



# GANNAWARRA

*Shire Council*

**Wednesday, 16 June 2021**

**6:30pm**

**Senior Citizens Centre**

**Kerang**

## **AGENDA**

### **Council Meeting**

The Council Meeting will be live-streamed via Council's website which can be accessed at this link [gannawarra.vic.gov.au/Council/Council-Meetings/Meeting-livestream](http://gannawarra.vic.gov.au/Council/Council-Meetings/Meeting-livestream)

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**Tom O'Reilly**  
**CHIEF EXECUTIVE OFFICER**

## 1 WELCOME TO COUNTRY

Playing of the Welcome to Country video clip.

## 2 OPENING DECLARATION

We, the Councillors of the Shire of Gannawarra, declare that we will undertake the duties of the office of Councillor, in the best interests of our community, and faithfully, and impartially, carry out the functions, powers, authorities and discretions vested in us, to the best of our skill and judgement.

## 3 APOLOGIES AND LEAVE OF ABSENCE

## 4 CONFIRMATION OF MINUTES

Meeting - 19 May 2021

## 5 DECLARATION OF CONFLICT OF INTEREST

### General conflict of interest

Unless exempt under section 129 of the *Local Government Act 2020* (the Act) or regulation 7 of the Local Government (Governance and Integrity) Regulations 2020, a Councillor or member of Council staff has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests (as defined in section 127(2) of the Act) could result in that person acting in a manner that is contrary to their public duty.

### Material conflict of interest

Unless exempt under section 129 of the *Local Government Act 2020* or regulation 7 of the Local Government (Governance and Integrity) Regulations 2020, a Councillor or member of Council staff has a material conflict of interest in respect of a matter if an affected person (as defined in section 128(3) of the Act) would gain a benefit or suffer a loss depending on the outcome of the matter.

### Disclosure of a conflict of interest

A Councillor who has a conflict of interest and is attending a meeting of the Council must make a full disclosure of that interest by either advising:

- a) the Council at the meeting immediately before the matter is considered at the meeting; or
- b) the Chief Executive Officer in writing before the meeting –

whether the interest is a general conflict of interest or a material conflict of interest; and the nature of the interest.

Note: If a Councillor advises the Chief Executive Officer of the details under b) above, the Councillor must make a disclosure of the class of interest only to the meeting immediately before the matter is considered at the meeting.

In accordance with section 130 of the Act, a councillor who has disclosed a conflict of interest in respect of a matter must exclude themselves from the decision making process in relation to the matter, including any discussion or vote on the matter at any Council meeting, and any action in relation to the matter.

Failure to comply with section 130 of the Act may result in a penalty of 120 penalty units

## **6 BRIEFING SESSIONS**

### **6.1 RECORDS OF COUNCILLOR BRIEFINGS - 12 MAY TO 8 JUNE 2021**

**Author:** Mel Scott, Executive Assistant - Chief Executive Office

**Authoriser:** Tom O'Reilly, CEO

**Attachments:** 1 Record of Councillor Briefing - 7 June 2021

#### **RECOMMENDATION**

**That Council note the records of Councillor Briefings from 11 May to 8 June 2021.**

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#### **EXECUTIVE SUMMARY**

This report presents to Council written records of Councillor Briefings in accordance with Clause 31 of the Gannawarra Shire Council Governance Rules.

#### **DECLARATIONS OF CONFLICT OF INTEREST**

The Officer preparing this report declares that they have no conflict of interest in regards to this matter.

#### **COUNCIL PLAN**

Council Plan 2017-2021: Good Governance and a Healthy Organisation.

#### **BACKGROUND INFORMATION**

In accordance with Clause 31 of the Gannawarra Shire Council Governance Rules, a written record of a meeting held under the auspices of Council is, as soon as practicable, reported at a meeting of the Council and incorporated in the minutes of that Council meeting.

The record must include:

1. The names of all Councillors and members of Council staff attending
2. The matters considered
3. Any conflict of interest disclosures made by a Councillor attending
4. Whether a Councillor who has disclosed a conflict of interest left the meeting.

#### **CONSULTATION**

Consultation with Councillors and staff has occurred to ensure the accuracy of the Councillor Briefing records.


#### **CONCLUSION**

To ensure compliance with Clause 31 of the Gannawarra Shire Council Governance Rules, it is recommended that Council note the Councillor Briefing records as attached to this report.

## RECORD OF A COUNCILLOR BRIEFING



<b>Type of Meeting</b>	Councillor Briefing
<b>Date:</b>	Monday, 7 June 2021
<b>Time:</b>	8:58am – 6:15pm
<b>Location:</b>	Senior Citizens Centre, Kerang
<b>In Attendance: (Councillors)</b>	Cr Charlie Gillingham Cr Ross Stanton Cr Kelvin Burt Cr Travis Collier Cr Jane Ogden Cr Keith Link Cr Garner Smith
<b>Apologies:</b>	Nil
<b>In Attendance: (Officers)</b>	Tom O'Reilly, Phil Higgins, Geoff Rollinson, Stacy Williams, Mel Scott, Wade Williams, Shana Johnny, Paul Fernee, Roger Griffiths, Brenton Hall, Leigh Hollingworth
<b>In Attendance: (Other)</b>	David Thompson – Kerang Landcare Anne Thompson – Kerang Landcare Brent McKnight – Loddon Murray Cycling Club Geoff Wakeman – Central Murray Environmental Floodplains Group Di Peace – Central Murray Environmental Floodplains Group Audrey Dickins – Central Murray Environmental Floodplains Group Cr Mary-Ann Brown – Chair – Rural Councils Victoria (via Zoom) Nick Byrne – REMPLAN Andrew Bainbridge – Mill Hill Consulting Pty Ltd
<b>Matters Discussed:</b>	<b>Draft Council Agenda – June Meeting of Council</b> <b>Reports:</b> 7.1 Council Policy Review 7.2 Policy Review – Policy No. 140 – COVID-19 Hardship 7.3 Mayoral and Councillor Allowances 7.4 Adoption of the Proposed 2021/2022 Budget 7.5 Adoption of the Revenue and Rating Plan 7.6 Road Management Plan Review 7.7 G02-2021 Murrabit Township Storm Water Project 7.8 G03-2021 Waste and Recycling Collection Services 7.9 G04-2021 Kerang Children's Centre Extension 7.10 G05-2021 Kerang CBD Stage 2 7.11 2021-2025 Council Plan and Year One Action Plan 9.1 Notice of Motion – 77 9.2 Notice of Motion – 78
	<b>Councillor Briefing Updates:</b> <ul style="list-style-type: none"> <li>• Submissions – Proposed Budget 2021-2022 and Draft Revenue and Rating Plan</li> <li>• Financial Plan</li> <li>• Rates and Charges</li> <li>• COVID-19 Circuit Breaker Restriction Period</li> <li>• Victorian Ombudsman Report – Investigation in to how local councils respond to ratepayers in financial hardship</li> </ul>

<b>Councillor Strategic Briefing Update:</b> <ul style="list-style-type: none"> <li>• 2020/2021 Capital Works Program Update</li> <li>• Strategic Projects – Towards 2025 Update</li> <li>• Asset Management Strategy</li> </ul> <b>Councillor Issues Raised</b>		
<b>Conflict of Interest Disclosures</b>		
<b>Matter No.</b>	<b>Councillor/Officer making disclosure</b>	<b>Councillor/Officer left meeting Yes/No</b>
Nil		
<b>Completed By:</b>	Tom O'Reilly –Chief Executive Officer 	



## **7 BUSINESS REPORTS FOR DECISION**

### **7.1 COUNCIL POLICY REVIEW**

**Author:** Lisa Clue, Manager Governance

**Authoriser:** Phil Higgins, Director Corporate Services

**Attachments:** 1 Policy No. 035 - Community Activities on Footpaths  
2 Policy No. 109 - Procurement

#### **RECOMMENDATION**

**That Council:**

1. **Endorse the following reviewed policies:**
  - **Policy No. 035 – Community Activities on Footpaths**
  - **Policy No. 109 – Procurement**
2. **Authorise the Chief Executive Officer to make amendments to the documents to correct any minor drafting errors that do not materially alter the intent of the policies.**

#### **EXECUTIVE SUMMARY**

Council officers undertake regular reviews of Council policies to ensure compliance with relevant legislation and that they are reflective of current practices. This report addresses the following policies which have recently been reviewed:

- Policy No. 035 – Community Activities on Footpaths
- Policy No. 109 – Procurement

#### **PURPOSE**

This report addresses two recently reviewed policies for the consideration of Council.

#### **ATTACHMENTS**

Policy No. 035 – Community Activities on Footpaths

Policy No. 109 – Procurement

#### **DISCUSSION**

Council officers undertake regular reviews of Council policies to ensure compliance with relevant legislation and that they are reflective of current practice. Council policies are reviewed as needed, however most policies must be reviewed within either 12 months or two years after a General Election. Reviewed policies are presented to Council for endorsement, or for repeal if it has been determined the policy is no longer required.

Council policies provide guidance to staff, Council and the community and are published on Council's website.



Below is a summary of recommended adjustments to reviewed policies.

Policy No.	Policy Title	Comments
035	Community Activities on Footpaths	<p>Policy No. 035 outlines the process to facilitate street stalls and the selling of raffle tickets by the community.</p> <p>A number of minor administrative corrections have been made to the policy.</p>
109	Procurement	<p>This policy is a requirement of the <i>Local Government Act 1989</i> and details the principles, processes and procedures applied to the purchase of goods, services and works. The <i>Local Government Act 1989</i> requires the policy to be reviewed at least once in each financial year. The policy was last reviewed in December 2019.</p> <p>One administrative adjustment has been identified, changing the contact officer from the Director Corporate Services to the Chief Executive Officer.</p> <p>Council officers, in collaboration with the Regional Procurement Excellence Network (RPEN) are currently drafting a procurement policy that will comply with the requirements of sections 108 and 109 of the <i>Local Government Act 2020</i>, (that come into operation on 1 July 2021) and that must be adopted by 31 December 2021.</p>

#### RELEVANT LAW

S 186A – *Local Government Act 1989*

Part 7 s. 52 – Gannawarra Shire Council Local Law No 1. - Community Amenity

#### RELATED COUNCIL DECISIONS

Council Policy No. 035 – Community Activities on Footpaths was last reviewed in April 2018

Council Policy No. 109 – Procurement was last reviewed by Council in December 2019

#### OPTIONS

Council may endorse the recommended adjustments or alternatively it may decide to make no changes to either or both policies at this time.

#### SUSTAINABILITY IMPLICATIONS

Not applicable.

#### COMMUNITY ENGAGEMENT

Not applicable.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Council policies provide guidance to Council, staff and the community in decision making and service delivery.

Policies are reviewed as required however most policies must be reviewed within either 12 months or two years of a Council election. Regular reviews of Council policies ensure compliance with relevant legislation and that they are reflective of current practices.

**COLLABORATION**

Not applicable.

**FINANCIAL VIABILITY**

Not applicable.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Victorian Local Government Procurement Best Practice Guidelines 2013

**COUNCIL PLANS AND POLICIES**

Gannawarra Shire Council Plan 2017 – 2021 – Good Governance and a Healthy Organisation

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council meeting.

**CONFLICT OF INTEREST**

The officers preparing this report declares that they have no conflict of interest in regards to this matter.



# Community Activities on Footpaths

## COUNCIL POLICY NO. 035

### 1. POLICY PURPOSE

To facilitate street stalls and the selling of raffle tickets by the Community in a fair and just manner.

### 2. SCOPE

This policy applies to all townships within the Gannawarra Shire but primarily Cohuna and Kerang.

### 3. POLICY

#### Definitions

**Organisation** - A Not for Profit Community Organisation within the Gannawarra Shire

**Authorised Officer** - An Officer authorised by Council under Section 224 of *the Local Government Act 1989*

**Permit** - Permit issued by Council

#### **Designated Areas -**

**Cohuna** Raffles & Stalls - In front of the UNA Supermarket, 49 King George Street Cohuna, in front of the Cohuna Health Balance, 19 King George Street Cohuna, in front of the Cohuna Memorial Hall, 21 King Edward Street Cohuna - with the approval of the hirers of the hall.

**Kerang** Street Stalls - In front of the former Target building, 16 Victoria Street Kerang  
Raffles Only - In front of the National Australia Bank (nab), 44 Victoria Street Kerang or in front of Walkers IGA Supermarket, 60A Victoria Street Kerang

Other townships by Application to Council

#### Approval

Gannawarra Shire Council Officers be authorised to consider and approve all written applications for raffles and street stalls in accordance with the following:

- a. There must be no more than one stallholder per designated area.
- b. There must be no more than one organisation selling tickets per designated area.
- c. In Cohuna, a maximum of two sites shall be occupied at any one time.



- d. Displayed items must not obstruct pedestrian traffic.
- e. Permit holders must produce the permit on request by an Authorised Officer of the Council or a member of the Victoria Police (failure to produce a permit on request may result in termination of sales).
- f. No more than two selling days will be permitted to any organisation in any one week.
- g. Thursday and Friday selling by the one organisation will not be permitted on a continual basis i.e. two consecutive weeks.
- h. A maximum of six days be allotted to organisations selling raffle tickets in designated areas during the month of December.
- i. Clause f, g, and h above may be varied if bookings are light or if no bookings have been received from other organisations.
- j. It is the responsibility of the permit holder to ensure all raffles comply with the requirements of the Victorian Commission for Gambling and Liquor Regulation (VCGLR).
- k. Raffles and stalls may be held side by side provided they are being conducted by the same organisation.
- l. No verbal or physical canvassing is permitted.
- m. A permit application must be received in writing at least seven days prior to the requested selling day.

Council reserves the right to designate alternative areas.

## 4. POLICY REVIEW

Council will review this policy as required but always within two years after a general election of the Council.

At the time it was reviewed, this policy was compliant with the Victorian Charter of Human Rights and Responsibilities Act 2006.

## 5. FURTHER INFORMATION

Members of the public may inspect all Council policies at Gannawarra Shire Council's Kerang and Cohuna Offices, or online at [www.gannawarra.vic.gov.au](http://www.gannawarra.vic.gov.au).

Any enquiries in relation to this policy should be directed to the Chief Executive Officer on (03) 5450 9333.

Altus ECM Folder: 3.000518			
Originally adopted:	1995	Minute Book Reference	2455
Reviewed	13/11/2002	Minute Book Reference	4809
Reviewed	26/04/2006	Minute Book Reference	6493
Reviewed	28/05/2008	Minute Book Reference	7764
Reviewed	16/12/2009	Minute Book Reference:	10156
Reviewed:	17/7/2013	Minute Book Reference:	12654
Reviewed:	18/04/2018		
Reviewed:	16/06/2021		
To be reviewed by:	2026		



# Procurement

## COUNCIL POLICY NO. 109

### 1. PRINCIPLES

#### 1.1. Background

Gannawarra Shire Council recognises that:

- Developing a procurement strategy and adopting appropriate best practice contracting and procurement principles, policies, processes and procedures for the purchase of all goods, services and works by Council, will enhance achievement of Council objectives, including, sustainable and social procurement; bottom-line cost savings, supporting local economies; achieving innovation; and better services for communities.
- The elements of best practice applicable to local government procurement incorporate:
  - broad principles covering ethics, value for money, responsibilities and accountabilities
  - guidelines giving effect to those principles
  - a system of delegations (i.e. the authorisation of officers to approve and undertake a range of functions in the procurement process)
  - procurement processes, with appropriate procedures covering minor, simple procurement to high value, more complex procurement.
- Council's contracting, purchasing and contract management activities endeavour to:
  - support the Council's corporate strategies, aims and objectives including, but not limited to those related to sustainability, protection of the environment and corporate social responsibility
  - take a long term strategic view of its procurement needs while continually assessing, reviewing and auditing its procedures, strategy and objectives
  - provide a robust and transparent audit trail which ensures that procurement projects are delivered on time, within cost constraints and that the needs of end users are fully met
  - are conducted, and are seen to be conducted, in an impartial, fair and ethical manner
  - achieve value for money and quality in the acquisition of goods, services and works by the Council
  - ensure that risk is identified, assessed and managed at all stages of the procurement process
  - use strategic procurement practices and innovative procurement solutions to promote sustainability and best value, in particular making use of collaboration and partnership opportunities
  - use social procurement to enhance sustainable and strategic procurement to effectively contribute towards building stronger communities and meeting the wider social objectives of the Council
  - comply with legislation, corporate policies or other requirements, ensuring that all staff responsible for procurement and contract management are aware of and adhere to the legislative requirements, Council standards and best practice.

#### 1.2. Scope

This Procurement Policy is made under Section 186A of the *Local Government Act 1989*. The Act is the key legislative framework that regulates the process of all local government procurement in Victoria. Section 186A of the Act requires the Council to prepare, approve and comply with a Procurement policy encompassing the principles, processes and procedures applied to all purchases of goods, services and works by the Council.

This policy applies to all contracting and procurement activities at Council and is binding upon Councillors, Council staff and temporary employees, contractors and consultants while engaged by the Council.

