Stock					
Impounding / administration	Hourly rate	Discretionary	Yes		As per EBA Rate
Transport		Discretionary	Yes		Cost + 10%
NLIS tags	if required	Discretionary	Yes		\$40.00
Advertisement in Newspaper	as required under Impounding of Livestock Act	Discretionary	Yes		Cost + 10%
Sustenance Fee		Discretionary	Yes		\$35.00 + Hay per day
Release Fee	Livestock (cattle & horses) - 1st animal	Discretionary	Yes		\$100.00
Release Fee	Livestock (cattle & horses) - each other animal	Discretionary	Yes		\$15.00
Release Fee	Livestock - any animal listed under the Impounding of Livestock Act 1994 (other than cattle and horses) - 1st animal	Discretionary	Yes		\$60.00
Release Fee	Livestock - any animal listed under the Impounding of Livestock Act 1994 (other than cattle and horses) - each other animal in addition to 1st animal				\$15.00
Release fee for impounded footpath trading items	Permit Fee	Discretionary	Yes	\$	60.00
Consumption of Alcohol	Permit Fee (commercial business only)	Discretionary	No	\$	55.00
Security Deposit - works not within the carriageway	\$210.00 per sq/m	Discretionary	No		210.00 per sq/m
Security Deposit - works in the carriageway (Under 4m2)		Discretionary	No		
Security Deposit - works in the carriageway (Over 4m2)	\$840 Min + \$210 per m2 over 4m2	Discretionary	No	\$840 Min + \$210 per m2 over	
Asset Protection Permit	Application fee per site	Discretionary	Yes	\$	90.00
Security deposit	minimum security deposit	Discretionary	No	\$	200.00
Consent for works within the Road Reserve					
Municipal Road with speed limit <50km/h					
Minor works conducted by a person referred to in regulation 10(2) that are traffic impact works					
Minor works not on the roadway, shoulder or pathway (6 units)		Statutory	no	\$	83.60
Minor works on the roadway, shoulder or pathway (9.3 units)		Statutory	no	\$	129.60
Works (other than minor works conducted by a person referred to in regulation 10(2) that are traffic impact works)					
Works not on the roadway, shoulder or pathway (6 units)		Statutory	no	\$	83.60
Works on the roadway, shoulder or pathway (23.5 units)		Statutory	no	\$	327.60
Municipal road with speed limit >50km/h					
Minor works conducted by a person referred to in regulation 10(2) that are traffic impact works					
Minor works not on the roadway, shoulder or pathway (6 units)		Statutory	no	\$	83.60
Minor works on the roadway, shoulder or pathway (9.3 units)		Statutory	no	\$	129.60
Works (other than minor works conducted by a person referred to in regulation 10(2) that are traffic impact works)					
Works not on the roadway, shoulder or pathway (23.5 units)		Statutory	no	\$	327.60
Works on the roadway, shoulder or pathway (43.1 units)		Statutory	no	\$	600.80
LIVESTOCK					
Livestock Fees & Charges					
Accommodation Paddock (per day)	Sheep, Lambs & Goats	Discretionary	Yes	\$	3.00
	Cattle	Discretionary	Yes	\$	4.00

		Bulls	Discretionary	Yes	\$	4.00	
		Horses	Discretionary	Yes	\$	4.00	
Kerang Weighbridge							
		0 - 10 tonne net weight	Discretionary	Yes	\$	17.50	
		10 - 20 tonne net weight	Discretionary	Yes	\$	21.50	
		20 - 30 tonne net weight	Discretionary	Yes	\$	27.00	
		30 + tonne net weight	Discretionary	Yes	\$	34.00	
FACILITY HIRE							
Public Halls							
(Cohuna)							
Whole Hall	Day (to 5.00pm)		Discretionary	Yes	\$	165.00	
	Night (5.00pm - 2.30am)		Discretionary	Yes	\$	225.00	
	Day & Night		Discretionary	Yes	\$	285.00	
	Day time hourly rate - maximum 3 hours		Discretionary	Yes	\$	37.00	
	Night time hourly rate - maximum 3 hours		Discretionary	Yes	\$	37.00	
	Main Hall Only	Day (to 5.00pm)		Discretionary	Yes	\$	115.00
		Night (5.00pm - 2.30am)		Discretionary	Yes	\$	135.00
		Day and Night		Discretionary	Yes	\$	215.00
		Hourly rate maximum 3 hours		Discretionary	Yes	\$	27.00
	Supper Room & Kitchen	Day (to 5.00pm)		Discretionary	Yes	\$	115.00
		Night (6.30pm - 2.30am)		Discretionary	Yes	\$	150.00
		Day and Night		Discretionary	Yes	\$	225.00
Hourly rate maximum 3 hours		Discretionary	Yes	\$	27.00		
Kerang Memorial Hall							
Function Room	Hourly rate maximum 3 hours		Discretionary	Yes	\$	27.00	
	Day (to 5.00pm)		Discretionary	Yes	\$	115.00	
	Night (5.00pm-2.30am)		Discretionary	Yes	\$	135.00	
	Day and Night		Discretionary	Yes	\$	215.00	
	Kerang, Koondrook and Cohuna Senior Citizens Rooms	Day (to 5.00pm)		Discretionary	Yes	\$	105.00
		Night (6.30pm - 2.30am)		Discretionary	Yes	\$	140.00
		Hourly rate maximum 3 hours		Discretionary	Yes	\$	22.00
	Special Fees:	Cohuna RSL ANZAC Service		Discretionary	Yes		No Charge
		Kerang RSL ANZAC Service		Discretionary	Yes		No Charge
		Service Clubs		Discretionary	Yes		No Charge
Schools (per day to max 5 days \$300)		Discretionary	Yes	\$	95.00		
Trestle Hire per trestle - Other venues		Discretionary	Yes	\$	7.50		
Plastic Chair Hire		Discretionary	Yes	\$	2.00		
Community Groups - block of 5 booking to be used in 12 months of making initial booking		Discretionary	Yes	\$	310.00		
Removal of carpet squares in Kerang Hall, including replacement of carpet after event.		Discretionary	Yes	\$	190.00		
Gateway to Gannawarra							
Bike Hire	2 hours		Discretionary	Yes	\$	15.00	
	4 hours		Discretionary	Yes	\$	20.00	
	All day (Return by 4.30pm)		Discretionary	Yes	\$	25.00	
	Overnight hire (Return by 9.30am)		Discretionary	Yes	\$	30.00	
	2 day hire (Return by 4.30pm)		Discretionary	Yes	\$	45.00	
	Security Deposit (Refundable)		Discretionary	No	\$	50.00	
	Fishing Rod Hire (per rod)		Discretionary	Yes	\$	15.00	

	Overnight hire (Return by 9.30am)	Discretionary	Yes	\$	20.00
	2 day hire (Return by 4.30pm)	Discretionary	Yes	\$	25.00
	Security Deposit (Refundable)	Discretionary	No	\$	20.00
Other Charges					
	Bond	Refundable Deposit - no alcohol	Discretionary	No	\$ 230.00
		Refundable Deposit - alcohol to be consumed	Discretionary	No	\$ 530.00
		Setting up chairs (per hour minimum booking)	Discretionary	No	\$ 60.00
Cohuna Council Chamber/Community Meeting Room					
	3 Hours - except for Non Profit Community Groups		Discretionary	Yes	\$ 25.00
	More than 3 hours - except for Non Profit Community Groups		Discretionary	Yes	\$ 100.00
	Set up cost of Chambers		Discretionary	Yes	\$ 45.00
Quambatook Housing					
	One Bedroom Flat/Week (Determined by Department of Housing Guidelines)		Discretionary	No	\$ 55.00
	Two Bedroom Flat/Week (Determined by Department of Housing Guidelines)		Discretionary	No	\$ 75.00
WASTE MANAGEMENT					
Transfer Stations - Kerang, Cohuna, Quambatook, & Lalbert					
	Mulch (for sale)		Discretionary	Yes	6.00 per m3
Domestic Waste to be Disposed of in Garbage Skip					
	120lt Mobile Garbage Bin		Discretionary	Yes	\$ 8.50
	240lt Mobile Garbage Bin		Discretionary	Yes	\$ 10.00
	Domestic Waste delivered by any other means		Discretionary	Yes	\$28.00 per m3
	Commercial Waste to be Disposed of in Garbage Skip:		Discretionary	Yes	\$47.00 per m3
	Commercial Cardboard - Placed in Recycling Skip		Discretionary	Yes	\$9.50 per m3
Uncontaminated Recyclable Materials					
	Domestic Glass, Cans, Plastic Bottles, Paper & Cardboard		Discretionary	Yes	\$ -
	Green Waste		Discretionary	Yes	\$ 5.50
	Green Waste - non for profit groups		Discretionary	Yes	\$ -
	Contaminated recyclables & garden waste		Discretionary	Yes	\$28.00 per m3
	Car Bodies		Discretionary	Yes	\$34.00 per Car
	Timber		Discretionary	Yes	\$8.50 per m3
	White Goods		Discretionary	Yes	\$15.00 per m3
	Vehicle Batteries	Per Battery	Discretionary	Yes	\$ 8.00
	TV, Laptop, Computer Screen	Per Screen	Discretionary	Yes	\$ 24.00
	Mattress		Discretionary	Yes	\$26.50 per mattress
Landfill					
	Domestic Waste		Stat/Disc	Yes	\$110.00 per Tonne
	Domestic Waste/High Volume Low Weight	Minimum 1.5hrs labour	Stat/Disc	Yes	Labour
	Prescribed Waste (Low Level contaminated soil class C)		Stat/Disc	Yes	\$170.00 per Tonne
	Asbestos Waste		Stat/Disc	Yes	\$140.00 per Tonne
	Industrial Waste/Building Rubble		Stat/Disc	Yes	\$145.00 per Tonne
Denyer Pit					
	Concrete		Discretionary	Yes	\$35.00 per Tonne
MISCELLANEOUS FEES AND CHARGES					
Engineering Services					
	Plan Printing / Copy - Line Drawings (less than 5% ink coverage)	A2	Discretionary	Yes	\$ 5.00
		A1	Discretionary	Yes	\$ 8.00
		A0	Discretionary	Yes	\$ 10.00
	Plan Printing / Copy greater than 5% ink coverage	A2	Discretionary	Yes	\$ 5.00