The Act and the Procurement Policy of the Council is the primary reference point for how all procurement should be performed.

### 1.3. Purpose

The purpose of this Policy is to:

- provide policy and guidance to the Council to allow consistency and control over Procurement activities
- demonstrate accountability to rate payers
- provide guidance on ethical behaviour in public sector purchasing
- demonstrate the application of elements of best practice in purchasing
- increase the probability of obtaining the right outcome when purchasing goods and services.

### 1.4. Treatment of GST

All monetary values stated in this policy are GST inclusive.

### 1.5. Definitions and Abbreviations

Term	Definition
Act	<i>Local Government Act 1989.</i>
Commercial in Confidence	Information that, if released, may prejudice the business dealings of a party e.g. prices, discounts, rebates, profits, methodologies and process information.
Contract Management	The process that ensures both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
Council Staff	Includes full-time and part-time Council staff, and temporary employees, contractors and consultants while engaged by the Council.
Probity	Within Local Government, the word "probity" is often used in a general sense to mean "good process." A Procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with the Council's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.
Category Management	A 'Category' is an area of spend determined by known market boundaries separating different products, services or industries. Category management recognises that suppliers within a certain market are likely to have similarities which enable a tailored approach to procurement.
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
e-Procurement	e-Procurement is integral to the overall development of procurement processes and involves the use of an electronic system/s to acquire and pay for supplies, services and works.
Corporate Social Responsibility (CSR)	Corporate Social Responsibility (CSR) is about taking positive action to demonstrate the Council's commitment to the local community and environment on which it impacts.
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Social Procurement	Social Procurement uses Procurement processes and purchasing power to generate positive social outcomes in addition to the delivery of efficient goods, services and works.
Tender Process	The process of inviting parties to submit a quotation by tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.
Expression of Interest (EOI)	An invitation for persons to submit an EOI for the provision of the goods and/or services generally set out in the overview of requirements contained in the document. This invitation is not an offer or a contract
Request for Proposal (RFP)	A request for proposal is generally sent to the supplier market, designed to capture commercial information and pricing. Allows Council to assess suitability and evaluate responses against a set of pre-defined requirements

Term	Definition
Best Value	Best value in Procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including: <ul style="list-style-type: none"> <li>• contribution to the advancement of the Council's priorities;</li> <li>• non-cost factors such as fitness for purpose, quality, service and support; and</li> <li>• cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.</li> </ul>
MAV	Municipal Association of Victoria

## 2. EFFECTIVE LEGISLATIVE AND POLICY COMPLIANCE AND CONTROL

### 2.1. Ethics and Probity

#### 2.1.1 Requirement

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

#### 2.1.2 Conduct of Councillors and Council Staff

Councillors and Council staff shall at all times conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity and will:

- treat potential and existing suppliers with equality and fairness
- not seek or receive personal gain
- maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information
- present the highest standards of professionalism and probity
- deal with suppliers in an honest and impartial manner that does not allow conflicts of interest
- provide all suppliers and tenderers with the same information and equal opportunity
- be able to account for all decisions and provide feedback on them.

#### 2.1.3 Tender Processes

All tender processes shall be conducted in accordance with the requirements of this policy and any associated procedures, relevant legislation, relevant Australian Standards and the Act.

#### 2.1.4 Conflict of Interest

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

Councillors and Council staff involved in the procurement process, in particular preparing tender documentation, including writing tender specifications, tender opening, and tender evaluation panels, must:

**Avoid** conflicts, whether actual, potential or perceived, arising between their official duties and their private interests. Private interests include the financial and other interests of Councillors and Council staff, plus their relatives and close associates.

**Declare** that there is no conflict of interest. Where future conflicts, or relevant private interests arise, Council staff must make their manager, or the chairperson of the relevant tender assessment panel or board aware and allow them to decide whether the officer should continue to be involved in the specific Procurement exercise.

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

#### 2.1.5 Fair and Honest Dealing

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote.

Impartiality must be maintained throughout the procurement process so it can withstand public scrutiny.

The commercial interests of existing and potential suppliers must be protected.

Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices, discounts, rebates, profit, manufacturing and product information.

#### 2.1.6 Gifts and Hospitality

No Councillor or member of Council staff shall, either directly or indirectly solicit or accept gifts or presents from any member of the public involved with any matter that is connected with the duties of the officer or Councillor in the making of a decision. Councillors and staff will adhere to conduct principles within the Code of Conduct for Councillors and the Code of Conduct for Staff respectively. Councillors and Council staff must exercise the utmost discretion in accepting hospitality from contractors or their representatives, or from organisations, firms or individuals with whom they have official dealings. Councillors and Council staff should also avoid the ambiguous situation created by visiting the premises of a contractor, organisation, firm or individual uninvited and/or not on official business.

Councillors and staff who have occasion to use either a Council supplied credit card or fuel card are not to under any circumstance use these transactions to collect points on personal rewards cards.

Offers of bribes, commissions or other irregular approaches from organisations or individuals (no matter how flimsy the evidence available), must be promptly brought to the attention of the CEO.

#### 2.1.7 Disclosure of Information

Commercial in Confidence information received by the Council must not be disclosed and is to be stored in a secure location.

Councillors and Council staff are to protect, by refusing to release or discuss the following:

- allocated Council budgets for proposed tenders
- information disclosed by organisations in tenders, quotation or during tender negotiations
- all information that is Commercial in Confidence information
- pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations
- discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

#### 2.1.8 Local Benefit

Where applicable, Council will include a weighted evaluation criterion on tenders and quotations so that an assessment of the local benefit generated in awarding the works can be determined.

Local benefit is defined as the benefit generated in accepting goods or services in terms of:

- Employment generated within the Gannawarra Shire
- Materials or goods purchased from businesses within the Gannawarra Shire
- Economic benefit to local business or the community.

Generally the weighted value of 'Local Benefit' will be 10% of the overall score; however it may be as high as 15% where deemed appropriate.

Flexibility will be given to cater for government grant programs where there is an emphasis on creating economic stimulus to the local community.

Where this criterion applies, bidders are encouraged to provide detail on the following, or any other benefit, that will be generated. This detail will be used for the purpose of evaluating the local benefit derived by accepting the tender or quote:

- Percentage of materials to be purchased from within the Gannawarra Shire
- Details of local subcontractors that would be engaged and percentage of project value that they would be conducting
- Business ownership i.e. township(s) in which business is operated and township(s) in which owners reside.
- Accommodation/hospitality services that will be utilised whilst carrying out works



- Employment benefits that will occur within the Gannawarra Shire
- Ability for maintenance to be carried out by local businesses.

#### 2.1.9 Regional Benefit

Where applicable, Council will include a weighted evaluation criterion on tenders and quotations so that an assessment of the regional benefit generated in awarding the works can be determined.

Regional benefit relates to the areas encompassed by our neighbouring councils plus the City of Greater Bendigo. Specifically the council areas are Swan Hill Rural City Council, Buloke Shire Council, Loddon Shire Council, Campaspe Shire Council, City of Greater Bendigo and Murray River Council.

Regional benefit is defined as the benefit generated in accepting goods or services in terms of:

- Employment generated within neighbouring councils and the City of Greater Bendigo
- Materials or goods purchased from businesses within neighbouring councils and the City of Greater Bendigo
- Economic benefit to regional business or the community.

Generally the weighted value of 'Regional Benefit' will be 5% of the overall score; however it may be as high as 8% where deemed appropriate.

When this criterion applies, bidders are encouraged to provide detail on the following, or any other benefit that will be generated. This detail will be used for the purpose of evaluating the regional benefit derived by accepting the tender or quote:

- Percentage of materials to be purchased from within neighbouring councils and the City of Greater Bendigo
- Details of regional subcontractors that would be engaged and the percentage of project value that they would be conducting
- Business ownership i.e. township(s) in which business is operated and township(s) in which owners reside
- Accommodation/hospitality services that will be utilised whilst carrying out works
- Employment benefits that will occur within neighbouring councils and the City of Greater Bendigo
- Ability for maintenance to be carried out by regional businesses.

Successful bidders may be asked to prove the benefits stated at any time during the contract or tender period.

## 2.2. Governance

### 2.2.1 Structure

The Council shall:

- establish a procurement management responsibility structure and delegations ensuring accountability, traceability and auditability of all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council
- ensure that the Council's procurement structure:
  - is flexible enough to purchase in a timely manner the diverse range of material, goods, works and services required by Council
  - ensures that prospective contractors and suppliers are afforded an equal opportunity to tender/quote
  - encourages competition.

### 2.2.2 Standards

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

- The Act
- The Council's policies
- The Council's Code of Conduct
- Local Government Procurement Best Practice Guidelines
- Other relevant legislative requirements such as but not limited to the *Trade Practices Act*, *Goods Act* and the *Environmental Protection Act*.

### 2.2.3 Methods

The Council's standard methods for purchasing goods, services and works shall be by some or all of the following methods:

- purchasing card and/or credit card
- purchase order following a quotation process from suppliers for goods or services that represent best value for money under directed quotation thresholds
- under contract following a tender process
- using aggregated purchasing arrangements with other Councils, MAV Procurement, Victorian Government, or other bodies
- other arrangements authorised by the Council or the CEO on a needs basis as required by abnormal circumstances such as emergencies.

The Council may, at the CEO's discretion and based on the complexity and cost of the project, conduct one stage or multi-stage tenders.

Typically a multi-stage tender process will commence with a registration of interest stage followed by a tender process involving the organisations selected as a consequence of the registration of interest stage.

### 2.2.4 Responsible Financial Management

The principle of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds, shall be established prior to the commencement of any procurement action for the supply of goods, services or works.

Council staff must not authorise the expenditure of funds in excess of their financial delegations.

Council staff must not disclose allocated budget unless considered necessary to obtain best value for the procurement. Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

## 2.3 Procurement Processes and Thresholds

### 2.3.1 Process

Council procurement processes are based on a number of principles:

- Best Value

The benefits of the purchase are weighted against the costs necessary for the optimum result for the Council and local community. The Council is not required to accept the lowest tender. Instead, the Council is required to take into account issues of quality, cost, the accessibility of the service and other factors relevant to both the overall objectives of the Council and requirements of the *Local Government Act*.

Best value is often mistaken for meaning the lowest price, however, in terms of the contracting process, best value requires us to balance quality and price with as much transparency as is reasonably achievable. In this context price should take into account the whole life cost of the provision so far as is practicable. It follows that the delivery of best value is dependent upon Council priorities.

Achieving best value also requires *challenging* the need for the procurement and the way in which the service may be reconfigured to achieve improvements in service delivery, *comparing* service provision options against all those available, *consulting* with key stakeholders and ensuring *competition* in the open market.

Achieving best value for money must be the basis of all procurement decisions within the Council.

- Open and Fair Competition

All suppliers are treated fairly in an open and transparent manner and have access to the same information.

- **Accountability**

The Council maintains consistency in the approach to procurement across the whole organisation through coherent frameworks, policies and procedures. Accountability in procurement means being able to explain and provide evidence on the process followed. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

Therefore the processes by which all procurement activities are conducted will be in accordance with the Council's procurement policy and procedures as set out in this policy and other related, relevant Council documents.

Additionally:

- all Council staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council and provide feedback on them
- all procurement activities are to provide for an audit trail for monitoring and reporting purposes.

- **Risk Management**

Strategies for managing risks associated with all procurement processes are in place and consistent

- **Probity and Transparency**

All Council procurement processes must be conducted in a fair, honest and open manner, with the highest levels of integrity and in the public interest.

Purchase orders and invoices shall not be split to avoid procurement thresholds.

### 2.3.2 Minimum Spend Competition Thresholds NOTE: These thresholds are GST inclusive

#### 2.3.2.1 Tenders

Purchase of all goods and services for which the estimated expenditure exceeds \$150,000, and building and construction works for which the estimated expenditure exceeds \$200,000, must be undertaken by public tender.

However, should the CEO consider that the nature of the requirement and the characteristics of the market are such that the public tender process would lead to a better result for the Council, public tenders may be called for purchase of goods, services and works for which the estimated expenditure is below these thresholds.

Exemptions to tendering obligations:

- **Emergency** – If an emergency is declared by the CEO, Council may enter into a contract up to or beyond the limits for the provision of goods, services or works without first putting contract to public tender.
- **Ministerial Exemption** – the requirements of Section 186A do not apply if a contract is entered into according to arrangements approved by the Minister.

#### 2.3.2.2 Quotations

Purchase of goods and services up to a total of \$150,000 and works having a total valuation of up to \$200,000 may be undertaken using the procurement by quotation method as described below:

- **Single transaction items with a value between \$2,000 and \$4,999** – A minimum of one written quotation must be received and the details recorded before placing an order (similar details should be recorded where more than one supplier has quoted) and documented in a document management system.
- **Single transactions between \$5,000 and up to \$24,999** – A minimum of two written quotations must be sought. Quotations returned by the nominated closing date must be evaluated and a recommendation made in favour of the supplier offering the best value for money outcome. Details of the suppliers contacted and their quotations must be recorded on the Quote Record Form and maintained with the original quotation in the document management system. The successful supplier's original quotation must be maintained in the document management system.
- **Items with a value between \$25,000 to \$149,999 (goods and services) or \$199,999 (works)** – Request for Quotation.

Council will seek a minimum of three written quotations including detailed specification.

Quotations returned by the nominated closing date must be evaluated and a recommendation made in favour of the supplier offering the best value for money outcome. Details of the suppliers contacted and their quotations must be recorded on the Quote Record Form. The successful supplier's original quotation must be maintained in a document management system.

Three quotes will not be required in instances where it is obviously impractical e.g. single realistic supplier of a required brand name product, highly specialised work or emergency situations.

Details of the suppliers contacted and their quotations must be recorded on at least a simple spreadsheet or similar document in a document management system.

Value (GST inclusive)	Requirement	Minimum Quotes Required
Up to \$2,000	Quotation desired, not mandatory	0
\$2,001 to \$4,999	Request for quotation	1
\$5,000 to \$24,999	Request for quotation	2
\$25,000 to \$149,999 (goods and services) or \$199,999 (works)	Request for quotation including detailed specification	3
\$150,000 and over (goods and services) or \$200,000 and over (works)	Public tender process	

#### Exemptions to the policy for obtaining quotations

- Sole Supplier – The Council deals with a number of sole suppliers where there is no market to test and obtain multiple quotations, including professional memberships, water supply, catchment management, and advertising.
- Public Advertising - Quotations may be advertised at the Council staff member's discretion in addition to the methods above. This may occur when a field of potential tenderers hasn't been established, or an innovative approach is required, or the project has broad appeal that may attract keen prices, etc.

#### 2.3.2.3 Purchases through an Existing Council or Collaborative Purchasing Scheme

Collaborative Purchasing involves the use of aggregated purchasing arrangements with other councils or bodies to enhance achievement of Council objectives such as sustainable and socially responsible procurement; bottom-line cost savings, supporting local economies; achieving innovation; and better services for communities.

Value of Purchase	Minimum Process	Specification	Need to enter into Contract
Where an existing contract itemises costs for works, goods or services	Proceed with purchase	Not required	Contract already exists. Provide Purchase Order only.
Where existing contract does not itemise cost or works, goods or services	Proceed with purchase following receipt of three written quotations	At delegated Business Unit Manager's discretion. Reference should be made to the original contract	At delegated Business Unit Manager's discretion depending on original contract. Provide Purchase Order.

## 2.4 Delegation of Authority

### 2.4.1 Requirement

Delegations define the limitations within which Council staff are permitted to work. Delegation of procurement authority allows specified Council staff to approve certain purchases, quotation, tender and contractual processes without prior referral to the Council. This enables the Council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

### 2.4.2 Delegations

#### 2.4.2.1 Council Staff

The Council shall maintain a documented scheme of procurement delegations identifying the Council staff authorised to make such procurement commitments in respect of goods, services and works on behalf of the Council and their respective delegations contained in Financial Delegations policies

- Acceptance of tenders
- Acceptance of quotes
- Contract term extensions (within authorised budget)
- Contract amendment (non-financial)
- Contract amendment (financial)
- Appointment to register of pre-qualified suppliers
- Credit Card purchases
- Procedural exceptions.

#### 2.4.2.2 Delegations Reserved for the Council

Commitments and processes which must be approved by the Council are:

- Procurements that exceed CEO's delegation
- Contract variations that drive the total contract price above the CEO's delegation

## 2.5 Internal Controls

The Council will install and maintain a framework of internal controls over procurement processes that will ensure:

- more than one person is involved in processing a transaction end to end
- transparency in the procurement process
- a clearly documented audit trail exists for procurement activities
- appropriate authorisations are obtained and documented
- systems are in place for appropriate monitoring and performance measurement.

## 2.6 Risk Management

### 2.6.1 General

Risk Management is to be appropriately applied at all stages of procurement activities which will be properly planned and carried out in a manner that will protect and enhance the Council's capability to prevent, withstand and recover from interruption to the supply of goods, services and works.

### 2.6.2 Supply by Contract

The provision of goods, services and works potentially exposes the Council to risk.