	A1	Discretionary	Yes	\$	8.00
	A0	Discretionary	Yes	\$	10.00
Scanning to USB drive or Email files	Per sheet up to A0	Discretionary	Yes	\$	5.00
Mapping GIS Service	Map generation per hour (excluding printing)	Discretionary	Yes	\$	75.00
Mystic Park Cemetery Trust (For full range of fees please refer to Mystic Park Schedule of Fees provided by the Department of Health)					
Administrative Fees Misc.	Interment fee	Statutory	Yes	\$	65.00
Right of interment bodily remains at need	1st	Statutory	Yes	\$	160.00
Right of interment cremated remains at need	25 years	Statutory	Yes	\$	100.00
Search for cemetery records		Statutory	Yes	\$	20.00
Freedom of Information					
Application Fee		Statutory	No	\$	27.90
Access Costs	Search time per hour or part thereof	Statutory	No	\$	20.90
Property owner on behalf of					
Supervision charges (approx. per 1/4 hour		Discretionary	No	\$	5.30
Photocopying Charges - 4A Black & White per page		Discretionary	No	\$	0.20
Providing access other than photocopying		Discretionary	No		Reasonable Cost
Listening or viewing a tape		Discretionary	No		Supervision
Making a written transcript out of tape		Discretionary	No		Reasonable Cost
Prepare and collate information		Discretionary	Yes		\$20.00 per hour
Print/Copy		Discretionary	Yes	\$	0.20
Postage		Discretionary	Yes		At cost
Making a written transcript out of tape		Discretionary	Yes		At cost

Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Local Government Act 1989 (the Act) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2017/2018 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

With the introduction of the State Government's Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget process	Timing
1. Minister of Local Government announces maximum rate increase	Dec
2. Officers update Council's long term financial projections	Dec/Jan
3. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
4. Council submits formal rate variation submission to ESC	Mar
5. Officers prepare operating and capital budgets	Dec/Feb
6. Councillors consider draft budgets at informal briefings	Feb/Mar
7. Proposed budget submitted to Council for approval to advertise	April
8. Public notice advising intention to adopt budget	April
9. Budget available for public inspection and comment	April/May
10. Public submission process undertaken	April/May
11. Submissions period closes (28 days)	May
12. Submissions considered by Council/Committee	Jun
13. Budget and submissions presented to Council for adoption	Jun
14. Copy of adopted budget submitted to the Minister	Jun

Gannawarra Shire Council

Instrument of Delegation

to

Members of Council Staff

Instrument of Delegation

In exercise of the power conferred by section 98(1) of the *Local Government Act 1989* and the other legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. records that a reference in the Schedule to:
 - CEO means Chief Executive Officer
 - DCS means Director Corporate Services
 - DCW means Director Community Wellbeing
 - DID means Director Infrastructure and Development
 - EHO means Environmental Health Officer
 - GCC means Governance and Compliance Coordinator
 - LLO1 means Local Laws Team Leader
 - LLO2 means Local Laws Officer
 - LRP means Legal Representative/Professional
 - MBS means Municipal Building Surveyor
 - MCH means Manager Community Health
 - MF means Manager Finance
 - MG means Manager Governance
 - MOS means Manager Operational Services
 - MPD means Manager Projects and Design
 - MPRS means Manager Planning and Regulatory Services
 - PO means Planning Officer
 - Provision Not Delegated means the function and/or power in column 3 of the Schedule remains with Council
3. declares that:
 - 3.1 this Instrument of Delegation is authorised by a resolution of Council passed on 16 September 2015; and
 - 3.2 the delegation:
 - 3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 3.2.2 remains in force until varied or revoked;
 - 3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
 - 3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

- 3.3 the delegate must not determine the issue, take the action or do the act or thing:
 - 3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council; or
 - 3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategyadopted by Council; or
 - 3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 98(1)(a)-(f) (inclusive) of the Act or otherwise; or
 - 3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

The Common Seal of the GANNAWARRA SHIRE COUNCIL)
was hereunto affixed in accordance with Local Law No. 7)
on the _____ day of _____ 2017.)

_____ Chief Executive Officer
(signature)

_____ Full name

Delegation Sources

- Cemeteries and Crematoria Act 2003
- Domestic Animals Act 1994
- Environment Protection Act 1970
- Food Act 1984
- Heritage Act 1995
- Planning and Environment Act 1987
- Rail Safety (Local Operations) Act 2006
- Residential Tenancies Act 1997
- Road Management Act 2004
- Cemeteries and Crematoria Regulations 2015
- Cemeteries and Crematoria Regulations 2005
- Planning and Environment Regulations 2015
- Planning and Environment (Fees) Regulations 2016
- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010
- Road Management (General) Regulations 2016
- Road Management (General) Regulations 2005
- Road Management (Works and Infrastructure) Regulations 2015

SCHEDULE

S6 Instrument of Delegation - Members of Staff

Cemeteries and Crematoria Act 2003				
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
#	Item Delegated	Conditions and Limitations	Delegate	Date
33746	power to manage one or more public cemeteries		Provision Not Delegated	
33747	function to properly and efficiently manage and maintain each public cemetery for which responsible and carry out any other function conferred under this Act	where council is a Class B cemetery trust	Provision Not Delegated	
33748	s.12(2) duty to have regard to the matters set out in paragraphs (a)-(c) in exercising its functions	where council is a Class B cemetery trust	Provision Not Delegated	
33749	function to do the activities set out in paragraphs (a) - (n)	where council is a Class A cemetery trust	Provision Not Delegated	
33750	duty to have regard to matters set out in paragraphs (a)-(e) in exercising its functions	where council is a Class A cemetery trust	Provision Not Delegated	
33751	duty to do anything necessary or convenient to enable it to carry out its functions		Provision Not Delegated	
33752	power to manage multiple public cemeteries as if they are one cemetery		Provision Not Delegated	
33753	power to delegate powers or functions other than those listed		Provision Not Delegated	
33754	duty to keep records of delegations		MG, GCC	
33755	power to employ any persons necessary		CEO	
33756	power to engage any professional, technical or other assistance considered necessary		CEO	
33757	power to determine the terms and conditions of employment or engagement	subject to any guidelines or	CEO	

Cemeteries and Crematoria Act 2003				
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
		directions of the Secretary		
33758	duty to comply with a direction from the Secretary		CEO	
33759	duty to establish governance committees within 12 months of becoming a Class A cemetery trust and power to establish other governance committees from time to time	where council is a Class A cemetery trust	Provision Not Delegated	
33760	power to determine the membership of the governance committee	where council is a Class A cemetery trust	Provision Not Delegated	
33761	power to determine procedure of governance committee	where council is a Class A cemetery trust	Provision Not Delegated	
33762	duty to appoint community advisory committee for the purpose of liaising with communities	where council is a Class A cemetery trust	Provision Not Delegated	
33763	power to appoint any additional community advisory committees	where council is a Class A cemetery trust	Provision Not Delegated	
33764	duty to establish a community advisory committee under section 18D(1)(a) within 12 months of becoming a Class A cemetery trust.	where council is a Class A cemetery trust	Provision Not Delegated	
33765	duty to include a report on the activities of the community advisory committees in its report of operations under Part 7 of the Financial Management Act 1994	where council is a Class A cemetery trust	Provision Not Delegated	
33766	duty to give preference to a person who is not a funeral director of a stonemason (or a similar position) when appointing a person to a community advisory committee	where council is a Class A cemetery trust	Provision Not Delegated	
33767	duty to hold an annual meeting before 30 December in each calendar year, in accordance with section	where council is a Class A cemetery trust	Provision Not Delegated	
33768	duty to publish a public notice of annual meeting in a newspaper, a reasonable time before the date of the annual meeting	where council is a Class A cemetery trust	Provision Not Delegated	
33769	duty to provide leadership, assistance and advice in relation to operational and governance matters relating to cemeteries (including the matters set out in section 18J(2))	where council is a Class A cemetery	Provision Not	

Cemeteries and Crematoria Act 2003				
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
		trust	Delegated	
33770	duty to employ a person as the chief executive officer (by whatever title called) of the Class A cemetery trust	where council is a Class A cemetery trust	Provision Not Delegated	
33771	duty to prepare an annual plan for each financial year that specifies the items set out in paragraphs (a)-(d)	where council is a Class A cemetery trust	Provision Not Delegated	
33772	duty to give a copy of the proposed annual plan to the Secretary on or before 30 September each year for the Secretary's approval	where council is a Class A cemetery trust	Provision Not Delegated	
33773	duty to make amendments as required by the Secretary and deliver the completed plan to the Secretary within 3 months	where council is a Class A cemetery trust	Provision Not Delegated	
33774	duty to ensure that an approved annual plan is available to members of the public on request	where council is a Class A cemetery trust	Provision Not Delegated	
33775	duty to prepare a strategic plan and submit the plan to the Secretary for approval	where council is a Class A cemetery trust	Provision Not Delegated	
33776	duty to advise the Secretary if the trust wishes to exercise its functions in a manner inconsistent with its approved strategic plan	where council is a Class A cemetery trust	Provision Not Delegated	
33777	duty to ensure that an approved strategic plan is available to members of the public on request	where council is a Class A cemetery trust	Provision Not Delegated	
33778	duty to pay an annual levy on gross earnings as reported in the annual financial statements for the previous financial year.	where council is a Class A cemetery trust	Provision Not Delegated	
33779	power to carry out or permit the carrying out of works		CEO	
33780	duty to set aside areas for the interment of human remains		Provision Not Delegated	
33781	power to set aside areas for the purposes of managing a public cemetery		Provision Not Delegated	