The Council will minimise its risk exposure by measures such as:

- standardising contracts to include current, relevant clauses
- requiring security deposits where appropriate
- referring specifications to relevant experts
- requiring contractual agreement before allowing the commencement of work
- use of or reference to relevant Australian Standards (or equivalent)
- effectively managing the contract including monitoring and enforcing performance.

**2.7 Contract Terms**

All contractual relationships must be documented in writing based on standard terms and conditions.

Where this is not possible, approval must be obtained from the appropriate member of Council staff listed in the Council Delegations.

To protect the best interests of the Council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to doing this expose the Council to risk and thus must be authorised by the appropriate member of Council staff listed in the Council Delegations.

**2.8 Dispute Resolution**

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

**2.9 Category Management**

The Council has a Category Management approach to procurement which brings together expertise from across the Council to identify the most appropriate and effective approach to deliver the Council's outcomes through sourcing and supply arrangements.

The main objective of category management is to reach a point where all or a very high percentage of the Council's spend within a category is being channelled through approved arrangements, aligned with strategic priorities such that value is maximised on every dollar of expenditure.

**2.10 Contract Management**

The purpose of contract management is to ensure that the Council, and where applicable its clients, receive the goods, services or works provided to the required standards of quality and quantity as intended by the contract by:

- establishing a system monitoring and achieving the responsibilities and obligations of both parties under the contract
- providing a means for the early recognition of issues and performance problems and the identification of solutions
- adhering to Council's Risk Management Framework and relevant Occupational Health and Safety Contractor Compliance Procedures.

All Council contracts are to include contract management requirements. Furthermore, contracts are to be proactively managed by the member of Council staff responsible for the delivery of the contracted goods, services or works to ensure the Council receives value for money.

**2.11 e-Procurement**

e-Procurement is integral to the overall development of procurement processes and involves the use of Council's electronic system to order, receive and pay for supplies, services and works.

By utilising e-procurement Council aims to:

- reduce transaction costs
- achieve greater leverage
- make processes more efficient
- improve management information and visibility of spend
- increase control and consistency of processes
- improve spend compliance.

## 3. DEMONSTRATE SUSTAINED VALUE

**3.1 Achieving Best Value****3.1.1 Requirement**

The Council's procurement activities will be carried out on the basis of obtaining best value. This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. Lowest price is not the sole determinate of best value.

### 3.1.2 Approach

This will be facilitated by:

- developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout the lifecycle
- effective use of competition
- using aggregated contracts where appropriate
- identifying and rectifying inefficiencies in procurement processes
- developing cost efficient tender processes including appropriate use of e-solutions
- Council staff responsible for providing procurement services or assistance within the Council providing competent advice in terms of available products and agreements
- working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being acquired.

### 3.1.3 Role of Specifications

Specifications used in quotations, tenders and contracts are to support and contribute to the Council's Value for Money objectives through being written in a manner that:

- ensures impartiality and objectivity
- clearly defines the Council's requirements
- encourages the use of standard products
- encourages sustainability
- eliminates unnecessarily stringent requirements.

## 3.2 Performance Measures and Continuous Improvement

Appropriate performance measures are to be established and reporting systems will be used to monitor performance and compliance with procurement policies, procedures and controls.

Procurement procedures, practices and costs will be benchmarked externally. Internal service standards will be agreed within the Council and performance against these targets will be measured and reviewed regularly to support continuous improvement.

The performance measurements developed will be used to:

- Highlight trend and exceptions where necessary to enhance performance
- Improve the internal efficiency of the procurement process and where relevant the performance of suppliers
- Facilitate programs to drive improvement in procurement to eliminate waste and inefficiencies across key spend categories.

## 3.3 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is about taking positive action to demonstrate the Council's commitment to the local community and environment on which it impacts. This means Council maximising the benefits of the services they provide across the community and minimising the negative aspects of their activities.

The Council integrates CSR into its organisational policies and practices through social procurement, sustainability and diversity.

### 3.3.1 Social Procurement

Social Procurement generates positive outcomes by building on initiatives already undertaken by the Council in enhancing sustainable and strategic procurement practice, further enabling procurement to effectively contribute towards building stronger communities and meeting the social objectives of the Council.

The Council is committed to Social Procurement by:

- Ensuring all procurement practices are sustainable and strategically aligned with the wider Council objectives
- Achieving greater value for money across the community through the use of effective procurement
- Ensuring all businesses have the same opportunity to tender for Council contracts
- Enhancing partnerships with other Councils, suppliers and community stakeholders

- Building and maintaining a strong community by exploring ways to generate local employment (particularly among disadvantaged residents) and further strengthening the local economy
- Purchasing ethical and fair trade goods to support equitable, local, national and international trade.

### 3.4 Sustainability

#### 3.4.1 General

The Council is committed to achieving sustainability and ensuring it monitors and reports on Council activities and programs that have an impact on or contribute to the environment including but not limited to the following:

- waste management
- recycling
- energy management
- emission management
- water conservation
- green building design
- procurement.

#### 3.4.2 Sustainable Procurement

The Council recognises it has an implicit role in furthering sustainable development, through its procurement of goods, and services and works.

In addition, the Council recognises the potential impact this spend has on the environment and where applicable will integrate sustainability, environmental and social issues into the procurement process. The Council aims to achieve this by:

- Taking into account the need to minimise emissions and reducing the negative impacts of transportation when purchasing goods and services
- Taking steps to minimise carbon dioxide and other greenhouse gas emissions through the detailed consideration of products and services procured
- Considering the environmental performance of all suppliers and contractors, and encouraging them to conduct their operations in an environmentally sensitive manner
- Considering the basic life cycle analysis of products to minimise the adverse effects on the environment resulting directly or indirectly from products
- Selecting products / services that have minimal effect on the depletion of natural resources and biodiversity
- Giving a preference to fair-trade, or equivalent, and ethically sourced and produced goods and services
- Working more effectively with local suppliers to ensure they are encouraged to bid for the Council's business in line with the Procurement Policy
- Ensuring all relevant procurement contracts and tenders contain sustainability specifications as appropriate to the product or service being procured
- Comply with all Australian regulations and legislation and ensuring our suppliers do the same
- Training all Council staff on sustainability considerations within the procurement process.

### 3.5 Diversity

Promoting equality through procurement can improve competition, best value, the quality of public services, satisfaction among users, and community relations. It should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.



## 4. APPLY A CONSISTENT AND STANDARD APPROACH

The Council will provide effective and efficient commercial arrangements for the acquisition of goods and services

### 4.1 Standard Processes

The Council will provide effective commercial arrangements covering standard products and provision of standard services across the Council to enable employees to source requirements in an efficient manner.

This will be achieved via establishing the following:

- Pricing where relevant
- Processes, procedures and techniques
- Tools and business systems (e.g. implementing appropriate e-tendering, e-evaluation; e-catalogue or e-sourcing arrangements)
- Reporting requirements
- Application of standard contract terms and conditions.

### 4.2 Performance Indicators

Performance indicators will be in line with the Corporate Performance Reporting Framework.

### 4.3 Management Information

The Council seeks to improve its performance by capturing and analysing procurement management information in a variety of areas, including:

- Volume of spend
- Number of transactions per supplier
- Compliance
- Category management
- Green spend.

The Council will also use external sources of management information to assist with the procurement decision making process including:

- Benchmarking data
- Information from professional bodies such as the Chartered Institute of Purchasing and Supply Australia
- Supplier reports.

## 5. BUILD AND MAINTAIN SUPPLY RELATIONSHIPS

Council recognises that in order to achieve sustainable value, a strategic assessment of the appropriate 'channel to market' should be undertaken – whether to go to market on its own, participate in regional or sector aggregated projects or panels, access State Government panel agreements or other means. Council will consider supply arrangements that deliver the best value outcomes in terms of time, expertise, cost, value and outcome.

### 5.1 Developing and Managing Suppliers

Developing and managing suppliers is essential to achieving a competitive market capable of delivering the Council's services and works requirements.

Council needs to interact with the market and our suppliers in particular to understand their views and what enables and encourages diverse parts of the market to bid for work with the Council. At the same time Council will ensure that its relationship with strategic suppliers is mutually productive and that goals are shared. Council aims to develop a relationship with suppliers that creates mutually advantageous, flexible and long term relations based on the quality of performance and financial savings.

### 5.2 Supply Market Development

A wide range of suppliers should be encouraged to compete for Council work. The focus for new work need not always be with the larger more familiar businesses. Other types of organisations offering business diversity include:

- Local businesses
- Green suppliers

- Small to medium sized enterprises (SME's)
- Social enterprises
- Ethnic and minority business
- Voluntary and community organisations.

### 5.3 Relationship Management

The Council is committed to developing constructive long-term relationships with suppliers. It is important that the Council identifies its key suppliers so that its efforts are focused to best effect. Such areas may include:

- Size of spend across the Council
- Criticality of goods / services, to the delivery of the Council's services
- Availability of substitutes.

### 5.4 Communication

External communication is very important in ensuring a healthy interest from potential suppliers and partners to the Council. The external website will be updated and provide:

- Information about Council and how to become an approved supplier
- A list of existing and forthcoming contract opportunities, projected over a number of years
- Links to other relevant sites.

## 6. REVIEW PROCESS

The Council endeavours to continually improve its procurement performance such that all relevant policies, guidance and training are continually reviewed and updated. The effectiveness of this approach will be measured and reported upon annually.

## 7. RELATED DOCUMENTS

- Department of Environment, Land, Water and Planning (DEWLP) – Local Government Procurement Best Practice Guidelines
- *Local Government Act 1989* specifically including:
  - Section 186 (Restriction on power to enter into contracts)
  - Section 186A (Procurement Policy)
  - Section 3C (Objectives of the Council)
  - Section 98 (Delegations)
  - Section 140 (Accounts and Records)
  - Sections 77A, 77B, 78, 78A to 78E, 79, 79B to D, 80, 80A to C and 95 (Conflict of Interest)
- Council Policy No. 078 Code of Conduct and Values for Elected Members
- Employee Policy No. 034 Code of conduct for employees
- Council's Corporate Credit Card Procedures
- Council's Finance Procedures -Accounts Payable
- *Independent Broad-based Anti-corruption (IBAC) Act 2011*
- Relevant provisions of the *Competition and Consumer Act 2010*

## 8. POLICY REVIEW

Council will review this policy annually in accordance with section 186A (7) of the *Local Government Act 1989*.

At the time of review, this policy was compliant with the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

## 9. FURTHER INFORMATION

Members of the public may inspect all Council policies at Gannawarra Shire Council's Kerang and Cohuna offices or online at [www.gannawarra.vic.gov.au](http://www.gannawarra.vic.gov.au).

Any enquiries in relation to this policy should be directed to the Chief Executive Officer on (03) 5450 9333.

Altus ECM Folder: 3.000518

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Reviewed:	16/03/2016	Minute Book Reference:	12369
Reviewed:	28/06/2017	Minute Book Reference:	12551
Reviewed:	27/06/2018	Minute Book Reference:	12692
Reviewed:	15/05/2019		
Reviewed:	18/12/2019		
Reviewed:	16/06/2021		
To be reviewed by	31/12/2021		

**7.2 POLICY REVIEW - POLICY NO. 140 - COVID-19 HARDSHIP**

<b>Author:</b>	<b>Phil Higgins, Director Corporate Services</b>
<b>Authoriser:</b>	<b>Tom O'Reilly, CEO</b>
<b>Attachments:</b>	<b>1 Policy No.140 - COVID-19 Hardship</b>
	<b>2 Gannawarra Shire Council Key Rates Hardship Statistics</b>

**RECOMMENDATION**

**That Council extend the operations of Policy No. 140 – COVID-19 Hardship until a further review on or before 30 September 2021.**

**EXECUTIVE SUMMARY**

In response to the potential impact that Coronavirus (COVID-19) was likely to have on our local businesses and employment, Council adopted Policy No. 140 – COVID-19 Hardship in April 2020. The policy was put in place for six months. The policy was extended in September, 2020 up until March 2021, and extended again in March to June 2021. It was amended in December 2020 to broaden the policy parameters to include assistance to commercial ratepayers who have paid multiple waste charges during periods where their business was shut down due to the imposed lock down restrictions.

**PURPOSE**

The purpose of this report is to extend the operations of Policy No. 140 – COVID-19 Hardship until 30 September 2021. During the next three months the Council's Rate Relief policy is due for review and Council can consider the integration of some of the features of the two mentioned policies into one policy.

**ATTACHMENTS**

Policy No. 140 – COVID-19 Hardship

Gannawarra Shire Council Key Rates Hardship Statistics

**DISCUSSION**

Policy No. 140 – COVID-19 Hardship caters for the following rates and charges payment arrangements:

- Council to hold interest on all outstanding debts incurred during the COVID-19 pandemic and hold off on legal action of rates and charges;
- The interest hold date will begin from the declaration of the State of Emergency, 16 March, 2020 and to be reviewed by 16 June, 2021; and
- Include assistance to commercial ratepayers who have paid multiple waste charges during periods where their business has been shut down due to the lockdown/restrictions.

The Victorian Government introduced a seven-day lockdown from 28 May to 3 June 2021, which has been further extended. This followed a five-day lockdown from 13 February, 2021. This highlights that the implications of COVID-19 on the community are subject to change at short notice.

**RELEVANT LAW**

*Local Government Act 1989* – Sections 170 (Deferred payment); and 171A (Waiver by application – financial hardship).

**RELATED COUNCIL DECISIONS**

Council adopted Policy No. 140 - COVID-19 Hardship on 15 April, 2020. The policy was reviewed and extended on 16 September 2020. The policy was expanded to include assistance to commercial ratepayers making multiple waste charges on 16 December 2020. The policy was reviewed and extended on 17 March 2021.

**OPTIONS**

The Council can either:-

- conclude Policy No. 140 - COVID-19 Hardship ;
- extend the operations of Policy No. 140 - COVID-19 Hardship; or
- integrate features of COVID 19 Hardship policy into the Rates Relief Policy.

**SUSTAINABILITY IMPLICATIONS**

There is and has been an impact of COVID-19 on our community. The economic impact is visible in certain sectors of the retail, commercial and tourism areas. The forced restrictions have impacted community events (social) and regular sporting and cultural activities.

**COMMUNITY ENGAGEMENT**

Policy No. 140 has been in place for 14 months. Council has been in discussion on this matter with affected ratepayers

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Policy No. 140 was a new policy in April, 2020.

**COLLABORATION**

The policy was established following evaluation of other councils in the region adopting similar responses to the COVID-19 pandemic. The recent report by the Victorian Ombudsman – “Investigation Into How Local Councils Respond To Ratepayers In Financial Hardship” is applicable for Policy 140 and Rates Relief policy. A summary of the key statistics for Gannawarra Shire Council with this report is attached. It highlights that the Council’s Rates Relief policy and Policy No. 140 - COVID-19 Hardship caters for most of the issues identified in the report.

**FINANCIAL VIABILITY**

There are 163 ratepayers who have taken up the interest relief available in this policy.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

This policy is aligned to various state and national plans to provide assistance to our communities during the pandemic.

**COUNCIL PLANS AND POLICIES**

Council Policy No. 025 – Outstanding Debt

Council Policy No. 034 – Rate Relief – noting that this policy is due to be reviewed next month. Some of the suggestions from Victorian Ombudsman – “Investigation Into How Local Councils Respond To Ratepayers In Financial Hardship” may be incorporated into this review.

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in regards to this matter.



# COVID-19 Hardship

## COUNCIL POLICY NO. 140

### 1. POLICY OBJECTIVE

To outline options for Council to assist ratepayers who are experiencing temporary financial hardship due to the impacts of Coronavirus (COVID-19).

COVID-19 was declared a global pandemic on the 30 January 2020 and a State of Emergency was declared in Victoria on the 16 March 2020.

### 2. SCOPE

This policy applies to ratepayers who have an outstanding rate or charge account with Council who are experiencing temporary financial hardship due to COVID-19.

The policy also applies to pro rata relief for assessments paying a multiple commercial garbage charge who are impacted by COVID-19.

This policy allows Council to withhold interest raised on outstanding charges levied, place a hold on referring accounts to Council's debt collection agency for recovery and allows Council to put in place payment plans tailored specifically to the debt holders needs.

### 3. REFERENCES

*Local Government Act 1989*

### 4. POLICY

Council to hold interest on all outstanding debts during the COVID-19 pandemic and hold off on legal action of rates and charges.

The interest hold date will begin from the declaration of the State of Emergency, 16 March 2020 and stay in place until a further review on or before 16 June 2021.

If the debt is not paid in full by this time and COVID-19 Hardship policy has not been extended, Council's Rate Relief – Policy No. 034 will apply and interest will be accrued from policy end date.

Rates notices will continue to be issued while interest holds are in place.

## 5. RELATED POLICIES

- Policy No. 034 – Rate Relief

## 6. RESPONSIBILITY

Council will review the COVID-19 Hardship policy on or before 16 June 2021.

Council will notify account holders of outstanding balances at the expiry of COVID-19 Hardship policy timeframe.

## 7. FURTHER INFORMATION

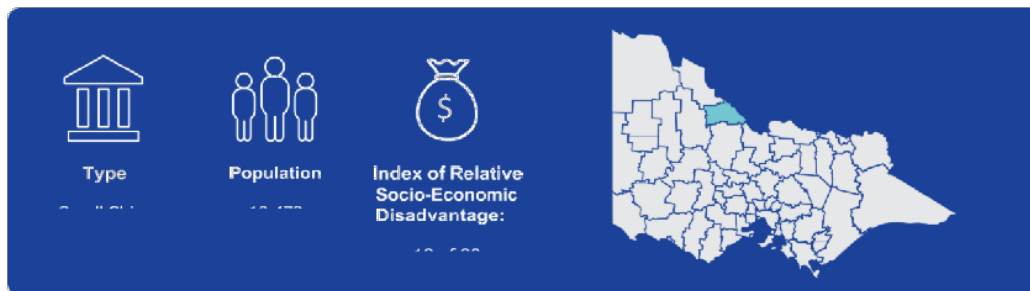
Members of the public may inspect all Council policies at Gannawarra Shire Council's Kerang and Cohuna offices or online at [www.gannawarra.vic.gov.au](http://www.gannawarra.vic.gov.au).

Records – Document Profile No. 3.000518  
Originally adopted: 15 April 2020  
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Reviewed: 16 December 2020  
Reviewed: 17 March 2021  
To be Reviewed: 16 June 2021



# Gannawarra Shire Council

## Rates and hardship practices



### Council rates – All properties

Rateable properties (assessments): 6,760 in 2019-20  
 Average rates: \$1,611 in 2019-20  
 Budgeted income from rates: 45 per cent in 2019-20  
 Extra payment options: Centrepay

### Hardship relief – Primary residences

Hardship policy: Yes  
 Rates waivers: Yes  
 Deferrals: Yes  
 Payment plans: Yes  
 Interest rate: Penalty interest  
 Interest waiver: Yes

### Debt recovery – All properties

Debt collection agent: Yes  
 Number of court actions: 4 in 2018-19  
 0 in 2019-20  
 Number of land sales: 0 in 2018-19  
 0 in 2019-20

### COVID rates help

Interest hold  
 Interest-free payment plans  
 No court action for unpaid rates

### **7.3 MAYORAL AND COUNCILLOR ALLOWANCES**

**Author:** Lisa Clue, Manager Governance

**Authoriser:** Phil Higgins, Director Corporate Services

**Attachments:** Nil

#### **RECOMMENDATION**

That Council maintain the existing maximum level of Mayoral and Councillor allowances which are currently fixed at:

1. Councillor allowance - \$21,049 per annum and an amount equivalent to the superannuation guarantee of 9.5 per cent of the relevant allowance, equating to \$23,048 until 30 June 2021, and 10 per cent of the relevant allowance, equating to \$23,253 from 1 July 2021.
2. Mayoral allowance - \$62,884 per annum and an amount equivalent to the superannuation guarantee of 9.5 per cent of the relevant allowance, equating to \$68,857 until 30 June 2021, and 10 per cent of the relevant allowance, equating to \$69,172 from 1 July 2021.

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#### **EXECUTIVE SUMMARY**

Until such time that the Minister for Local Government requests the Victorian Independent Remuneration Tribunal (Remuneration Tribunal) to make a determination on allowances for the Mayor, Deputy Mayor and Councillors, Council is required to undertake its own review and determination in accordance with the *Local Government Act 1989* (the 1989 Act).

At its April 2021 meeting, Council resolved to give public notice of its intention to fix the Councillor allowance at the maximum levels of \$21,049 per annum and the Mayoral allowance at \$62,884 per annum, and apply an amount equivalent to the 9.5 per cent superannuation guarantee to each. Public notice has now been given, and one submission was received during the submission period.

Having complied with relevant sections of the 1989 Act, and following consideration of the submission received, Council may now determine and adopt Mayoral and Councillor allowances.

#### **PURPOSE**

This report seeks Council's determination and adoption of allowances payable to the Mayor and Councillors.

#### **ATTACHMENTS**

Nil

#### **DISCUSSION**

At its April 2021 Meeting, Council considered a report detailing provisions for determining Mayoral and Councillor allowances contained within both the 1989 Act and the 2020 Act and resolved to give public notice of its intention to fix the Councillor allowance at \$21,049 per annum and the Mayoral allowance at \$62,884 per annum, and apply an amount equivalent to the 9.5 per cent superannuation guarantee to each.

(Note: The superannuation guarantee will increase to 10 per cent from 1 July 2021, which has been reflected in the report recommendation.)

Public notice was given in the 27 April 2021 edition of the Gannawarra Times, the 29 April 2021 edition of the Koondrook-Barham Bridge, as well as on Council's website and in several media releases. Submissions were invited until 26 May, 2021.

One submission was received during the submission period, stating '*Mayoral allowance too much, it's not a full time job*'. The author of the submission did not request to speak to Council in support of the submission.

### **RELEVANT LAW**

*Local Government Act 1989*

*Local Government Act 2020*

### **RELATED COUNCIL DECISIONS**

At its meeting on 16 November 2016, Council set the allowances at the maximum of Category 1.

At its meeting on 21 April 2021, Council resolved to give public notice of its intention to fix the Councillor allowance at \$21,049 per annum and the Mayoral allowance at \$62,884 per annum, and apply an amount equivalent to the 9.5 per cent superannuation guarantee to each.

### **OPTIONS**

Council may decide to adopt the allowances detailed in the public notice, or vary the allowances in response to the submission received.

### **SUSTAINABILITY IMPLICATIONS**

Not applicable.

### **COMMUNITY ENGAGEMENT**

In undertaking reviews of Mayoral and Councillor allowances, councils must ensure that a person has a right to make a submission under section 223 of the 1989 Act (as required by section 74(4)).

Following the April Council Meeting, public notice was given that the Mayoral and Councillor allowances are being reviewed, and submissions invited. One submission was received during the submission period.

### **INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable.

### **COLLABORATION**

Not applicable.

### **FINANCIAL VIABILITY**

Mayoral and Councillor allowances are provided for in Council's annual budgets.

### **REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Not applicable.

**COUNCIL PLANS AND POLICIES**

Council Plan 2017 – 2021 – Good Governance and a Healthy Organisation

Council Policy No. 092 – Councillor Allowances and Support

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open meeting of Council.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in regards to this matter.

**7.4 ADOPTION OF THE PROPOSED 2021/2022 BUDGET**

**Author:** Shana Johnny, Acting Manager Finance

**Authoriser:** Phil Higgins, Director Corporate Services

**Attachments:** 1 Proposed Budget 2021/2022

**RECOMMENDATION**

That Council, having advertised the Proposed Annual Budget 2021/2022 and having considered all submissions received in respect of such Budget, resolves;

1. To adopt as presented the Gannawarra Shire Council Annual Budget 2021/2022 for the purpose of Section 94 of the *Local Government Act 2020*, with the following adjustments:

1.1 Capital Works – projects that are already funded with this component of the works to be completed in 2021/2022 rather than 2020/2021 for:-

- Street light upgrades \$90K;
- Tate Drive Industrial Estate \$229K; and
- Light Vehicles \$44K;

1.2 Operating Income - Adjustments to the following income items for:-

- Rates and Charges – increased supplementary valuations which have increased the rates income by \$32K for 2021/2022 based on a 1.5% rate increase; and
- Interest on rates – increased flexible payment arrangements will reduce this item by \$32K in 2021/2022;

1.3 Operating Expenditure - Adjustments to the following expenditure items for:-

- Subscriptions and Memberships – membership to the Victorian Local Governance Association (VLGA) \$3K for 2021/2022;
- Council Induction – no change to the 2021/2022 budget. Future year budgets reduced to highlight the need for this funding following elections;
- Superannuation – no change to the 2021/2022 budget. Future year budgets need to factor in the proposed increase in the superannuation levy.

1.4 Grant Funded Operating Projects – no net change to the total comprehensive result. Individual changes for 2021/2022 are:-

- Operating Grants – the Working for Victoria project grant will increase by \$133K;
- Employee costs – increased costs in 2021/2022 of \$133K for the Working for Victoria project.

1.5 Differential Rates – the principles in the Revenue and Rating Plan to be included in section 4.1.1(n) Differential Rates.

2. That \$13,545,000 be declared as the amount which Council intends to raise by general rates (or annual service charge later described in this resolution), which amount is calculated as follows:

General Rates	\$10,865,000
Municipal Charge	\$646,000

**Waste & Recyclables Collection      \$2,034,000**

3. That a General Rate be declared for the period commencing on 1 July, 2021 and concluding on 30 June, 2022.
4. That it be further declared that, subject to paragraph 5 of this Part, the General Rate be raised by the application of a uniform rate.
5. That a percentage of 0.6019% be specified as the percentage of the uniform rate (which percentage may be alternatively expressed as 0.006019 cents in the \$).
6. That it be confirmed that the General Rate for all rateable land within the municipal district be determined by multiplying the Capital Improved Value of each rateable land by that percentage (so that the amount payable be 0.006019 cents in the \$ of the Capital Improved Value).
7. That it be recorded that Council considers that a differential rate will provide equitable distribution of the rate burden across all levels of the community.
  - 7.1 That a differential rate be declared for that rateable land having the characteristics specified below which will form the criteria for the differential rate so declared:
    - 7.1.1 Dryland Farm Rate to apply to all properties which satisfy the meaning of 'farm land' as defined in the Valuation of Land Act 1960 and which are not in declared irrigation districts.
    - 7.1.2 Irrigation District Farm Rate to apply to all properties which satisfy the meaning of 'farm land' as defined in the Valuation of Land Act 1960 and which are greater than 10HA in declared irrigation districts.
    - 7.1.3 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.
  - 7.2 That the differential rate be determined by multiplying the Capital Improved Value of the rateable land categorised in 7.1 by the percentage indicated on the following table:
 

Dryland Farm	0.3879%
Irrigation District Farm	0.5168%
Commercial/Industrial	0.6415%
Cultural and Recreational	0.3010%
  - 7.3 It be further recorded that the objectives of the differential rate is to provide equitable distribution of the rate burden across all levels of the community.
8. That an annual service charge be declared for the period commencing on 1 July, 2021 and concluding on 30 June, 2022;
  - 8.1 That the annual service charge be declared for the collection and disposal of domestic refuse within the municipal district and the collection, transportation and receipt charge for recyclable materials;

- 8.2** That the annual service charge be the sum of \$528 per 240 litre domestic garbage bin and 240 litre recycling service and \$368 per 120 litre domestic garbage bin and 240 litre recycling service for each rateable property (or part) in respect of which an annual service charge may be levied within the Shire and where a service is available and \$528 per 240 litre domestic garbage bin and 240 litre recycling service and \$368 per 120 litre domestic garbage bin and 240 litre recycling service for each residential property (or part) in respect of which an annual service charge may be levied for properties within the townships of Kerang, Cohuna, Leitchville, Koondrook, Quambatook, Murrabit, Mystic Park and Lalbert; and
- 8.3** That the following criteria be the criteria which forms the basis of the annual service charge so declared:
- 8.4** That the annual service charge apply to each rateable residential property other than vacant land within the townships listed above and other properties by agreement and that where more than one bin is required, the charge be based on the above charges multiplied by the number of bins.
- 8.5** That the annual service charge be the sum of \$59 per 240 litre domestic green waste bin for each rateable property (or part) in respect of which an annual service charge may be levied within the Shire where the service is provided.
- 9.** That an annual municipal charge be declared for the period commencing 1 July, 2021 and concluding on 30 June, 2022;
- 9.1** That the annual municipal charge be declared for the provision of Council administrative support services within the Shire of Gannawarra;
- 9.2** That the annual municipal charge be the sum of \$100 for each property in respect of which an annual municipal charge may be levied; and
- 9.3** That the following criteria be the criteria which forms the basis of the annual municipal charge so declared - that the annual municipal charge apply to each rateable property within the Shire of Gannawarra.
- 10.** That the rates and charges must be paid:
- 10.1** In full by 15 February, 2022; or
- 10.2** By four equal instalments by the following dates: 30 September, 2021, 30 November, 2021, 28 February, 2022 and 31 May, 2022.
- 11.** That in accordance with Section 172 of the Local Government Act 1989, the rate of interest which is payable on the rates and charges which have not been paid on or before the dates specified is currently set at 10% per annum from the date the rates and charges are declared.

- 12. In accordance with Section 4(4) of the Cultural and Recreational Lands Act 1963, that the rate for all rateable properties within the municipal district that meet the definition of cultural and recreation land be determined by multiplying the Capital Improved Value of each rateable land by 50% of the general rate percentage so that the amount payable be 0.003010 cents in the \$ of the Capital Improved Value.**
- 13. The Director Corporate Services of Council be authorised to levy and recover the general rates and annual service charges described earlier in this resolution in accordance with the Local Government Act 2020.**
- 14. That Council adopts the Capital Works Plan for 2021/2022.**

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## EXECUTIVE SUMMARY

Council has prepared the Proposed Annual Budget 2021/2022 in accordance with Section 94 of the *Local Government Act 2020* (the Act). After actioning the Communications Plan, 14 submissions were received for the Proposed Budget 2021/2022 which are presented for consideration.

## PURPOSE

The adoption of the budget is a statutory requirement under Section 94 of the Act. The budget gives effect to the services to be provided, rates and charges to be levied and capital works to be undertaken in the next year.

## ATTACHMENTS

Proposed Budget 2021/2022

## DISCUSSION

In the communication plan for the budget submissions were invited. At the close of the submission period 14 submissions were received on the Proposed Budget and they are detailed below.

Submission
Request for funding in the budget to be set aside for Cohuna swimming pool and Cohuna Childcare facility.
Request for a Cohuna childcare centre in this budget.
Request for a Cohuna childcare centre.
Request for some mountain bike jumps in Cohuna.
Request for support and childcare in Cohuna.
Request that rates money from Leitchville isn't being used in other areas.
Request to increase the infrastructure staff and retain the proposed capital works spend, or reduce the proposed spend for 21/22.
Support for the \$100,000 for the Cohuna Recreation Reserve masterplan.
Support for funding allocated to the Cohuna Rec Reserve Master Plan.
Request upgrade to the playground in Lyall Avenue known as Mitchell Park, Kerang.



Submission
Concern that Leitchville has been ignored in the Capital budget. Suggest a "pump track" be considered, as has been requested.
Request information on Kerang/ Koondrook rail trail. Request for caravan parking within the Kerang CBD, to be developed from Albert Street to Victoria Street to encourage caravan parking.
Concern about a 7% drop in funding to Arts and Culture in the budget for 2021/22. Pleased to see funding contributed to Kerang to Koondrook rail trail and Sustainable Recreational water for Quambatook, both these projects have been long awaited by the communities.
Request for funding of around \$150,000 be included in the capital budget to commence urgent planning and project development of the Kerang to Lake Charm Bicycle trail or the Kerang Regional Park Development Plan.

### 2021/2022 Budget

The proposed increase in rate revenue for the 2021/2022 financial year is 1.5 percent in line with the order by the Minister for Local Government under the Fair Go Rates System. The budget has been structured to maintain existing service levels, deliver grant subsidised projects aimed at promoting liveability and sustainability within the municipality and continue to renew Council's infrastructure.

### Budget alterations

Since the budget has been available for inspection, several changes to Council's financial position have been notified. The changes from the proposed budget available for inspection, to the document now being presented are:

- Capital Works – projects that are already funded with this component of the works to be completed in 2021/2022 rather than 2020/2021 for:-
  - Street Light Upgrades \$150K;
  - Tate Drive Industrial Estate Expansion \$229K; and
  - Light vehicles \$44K;
- Operating Income – no net change to operating income. Individual changes are:-
  - Rates and Charges – the land valuations for rates for 2021 have been received and is included in the above recommendation. There were some additional rates through supplementary valuations which has increased the rates income by \$32K. The rate increase is still based on a 1.5% rate increase;
  - Interest on rates – the proposed budget was based on historic figures and in line with the flexible payment arrangements enacted during 20/21, this budget item is reduced by \$32K for 21/22 ;
- Operating Expenditure – Individual changes are:-
  - Subscriptions and Memberships – membership to the Victorian Local Governance Association (VLGA) \$3K;
  - Council Induction – no change to the 2021/2022 budget. Future year budgets reduced to highlight the need for this funding following elections;
  - Superannuation – no change to the 2021/2022 budget. Future year budgets need to factor in the proposed increase in the superannuation levy.
- Grant Funded Operating Projects – no net change to the total comprehensive result. Individual changes are:-

- Operating Grants – the Working for Victoria project will span the financial years 2020/2021 and 2021/2022. The required grant to match expenditure in 2021/2022 is \$133K. The grant in 2020/2021 is reduced by \$133K;
- Employee costs – increased costs in 2021/2022 of \$133K are offset by the same reduction in 2020/2021.

### Rates

The land values for 2021 have been received from the Valuer General's office and result in the following update to the budget.