Cemeteries and Crematoria Act 2003				
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
33782	power to set aside areas for those things in paragraphs (a) - (e)		Provision Not Delegated	
33783	power to establish and operate a crematorium in a public cemetery	council must not establish or operate a crematorium set aside for particular religious or community groups.	Provision Not Delegated	
33784	power to establish mausolea facilities	subject to the prior written approval of the Secretary	Provision Not Delegated	
33785	power to apply to the Secretary for approval to alter the existing distribution of land		CEO	
33786	power to make rules for or with respect to the general care, protection and management of a public cemetery		Provision Not Delegated	
33787	power to grant licences to enter and use part of the land or building in a public cemetery in accordance with this section	subject to the approval of the Minister	Provision Not Delegated	
33788	power to grant leases over land in a public cemetery in accordance with this section	subject to the Minister approving the purpose	Provision Not Delegated	
33789	power to fix fees and charges or a scale of fees and charges for its services in accordance with this section	subject to the approval of the Secretary under section 40 unless exempt under section 40A	Provision Not Delegated	
33790	power to fix different fees and charges for different cases or classes of cases		Provision Not Delegated	
33791	duty to notify Secretary of fees and charges fixed under section 39		CEO	
33792	power to invest money	subject to any direction of the Minister	Provision Not Delegated	

Cemeteries and Crematoria Act 2003 [##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
			This provision does not apply if the management of the public cemetery is a municipal council, not a cemetery trust. In this case, the borrowing & investment powers are governed by the Local Government Act 1989.	
33793	power to borrow money to enable it to perform its functions and exercise its powers		subject to the approval and conditions of the Treasurer This provision does not apply if the management of the public cemetery is a municipal council, not a cemetery trust. In this case, the borrowing & investment powers are governed by the Local Government Act 1989.	Provision Not Delegated
33794	power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery		provided the street was constructed pursuant to the Local Government Act 1989	Provision Not Delegated
33795	duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act			MG

Cemeteries and Crematoria Act 2003				
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
		report must contain the particulars listed in s.57(2)		
33796	duty to keep records for each public cemetery		MG, GCC	
33797	duty to make information in records available to the public for historical or research purposes		MG, GCC	
33798	power to charge fees for providing information		CEO, MG	
33799	duty to comply with a direction from the Secretary under section 64(3)		CEO	
33800	power to permit interments at a reopened cemetery		CEO	
33801	power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park	the application must include the requirements listed in s.66(2)(a)-(d)	Provision Not Delegated	
33802	duty to take reasonable steps to notify of conversion to historic cemetery park		CEO, MG	
33803	duty to prepare plan of existing places of interment and make a record of any inscriptions on memorials which are to be removed		MG, GCC	
33804	duty to make plans of existing place of interment available to the public		MG, GCC	
33805	power to remove any memorials or other structures in an area to which an approval to convert applies		CEO	
33806	power to dispose of any memorial or other structure removed		CEO	
33807	duty to comply with request received under section 72		CEO	
33808	power to grant a right of interment		CEO, MG	
33809	power to impose conditions on the right of interment		CEO	
33810	power to grant the rights of interment set out in subsections (a) and (b)		Provision Not Delegated	
33811	duty to allocate a piece of interment if an unallocated right is granted		CEO	
33812	power to authorise and impose terms and conditions on the removal of cremated human remains or body parts from the place of interment on application		CEO	
33813	function of receiving notification and payment of transfer of right of interment		MG	
33814	function of recording transfer of right of interment		MG, GCC	
33815	duty to pay refund on the surrender of an unexercised right of interment		CEO, MG	

Cemeteries and Crematoria Act 2003				
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
33816	duty to pay refund on the surrender of an unexercised right of interment (sole holder)		CEO, MG	
33817	power to remove any memorial and grant another right of interment for a surrendered right of interment		CEO	
33818	function of receiving notice of surrendering an entitlement to a right of interment		CEO	
33819	duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry	the notice must be in writing and contain the requirements listed in s.85(2)	CEO, MG	
72436	duty to notify holder of 25 year right of interment of expiration of right at least 12 months before expiry	does not apply where right of interment relates to remains of a deceased veteran.	MG, GCC	
72437	power to leave interred cremated remains undistributed in perpetuity and convert right of interment to perpetual right of interment or; remove interred remains and re-inter at another location within cemetery grounds and remove any memorial at that place and re-establish at new or equivalent location.	may only be exercised where right of interment relates to cremated human remains of a deceased identified veteran, if right of interment is not extended or converted to a perpetual right of interment	DCS, MG	
33820	power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified		CEO	
62855	power to leave interred cremated human remains undisturbed or convert the right of interment to a perpetual right of interment		CEO	
62856	power to leave interred cremated human remains undisturbed in perpetuity and convert the right of interment to a perpetual right of interment		CEO	
62857	power to remove interred cremated human remains and take further action in accordance with s.86(3)(b)		CEO	

Cemeteries and Crematoria Act 2003				
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
62858	power to take action under s.86(4) relating to removing and re-interring cremated human remains		CEO	
62859	duty to provide notification before taking action under s.86(4)		CEO	
62860	duty to maintain place of interment and any memorial at place of interment, if action taken under s.86(3)		CEO	
33821	duty, if requested, to extend the right for a further 25 years or convert the right to a perpetual right of interment		CEO	
33822	function to receive applications to carry out a lift and re-position procedure at a place of interment		MG	
33823	power to approve or refuse an application for a lift and re-position procedure in accordance with subsection (2) & (3)	can only be delegated to members of a committee established under section 86 of the Local Government Act 1989	Provision Not Delegated	
33824	power to authorise a person without an exhumation licence to carry out a lift and re-position procedure as set out in section 90(1)(a)-(d)	can only be delegated to members of a committee established under section 86 of the Local Government Act 1989	Provision Not Delegated	
33825	power to cancel a right of interment in accordance with this section		CEO	
33826	duty to publish notice of intention to cancel right of interment		CEO	
33827	power to pay refund or grant a right of interment in respect of another place of interment to the previous holder of the cancelled right of interment		CEO	
33828	function of receiving application to establish or alter a memorial or a place of interment		CEO	
33829	power to approve or refuse an application made under section 98, or to cancel an approval		CEO	
33830	duty to make a decision on an application under section 98 within 45 days after receipt of the application or within 45 days of receiving further information where requested		CEO	
33831	power to require a person to remove memorials or places of interment		CEO	
33832	power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with section 100(1)		CEO	
33833	power to recover costs of taking action under section 100(2)		CEO	
33834	function of receiving applications to establish or alter a building for ceremonies in the cemetery		CEO	
33835	power to approve or refuse an application under section 101, if satisfied of the matters in (b) and (c)		CEO	

Cemeteries and Crematoria Act 2003				
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
33836	power to set terms and conditions in respect of, or to cancel, an approval granted under section 102(1)		CEO	
33837	power to require a person to remove a building for ceremonies		CEO	
33838	power to remove and dispose of a building for ceremonies or remedy the failure to comply with section 103(1)		CEO	
33839	power to recover costs of taking action under section 103(2)		CEO	
33840	power to require the holder of the right of interment of the requirement to make the memorial or place of interment safe and proper or carry out specified repairs		MG	
33841	power to require the holder of the right of interment to provide for an examination		CEO	
33842	power to open and examine the place of interment if section 106(2) not complied with		CEO	
33843	power to repair or - with the approval of the Secretary - take down, remove and dispose any memorial or place of interment if notice under section 106(1) is not complied with		CEO	
33844	power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs		DID	
33845	power to repair or take down, remove and dispose any building for ceremonies if notice under section 107(1) is not complied with		MG	
33846	power to recover costs and expenses		CEO, DCS, MG	
33847	power to open, examine and repair a place of interment	where the holder of right of interment or responsible person cannot be found	CEO	
33848	power to repair a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial	where the holder of right of interment or responsible person cannot be found	CEO	
33849	power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies	where the holder of right of interment or responsible person cannot be found	CEO	
33850	power to maintain, repair or restore a memorial or place of interment from other funds if unable to find right of interment holder. with consent of the Secretary		CEO	
33851	power to maintain, repair or restore any building for ceremonies from other funds if unable to find responsible person and with consent of the Secretary		CEO	

Cemeteries and Crematoria Act 2003				
[###The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
62861	power to use cemetery trust funds or other funds for the purposes of establishing, maintaining, repairing or restoring any memorial or place of interment of any deceased identified veteran		CEO	
33852	power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment		CEO	
33853	power to sell and supply memorials		Provision Not Delegated	
33854	duty to notify the Secretary of an interment authorisation granted		MG, GCC	
33855	power to require an applicant to produce evidence of the right of interment holder's consent to application		MG	
33856	power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met		Provision Not Delegated	
33857	power to set terms and conditions for interment authorisations		Provision Not Delegated	
33858	function of receiving an application for cremation authorisation		MG, GCC	
33859	duty not to grant a cremation authorisation unless satisfied that requirements of section 133 have been complied with	Subject to subsection (2)	CEO	
33860	duty to comply with an order made by the Magistrates' Court or a coroner		CEO	
33861	power to dispose of bodily remains by a method other than interment or cremation	subject to the approval of the Secretary	CEO	
33862	power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation		CEO	
33863	duty to cease using method of disposal if approval revoked by the Secretary		CEO	
33864	power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part 11 are met		CEO	
33865	function of receiving applications to inter or cremate body parts		MG	
33866	power to impose terms and conditions on authorisation granted under section 150.		Provision Not Delegated	
33867	power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication		CEO, MG	
33868	power to regulate own proceedings	where council is a Class B cemetery trust	CEO, MG	

Cemeteries and Crematoria Act 2003				
[##]The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
		subject to clause 8		
33869	power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	where council is a Class A cemetery trust	Provision Not Delegated	
33870	power to regulate own proceedings	subject to clause 8	Provision Not Delegated	
Domestic Animals Act 1994				
#	Item Delegated	Conditions and Limitations	Delegate	Date
33871	power to declare a dog to be a menacing dog	Council may delegate this power to an authorised officer	DID, MPRS, LLO1, LLO2	
Environment Protection Act 1970				
#	Item Delegated	Conditions and Limitations	Delegate	Date
33872	power to require further information		EHO	
33873	duty to advise applicant that application is not to be dealt with		EHO	
33874	duty to approve plans, issue permit or refuse permit	refusal must be ratified by council or it is of no effect	EHO	
33875	power to refuse to issue septic tank permit	refusal must be ratified by council or it is of no effect	EHO	
33876	duty to refuse to issue a permit in circumstances in (a)-(c)	refusal must be ratified by council or it is of no effect	Provision Not Delegated	
Food Act 1984				
#	Item Delegated	Conditions and	Delegate	Date