The movement between land values as 1 January 2020 and 1 January 2021 are shown in the following table:

Type or class of land	2020/21	2021/22	Change	
	\$'000	\$'000	\$'000	%
Residential properties	927,095	<b>989,651</b>	62,556	<b>6.75%</b>
Commercial/industrial properties	135,366	<b>139,217</b>	3,851	<b>2.85%</b>
Farm irrigation district properties	504,798	<b>527,437</b>	22,639	<b>4.48%</b>
Farm dryland properties	293,448	<b>329,608</b>	36,160	<b>12.32%</b>
Cultural and recreation properties	3,560	<b>3,606</b>	46	<b>1.29%</b>
<b>Total value of land</b>	1,864,266	<b>1,989,518</b>	125,252	<b>6.72%</b>

2021/22 rates are calculated based on land values as at 1 January 2021. The increased land values across the class of lands, result in an alteration to the rate in the dollar.

Type or class of land	2020/21	2021/22	2021/22
	cents/\$CIV*	Proposed Budget	cents/\$CIV*
Residential properties	0.006323	<b>0.006415</b>	<b>0.006019</b>
Commercial/industrial properties	0.006496	<b>0.006688</b>	<b>0.006415</b>
Farm irrigation district properties	0.005318	<b>0.005397</b>	<b>0.005168</b>
Farm dryland properties	0.004292	<b>0.004358</b>	<b>0.003879</b>
Cultural and recreation properties	0.003161	<b>0.003213</b>	<b>0.003010</b>

### Differential Rating

The definitions for the Proposed Budget and the Draft Revenue and Rating Plan are proposed to be aligned for clarity. This involves the addition of the Rating Principles on p12 – 13 to be added to the budget document for compliance with s 161 *Local Government Act 1989*.

**RELEVANT LAW**

*Local Government Act 2020* – Section 94 on the preparation of the budget and Section 101 financial management principles.

*Local Government Act 1989* – Section 161 on the rating differentials.

**RELATED COUNCIL DECISIONS**

Council resolved to give public notice of the preparation of the Proposed Budget 2021/2022 at its meeting on 21 April, 2021.

**OPTIONS**

The Council needs to adopt the budget prior to the 30 June 2021. The Council has the discretion to include projects that it deems appropriate, subject to the requirements of the Act and other factors such as rate capping.

**SUSTAINABILITY IMPLICATIONS**

The budget has been prepared in accordance with the requirements of the Act. The budget seeks to achieve the actions and activities set out in the Council Plan by balancing the demand for services and infrastructure with the community's capacity to pay.

**COMMUNITY ENGAGEMENT**

In accordance with the Act, the Proposed Budget 2021/2022 was available for inspection between 22 April and 24 May, 2020. Council undertook community engagement which was set out in the Communication Plan which included:

- Media releases
- Information in the Gannawarra News fortnightly newsletter in local papers
- Gannawarra Connect – the monthly newsletter distributed to letterboxes
- Mayoral radio interviews
- Social media interviews with Councillors
- Livestreaming a Question and answer session and
- Information packs sent to community organisations.

A budget overview brochure was also produced and distributed.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable

**COLLABORATION**

The budget will be submitted to the Minister on adoption.

**FINANCIAL VIABILITY**

The key financial performance indicators for the 2021/2022 budget are:-

- Underlying Result \$586K surplus;
- Capital Works Program \$16.542 m;

- No new loans – Indebtness ratio 5.86%;
- Looking after our assets - Asset renewal ratio 111.11%
- Projects supported by grants - \$8.781 m capital grants (forecast)

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

The budget format follows the state wide template.

**COUNCIL PLANS AND POLICIES**

Council Plan – Good Governance and a Healthy Organisation – “achieve long term financial sustainability” and “our community is consulted”. A number of the projects funded in the Proposed Budget address key actions in the Council Plan.

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council meeting.

**CONFLICT OF INTEREST**

The Officer preparing this report declares no conflict of interest in regards to this matter.

## **Gannawarra Shire Council Proposed Budget 2021/2022**

This Budget Report has been prepared with reference to "Victorian City Council Model Budget 2021/2022" a best practice guide for reporting local government budgets in Victoria.

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#### **Disclaimer**

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

## Mayor's Introduction

Together with my fellow Councillors, I am delighted to present to our community and stakeholders the Proposed Budget 2021/22.

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 2021/22 details the resources required over the next year to fund the large range of services we provide to our community. It also includes details of capital expenditure allocations to improve and renew our shire's built infrastructure, buildings and operational assets as well as a range of operating projects.

The Proposed Budget will deliver on the Council Plan strategies to provide high quality, responsive and accessible services to the community. In order to do this we have built strong relationships with key government partners to obtain grant funding for key community projects. This incorporated into our sound financial framework allows Council to provide the range of services it provides.

In this budget the total Capital Works program will be \$16.179m, of which \$5.087m relates to projects carried over from the 2020/21 year. \$10.099m will come from external funding and \$6.06m from Council's cash reserves. Major items included in the 2021/2022 Budget include:

Kerang to Koondrook Rail Trail (Murray River Adventure Trail) - Grant dependent	\$	2,400,000
Cohuna CBD Waterfront Development - Grant confirmed	\$	1,707,000
Sustainable Recreational Water for Quambatook - Grant dependent	\$	1,200,000
Murrabit Stormwater - Grant confirmed	\$	1,153,912
Atkinson Park All Abilities Playground - Grant dependent	\$	1,100,000
Sealed Roads Rehabilitation Program	\$	1,060,000
Kerang CBD Development Stage 2 - Grant confirmed	\$	1,000,000
Gravel Re-sheeting Program	\$	994,000
Bitumen Roads Reseal Program	\$	910,000
Kangaroo Lake North End Stage 2 - Grant dependent	\$	830,000
Kerang Children's Centre - Grant confirmed	\$	600,000
Morton Garner Pavillion - Grant confirmed	\$	475,000
Light Plant Replacement	\$	387,000
Buildings Renewal	\$	310,000
Apex Park Bridge Replacement - Grant dependent	\$	300,000
Heavy Plant Replacement	\$	300,000
Strategic Project Development and Planning	\$	200,000
ICT Capital Renewals	\$	170,000
Stormwater Network and Town Pump renewal	\$	160,000
Kerb replacement	\$	153,000
Swimming Pool Renewal Program	\$	135,000
Annual Footpath replacement	\$	104,000
Cohuna Sporting Precinct Masterplan	\$	100,000
Library Resources	\$	100,000
Southern levee acquisition	\$	80,000
Cell 4 construction - Gannawarra Central Landfill	\$	60,000
Kerang Children's Centre Furniture Renewal	\$	50,000

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

I encourage you to read the remainder of this document, together with the Council Plan 2017-2021.

**Cr Charles Gillingham**  
**MAYOR**

### Chief Executive Officer's Introduction

Council has prepared a Budget for 2021/22 which is aligned to the vision in the Council Plan 2017-2021 and incorporates various measures to react to the challenging economic conditions that we faced due to drought and COVID-19. 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 \$9.385m for 2021/2022: noting the adjusted underlying result is a surplus of \$589,000 after adjusting for capital grants and contributions.

Ongoing delivery of services to the Gannawarra community is funded by a budget of \$40.795m. These services are summarised in Section 2.

Capital investment in assets (\$16.179m) are a feature in the budget. This is comprised of new works (\$7.819m) and renewal works (\$6.500m).

This includes roads (\$3.964m); bridges (\$0.300m); footpath and cycleways (\$2.504m); drainage (\$1.314m); parks, open spaces and street scapes (\$2.11m) and recreational, leisure and community facilities (\$3.092m). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Section 4.5.

As part of the COVID-19 return to work process, an amount of \$240k has been allowed to undertake any necessary workplace modifications.

### The Rate Rise

a. The average rate will rise by 1.5% in line with the order by the Minister for Local Government in December 2020 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

(c) Council has been required to revalue all properties within the Shire each year.

The revaluation was undertaken as at 1 January 2021 and applies for the 2021/2022 rating year. However, at the time of the preparing this report, Council was awaiting valuation data for 2021/22 from the Valuer General's office. Calculation of rates in this Draft Budget is based on current valuation figures.

d. 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 has increased by 4%.

This increase is due to a significant increase in EPA levy and Material Recovery Facility Fee.

(e) Refer Section 4.1.1 for further Rates and Charges details.

### Key Statistics

	2021/22	2020/21
Total Revenue (in 000's)	40,795	37,859
Total Expenditure (in 000's)	31,410	31,530
Accounting result (Surplus)	<b>9,385</b>	<b>6,329</b>

Underlying operating result (Surplus) (Refer Reconciliation with budgeted operating result Section 2.6)	589	2,001
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(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital works, from being allocated to cover operating expenses)

Cash result for 2021/22 is an increase of \$37,000 with a predicted cash and investment and other financial asset balance of \$8.164m.

This cash and investment balance is sufficient to cover current employee leave provisions and for working capital requirement. Since Council receives approximately 40 - 45% of rates payments in February, it is important to hold sufficient cash and short term investment to fund working capital requirements.

	2021/22	2020/21
Total Capital Works Program (in 000's)	16,179	13,990
<b>Funding Sources -</b>		
Grants & contributions	8,796	4,328
Roads to Recovery grant (operating)	1,318	1,977
Rates funded	6,065	7,685

Council is reliant on external grant funding for the planned capital works programs.



**Budget Influences**

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

Coronavirus: COVID-19 was declared by the World Health Organisation a 'public health emergency of international concern' on 30 January 2020 and a State of Emergency was declared in Victoria on 16 March 2020.

COVID-19 vaccine rollout in Australia began in February 2021. The success of the vaccine and the rollout program will determine the speed of the economic recovery from the pandemic.

The economic impact in our community and on the services provided by Council has been significant. Certain retail businesses have been hardest hit and the tourist related businesses have also been affected by not only the economic downturn, but also the State imposed restrictions.

Rate capping: The impact of the Fair Go Rates System combined with Council's ability to meet the expectations of the community within the rate cap continues to be a challenge.

Rating Strategy: Council is committed to maintaining a differential rating structure over its four (4) year term.

The charge rate for each roadside collection service under Section 162 of the Act (including green waste) has increased on average by 4% per service. This increase is due to a significant increase in EPA levy and Material Recovery Facility Fee.

**Tom O'Reilly**

**CHIEF EXECUTIVE OFFICER**

**Economic Assumptions**

Assumption	Budget	Projections			Trend
	2021/22	2022/23	2023/24	2024/25	+/-
Rate Cap Increase	1.50%	2%	2%	2%	+'
User Fees & Grants	1.50%	2%	2%	2%	+'
Federal assistance grants and other recurrent grants	1.50%	2%	2%	2%	+'
Employee Costs	2.20%	2%	2%	2%	+'
Contactors, consultants and materials	2%	2%	2%	2%	+'

**Notes to Assumptions****1. Rate Cap**

The Victorian State Government continues with a cap on rate increases. The cap for 2021/22 has been set at 1.5% which is the forecast Consumer Price Index (CPI) for the period. The 2021/22 rate cap has been influenced by the impact of COVID-19 on the economy.

The rate cap for outlying years is set at a conservative rate of 2%.

**2. User fees**

Council's user fees are reviewed on an annual basis and is weighed to balance affordability, encourage usage, cost recovery and raise sufficient revenue in line with prudent financial management practices.

**3. Federal Assistance Grants and other recurrent grants**

Council has budgeted Federal Assistance grants and other recurrent grants to be indexed in line with the rate cap increase percentage.

**4. Employee costs**

Employee cost increase for 2021/22 is 2.2% as part of the Enterprise Bargaining Agreement (EBA). 2021/22 is the final year under the current EBA. EBA negotiations for the new agreement is expected to commence in 2021/22.

**5. Contactors, consultants and materials**

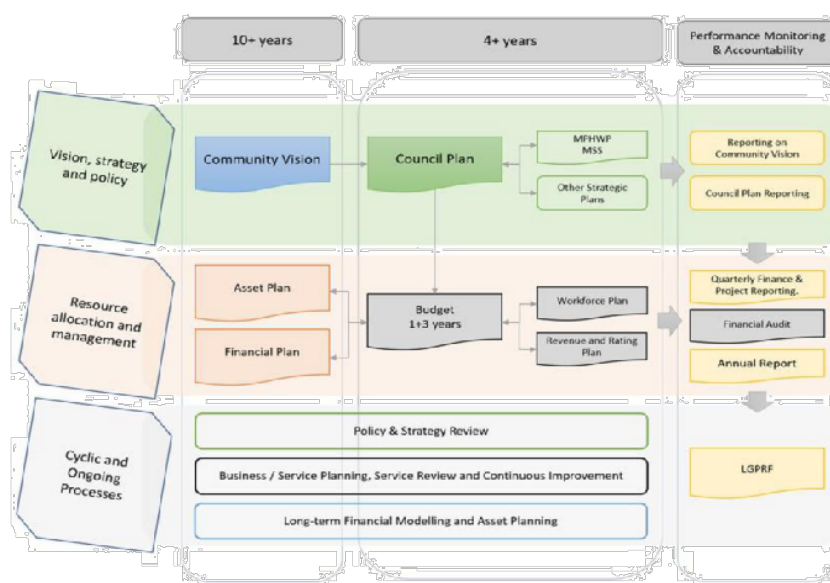
Operating and capital expenditure on contractors, consultants and materials is expected to increase in line with CPI.

## 1. Link to the Integrated Planning and Reporting Framework

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

### 1.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions

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

### 1.1.2 Key planning considerations

#### Service level planning

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

## 1.2 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.

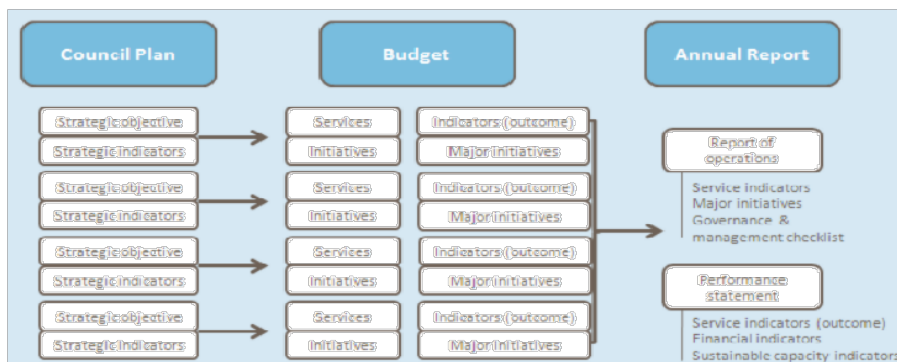
## 1.3 Strategic objectives

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 2021/22 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Jobs, Precincts and Regions

### 2.1 Strategic Objective 1: 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		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'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.	<i>Expense</i>	660	1,374	459
		<i>Income</i>	334	1,085	-
		<i>NET</i>	326	288	459
Events	Council's arts and culture program investigates opportunities to capture the economic value of local events and ensures a link between the community and Council.	<i>Expense</i>	93	138	142
		<i>Income</i>	20	3	23
		<i>NET</i>	73	136	119
Transport Connections	This service includes responsibility for the maintenance of the weighbridge, aerodrome and train station.	<i>Expense</i>	93	47	52
		<i>Income</i>	23	22	25
		<i>NET</i>	70	26	27

**Services (continued)**

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
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.	<i>Expense</i>	43	46	45
		<i>Income</i>	46	46	47
		<i>NET</i>	(2)	(0)	(2)

**Major Initiatives**

1) Continue to consolidate existing Council events.

**Other Initiatives**

- 2) Explore bringing 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.

**2.2 Strategic Objective 2: Economic**

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		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'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.	<i>Expense</i>	377	394	501
		<i>Income</i>	90	160	365
		<i>NET</i>	288	234	136
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.	<i>Expense</i>	532	533	555
		<i>Income</i>	282	313	320
		<i>NET</i>	250	220	234

**Services (continued)**

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
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.	<i>Expense</i>	323	287	368
		<i>Income</i>	129	137	152
		<i>NET</i>	194	150	216

**Major Initiatives**

- 5) Implement findings of the Waterway Master Plans for across the Shire.
- 6) Support and advocate for sustainable and renewable energy industries within the Shire.
- 7) Completion of strategic sections of the Murray River Adventure Trail

**Other Initiatives**

- 8) Develop a feasibility study around potential rezoning for waterfront residential investment and development.
- 9) Develop a Prospectus based on a range of accommodation styles/types and use this to encourage developments.
- 10) Implement online applications for planning and building permits.

**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		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
Bridges	This service conducts ongoing maintenance of Council's bridge network.	<i>Expense</i>	72	104	101
		<i>Income</i>	-	-	-
		<i>NET</i>	72	104	101
Community Facilities	This service is responsible for the maintenance and management of Council's building and properties including public halls and community amenities.	<i>Expense</i>	647	1,241	1,108
		<i>Income</i>	141	530	617
		<i>NET</i>	506	711	491
Drainage	This service conducts ongoing maintenance of Council's drainage network.	<i>Expense</i>	138	136	136
		<i>Income</i>	-	-	-
		<i>NET</i>	138	136	136
Environment Protection	This service includes programs for the eradication of noxious weeds, tree maintenance and planting.	<i>Expense</i>	201	209	206
		<i>Income</i>	62	62	62
		<i>NET</i>	139	147	144
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.	<i>Expense</i>	39	36	24
		<i>Income</i>	-	-	-
		<i>NET</i>	39	36	24

**Services (continued)**

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
Footpath, Kerb and Channel	This service conducts ongoing maintenance of Council's footpath, kerb and channel network.	<i>Expense</i>	143	169	170
		<i>Income</i>	-	-	-
		<i>NET</i>	143	169	170
Pest Control	Council is responsible for undertaking an arbovirus eradication program each year.	<i>Expense</i>	26	30	33
		<i>Income</i>	11	10	10
		<i>NET</i>	15	20	23
Roads	This service conducts ongoing maintenance of Council's vast road network.	<i>Expense</i>	3,083	2,454	2,548
		<i>Income</i>	2,386	2,384	1,805
		<i>NET</i>	697	70	743
Waste Management	This service provides kerbside collection of garbage and waste from households and commercial properties and operating costs of transfer stations and landfill.	<i>Expense</i>	1,979	1,484	1,820
		<i>Income</i>	347	157	155
		<i>NET</i>	1,632	1,326	1,665

**Major Initiatives**

- 11) Reduce Council's carbon footprint by 10% over four years.
- 12) Increase walkways by 5% (e.g. footpaths, tracks and trails etc) to improve pedestrian connectivity.
- 13) Increase accessibility to our waterways through the introduction of new infrastructure.
- 14) Reduce kerbside collection diverted from landfill by 35% of weight
- 15) Review and implement Council's Asset Management Strategy including a community engagement plan
- 16) Achieve annual reduction of the Asset Renewal Gap
- 17) Implementation of Cohuna Waterfront Masterplan

**Other Initiatives**

- 18) Achieve full cost recovery for waste management
- 19) Completion of 90% of projects in the annual adopted Capital Works Budget
- 20) Council's performance with enforcement of local laws above industry benchmarks

**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		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'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.	<i>Expense</i>	217	388	193
		<i>Income</i>	3	25	-
		<i>NET</i>	214	363	193



**Services (continued)**

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
Executive	This service provides organisational policy and leadership support in the areas of advocacy, continuous improvement, corporate planning, performance measurement, delivery and reporting.	<i>Expense</i>	1,224	1,208	1,283
		<i>Income</i>	-	-	-
		<i>NET</i>	1,224	1,208	1,283
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.	<i>Expense</i>	3,302	3,147	3,429
		<i>Income</i>	442	617	182
		<i>NET</i>	2,860	2,530	3,248
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.	<i>Expense</i>	715	785	861
		<i>Income</i>	-	-	-
		<i>NET</i>	715	785	861
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.	<i>Expense</i>	379	447	417
		<i>Income</i>	148	161	155
		<i>NET</i>	231	286	262
Youth	A program designed to inspire leadership within our community and to investigate opportunities to attract young people to live in the community.	<i>Expense</i>	11	36	20
		<i>Income</i>	-	-	-
		<i>NET</i>	11	36	20

**Major Initiatives**

- 21) Achieve recognition for the Healthy Together Victoria Achievement Victoria program for Workplaces.
- 22) Implement the organisation wide service planning framework.
- 23) Process development applications in line with Customer Service Charter Standards

**Other Initiatives**

- 24) Identify opportunities for shared service work with neighbouring councils and partners.
- 25) Prepare and implement a 10 year Long Term Financial Plan.

26) Implement the Communications and Engagement Strategy 2020-2025.

**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		2019/20	2020/21	2021/22
			Actual \$'000	Forecast \$'000	Budget \$'000
Business Undertakings	Business undertakings include Council's responsibility for the provision and maintenance of a limited number of elderly person's units. This area also includes private works undertaken by Council at the request of others.	<i>Expense</i>	42	43	34
		<i>Income</i>	41	39	39
		<i>NET</i>	1	3	(5)
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.	<i>Expense</i>	2,823	3,063	2,983
		<i>Income</i>	2,810	3,322	3,134
		<i>NET</i>	14	(259)	(152)
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.	<i>Expense</i>	3,753	4,593	4,605
		<i>Income</i>	3,551	4,818	4,975
		<i>NET</i>	202	(225)	(371)
Swimming Areas	This service provides maintenance and operation of Council's swimming areas and when required to undertake projects in relation to boating safety.	<i>Expense</i>	629	678	614
		<i>Income</i>	94	116	129
		<i>NET</i>	534	563	485
Recreation Reserves	This service provides maintenance and support of municipal recreation facilities including recreational reserves and parks and gardens.	<i>Expense</i>	1,312	1,299	1,351
		<i>Income</i>	83	268	284
		<i>NET</i>	1,229	1,031	1,067
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.	<i>Expense</i>	562	660	662
		<i>Income</i>	142	146	149
		<i>NET</i>	420	514	513

**Major Initiatives**

27) Participate in and support the partnership work of the Buloke, Loddon, Gannawarra Health Service Network and Murray Medical Workforce Planning Group to continue to advocate for the health needs of the Gannawarra community

28) Implement the Sport & Recreation Strategy and further develop the Aquatic Strategy.

**Other Initiatives**

29) Achieve recognition for the Healthy Together Victoria Achievement program for Early Childhood Education and Care Settings.

30) Develop a Preventing Family Violence Policy that identifies opportunities for Council to influence a reduction in the incidents of family violence across Gannawarra.

31) 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
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions

**Service Performance Outcome Indicators (continued)**

Service	Indicator	Performance	Computation
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] 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 financial year) / Number of children enrolled in the MCH service] x100
Maternal and Child Health	Participation	Participation in the 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 financial year) / Number of aboriginal children enrolled in the MCH service] x100

**2.6 Reconciliation with budgeted operating result**

Strategic Objective	Surplus/ (Deficit) \$'000	Expenditure \$'000	Revenue \$'000
Connectivity	602	697	(95)
Economic Diversity, Growth and Prosperity	586	1,424	(838)
Sustainable Natural and Built Environment	3,496	6,146	(2,649)
Good Governance and a Healthy Organisation	5,867	6,203	(337)
Strong Healthy Communities	1,538	10,249	(8,711)
<b>Total</b>	<b>12,089</b>	<b>24,718</b>	<b>(12,629)</b>
<b>Expenses added in:</b>			
Depreciation	6,639		
Finance costs	20		
Others	300		
<b>Surplus/(Deficit) before funding sources</b>	<b>19,048</b>		
<b>Funding</b>			
Rates and charges revenue	11,706		
Waste charge revenue	2,034		
Victoria Grants Commission	5,897		
<b>Total funding sources</b>	<b>19,637</b>		
<b>Operating surplus/(deficit) for the year</b>	<b>589</b>		
Capital funding	8,781		
Capital Contributions	15		
<b>Total Comprehensive Result</b>	<b>9,385</b>		

\* refer to table for information on the calculation of Service Performance Outcome Indicators

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2021/22 has been supplemented with projections to 2024/25, extracted from the Strategic Resource Plan.

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

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

#### Comprehensive Income Statement

For the four years ending 30 June 2025

	Notes	Forecast	Budget	Projections		
		Actual 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Income</b>						
Rates and charges	4.1.1	13,498	13,740	14,005	14,284	14,569
Statutory fees and fines	4.1.2	444	399	407	415	423
User fees	4.1.3	3,221	3,359	3,426	3,495	3,565
Grants - Operating	4.1.4	13,004	10,344	10,551	10,756	10,964
Grants - Capital	4.1.4	4,250	8,781	5,261	3,706	3,321
Contributions - monetary	4.1.5	188	60	61	62	63
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		225	365	314	318	321
Other income	4.1.6	3,029	3,747	3,822	3,899	3,977
<b>Total income</b>		<b>37,859</b>	<b>40,795</b>	<b>37,847</b>	<b>36,935</b>	<b>37,203</b>
<b>Expenses</b>						
Employee costs	4.1.7	15,455	15,932	16,251	16,576	16,907
Materials and services	4.1.8	9,229	8,495	8,665	8,838	9,015
Depreciation	4.1.9	6,345	6,639	6,705	6,772	6,839
Bad and doubtful debts		3	3	-	-	-
Borrowing costs		26	20	14	8	2
Other expenses	4.1.10	472	320	428	436	625
<b>Total expenses</b>		<b>31,530</b>	<b>31,410</b>	<b>32,062</b>	<b>32,630</b>	<b>33,388</b>
<b>Surplus/(deficit) for the year</b>		<b>6,329</b>	<b>9,385</b>	<b>5,785</b>	<b>4,305</b>	<b>3,816</b>
<b>Other comprehensive income</b>						
<b>Total comprehensive result</b>		<b>6,329</b>	<b>9,385</b>	<b>5,785</b>	<b>4,305</b>	<b>3,816</b>

**Balance Sheet**

For the four years ending 30 June 2025

	Notes	Forecast	Budget	Projections		
		Actual 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		3,656	3,693	2,784	3,668	3,835
Trade and other receivables		3,576	3,701	3,454	3,347	3,387
Other financial assets		4,471	4,471	4,471	4,471	4,471
Inventories		726	733	741	748	755
Other assets		925	925	925	925	925
<b>Total current assets</b>	4.2.1	<b>13,354</b>	<b>13,523</b>	<b>12,375</b>	<b>13,160</b>	<b>13,373</b>
<b>Non-current assets</b>						
Property, infrastructure, plant & equipment		210,302	219,531	226,444	229,928	233,573
Investment property		1,152	1,152	1,152	1,152	1,152
<b>Total non-current assets</b>	4.2.1	<b>211,454</b>	<b>220,683</b>	<b>227,596</b>	<b>231,080</b>	<b>234,725</b>
<b>Total assets</b>		<b>224,808</b>	<b>234,206</b>	<b>239,971</b>	<b>244,240</b>	<b>248,098</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		1,217	1,277	1,310	1,333	1,385
Trust funds and deposits		720	720	720	720	720
Provisions		3,124	3,155	3,187	3,219	3,251
Interest-bearing liabilities	4.2.3	90	95	102	53	-
<b>Total current liabilities</b>	4.2.2	<b>5,151</b>	<b>5,248</b>	<b>5,319</b>	<b>5,324</b>	<b>5,355</b>
<b>Non-current liabilities</b>						
Provisions		1,103	1,114	1,125	1,136	1,148
Interest-bearing liabilities	4.2.3	250	155	53	-	-
<b>Total non-current liabilities</b>	4.2.2	<b>1,353</b>	<b>1,269</b>	<b>1,178</b>	<b>1,136</b>	<b>1,148</b>
<b>Total liabilities</b>		<b>6,504</b>	<b>6,517</b>	<b>6,497</b>	<b>6,461</b>	<b>6,503</b>
<b>Net assets</b>		<b>218,304</b>	<b>227,689</b>	<b>233,474</b>	<b>237,779</b>	<b>241,595</b>
<b>Equity</b>						
Accumulated surplus		97,602	106,987	112,772	117,077	120,893
Reserves		120,702	120,702	120,702	120,702	120,702
<b>Total equity</b>		<b>218,304</b>	<b>227,689</b>	<b>233,474</b>	<b>237,779</b>	<b>241,595</b>
		-	-	-	-	-

**Statement of Changes in Equity**

For the four years ending 30 June 2025

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2021 Forecast Actual</b>					
Balance at beginning of the financial year		211,975	91,273	-	120,702
Impact of adoption of new accounting standards		-	-	-	-
Adjusted opening balance		211,975	91,273	-	120,702
Surplus/(deficit) for the year		6,329	6,329	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>218,304</b>	<b>97,602</b>	<b>-</b>	<b>120,702</b>
<b>2022 Budget</b>					
Balance at beginning of the financial year		218,304	97,602	-	120,702
Surplus/(deficit) for the year		9,385	9,385	-	-
<b>Balance at end of the financial year</b>	4.3.2	<b>227,689</b>	<b>106,987</b>	<b>-</b>	<b>120,702</b>
<b>2023</b>					
Balance at beginning of the financial year		227,689	106,987	-	120,702
Surplus/(deficit) for the year		5,785	5,785	-	-
<b>Balance at end of the financial year</b>		<b>233,474</b>	<b>112,772</b>	<b>-</b>	<b>120,702</b>
<b>2024</b>					
Balance at beginning of the financial year		233,474	112,772	-	120,702
Surplus/(deficit) for the year		4,305	4,305	-	-
<b>Balance at end of the financial year</b>		<b>237,779</b>	<b>117,077</b>	<b>-</b>	<b>120,702</b>
<b>2025</b>					
Balance at beginning of the financial year		237,779	117,077	-	120,702
Surplus/(deficit) for the year		3,816	3,816	-	-
<b>Balance at end of the financial year</b>		<b>241,595</b>	<b>120,893</b>	<b>-</b>	<b>120,702</b>

**Statement of Cash Flows**

For the four years ending 30 June 2025

Notes	Forecast	Budget	Projections		
	Actual 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	13,998	13,519	13,856	14,137	14,412
Statutory fees and fines	444	436	447	456	464
User fees	3,542	3,671	3,762	3,839	3,914
Grants - operating	12,053	10,278	10,533	10,742	10,944
Grants - capital	4,334	8,725	5,550	3,835	3,352
Contributions - monetary	-	15	15	15	15
Interest received	40	40	41	42	42
Other receipts	3,093	4,222	4,326	4,414	4,500
Net GST refund / payment	1,989	1,795	1,453	1,128	1,139
Employee costs	(15,416)	(15,922)	(16,247)	(16,572)	(16,902)
Materials and services	(10,465)	(9,303)	(9,518)	(9,711)	(9,900)
Other payments	(475)	(276)	(383)	(398)	(582)
<b>Net cash provided by/(used in) operating activities</b> 4.4.1	13,137	17,200	13,835	11,926	11,401
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(15,389)	(17,797)	(15,329)	(11,637)	(11,894)
Proceeds from sale of property, infrastructure, plant and equipment	429	744	694	705	715
<b>Net cash provided by/ (used in) investing activities</b> 4.4.2	(14,960)	(17,053)	(14,634)	(10,932)	(11,179)
<b>Cash flows from financing activities</b>					
Finance costs	(26)	(20)	(14)	(8)	(2)
Repayment of borrowings	(116)	(90)	(95)	(102)	(53)
<b>Net cash provided by/(used in) financing activities</b> 4.4.3	(142)	(110)	(109)	(110)	(55)
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	(1,965)	37	(909)	884	166
Cash and cash equivalents at the beginning of the financial year	5,621	3,656	3,693	2,784	3,668
<b>Cash and cash equivalents at the end of the financial year</b>	3,656	3,693	2,784	3,668	3,835



**Statement of Capital Works**

For the four years ending 30 June 2025

Notes	Forecast	Budget	Projections		
	Actual 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Property</b>					
Land	-	-	-	-	-
Land improvements	1,650	-	50	-	-
<b>Total land</b>	<b>1,650</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>
Buildings	145	475	750	750	350
Heritage buildings	-	-	-	-	-
Building improvements	556	920	150	100	100
Leasehold improvements	280	-	-	-	-
<b>Total buildings</b>	<b>981</b>	<b>1,395</b>	<b>900</b>	<b>850</b>	<b>450</b>
<b>Total property</b>	<b>2,631</b>	<b>1,395</b>	<b>950</b>	<b>850</b>	<b>450</b>
<b>Plant and equipment</b>					
Plant, machinery and equipment	1,181	687	822	807	807
Fixtures, fittings and furniture	-	50	-	-	-
Computers and telecommunications	350	170	190	180	180
Library books	100	100	140	100	100
<b>Total plant and equipment</b>	<b>1,631</b>	<b>1,007</b>	<b>1,152</b>	<b>1,087</b>	<b>1,087</b>
<b>Infrastructure</b>					
Roads	4,165	3,964	2,920	2,900	4,835
Bridges	406	300	-	-	300
Footpaths and cycleways	148	2,504	2,552	1,118	1,295
Drainage	-	1,314	110	650	899
Recreational, leisure and community facilities	3,157	3,092	2,745	2,960	1,525
Waste management	-	60	980	300	-
Parks, open space and streetscapes	828	2,110	2,170	355	60
Other infrastructure	1,024	433	356	359	362
<b>Total infrastructure</b>	<b>9,728</b>	<b>13,777</b>	<b>11,833</b>	<b>8,642</b>	<b>9,276</b>
<b>Total capital works expenditure</b> 4.5.1	<b>13,990</b>	<b>16,179</b>	<b>13,935</b>	<b>10,579</b>	<b>10,813</b>
<b>Represented by:</b>					
New asset expenditure	5,020	7,819	6,796	2,830	2,070
Asset renewal expenditure	7,200	6,500	4,537	4,497	5,281
Asset expansion expenditure	638	983	580	375	215
Asset upgrade expenditure	1,132	876	2,023	2,878	3,248
<b>Total capital works expenditure</b> 4.5.1	<b>13,990</b>	<b>16,179</b>	<b>13,935</b>	<b>10,579</b>	<b>10,813</b>
<b>Funding sources represented by:</b>					
Grants	6,227	10,099	6,579	5,024	4,639
Contributions	78	15	15	15	15
Council cash	7,685	6,065	7,341	5,540	6,159
Borrowings	-	-	-	-	-
<b>Total capital works expenditure</b> 4.5.1	<b>13,990</b>	<b>16,179</b>	<b>13,935</b>	<b>10,579</b>	<b>10,813</b>