Food Act 1984				
		Limitations		
33877	power to direct by written order that the food premises be put into a clean and sanitary condition	If section 19(1) applies	EHO	
33878	power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	If section 19(1) applies	EHO	
33879	power to direct that an order made under section 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise	If section 19(1) applies	EHO	
33880	duty to revoke any order under section 19 if satisfied that an order has been complied with	If section 19(1) applies	EHO	
33881	duty to give written notice of revocation under section 19(6)(a) if satisfied that an order has been complied with	If section 19(1) applies	EHO	
33882	power to direct, by written order, that a person must take any of the actions described in (a)-(c).	where council is the registration authority	EHO	
33883	power to direct, in an order made under s.19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	Note: the power to direct the matters under s.19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution	EHO	
33884	duty to revoke order issued under s.19AA and give written notice of revocation, if satisfied that that order has been complied with	where council is the registration authority	EHO	
33885	power to request copy of records	where council is the registration authority	Provision Not Delegated	
33886	power to request a copy of the food safety program	where council is the registration authority	EHO	
33888	power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	where council is the registration authority	EHO	
33889	power to conduct a food safety audit and take actions where deficiencies are identified	where council is the registration	Provision Not	

Food Act 1984				
		authority	Delegated	
33890	power to request food safety audit reports	where council is the registration authority	EHO	
33891	power to waive and vary the costs of a food safety audit if there are special circumstances		DCW	
33892	power to charge fees for conducting a food safety assessment or inspection	except for an assessment required by a declaration under section 19C or an inspection under sections 38B(1)(c) or 39.	EHO	
33893	power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	where council is the registration authority	EHO	
33894	power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	where council is the registration authority	EHO	
33895	power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	where council is the registration authority	EHO	
33896	power to register, renew or transfer registration	where council is the registration authority refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see section 58A(2))	EHO	
33897	power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	where council is the registration authority	EHO	
33898	power to fix a fee for the receipt of a notification under section 38AA in accordance with a declaration under subsection (1)	where council is the registration authority	EHO	
33899	power to request a copy of a completed food safety program template	where council is the	Provision	

Food Act 1984				
		registration authority	Not Delegated	
33900	duty to assess the application and determine which class of food premises under section 19C the food premises belongs	where council is the registration authority	EHO	
33901	duty to ensure proprietor has complied with requirements of section 38A	where council is the registration authority	EHO	
33902	duty to be satisfied of the matters in section 38B(2)(a)-(b)	where council is the registration authority	EHO	
33903	duty to ensure compliance with the applicable provisions of section 38C and inspect the premises if required by section 39	where council is the registration authority	EHO	
33904	duty to be satisfied of the matters in section 38D(2)(a)-(d)	where council is the registration authority	EHO	
33905	power to request copies of any audit reports	where council is the registration authority	EHO	
33906	power to register the food premises on a conditional basis	where council is the registration authority; not exceeding the prescribed time limit defined under subsection (5).	EHO	
33907	duty to register the food premises when conditions are satisfied	where council is the registration authority	EHO	
33908	power to require proprietor to comply with requirements of this Act	where council is the registration authority	EHO	
33909	power to register, renew or transfer food premises despite minor defects	where council is the registration authority only if satisfied of matters in	EHO	

Food Act 1984				
			subsections (2)(a)-(c)	
33910	power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008			EHO
33911	power to grant or renew the registration of food premises for a period of less than 1 year	where council is the registration authority		EHO
33912	power to suspend or revoke the registration of food premises	where council is the registration authority		DCW
33913	duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business	where council is the registration authority		EHO
33914	power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	where council is the registration authority		EHO
33915	power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	where council is the registration authority		EHO
Heritage Act 1995				
#	Item Delegated	Conditions and Limitations	Delegate	Date
33916	power to sub-delegate Executive Director's functions	must obtain Executive Director's written consent first.	Provision Not Delegated	
Planning and Environment Act 1987				
#	Item Delegated	Conditions and Limitations	Delegate	Date
33917	power to prepare an amendment to the Victoria Planning Provisions	if authorised by the Minister	DID, MPRS	
33918	function of receiving prescribed documents and a copy of the Victoria Planning Provisions from the Minister		DID, MPRS	
33919	duty to make amendment to Victoria Planning Provisions available		DID, MPRS	
33920	duty to keep Victoria Planning Provisions and other documents available		DID, MPRS	

Planning and Environment Act 1987				
33921	power to prepare amendment to the planning scheme where the Minister has given consent under s.8A		DID, MPRS	
33922	power to apply to Minister to prepare an amendment to the planning scheme		Provision Not Delegated	
33923	function of receiving notice of the Minister's decision		DID, MPRS	
33924	power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days		DID, MPRS	
33925	power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district		Provision Not Delegated	
33926	power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons		DID, MPRS, PO	
33927	duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under section 19 of the Planning and Environment (Planning Schemes) Act 1996)		CEO, DID, MPRS	
33928	duty to review planning scheme		CEO, DID, MPRS	
33929	duty to review planning scheme at direction of Minister		CEO, DID, MPRS	
33930	duty to report findings of review of planning scheme to Minister without delay		CEO, DID, MPRS	
33931	duties of a Responsible Authority as set out in subsections (a) to (d)		DID, MPRS, PO	
33932	duty of giving copy amendment to the planning scheme		DID, MPRS, PO	
33933	duty of giving copy s.173 agreement		DID, MPRS, PO	
33934	duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days		DID, MPRS	
33935	duty to make amendment etc. available		DID, MPRS, PO	
33936	power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under section 19 to a planning scheme		CEO, DID, MPRS	
33937	function of receiving notice of preparation of an amendment to a planning scheme	where Council is not the planning authority and the amendment affects land within	CEO, DID, MPRS	

Planning and Environment Act 1987				
			Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.	
33938	power to apply to Minister for exemption from the requirements of section 19			CEO, DID, MPRS
33939	duty to make submissions available			DID, MPRS, PO
33940	duty to publish notice in accordance with section			CEO, DID, MPRS
33941	duty to consider all submissions			DID, MPRS
33942	duty to refer submissions which request a change to the amendment to a panel			DID, MPRS
33943	power to refer to a panel submissions which do not require a change to the amendment			Provision Not Delegated
33944	function to represent council and present a submission at a panel hearing (including a hearing referred to in section 96D)			CEO, DID, MPRS
33945	power to make report available for inspection			DID, MPRS, PO
33946	duty to keep report of panel available for inspection			DID, MPRS, PO
33947	power to apply for exemption if panel's report not received			CEO, DID, MPRS
33948	duty to notify the Minister if abandoning an amendment		Note: the power to make a decision to abandon an amendment cannot be delegated	CEO, DID, MPRS
33949	duty to say if amendment has lapsed			CEO, DID, MPRS
33950	duty to provide information in writing upon request			CEO, DID,

Planning and Environment Act 1987				
				MPRS
33951	duty to give more notice if required			CEO, DID, MPRS
33952	duty to give more notice of changes to an amendment			CEO, DID, MPRS
33953	duty to give notice of approval of amendment			CEO, DID, MPRS
33954	duty to give notice of revocation of an amendment			CEO, DID, MPRS
33955	function of being a party to a proceeding commenced under section 39 and duty to comply with determination by VCAT			CEO, DID, MPRS
33956	function of lodging copy of approved amendment			CEO, DID, MPRS
33957	duty to make approved amendment available			DID, MPRS, PO
33958	duty to make copy of planning scheme available			DID, MPRS, PO
33959	power to request the Growth Areas Authority to provide advice on any matter relating to land in Victoria or an objective of planning in Victoria			CEO, DID, MPRS
72438	duty to comply with directions issued by the Minister			DID, MPRS
72439	duty to include a condition in a permit relating to matters set out in s.46GG(c) and (d)			DID, MPRS
72440	power to require the payment of an amount of infrastructure levy to be secured to Council's satisfaction	where council is a collecting agency		DID, MPRS
72441	power to accept the provision of land, works, services or facilities in part or full satisfaction of the amount of infrastructure levy payable	where council is a collecting agency		DID, MPRS
72442	duty to obtain the agreement of the relevant development agency or agencies specified in the approved infrastructure contributions plan before accepting the provision of land, works, services or facilities by the applicant	where council is a collecting agency		DID, MPRS
72443	duty to keep proper accounts of any amount of infrastructure levy paid to it as a collecting agency or a development agency under part 2 of the Planning and Environment Act 1987	must be done in accordance with Local Government Act 1989.		DID, MPRS

Planning and Environment Act 1987				
72444	duty to forward to a development agency any part of an infrastructure levy paid to council which is imposed for plan preparation costs incurred by development agency or for carrying out of works, services or facilities on behalf of the development agency		DID, MPRS	
72445	duty to apply levy amount only in accordance with s.46GI(3) (a) and (b)		DID, MPRS	
72446	power to refund any amount of infrastructure levy paid to it as a development agency under Part 2 of the Planning and Environment Act 1987 if satisfied that the development is not to proceed		DID, MPRS	
72447	duty to take action described in s.46GI(5)(c) – (e) where s.46GI(5)(a) and (b) applies.		DID, MPRS	
72448	power to recover any amount of infrastructure levy as a debt due to Council	where council is a collecting agency	DID, MPRS	
72449	duty to prepare report and give a report to the Minister	where council is a collecting agency or development agency	DID, MPRS	
33960	duty to include condition in permit regarding payment of development infrastructure levy		DID, MPRS, PO	
33961	function of determining time and manner for receipt of development contributions levy		DCS, DID, MPRS	
33962	power to enter into an agreement with the applicant regarding payment of development infrastructure levy		DCS, DID, MPRS	
33963	power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit		DCS, DID, MPRS	
33964	power to enter into agreement with the applicant regarding payment of community infrastructure levy		DCS, DID, MPRS	
33965	power to require payment of amount of levy under section 46N or section 46O to be satisfactorily secured		DCS, DID, MPRS	
33966	power to accept provision of land, works, services or facilities in part or full payment of levy payable		CEO, DCS, DID	
33967	duty to keep proper accounts of levies paid		DCS, MF	
33968	duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency or plan preparation costs incurred by a development agency		DCS, DID, MPRS	
33969	duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc		DCS, DID, MPRS	
33970	power to refund any amount of levy paid if it is satisfied the development is not to proceed	only applies when levy is paid to Council as a	CEO, DCS, DID	