**Statement of Human Resources**

For the four years ending 30 June 2025

	Forecast	Budget	Projections		
	Actual				
	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	15,455	15,932	16,251	16,576	16,907
Employee costs - capital	686	403	411	419	428
<b>Total staff expenditure</b>	<b>16,141</b>	<b>16,335</b>	<b>16,662</b>	<b>16,995</b>	<b>17,335</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	186.35	186.35	186.35	186.35	186.35
<b>Total staff numbers</b>	<b>186.35</b>	<b>186.35</b>	<b>186.35</b>	<b>186.35</b>	<b>186.35</b>

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

Department	Budget 2021/22 \$'000	Comprises			
		Permanent			Temporary Vacant or Seasonal \$'000
		Full Time \$'000	Part time \$'000	Casual \$'000	
Chief Executive Officer	342	342	-	-	-
Community Wellbeing	7,777	2,555	4,183	645	394
Corporate Services	2,373	1,594	507	72	200
Infrastructure Services	4,966	4,474	341	134	16
Strategic Development	474	330	105	9	29
<b>Total permanent staff expenditure</b>	<b>15,932</b>	<b>9,296</b>	<b>5,136</b>	<b>861</b>	<b>639</b>
Other employee related expenditure	-	-	-	-	-
Capitalised labour costs	403	-	-	-	-
<b>Total expenditure</b>	<b>16,335</b>				

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

Department	Budget 2021/22	Comprises			
		Permanent			Temporary Vacant or Seasonal
		Full Time	Part time	Casual	
Chief Executive Officer	2.00	2.00	-	-	-
Community Wellbeing	92.14	26.00	49.72	7.70	8.72
Corporate Services	24.38	15.00	6.59	0.79	2.00
Infrastructure Services	59.05	52.00	5.16	1.68	0.21
Strategic Development	4.79	3.00	1.26	0.11	0.42
<b>Total permanent staff expenditure</b>	<b>182.35</b>	<b>98.00</b>	<b>62.73</b>	<b>10.28</b>	<b>11.35</b>
Other employee related	-	-	-	-	-
Capitalised labour costs	4.00	-	-	-	-
<b>Total staff</b>	<b>186.35</b>				

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

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Chief Executive Officer</b>				
Permanent - Full time	342	349	356	363
Female	94	95	97	99
Male	249	254	259	264
Permanent - Part time	0	0	0	0
<b>Total - Chief Executive Officer</b>	<b>342</b>	<b>349</b>	<b>356</b>	<b>363</b>
<b>Community Wellbeing</b>				
Permanent - Full time	2,555	2,606	2,658	2,711
Female	2,077	2,119	2,161	2,204
Male	478	487	497	507
Permanent - Part time	4,183	4,267	4,352	4,439
Female	3,980	4,059	4,141	4,223
Male	203	207	211	215
<b>Total - Community Wellbeing</b>	<b>6,738</b>	<b>6,872</b>	<b>7,010</b>	<b>7,150</b>
<b>Corporate Services</b>				
Permanent - Full time	1,594	1,626	1,659	1,692
Female	1,218	1,242	1,267	1,293
Male	376	384	391	399
Permanent - Part time	507	517	527	538
Female	507	517	527	538
Male	0	0	0	0
<b>Total - Corporate Services</b>	<b>2,101</b>	<b>2,143</b>	<b>2,186</b>	<b>2,230</b>
<b>Infrastructure Services</b>				
Permanent - Full time	4,474	4,564	4,655	4,748
Female	556	567	578	590
Male	3,919	3,997	4,077	4,159
Permanent - Part time	341	348	355	362
Female	269	274	280	285
Male	72	74	75	77
<b>Total - Infrastructure Services</b>	<b>4,816</b>	<b>4,912</b>	<b>5,010</b>	<b>5,111</b>
<b>Strategic Development</b>				
Permanent - Full time	330	337	344	351
Female	94	95	97	99
Male	237	242	246	251
Permanent - Part time	105	107	109	112
Female	105	107	109	112
Male	0	0	0	0
<b>Total - Strategic Development</b>	<b>435</b>	<b>444</b>	<b>453</b>	<b>462</b>
<b>Casuals, Temporary, Vacant and Seasonal Expenditure</b>	<b>1,500</b>	<b>1,530</b>	<b>1,560</b>	<b>1,592</b>
<b>Capitalised labour costs</b>	<b>403</b>	<b>411</b>	<b>419</b>	<b>428</b>
<b>Total staff expenditure</b>	<b>16,335</b>	<b>16,662</b>	<b>16,995</b>	<b>17,335</b>

	2021/22	2022/23	2023/24	2024/25
	FTE	FTE	FTE	FTE
<b>Chief Executive Officer</b>				
Permanent - Full time	2.0	2.0	2.0	2.0
Female	1.0	1.0	1.0	1.0
Male	1.0	1.0	1.0	1.0
<b>Total - Chief Executive Officer</b>	<b>2.00</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
<b>Community Wellbeing</b>				
Permanent - Full time	26.0	26.0	26.0	26.0
Female	21.0	21.0	21.0	21.0
Male	5.0	5.0	5.0	5.0
Permanent - Part time	49.7	49.7	49.7	49.7
Female	46.9	46.9	46.9	46.9
Male	2.8	2.8	2.8	2.8
<b>Total - Community Wellbeing</b>	<b>75.72</b>	<b>75.72</b>	<b>75.72</b>	<b>75.72</b>
<b>Corporate Services</b>				
Permanent - Full time	15.0	15.0	15.0	15.0
Female	12.0	12.0	12.0	12.0
Male	3.0	3.0	3.0	3.0
Permanent - Part time	6.6	6.6	6.6	6.6
Female	6.6	6.6	6.6	6.6
Male	0.0	0.0	0.0	0.0
<b>Total - Corporate Services</b>	<b>21.59</b>	<b>21.59</b>	<b>21.59</b>	<b>21.59</b>
<b>Infrastructure Services</b>				
Permanent - Full time	52.0	52.0	52.0	52.0
Female	6.0	6.0	6.0	6.0
Male	46.0	46.0	46.0	46.0
Permanent - Part time	5.2	5.2	5.2	5.2
Female	4.0	4.0	4.0	4.0
Male	1.1	1.1	1.1	1.1
<b>Total - Infrastructure Services</b>	<b>57.16</b>	<b>57.16</b>	<b>57.16</b>	<b>57.16</b>
<b>Strategic Development</b>				
Permanent - Full time	3.0	3.0	3.0	3.0
Female	1.0	1.0	1.0	1.0
Male	2.0	2.0	2.0	2.0
Permanent - Part time	1.3	1.3	1.3	1.3
Female	1.3	1.3	1.3	1.3
<b>Total - Strategic Development</b>	<b>4.26</b>	<b>4.26</b>	<b>4.26</b>	<b>4.26</b>
<b>Casuals, Temporary, Vacant and Seasonal Staff</b>	<b>21.63</b>	<b>21.63</b>	<b>21.63</b>	<b>21.63</b>
<b>Capitalised labour</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Total staff numbers</b>	<b>186.35</b>	<b>186.35</b>	<b>186.35</b>	<b>186.35</b>

#### 4. Notes to the financial statements

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

#### 4.1 Comprehensive Income Statement

##### 4.1.1 Rates and charges

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

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

Council's Draft Revenue and Rating Plan will be released along with this Proposed Budget document.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2021/22 the FGRS cap has been set at 1.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 1.5% in line with the rate cap.

The kerbside, recycling and greenwaste collection charge is to increase by 4.0% on average. This increase is due to a significant increase in EPA levy and Material Recovery Facility Fee. The municipal charge will remain at the same level as 2020/2021.

This will raise total rates and charges for 2021/22 to \$13.729 million.

2020/21 valuations are based on the rate book data in November 2020 after the first batch of supplementary valuations for 2020/21 had been processed. 2021/22 valuations are as at the rate book data on 15 March 2021. Council is awaiting valuation data for 2021/22 from the Valuer General's office. Calculation of rates in this Draft Budget is based on current valuation figures.

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

	2020/21 Forecast Actual	2021/22 Budget	Change	%
General Rates*	10,669,544	10,834,790	165,247	1.55%
Municipal charge*	640,200	644,500	4,300	0.67%
Waste management charge	1,955,536	2,033,808	78,272	4.00%
Interest on rates and charges	114,140	107,000	(7,140)	-6.26%
Revenue in lieu of rates	118,313	119,715	1,402	1.18%
<b>Total rates and charges</b>	<b>13,497,733</b>	<b>13,739,813</b>	<b>242,081</b>	<b>1.79%</b>

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

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

Type or class of land	2020/21 cents/\$CIV*	2021/22 cents/\$CIV*	Change
Residential properties	0.006323	0.006415	1.46%
Commercial/industrial properties	0.006496	0.006688	2.96%
Farm irrigation district properties	0.005318	0.005397	1.49%
Farm dryland properties	0.004292	0.004358	1.53%
Cultural and recreation properties	0.003161	0.003213	1.66%

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

Type or class of land	2020/21	2021/22	Change	
			\$'000	%
Residential properties	5,827,256	5,917,215	89,959	1.54%
Commercial/industrial properties	889,768	903,887	14,119	1.59%
Farm irrigation district properties	2,681,835	2,723,512	41,677	1.55%
Farm dryland properties	1,259,432	1,278,737	19,305	1.53%
Cultural and recreation properties	11,253	11,440	187	1.66%
<b>Total amount to be raised by general rates</b>	<b>10,669,544</b>	<b>10,834,790</b>	<b>165,247</b>	<b>1.55%</b>

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

Type or class of land	2020/21	2021/22	Change	
	Number	Number	Number	%
Residential properties	4,702	4,745	43	0.91%
Commercial/industrial properties	522	522	-	0.00%
Farm irrigation district properties	1,191	1,204	13	1.09%
Farm dryland properties	439	443	4	0.91%
Cultural and recreation properties	11	11	-	0.00%
<b>Total number of assessments</b>	<b>6,865</b>	<b>6,925</b>	<b>60</b>	<b>0.87%</b>

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

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

Type or class of land	2020/21	2021/22	Change	
	\$'000	\$'000	\$'000	%
Residential properties	921,597	922,392	795	0.09%
Commercial/industrial properties	136,972	135,148	(1,824)	-1.33%
Farm irrigation district properties	504,294	504,630	336	0.07%
Farm dryland properties	293,437	293,437	-	0.00%
Cultural and recreation properties	3,560	3,560	-	0.00%
<b>Total value of land</b>	<b>1,859,859</b>	<b>1,859,166</b>	<b>(693)</b>	<b>-0.04%</b>

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

Type of Charge	Per	Per	Change	
	Rateable	Rateable	\$	%
	Property	Property		
2020/21	2021/22			
Municipal	\$ 100	\$ 100	-	0.00%

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

Type of Charge	2020/21	2021/22	Change	
	\$	\$	\$	%
Municipal	640,200	644,500	4,300	0.67%

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

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2020/21	2021/22	\$	%
Kerbside collection 120 litre bin	357	368	11	3.08%
Kerbside collection 240 litre bin	512	528	16	3.13%
Greenwaste collection	56	59	3	5.36%
	925	955	30	3.24%

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

Type of Charge	2020/21	2021/22	Change	
	\$	\$	\$	%
Kerbside collection 120 litre bin	1,539,384	1,585,344	45,960	2.99%
Kerbside collection 240 litre bin	359,424	383,328	23,904	6.65%
Greenwaste collection	56,728	65,136	8,408	14.82%
<b>Total</b>	<b>1,955,536</b>	<b>2,033,808</b>	<b>78,272</b>	<b>4.00%</b>

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

	2020/21	2021/22	Change	
	\$'000	\$'000	\$'000	%
General rates	10,669,544	10,834,790	165,247	1.55%
Municipal charge	640,200	644,500	4,300	0.67%
<b>Total Rates</b>	<b>11,309,744</b>	<b>11,479,290</b>	<b>169,547</b>	<b>1.50%</b>
Kerbside collection and recycling	1,955,536	2,033,808	78,272	4.00%
Revenue in lieu of rates	118,313	119,715	1,402	1.18%
<b>Total Rates and charges</b>	<b>13,383,593</b>	<b>13,632,813</b>	<b>249,221</b>	<b>1.86%</b>

4.1.1(l) Fair Go Rates System Compliance

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

	2020/21	2021/22
Total Rates (Excluding Cultural and recreation properties)	\$11,297,391	\$11,466,751
Number of rateable properties	6,914	6,914
Base Average Rate	\$ 1,614.09	\$ 1,633.99
Maximum Rate Increase (set by the State Government)	2.00%	1.50%
Council Rate Increase	1.50%	1,658.5
Capped Average Rate	\$ 1,638.30	\$ 1,658.5
Maximum General Rates and Municipal Charges Revenue	\$11,234,864	\$11,466,851
Budgeted General Rates and Municipal Charges Revenue	\$11,179,791	\$11,466,751
Budgeted Supplementary Rates	\$ 113,569	\$ -
Budgeted Total Rates and Municipal Charges Revenue	\$11,293,360	\$11,466,751

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

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

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

## 4.1.1(n) 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 0.6415% (0.006415 Cents in the dollar of CIV) for all rateable Residential properties
- \* A general rate of 0.6688% (0.006688 Cents in the dollar of CIV) for all rateable Commercial/industrial properties
- \* A general rate of 0.5397% (0.005397 Cents in the dollar of CIV) for all rateable Farm irrigation district properties
- \* A general rate of 0.4358% (0.004358 Cents in the dollar of CIV) for all rateable Farm dryland properties
- \* A general rate of 0.3213% (0.003213 Cents in the dollar of CIV) for all rateable Cultural and recreation 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 shire 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 shire 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 2020/21 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

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 shire 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 shire 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 2020/21 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 shire 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 shire 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 shire 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 shire 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.

#### 4.1.2 Statutory fees and fines

	Forecast	Budget	Change	
	Actual	2021/22		
	2020/21	2021/22	\$'000	%
	\$'000	\$'000	\$'000	%
Local Laws	118	102	(17)	-14.32%
Planning fees	170	170	-	0.00%
Building fees	143	120	(23)	-16.07%
Other	13	8	(5)	-39.09%
<b>Total statutory fees and fines</b>	<b>444</b>	<b>399</b>	<b>(45)</b>	<b>-10.12%</b>

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

#### 4.1.3 User fees

	Forecast	Budget	Change	
	Actual	2021/22		
	2020/21	2021/22	\$'000	%
	\$'000	\$'000	\$'000	%
Aged and health services	421	455	34	8.17%
Arts & culture	21	19	(1)	-7.10%
Chargeable Works	598	660	62	10.40%
Local Laws	18	22	4	20.59%
Waste management	145	152	7	4.94%
Swimming areas	86	129	44	51.34%
Halls and recreation	14	30	16	116.76%
Child care/children's programs	1,845	1,812	(32)	-1.76%
Other User fees	74	78	5	6.09%
<b>Total user fees</b>	<b>3,221</b>	<b>3,359</b>	<b>138</b>	<b>4.29%</b>

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.

Council's user fees are reviewed on an annual basis and is weighed to balance affordability, encourage usage, cost recovery and raise sufficient revenue in line with prudent financial management practices. The 2021/22 user fees and charges were reviewed as part of the budget process.

As part of the response to the COVID pandemic, Council reduced and waived fees in a number of areas to support small business and community groups.