Planning and Environment Act 1987				
			'development agency'	
33971	duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the council or for the provision by the council of works, services or facilities in an area under s.46Q(4)(a)		must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister	CEO, DCS, DID
33972	duty to submit to the Minister an amendment to the approved development contributions plan		must be done in accordance with Part 3	CEO, DCS, DID
33973	duty to expend that amount on other works etc.		with the consent of, and in the manner approved by, the Minister	CEO, DCS, DID
33974	power to recover any amount of levy payable under Part 3B			Provision Not Delegated
72450	duty to prepare report and give a report to the Minister		where council is a collecting agency or development agency	DID, MPRS
33977	power to decide that an application for a planning permit does not comply with that Act			CEO, DID, MPRS
33978	duty to keep a register of all applications for permits and determinations relating to permits			DID, MPRS, PO
33979	duty to make register available for inspection			DID, MPRS, PO
33980	duty to amend application			CEO, DID, MPRS, PO

Planning and Environment Act 1987				
33981	power to refuse to amend application		CEO, DID, MPRS	
33982	duty to make note of amendment to application in register		CEO, DID, MPRS, PO	
33983	power to make amendment to application		CEO, DID, MPRS	
33984	power to require applicant to notify owner and make a declaration that notice has been given		CEO, DID, MPRS, PO	
33985	duty to note amendment to application in register		CEO, DID, MPRS, PO	
33986	duty to make copy of application available for inspection		CEO, DID, MPRS, PO	
33987	duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person		CEO, DID, MPRS, PO	
33988	duty to give notice of the application to other municipal councils where appropriate		CEO, DID, MPRS, PO	
33989	duty to give notice of the application to all persons required by the planning scheme		CEO, DID, MPRS, PO	
33990	duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant		CEO, DID, MPRS, PO	
33991	duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant		CEO, DID, MPRS, PO	
33992	duty to give notice of the application to other persons who may be detrimentally effected		CEO, DID, MPRS, PO	
33993	duty to give notice of an application to remove or vary a registered restrictive covenant		CEO, DID, MPRS, PO	
33994	power to give any further notice of an application where appropriate		CEO, DID, MPRS, PO	
33995	power to require the applicant to give notice under section 52(1) to persons specified by it		CEO, DID, MPRS, PO	
33996	power to require the applicant to give the notice under section 52(1AA)		CEO, DID, MPRS, PO	
33997	power to require the applicant to provide more information		CEO, DID, MPRS, PO	
33998	duty to give notice in writing of information required under section 54(1)		CEO, DID,	

Planning and Environment Act 1987				
				MPRS, PO
33999	duty to specify the lapse date for an application			CEO, DID, MPRS
34000	power to decide to extend time or refuse to extend time to give required information			CEO, DID, MPRS
34001	duty to give written notice of decision to extend or refuse to extend time und section 54A(3)			CEO, DID, MPRS
34002	duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme			CEO, DID, MPRS, PO
34003	power to reject objections considered made primarily for commercial advantage for the objector			CEO, DID, MPRS
34004	function of receiving name and address of persons to whom notice of decision is to go			CEO, DID, MPRS, PO
34005	duty to make available for inspection copy of all objections			CEO, DID, MPRS, PO
34006	duty to amend application in accordance with applicant's request, subject to section 57A(5)			CEO, DID, MPRS
34007	power to refuse to amend application			CEO, DID, MPRS
34008	duty to note amendments to application in register			CEO, DID, MPRS, PO
34009	duty to determine whether and to whom notice should be given			CEO, DID, MPRS, PO
34010	duty to consider certain matters in determining whether notice should be given			CEO, DID, MPRS, PO
34011	duty to give copy of amended application to referral authority			CEO, DID, MPRS, PO
34012	duty to consider every application for a permit			CEO, DID, MPRS, PO
34013	power to request advice from the Planning Application Committee			CEO, DID, MPRS
34014	duty to consider certain matters			CEO, DID, MPRS, PO
34015	power to consider certain matters before deciding on application			CEO, DID, MPRS

Planning and Environment Act 1987				
72451	duty to consider number of objectors in considering whether use or development may have significant social effect		CEO, DID, MPRS	
34016	power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	the permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006	CEO, DID, MPRS	
34017	duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit		Provision Not Delegated	
34018	power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit		Provision Not Delegated	
34019	duty not to decide to grant a permit to use coastal Crown land without Minister's consent		Provision Not Delegated	
34020	duty to refuse to grant the permit without the Minister's consent		Provision Not Delegated	
34021	duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant		Provision Not Delegated	
34022	duty to include certain conditions in deciding to grant a permit		CEO, DID, MPRS	
34023	power to include other conditions		CEO, DID, MPRS	
34024	duty to ensure conditions are consistent with paragraphs (a),(b) and (c)		CEO, DID, MPRS	
34025	power to include a permit condition to implement an approved development contributions plan		CEO, DID, MPRS	
34026	power to include a permit condition that specified works be provided on or to the land or paid for in accordance with section 173 agreement		CEO, DID, MPRS	
34027	power to include a permit condition that specified works be provided or paid for by the applicant		CEO, DID, MPRS	

Planning and Environment Act 1987				
34028	duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with section 62(5) or section 46N		CEO, DID, MPRS	
34029	duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in section 62(1)(a)		CEO, DID, MPRS	
34030	duty to issue the permit where made a decision in favour of the application (if no one has objected)		CEO, DID, MPRS	
34031	duty to give notice of decision to grant a permit to applicant and objectors	this provision applies also to a decision to grant an amendment to a permit - see section 75	CEO, DID, MPRS, PO	
34032	duty not to issue a permit until after the specified period	this provision applies also to a decision to grant an amendment to a permit - see section 75	CEO, DID, MPRS	
34033	duty to give each objector a copy of an exempt decision	this provision applies also to a decision to grant an amendment to a permit - see section 75	CEO, DID, MPRS, PO	
34034	duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	this provision applies also to a decision to grant an amendment to a permit - see section 75A	CEO, DID, MPRS	
34035	duty to give notice of refusal to grant permit to applicant and person who objected under section 57		CEO, DID, MPRS, PO	
34036	duty to give notice under section 64 or section 65 and copy permit to relevant determining referral authorities		CEO, DID, MPRS, PO	
34037	duty to give a recommending referral authority notice of its decision to grant a permit	if the recommending referral authority objected to the	DID, MPRS, PO	

Planning and Environment Act 1987				
			grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority	
34038	duty to give a recommending referral authority notice of its decision to refuse a permit		if the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit	DID, MPRS, PO
34039	duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under section 64 or 65		if the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit	DID, MPRS, PO
34040	function of receiving application for extension of time of permit			CEO, DID, MPRS, PO
34041	function of receiving application for extension of time to complete development			DID, MPRS, PO
34042	power to extend time			CEO, DID,

Planning and Environment Act 1987				
				MPRS
34043	duty to make copy permit available for inspection			CEO, DID, MPRS, PO
34044	power to correct certain mistakes			CEO, DID, MPRS
34045	duty to note corrections in register			CEO, DID, MPRS, PO
34046	power to decide to grant amendment subject to conditions			CEO, DID, MPRS
34047	duty to issue amended permit to applicant if no objectors			CEO, DID, MPRS
34048	duty to give applicant and objectors notice of decision to refuse to grant amendment to permit			CEO, DID, MPRS, PO
34049	duty to give relevant determining referral authorities copy of amended permit and copy of notice			CEO, DID, MPRS, PO
34050	duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	if the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority		DID, MPRS, PO
34051	duty to give a recommending referral authority notice of its decision to refuse a permit	if the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that		DID, MPRS, PO

Planning and Environment Act 1987				
			a permit condition be included on the amended permit	
34052	duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under section 64 or 76		if the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit	DID, MPRS, PO
34053	duty to comply with direction of Minister to issue amended permit			CEO, DID, MPRS
34054	function of being respondent to an appeal			CEO, DID, MPRS, PO
34055	duty to give or publish notice of application for review			CEO, DID, MPRS, PO
34056	power to decide on an application at any time after an appeal is lodged against failure to grant a permit			CEO, DID, MPRS
34057	duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit			CEO, DID, MPRS
34058	duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit			CEO, DID, MPRS
34059	duty to issue permit on receipt of advice within 3 working days			CEO, DID, MPRS
34060	duty to issue a permit at order of Tribunal within 3 working days			CEO, DID, MPRS
34061	power to apply to VCAT for the cancellation or amendment of a permit			CEO
34062	function of being heard at hearing of request for cancellation or amendment of a permit			CEO, DID, MPRS, PO
34063	duty to comply with the directions of VCAT			CEO, DID, MPRS, PO

Planning and Environment Act 1987				
34064	duty to issue amended permit to owner if Tribunal so directs		CEO, DID, MPRS	
34065	duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under section 90		CEO, DID, MPRS, PO	
34066	duty to give notice of VCAT order to stop development		CEO, DID, MPRS, PO	
34067	function of referring certain applications to the Minister		CEO, DID, MPRS	
34068	duty to comply with an order or direction		CEO, DID, MPRS, PO	
34069	duty to obtain a permit from the Minister to use and develop its land		CEO, DID, MPRS, PO	
34070	function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land		CEO	
34071	power to agree to consider an application for permit concurrently with preparation of proposed amendment		CEO, DID, MPRS, PO	
34072	power to give notice, to decide not to give notice, to publish notice and to exercise any other power under section 96C		CEO, DID, MPRS, PO	
34073	duty to consider the panel's report under section 96E		Provision Not Delegated	
34074	power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under section 23 of the Planning and Environment (Planning Schemes) Act 1996)		Provision Not Delegated	
34075	power to give notice in compliance with Minister's direction		CEO, DID, MPRS, PO	
34076	power to issue permit as directed by the Minister		CEO, DID, MPRS	
34077	duty to comply with direction of the Minister to give notice of refusal		CEO, DID, MPRS, PO	
43003	duty to keep levy certificates given to it under ss. 47 or 96A for no less than 5 years from receipt of the certificate		DID, MPRS, PO	
34078	power to request Minister to decide the application		Provision Not Delegated	
34079	duty to comply with directions of Minister to supply any document or assistance relating to application		CEO, DID, MPRS, PO	

Planning and Environment Act 1987				
34080	function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister		CEO, DID, MPRS, PO	
34081	duty to make a copy of permits issued under section 97F available for inspection		CEO, DID, MPRS, PO	
34082	duty to include Ministerial decisions in a register kept under section 49		CEO, DID, MPRS, PO	
34083	duty to provide information or assistance to the Planning Application Committee		DID, MPRS, PO	
34084	duty to contribute to the costs of the Planning Application Committee or subcommittee		CEO, DID, MPRS	
34085	duty to consider application and issue or refuse to issue certificate of compliance		CEO, DID, MPRS	
34086	duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate		CEO, DID, MPRS, PO	
34087	function of being heard by VCAT at hearing of request for amendment or cancellation of certificate		CEO, DID, MPRS, PO	
34088	duty to comply with directions of VCAT		CEO, DID, MPRS, PO	
34089	duty to keep register of all applications for certificate of compliance and related decisions		CEO, DID, MPRS, PO	
34090	function of receiving claim for compensation in certain circumstances		CEO, DID, MPRS	
34091	duty to inform any person of the name of the person from whom compensation can be claimed		CEO, DID, MPRS	
34092	function of receiving claim for expenses in conjunction with claim		CEO, DID, MPRS	
34093	power to reject a claim for compensation in certain circumstances		CEO, DID	
34094	function of receiving claim for compensation		CEO, DID, MPRS	
34095	power to agree to extend time for making claim		CEO, DID, MPRS	
34096	power to apply to the VCAT for an enforcement order		CEO, DID, MPRS, PO	
34097	function of making a submission to the VCAT where objections are received		CEO, DID, MPRS, PO	

Planning and Environment Act 1987				
34098	power to apply for an interim enforcement order where section 114 application has been made		CEO, DID, MPRS, PO	
34099	power to carry out work required by enforcement order and recover costs		CEO, DID, MPRS	
34100	power to sell buildings, materials, etc salvaged in carrying out work under section 123(1)	except Crown Land	CEO	
34101	function of recovering penalties		CEO, DID, MPRS, PO	
34102	power to allow person served with an infringement notice further time		CEO, DID, MPRS	
34103	power to refer a matter to the VCAT for determination		CEO, DID, MPRS, PO	
34104	power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement		CEO, DID, MPRS	
34105	duty to pay fees and allowances (including a payment to the Crown under subsection (2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under subsection (2B)power to ask for contribution under subsection (3) and power to abandon amendment or part of it under subsection (4)	where council is the relevant planning authority	CEO, DCS, MPRS	
34106	power to carry out studies and commission reports		CEO	
34107	power to grant and reserve easements		CEO, DID, MPRS	
34108	power to enter into agreement covering matters set out in section 174		CEO	
34109	power to decide whether something is to the satisfaction of Council, where an agreement made under section 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority		CEO, DID, MPRS	
34110	power to give consent on behalf of Council, where an agreement made under section 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority		CEO, DID, MPRS	
34111	power to end a section 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9		CEO	
34112	power to amend a s.173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9		CEO	
34113	function of receiving application to amend or end an agreement		DID, MPRS, PO	
34114	function of notifying the owner as to whether it agrees in principle to the proposal under s.178A(1)		CEO, DID, MPRS	
34115	function of notifying the applicant and the owner as to whether it agrees in principle to the proposal		CEO, DID, MPRS	

Planning and Environment Act 1987				
34116	power to propose to amend or end an agreement		CEO	
34117	duty to consider certain matters when considering proposal to amend an agreement		CEO	
34118	duty to consider certain matters when considering proposal to end an agreement		CEO	
34119	duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end		CEO	
34120	function of determining how to give notice under s.178C(2)		CEO	
34121	duty not to make decision until after 14 days after notice has been given		CEO	
34122	power to amend or end the agreement in accordance with the proposal	If no objections are made under s.178D Must consider matters in s.178B	CEO	
34123	power to amend or end the agreement in a manner that is not substantively different from the proposal	If no objections are made under s.178D Must consider matters in s.178B	CEO	
34124	power to refuse to amend or end the agreement	If no objections are made under s.178D Must consider matters in s.178B	CEO	
34125	power to amend or end the agreement in accordance with the proposal	After considering objections, submissions and matters in s.178B	CEO	
34126	power to amend or end the agreement in a manner that is not substantively different from the proposal	After considering objections, submissions and matters in s.178B	CEO	
34127	power to amend or end the agreement in a manner that is substantively different from the proposal	After considering objections, submissions and matters in s.178B	CEO	
34128	power to refuse to amend or end the agreement	After considering objections, submissions and	CEO	

Planning and Environment Act 1987				
		matters in s.178B		
34129	duty to give notice of its decision under s.178E(3)(a) or (b)		CEO	
34130	duty to give notice of its decision under s.178E(2)(c) or (3)(d)		CEO	
34131	duty not to proceed to amend or end an agreement under s.178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn		CEO	
34132	duty to sign amended agreement and give copy to each other party to the agreement		CEO	
34133	power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement		Provision Not Delegated	
34134	duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land		CEO	
34135	duty to make available for inspection copy agreement		CEO, DID, MPRS, PO	
34136	duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General		CEO, DID, MPRS	
34137	power to apply to the Registrar of Titles to record the agreement		DID, MPRS, PO	
34138	duty to apply to the Registrar of Titles, without delay, to record the agreement		DID, MPRS, PO	
34139	power to enforce an agreement		CEO, DID, MPRS, PO	
34140	duty to tell Registrar of Titles of ending/amendment of agreement		CEO, DID, MPRS, PO	
34141	power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision		CEO	
34142	duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement		CEO	
34143	duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement		CEO	
34144	function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision		DID, MPRS, PO	
34145	duty to comply with a direction of the Tribunal		DID, MPRS, PO	
34146	duty to give notice as directed by the Tribunal		DID, MPRS, PO	

Planning and Environment Act 1987				
34147	function to receive application for planning certificate		CEO, DID, MPRS, PO	
34148	duty to give planning certificate to applicant		CEO, DID, MPRS, PO	
34149	function of receiving application for declaration of underlying zoning		CEO, DID, MPRS, PO	
34150	duty to make declaration		CEO, DID, MPRS	
34151	power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council		CEO, DID, MPRS	
34152	power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council		CEO, DID, MPRS	
34153	power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit		CEO, DID, MPRS	
34154	power to give written authorisation in accordance with a provision of a planning scheme		CEO, DID, MPRS	
34155	function of providing the Growth Areas Authority with information relating to any land within municipal district		CEO, DID, MPRS, PO	
34156	duty to provide the Growth Areas Authority with information requested under subsection (1) as soon as possible		CEO, DID, MPRS, PO	
Rail Safety (Local Operations) Act 2006				
#	Item Delegated	Conditions and Limitations	Delegate	Date
34157	duty to comply with a direction of the Safety Director under this section	where council is a utility under section 3	DID, MPD, MOS	
34158	duty to comply with a direction of the Safety Director to give effect to arrangements under this section	duty of council as a road authority under the Road Management Act 2004	DID, MPD, MOS	
34159	duty to comply with a direction of the Safety Director to alter, demolish or take away works carried out contrary to a direction under section 33(1)	where council is a utility under section 3	DID, MPD, MOS	
34160	function of entering into safety interface agreements with rail infrastructure manager	where council is	CEO	

Rail Safety (Local Operations) Act 2006				
			the relevant road authority	
34161	function of working in conjunction with rail infrastructure manager in determining whether risks to safety need to be managed		where council is the relevant road authority	DID, MPD, MOS
34162	function of receiving written notice of opinion		where council is the relevant road authority	DID
34163	function of entering into safety interface agreement with infrastructure manager		where council is the relevant road authority	CEO
34164	duty to identify and assess risks to safety		where council is the relevant road authority	DID, MPD, MOS
34165	duty to determine measures to manage any risks identified and assessed having regard to items set out in section 34E(2)(a)-(c)		where council is the relevant road authority	DID, MPD
34166	duty to seek to enter into a safety interface agreement with rail infrastructure manager		where council is the relevant road authority	CEO, DID
34167	duty to identify and assess risks to safety, if written notice has been received under section 34D(2)(a)		where council is the relevant road authority	DID, MPD, MOS
34168	duty to determine measures to manage any risks identified and assessed, if written notice has been received under section 34D(2)(a)		where council is the relevant road authority	DID, MPD, MOS
34169	duty to seek to enter into a safety interface agreement with rail infrastructure manager		where council is the relevant road authority	DID, MPD, MOS
34170	power to identify and assess risks to safety as required under sections 34B, 34C, 34D, 34E or 34F in accordance with subsections (a)-(c)		where council is the relevant road authority	DID, MPD, MOS
34171	function of entering into safety interface agreements		where council is the relevant road authority	CEO, DID
34172	function of receiving notice from Safety Director		where council is the relevant road	CEO, DID

Rail Safety (Local Operations) Act 2006				
		authority		
34173	duty to comply with a direction of the Safety Director given under section 34J(5)	where council is the relevant road authority	CEO, DID	
34174	duty to maintain a register of items set out in subsections (a)-(b)	where council is the relevant road authority	DID, MPD	
Residential Tenancies Act 1997				
#	Item Delegated	Conditions and Limitations	Delegate	Date
34175	function of receiving notice regarding an unregistered rooming house		CEO	
34176	duty to enter required information in Rooming House Register for each rooming house in municipal district		Provision Not Delegated	
34177	power to enter certain information in the Rooming House Register		Provision Not Delegated	
34178	power to amend or revoke an entry in the Rooming House Register if necessary to maintain the accuracy of the entry		Provision Not Delegated	
34179	power to give tenant a notice to vacate rented premises if subsection (1) applies	where council is the landlord	CEO	
34180	power to give tenant a notice to vacate rented premises	where council is the landlord	CEO	
34181	power to publish its criteria for eligibility for the provision of housing by council		Provision Not Delegated	
34182	power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements		Provision Not Delegated	
34183	power to give a compliance notice to a person		MBS, EHO	
34184	power to authorise an officer to exercise powers in section 526 (either generally or in a particular case)		CEO	
34185	duty to issue identity card to authorised officers		CEO	

Residential Tenancies Act 1997				
34186	duty to keep record of entry by authorised officer under section 526		EHO	
34187	function of receiving report of inspection		Provision Not Delegated	
34188	power to authorise a person to institute proceedings (either generally or in a particular case)		MBS, EHO	
Road Management Act 2004				
#	Item Delegated	Conditions and Limitations	Delegate	Date
34189	power to declare a road by publishing a notice in the Government Gazette	obtain consent in circumstances specified in section 11(2)	CEO, DID, MPD	
34190	power to name a road or change the name of a road by publishing notice in Government Gazette		CEO, DID	
34191	duty to advise Registrar		CEO, DID	
34192	duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	clause subject to section 11(10A)	CEO, DID	
34193	duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	where council is the coordinating road authority	CEO, DID	
34194	power to discontinue road or part of a road	were council is the coordinating road authority	Provision Not Delegated	
34195	power to publish, and provide copy, notice of proposed discontinuance	power of coordinating road authority where it is the discontinuing body unless subsection (11) applies	CEO, DID	
34196	duty to consider written submissions received within 28 days of notice	duty of coordinating road authority where it is the discontinuing body unless subsection	Provision Not Delegated	

Road Management Act 2004				
			(11) applies	
34197	function of hearing a person in support of their written submission		function of coordinating road authority where it is the discontinuing body unless subsection (11) applies	Provision Not Delegated
34198	duty to fix day, time and place of meeting under subsection (6) and to give notice		duty of coordinating road authority where it is the discontinuing body unless subsection (11) applies	CEO, DID
34199	duty to notify of decision made		duty of coordinating road authority where it is the discontinuing body does not apply where an exemption is specified by the regulations or given by the Minister	CEO, DID
34200	power to fix a boundary of a road by publishing notice in Government Gazette		power of coordinating road authority and obtain consent under section 13(3) and section 13(4) as appropriate	CEO, DID
34201	function of receiving notice from VicRoads			CEO
34202	power to appeal against decision of VicRoads			CEO
34203	power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport			CEO, DID

Road Management Act 2004				
34204	power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority		CEO, DID	
34205	duty to include details of arrangement in public roads register		DID, MPD	
34206	power to enter into an arrangement under section 15		CEO, DID	
34207	duty to enter details of determination in public roads register		DID, MPD, MOS	
34208	duty to register public road in public roads register	where council is the coordinating road authority	DID, MPD, MOS	
34209	power to decide that a road is reasonably required for general public use	where council is the coordinating road authority	Provision Not Delegated	
34210	duty to register a road reasonably required for general public use in public roads register	where council is the coordinating road authority	DID, MPD, MOS	
34211	power to decide that a road is no longer reasonably required for general public use	where council is the coordinating road authority	Provision Not Delegated	
34212	duty to remove road no longer reasonably required for general public use from public roads register	where council is the coordinating road authority	DID, MPD, MOS	
34213	power to designate ancillary area	where council is the coordinating road authority, and obtain consent in circumstances specified in section 18(2)	CEO, DID	
34214	duty to record designation in public roads register	where council is the coordinating road authority	DID, MPD	
34215	duty to keep register of public roads in respect of which it is the coordinating road authority		DID, MPD	
34216	duty to specify details of discontinuance in public roads register		DID, MPD	
34217	duty to ensure public roads register is available for public inspection		DID, MPD	
34218	function of replying to request for information or advice	obtain consent in	DID, MPD	

Road Management Act 2004				
		circumstances specified in section 11(2)		
34219	function of commenting on proposed direction		CEO	
34220	duty to publish a copy or summary of any direction made under section 22 by the Minister in its annual report.		CEO	
34221	duty to give effect to a direction under this section.		CEO	
34222	duty to inspect, maintain and repair a public road.		DID, MPD, MOS	
34223	power to inspect, maintain and repair a road which is not a public road		CEO	
34224	power to determine the standard of construction, inspection, maintenance and repair		CEO, DID, MPD, MOS	
34225	power to declare a public road as a controlled access road	power of coordinating road authority and Schedule 2 also applies	Provision Not Delegated	
34226	power to amend or revoke declaration by notice published in Government Gazette	power of coordinating road authority and Schedule 2 also applies	Provision Not Delegated	
34227	duty to consult with VicRoads before road is specified	where council is the coordinating road authority if road is a municipal road or part thereof	DID, MPD	
34228	power to approve Minister's decision to specify a road as a specified freight road	where council is the coordinating road authority if road is a municipal road or part thereof and where road is to be specified a freight road	DID	
34229	duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located	where council is the responsible	DID	

Road Management Act 2004				
	(and any relevant provider of public transport)	road authority, infrastructure manager or works manager		
34230	function of consulting with the relevant authority for purposes of developing guidelines under section 48M		CEO, DID	
34231	duty to notify the relevant authority of the location of the bus stopping point and the action taken by council		DID	
34232	power to develop and publish a road management plan		Provision Not Delegated	
34233	power to determine standards by incorporating the standards in a road management plan		Provision Not Delegated	
34234	power to cause notice to be published in Government Gazette of amendment etc of document in road management plan		CEO, DID	
34235	duty to give notice of proposal to make a road management plan		CEO, DID	
34236	duty to conduct a review of road management plan at prescribed intervals		DID	
34237	power to amend road management plan		Provision Not Delegated	
34238	duty to incorporate the amendments into the road management plan		DID	
34239	duty to cause notice of road management plan to be published in Government Gazette and newspaper		CEO, DID	
34240	power to consent to conduct of works on road	where council is the coordinating road authority	DID, MPD, MOS	
34241	power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	where council is the infrastructure manager	CEO, DID, MPD, MOS	
34242	duty to comply with clause 13 of Schedule 7	where council is the infrastructure manager or works manager	DID, MPD, MOS	
34243	power to consent to structure etc	where council is the coordinating road authority	DID, MPD, MOS	
34244	function of receiving the name & address of the person responsible for distributing the sign or bill	where council is the coordinating road authority	DID, MPRS	

Road Management Act 2004				
34245	power to request information	where council is the coordinating road authority	DID, MPRS, MOS	
34246	power to request information	where council is the coordinating road authority	DID, MPRS, MOS	
34247	power to appoint an authorised officer		CEO	
34248	duty to issue an identity card to each authorised officer		CEO	
34249	function of receiving report from authorised officer		CEO	
34250	duty to keep register re section 85 matters		DID, MPRS, LLO1	
34251	function of receiving complaints		DID, MPRS, MPD, LLO1, MOS	
34252	duty to investigate complaint and provide report		DID, MPRS, MPD, LLO1, MOS	
34253	power to recover damages in court		CEO	
34254	power to cause or carry out inspection		DID	
34255	function of consulting with VicRoads		CEO, DID	
34256	power to exercise road management functions on an arterial road (with the consent of VicRoads)		DID, MPD, MOS	
34257	duty to seek consent of VicRoads to exercise road management functions before exercising power in section 120(1)		DID, MPD, MOS	
34258	power to enter into an agreement in respect of works		CEO, DID, MOS	
34259	power to charge and recover fees		CEO, DCS, DID	
34260	power to charge for any service		CEO, DID	
34261	power to make a decision in respect of controlled access roads		Provision Not Delegated	

Road Management Act 2004				
34262	duty to make policy about controlled access roads		CEO, DID, MPD	
34263	power to amend, revoke or substitute policy about controlled access roads		Provision Not Delegated	
34264	function of receiving details of proposal from VicRoads		DID	
34265	duty to publish notice of declaration		DID, MPD, MOS	
34266	duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	where council is the infrastructure manager or works manager	DID, MPD, MOS	
34267	duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	where council is the infrastructure manager or works manager	DID, MPD, MOS	
34268	duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	where council is the infrastructure manager or works manager responsible for non-road infrastructure	DID, MPD, MOS	
34269	duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	where council is the infrastructure manager or works manager	DID, MPD, MOS	
34270	where Schedule 7 Clause 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	where council is the infrastructure manager or works manager	DID, MPD, MOS	
34271	power to direct infrastructure manager or works manager to conduct reinstatement works	where council is the coordinating road authority	DID, MPD, MOS	
34272	power to take measures to ensure reinstatement works are completed	where council is the coordinating road authority	DID, MPD, MOS	

Road Management Act 2004				
34273	duty to ensure that works are conducted by an appropriately qualified person	where council is the coordinating road authority	DID, MPD, MOS	
34274	power to recover costs	where council is the coordinating road authority	CEO, DID	
34275	duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to Schedule 7, Clause 13(2)	where council is the works manager	DID, MPD, MOS	
34276	power to vary notice period	where council is the coordinating road authority	CEO	
34277	duty to ensure works manager has complied with obligation to give notice under Schedule 7, Clause 13(1)	where council is the infrastructure manager	DID	
34278	power to consent to proposed works	where council is the coordinating road authority	DID, MPD, MOS	
34279	duty to consult	where council is the coordinating road authority, responsible authority or infrastructure manager	DID, MPD, MOS	
34280	power to consent to proposed works	where council is the coordinating road authority	DID, MPD, MOS	
34281	power to set reasonable conditions on consent	where council is the coordinating road authority	DID, MPD, MOS	
34282	power to include consents and conditions	where council is the coordinating road authority	DID, MPD, MOS	
34283	power to refuse to give consent and duty to give reasons for refusal	where council is the coordinating road authority	CEO, DID, MPD	

Road Management Act 2004				
34284	power to enter into an agreement	where council is the coordinating road authority	CEO, DID	
34285	power to give notice requiring rectification of works	where council is the coordinating road authority	CEO, DID, MPD, MOS	
34286	power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	where council is the coordinating road authority	DID, MPD, MOS	
34287	power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	where council is the coordinating road authority	CEO, DID, MPRS, MPD, LLO1, MOS	
34288	power to cause street lights to be installed on roads	power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road	DID, MPD	
34289	duty to pay installation and operation costs of street lighting - where road is not an arterial road	where council is the responsible road authority	DID	
34290	duty to pay installation and operation costs of street lighting - where road is a service road on an arterial road and adjacent areas	where council is the responsible road authority	DID	
34291	duty to pay installation and percentage of operation costs of street lighting - for arterial roads in accordance with clauses 3(2) and 4	duty of council as responsible road authority that installed the light (re: installation costs) and where council is relevant municipal council (re: operating costs)	DID	

Cemeteries and Crematoria Regulations 2015				
[##These provisions apply to Councils appointed as a cemetery trust under section 5 of the Cemeteries and Crematoria Act 2003, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
#	Item Delegated	Conditions and Limitations	Delegate	Date
72452	duty to ensure that cemetery complies with depth of burial requirements		DID, MOS	
72453	duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves		DID, MOS	
72454	power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)		DCS, DID	
72490	power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator		Provision Not Delegated	
72456	duty to ensure any fittings removed of are disposed in an appropriate manner		Provision Not Delegated	
72457	power to dispose of any metal substance or non-human substance recovered from a cremator		Provision Not Delegated	
72458	power to release cremated human remains to certain persons	subject to any order of a court	Provision Not Delegated	
72459	duty to make cremated human remains available for collection within 2 working days after the cremation		Provision Not Delegated	
72460	duty to hold cremated human remains for at least 12 months from the date of cremation		Provision Not Delegated	
72461	power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation		Provision Not Delegated	
72462	duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period		Provision Not Delegated	
72463	duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)		MBS, DID	
72464	duty to ensure that remains are interred in a coffin, container or receptacle in accordance with paragraphs (a)-(c)		MCH, EHO	
72465	duty to ensure that remains are interred in accordance with paragraphs (a)-(b)		DID, MG	
72466	duty to ensure that a crypt space in a mausolea is sealed in accordance with paragraphs (a)-(b)		DID, MOS	
72467	duty to provide statement that alternative vendors or supplier of monuments exist		Provision	

Cemeteries and Crematoria Regulations 2015				
[##These provisions apply to Councils appointed as a cemetery trust under section 5 of the Cemeteries and Crematoria Act 2003, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
				Not Delegated
72468	power to approve a person to play sport within a public cemetery			DCS, MG
72469	power to approve fishing and bathing within a public cemetery			DCS, MG
72470	power to approve hunting within a public cemetery			DCS, MG
72471	power to approve camping within a public cemetery			DCS, MG
72472	power to approve the removal of plants within a public cemetery			DID, MG
72473	power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)			DCS, MG
72474	power to approve the use of fire in a public cemetery			DID, MG
72475	power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area			DID, MG
72476	Note: Schedule 2 contains Model Rules – only applicable if the cemetery trust has not made its own cemetery trust rules			Provision Not Delegated
72477	power to approve the carrying out of an activity referred to in rules 8, 16, 17 and 18 of Schedule 2	see note above regarding model rules		DID, MG
72478	duty to display the hours during which pedestrian access is available to the cemetery	see note above regarding model rules		MG, GCC
72479	duty to notify the Secretary of, (a) the hours during which pedestrian access is available to the cemetery; and (b) any changes to those hours	see note above regarding model rules		MG, GCC
72480	power to give directions regarding the manner in which a funeral is to be conducted	see note above regarding model rules		DCS, MG
72481	power to give directions regarding the dressing of places of interment and memorials	see note above regarding model rules		MG, GCC
72482	power to approve certain mementos on a memorial	see note above regarding model rules		DCS, MG
72483	power to remove objects from a memorial or place of interment	see note above regarding model		MG, MOS

Cemeteries and Crematoria Regulations 2015				
[##These provisions apply to Councils appointed as a cemetery trust under section 5 of the Cemeteries and Crematoria Act 2003, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)				
		rules		
72484	duty to ensure objects removed under sub rule (1) are disposed of in an appropriate manner	see note above regarding model rules	MG, MOS	
72485	power to inspect any work being carried out on memorials, places of interment and buildings for ceremonies	see note above regarding model rules	DCS, DID, MG, GCC	
72486	power to approve an animal to enter into or remain in a cemetery	see note above regarding model rules	DID, MG	
72487	power to approve construction and building within a cemetery	see note above regarding model rules	DID, MG	
72488	power to approve action to disturb or demolish property of the cemetery trust	see note above regarding model rules	DID, MG	
72489	power to approve digging or planting within a cemetery	see note above regarding model rules	DID, MG	
Cemeteries and Crematoria Regulations 2005				
[##These provisions apply to Councils appointed as a cemetery trust under section 5 of the Cemeteries and Crematoria Act 2003, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53) Note: these Regulations are due to expire on 28 June 2015				
#	Item Delegated	Conditions and Limitations	Delegate	Date
72455	power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator		Provision Not Delegated	
Planning and Environment Regulations 2015				
#	Item Delegated	Conditions and Limitations	Delegate	Date
34316	function of receiving notice, under section 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	where Council is not the planning	CEO, DID, MPRS	

Planning and Environment Regulations 2015				
			authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.	
34317	power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act			CEO, DID, MPRS, PO
62862	duty to make copy of matter considered under section 60(1A)(g) available for inspection free of charge		where Council is the responsible authority	DID, MPRS, PO
62863	function of receiving a copy of any document considered under section 60(1A)(g) by the responsible authority and duty to make the document available for inspection free of charge		where Council is not the responsible authority but the relevant land is within Council's municipal district	DID, MPRS, PO
34318	function of receiving notice under section 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application		where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.	CEO, DID

Planning and Environment (Fees) Regulations 2016				
#	Item Delegated	Conditions and Limitations	Delegate	Date
129958	power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme		CEO, DID	
43005	power to waive or rebate a fee relating to an amendment of a planning scheme		CEO, DID	
43006	duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r.19 or 20		CEO, DID	
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010				
#	Item Delegated	Conditions and Limitations	Delegate	Date
34323	function of entering into a written agreement with a caravan park owner		CEO	
34324	function of receiving application for registration		MBS, EHO	
34325	duty to grant the registration if satisfied that the caravan park complies with these regulations		MBS, EHO	
34326	duty to renew the registration if satisfied that the caravan park complies with these regulations		MBS, EHO	
43007	power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations		MBS, EHO	
34327	duty to issue certificate of registration		EHO	
34328	function of receiving notice of transfer of ownership		EHO	
34329	power to determine where notice of transfer is displayed		EHO	
34330	duty to transfer registration to new caravan park owner		MBS, EHO	
34331	duty to issue a certificate of transfer of registration		EHO	
34332	power to determine the fee to accompany applications for registration or applications for renewal of registration		Provision Not Delegated	
34333	duty to keep register of caravan parks		EHO	
34334	power to determine where the emergency contact person's details are displayed		EHO	
34335	power to determine where certain information is displayed		EHO	
34336	duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner		EHO	
34337	duty to consult with relevant emergency services agencies		MBS, EHO	
34338	power to determine places in which caravan park owner must display a copy of emergency procedures		EHO	
34339	power to determine places in which caravan park owner must display copy of public emergency warnings		EHO	
34340	duty to consult with relevant floodplain management authority		MBS, EHO	
34341	duty to have regard to any report of the relevant fire authority		MBS, EHO	
34342	power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling		MBS, EHO	

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010				
34343	function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe		MBS	
34344	power to require notice of proposal to install unregistrable movable dwelling or rigid annexe		MBS	
34345	function of receiving installation certificate		MBS	
34346	power to approve use of a non-habitable structure as a dwelling or part of a dwelling		MBS	
34347	power to approve the removal of wheels and axles from unregistrable movable dwelling		MBS	
Road Management (General) Regulations 2016				
#	Item Delegated	Conditions and Limitations	Delegate	Date
34348	duty to conduct reviews of road management plan		CEO, DID	
34349	duty to give notice of review of road management plan		CEO, DID	
34350	duty to produce written report of review of road management plan and make report available		CEO, DID, MPD	
86336	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	where council is the coordinating road authority	DID	
34351	duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under section 41 of the Act		CEO, DID, MPD	
86337	Duty to publish notice of amendments to road management plan	where council is the coordinating road authority	DID	
34352	duty to record on road management plan the substance and date of effect of amendment		CEO, DID, MPD	
34353	power to issue permit	where council is the coordinating road authority	CEO, DID, MPD	
Road Management (General) Regulations 2005				
Note: these regulations are due to expire on 21 March 2016				
#	Item Delegated	Conditions and Limitations	Delegate	Date
34354	power to charge fee for issuing permit under regulation 501(1)	where council is the coordinating	CEO, DID, MPD	

Road Management (General) Regulations 2005				
Note: these regulations are due to expire on 21 March 2016				
		road authority		
Road Management (General) Regulations 2016				
#	Item Delegated	Conditions and Limitations	Delegate	Date
34355	power to give written consent re damage to road	where council is the coordinating road authority	CEO, DID, MPD	
34356	power to make submission to Tribunal	where council is the coordinating road authority	CEO, DID, MPRS	
86338	power to charge a fee for application under section 66(1) Road Management Act	where council is the coordinating road authority	DID	
34357	power to remove objects, refuse, rubbish or other material deposited or left on road	where council is the responsible road authority	CEO, DID, MPD, LLO1, LLO2, MOS	
34358	power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	where council is the responsible road authority	CEO, DID, MPD, LLO1, LLO2, MOS	
34359	power to recover in the Magistrates' Court, expenses from person responsible		CEO	
Road Management (Works and Infrastructure) Regulations 2015				
Note: these regulations commenced on 20 June 2015, replacing the Roads Management (works & infrastructure) Regulations 2005, which expired on 21 June 2015.				
#	Item Delegated	Conditions and Limitations	Delegate	Date
72491	power to exempt a person from requirement under clause 13(1) of Schedule 7 of the Act to give notice as to the completion of those works	where council is the coordinating road authority and where consent given under section 63(1) of the Act	DID	
72492	power to waive whole or part of fee in certain circumstances	where council is	DCS, DID	

<p>Road Management (Works and Infrastructure) Regulations 2015 Note: these regulations commenced on 20 June 2015, replacing the Roads Management (works & infrastructure) Regulations 2005, which expired on 21 June 2015.</p>				
			the coordinating road authority	