#### 4.1.4 Grants

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

	Forecast	Budget	Change	
	Actual	2021/22		
	2020/21	2021/22	\$'000	%
	\$'000	\$'000	\$'000	%
<b>Grants were received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	11,785	14,150	2,365	20%
State funded grants	5,469	4,975	(494)	-9%
<b>Total grants received</b>	<b>17,254</b>	<b>19,125</b>	<b>1,871</b>	<b>11%</b>

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance Grants	5,773	5,897	124	2%
Family day care	120	80	(40)	-33%
General home care	1,007	849	(158)	-16%
Roads to Recovery	1,977	1,318	(659)	-33%
<b>Recurrent - State Government</b>				
Children Services	1,016	952	(64)	-6%
Aged care	638	342	(297)	-46%
School crossing supervisors	24	25	1	3%
Public Health	31	30	(1)	-3%
Libraries	139	157	18	13%
Maternal and child health	341	304	(37)	-11%
Recreation	264	265	1	0.3%
Working for Victoria (COVID stimulus)	355	-	(355)	-100%
Roadside Weed & Pest Control	62	62	0	0%
Municipal Emergency	60	60	-	0%
Other	229	-	(229)	-100%
<b>Total recurrent grants</b>	<b>12,037</b>	<b>10,342</b>	<b>(1,696)</b>	<b>-14%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Community resilience support program	947	-	(947)	-100%
Public Health	-	2	2	100%
Other	20	-	(20)	-100%
<b>Total non-recurrent grants</b>	<b>967</b>	<b>2</b>	<b>(965)</b>	<b>-100%</b>
<b>Total operating grants</b>	<b>13,004</b>	<b>10,344</b>	<b>(2,661)</b>	<b>-20%</b>
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Libraries	6	6	-	0%
<b>Total recurrent grants</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>0%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Land Improvements	400	-	(400)	-100%
Buildings	99	376	277	280%
Bridges	110	-	(110)	-100%
Footpaths	-	2,200	2,200	100%
Underground Drainage	-	1,154	1,154	100%
Recreation & Leisure	1,132	853	(279)	-25%
Parks & Streetscapes	70	1,415	1,345	1921%
Other	125	-	(125)	-100%
<b>Non-recurrent - State Government</b>				
Land Improvements	500	-	(500)	-100%
Buildings	315	557	243	77%
Information Technology	104	-	(104)	-100%
Bridges	-	150	150	100%
Footpaths	318	-	(318)	-100%
Recreation & Leisure	500	1,000	500	100%
Parks & Streetscapes	320	1,070	750	234%
Other	252	-	(252)	-100%
<b>Total non-recurrent grants</b>	<b>4,244</b>	<b>8,775</b>	<b>4,531</b>	<b>107%</b>
<b>Total capital grants</b>	<b>4,250</b>	<b>8,781</b>	<b>4,531</b>	<b>107%</b>
<b>Total Grants</b>	<b>17,254</b>	<b>19,125</b>	<b>1,871</b>	<b>11%</b>

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers.

The Victoria Grants Commission (VGC) have not given an indication that there will be a grant in advance payment for 2021/22, this budget has been prepared on the basis that the practice of the VGC paying 50% of the grant in advance will continue and as such a full years grant allocation is shown for 2021/22.

Roads to Recovery funding for 2020/21 included an extra \$659,000 as part of the Federal Government's drought relief program. The 2021/22 budget is based on Council annual allocation.

During 2020/21, Council received additional grant funding as part of Federal & state Government response to COVID-19.

Details on grants received for capital works has been included under the capital works program.

#### 4.1.5 Contributions

	Forecast	Budget	Change	
	Actual 2020/21 \$'000	2021/22 \$'000	\$'000	%
Contributions and donations	104	45	(59)	-56.88%
Monetary - Major projects	79	-	(79)	-100.00%
Monetary - Developer contributions	5	15	9	174.77%
<b>Total contributions</b>	<b>188</b>	<b>60</b>	<b>(129)</b>	<b>-68.28%</b>

Monetary - Major project contributions are contributions made by various community groups toward improvements on council owned land and facilities. Monetary - Developer contributions are monetary contributions made in lieu of the provision of recreational land in subdivisions.

#### 4.1.6 Other income

	Forecast	Budget	Change	
	Actual 2020/21 \$'000	2021/22 \$'000	\$'000	%
Interest	25	40	15	62.58%
Investment property rental	259	282	23	9.00%
Reimbursements	2,745	3,425	680	24.76%
<b>Total other income</b>	<b>3,029</b>	<b>3,747</b>	<b>718</b>	<b>23.72%</b>

Other income includes interest from investments, rental from investment properties and reimbursements for children services and services provided under the National Disability Insurance Scheme.

The increase in reimbursements represents the projected growth in NDIS services provided by Council.

#### 4.1.7 Employee costs

	Forecast	Budget	Change	
	Actual 2020/21 \$'000	2021/22 \$'000	\$'000	%
Wages and salaries	13,771	14,270	499	3.62%
WorkCover	212	201	(11)	-5.26%
Superannuation	1,194	1,142	(52)	-4.35%
FBT	96	106	10	10.42%
Other wages	182	213	32	17.46%
<b>Total employee costs</b>	<b>15,455</b>	<b>15,932</b>	<b>477</b>	<b>3.09%</b>

Employee costs are forecast to increase by 3.6% compared to 2020/21. The increase can be attributed to the following factors:

Wage increase of 2.2% as part of the Enterprise Bargaining Agreement plus movements within band levels by employees during the term of the budget.

Additional staff have been employed to meet the increase in the level of service required under the National Disability Insurance Scheme (NDIS). This increased employee cost is offset by reimbursement income. Other employee costs include staff recruitment, training and various allowances such as on-call, availability and travel.

#### 4.1.8 Materials and services

	Forecast		Change	
	Actual	Budget		
	2020/21	2021/22	\$'000	%
	\$'000	\$'000	\$'000	%
Operational materials	2,315	2,188	(127)	-5.48%
Operational services	3,996	3,758	(238)	-5.96%
Contract payments	195	84	(111)	-56.80%
Corporate strategies and reviews	140	40	(100)	-71.43%
Building maintenance	89	74	(15)	-16.85%
Utilities	423	408	(15)	-3.53%
Office administration	447	491	44	9.88%
Information technology	496	552	56	11.29%
Bank charges	28	34	6	20.67%
Insurance	407	429	22	5.40%
Consultants	242	245	3	1.09%
Ops - Contributions	451	192	(259)	-57.46%
<b>Total materials and services</b>	<b>9,229</b>	<b>8,495</b>	<b>(735)</b>	<b>-7.96%</b>

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 7.9% compared to 2020/21 due to the completion of grant funded drought programs in 2020/21.

Waste collection and disposal costs have increased significant due to an increase in EPA levy and increase in Material Resource Recovery Facility Fee.

**4.1.9 Depreciation**

	Forecast	Budget	Change	
	Actual	2021/22	\$'000	%
	2020/21	2021/22		
	\$'000	\$'000		
Land improvements	118	103	(15)	-12.64%
Buildings	545	547	1	0.22%
Office equipment	224	251	27	12.00%
Library books	72	76	5	6.34%
Plant & equipment	894	976	82	9.21%
Roads	2,858	2,911	52	1.83%
Bridges	255	260	5	2.00%
Footpaths	144	144	0	0.19%
Kerb & channel	226	225	(1)	-0.23%
Parks & streetscape	47	83	36	75.99%
Recreation & leisure	315	374	58	18.51%
Waste management	51	50	(1)	-1.79%
Aerodrome	79	78	(1)	-1.08%
Drainage	246	261	15	6.24%
Other infrastructure	270	299	29	10.62%
<b>Total depreciation</b>	<b>6,345</b>	<b>6,639</b>	<b>294</b>	<b>4.63%</b>

**4.1.10 Other expenses**

	Forecast	Budget	Change	
	Actual	2021/22	\$'000	%
	2020/21	2021/22		
	\$'000	\$'000		
Audit fees	82	82	0	0.27%
Mayoral & Councillor Allowance	207	211	4	2.00%
Valuations	5	6	1	27.20%
Election expenses	130	-	(130)	-100.00%
Councillor induction	32	20	(12)	-37.50%
Council plan	16	-	(16)	-100.00%
<b>Total other expenses</b>	<b>472</b>	<b>320</b>	<b>(152)</b>	<b>-32.25%</b>

**4.2 Balance Sheet****4.2.1 Assets**

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to increase by \$0.037m during the year leaving a balance of cash and cash equivalents of \$3.693m.

Trade and other receivables are monies owed to Council by ratepayers and others. The Coronavirus (Covid-19) may have an affect on the level of receivables but at this stage it cannot be quantified.

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 \$9.229m increase is attributable to the net result of the capital works program, depreciation and written down value of assets sold.

#### 4.2.2 Liabilities

Trade and other payables are amounts that Council owes to suppliers as at 30 June 2022. These liabilities are budgeted to increase by \$0.060 million.

Provisions include accrued long service leave and annual leave owing to employees. These employee entitlements (current and non current) are anticipated to increase by 0.042m after factoring in an increase for Collective Agreement outcomes.

#### 4.2.3 Borrowings

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

	Forecast	Budget	Projections		
	Actual 2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	455,790	340,026	250,292	154,797	53,245
Amount proposed to be borrowed	-	-	-	-	-
Amount projected to be redeemed	(115,764)	(89,734)	(95,495)	(101,552)	(53,245)
<b>Amount of borrowings as at 30 June</b>	<b>340,026</b>	<b>250,292</b>	<b>154,797</b>	<b>53,245</b>	<b>-</b>

### 4.3 Statement of changes in Equity

#### 4.3.1 Reserves

Asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations. No asset revaluations are planned for 2021/2022 at this stage.

#### 4.3.2 Equity

Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$9.374m results directly from the operating surplus for the year.

### 4.4 Statement of Cash Flows

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

It is expected that income will be \$17.200m higher than operating expenditure. This amount includes capital grants of \$8.725m and is prior to any capital expenditure.

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.

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

The amount of \$17.053m represents the amount of capital expenditure less any movements within Council's cash reserves and after taking into account any proceeds from the sale of assets.

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

Council existing borrowings are expected to be fully paid out by September 2024. There are no new planned borrowings in this budget.



**4.5 Capital works program**

This section presents a listing of the capital works projects that will be undertaken for the 2021/22 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

**4.5.1 Summary**

	Fore cast	Budget	Change	%
	Actual 2020/21 \$'000	2021/22 \$'000	\$'000	
Property	2,631	160	- 2,471	-93.92%
Plant and equipment	1,631	1,007	- 624	-38.26%
Infrastructure	9,728	15,012	5,284	54.32%
<b>Total</b>	13,990	16,179	2,189	15.65%

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	160	-	150	10	-	-	-	160	-
Plant and equipment	1,007	-	957	-	50	6	-	1,001	-
Infrastructure	15,012	7,819	5,393	866	933	10,093	15	4,904	-
<b>Total</b>	<b>16,179</b>	<b>7,819</b>	<b>6,500</b>	<b>876</b>	<b>983</b>	<b>10,099</b>	<b>15</b>	<b>6,065</b>	<b>-</b>

## 4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>									
Land									
Land Improvements									
Buildings									
Building Improvements									
Buildings Renewal	150	-	150	-	-	-	-	150	-
Climate Change Adaptation	10	-	-	10	-	-	-	10	-
Leasehold Improvements									
Heritage buildings									
Insert detailed list	-	-	-	-	-	-	-	-	-
<b>TOTAL PROPERTY</b>	<b>160</b>	<b>-</b>	<b>150</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>160</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>									
Plant, Machinery and Equipment									
Heavy Plant Replacement	300	-	300	-	-	-	-	300	-
Light Plant Replacement	387	-	387	-	-	-	-	387	-
Fixtures, Fittings and Furniture									
Kerang Children's Centre Furniture Renewal	50	-	-	-	50	-	-	50	-
Computers and Telecommunications									
ICT Capital Renewals	170	-	170	-	-	-	-	170	-
Heritage Plant and Equipment									
Library books									
Library Resources	100	-	100	-	-	6	-	94	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>1,007</b>	<b>-</b>	<b>957</b>	<b>-</b>	<b>50</b>	<b>6</b>	<b>-</b>	<b>1,001</b>	<b>-</b>

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
<i>Bitumen Roads Reseal Program</i>	910	-	910	-	-	-	-	910	-
<i>Gravel Re-sheeting Program</i>	994	-	994	-	-	568	-	426	-
<i>Sealed Roads Rehabilitation Program</i>	1,060	-	1,060	-	-	750	-	310	-
	-	-	-	-	-	-	-	-	-
<b>Kerb &amp; Channel</b>									
<i>Kerb replacement</i>	153	-	153	-	-	-	-	153	-
<b>Bridges</b>									
<b>Footpaths and Cycleways</b>									
<i>Annual Footpath replacement</i>	104	-	104	-	-	-	-	104	-
<i>Kerang to Koondrook Rail Trail (Murray River Adventure Trail) - Grant dependent</i>	1,667	1,667	-	-	-	1,467	-	200	-
<b>Drainage</b>									
<i>Stormwater Network and Town Pump renewal</i>	160	-	160	-	-	-	-	160	-
<i>Murrabit Stormwater - Grant confirmed</i>	228	228	-	-	-	228	-	-	-
<b>Recreational, Leisure &amp; Community Facilities</b>									
<i>Atkinson Park All Abilities Playground - Grant dependent</i>	1,100	-	1,100	-	-	1,077	-	23	-
<i>Promotional Infrastructure</i>	25	-	13	12	-	-	-	25	-
<i>Swimming Pool Renewal Program</i>	135	-	95	40	-	-	15	120	-
<i>Town/Boundary Entrances and Signage</i>	25	-	13	12	-	-	-	25	-
<i>Cohuna CBD Waterfront Development - Grant confirmed</i>	1,707	1,707	-	-	-	853	-	854	-
<i>Cohuna Sporting Precinct Masterplan</i>	100	-	-	100	-	-	-	100	-
<b>Waste Management</b>									
<i>Cell 4 construction - Gannawarra Central Landfill</i>	60	60	-	-	-	-	-	60	-
<b>Parks, Open Space and Streetscapes</b>									
<i>Automating Irrigation Systems</i>	50	-	-	50	-	-	-	50	-
<i>Tree Planting Program - Cool It Program</i>	30	30	-	-	-	-	-	30	-
<i>Kangaroo Lake North End Stage 2 - Grant dependent</i>	830	830	-	-	-	415	-	415	-
<i>Sustainable Recreational Water for Quambatook - Grant dependent</i>	387	387	-	-	-	187	-	200	-
<b>Aerodromes</b>									
<b>Other Infrastructure</b>									
<i>Strategic Project Development and Planning</i>	200	200	-	-	-	-	-	200	-
<b>TOTAL INFRASTRUCTURE</b>	<b>9,925</b>	<b>5,109</b>	<b>4,602</b>	<b>214</b>	<b>-</b>	<b>5,545</b>	<b>15</b>	<b>4,365</b>	<b>-</b>
<b>TOTAL NEW CAPITAL WORKS</b>	<b>11,092</b>	<b>5,109</b>	<b>5,709</b>	<b>224</b>	<b>50</b>	<b>5,551</b>	<b>15</b>	<b>5,526</b>	<b>-</b>

## 4.5.3 Works carried forward from the 2020/21 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>INFRASTRUCTURE</b>									
<b>Building Improvements</b>									
<i>Buildings Renewal</i>	160	-	-	160	-	-	-	160	-
<i>Kerang Children's Centre - Grant confirmed</i>	600	-	-	-	600	550	-	50	-
<i>Morton Gamer Pavillion - Grant confirmed</i>	475	158	158	158	-	376	-	99	-
<b>Roads</b>									
<i>Kerang CBD Development Stage 2 - Grant confirmed</i>	1,000		333	334	333	1,000	-	-	-
<b>Bridges</b>									
<i>Apex Park Bridge Replacement - Grant dependent</i>	300	-	300	-	-	150	-	150	-
<b>Footpaths and Cycleways</b>									
<i>Kerang to Koondrook Rail Trail (Murray River Adventure Trail) - Grant dependent</i>	733	733	-	-	-	733	-	-	-
<b>Drainage</b>									
<i>Murrabit Stormwater - Grant confirmed</i>	926	926	-	-	-	926	-	-	-
<b>Parks, Open Space and Streetscapes</b>									
<i>Sustainable Recreational Water for Quambatook - Grant dependent</i>	813	813	-	-	-	813	-	-	-
<b>Other Infrastructure</b>									
<i>Southern levee acquisition</i>	80	80	-	-	-	-	-	80	-
<b>TOTAL INFRASTRUCTURE</b>	<b>5,087</b>	<b>2,710</b>	<b>791</b>	<b>652</b>	<b>933</b>	<b>4,548</b>	<b>-</b>	<b>539</b>	<b>-</b>
<b>TOTAL CARRIED FORWARD CAPITAL WORKS 2020/21</b>	<b>5,087</b>	<b>2,710</b>	<b>791</b>	<b>652</b>	<b>933</b>	<b>4,548</b>	<b>-</b>	<b>539</b>	<b>-</b>

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

2021/22	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
<b>Total Land</b>	-	-	-	-	-	-	-	-	-	-
Buildings	475	158	158	-	158	475	376	-	99	-
Heritage Buildings	-	-	-	-	-	-	-	-	-	-
Building improvements	920	-	150	600	170	920	557	-	363	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
<b>Total Buildings</b>	<b>1,395</b>	<b>158</b>	<b>308</b>	<b>600</b>	<b>328</b>	<b>1,395</b>	<b>933</b>	<b>-</b>	<b>462</b>	<b>-</b>
<b>Total Property</b>	<b>1,395</b>	<b>158</b>	<b>308</b>	<b>600</b>	<b>328</b>	<b>1,395</b>	<b>933</b>	<b>-</b>	<b>462</b>	<b>-</b>
<b>Plant and Equipment</b>										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	687	-	687	-	-	687	-	-	687	-
Fixtures, fittings and furniture	50	-	-	50	-	50	-	-	50	-
Computers and telecommunications	170	-	170	-	-	170	-	-	170	-
Library books	100	-	100	-	-	100	6	-	94	-
<b>Total Plant and Equipment</b>	<b>1,007</b>	<b>-</b>	<b>957</b>	<b>50</b>	<b>-</b>	<b>1,007</b>	<b>6</b>	<b>-</b>	<b>1,001</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	3,964	-	3,298	333	333	3,964	2,318	-	1,646	-
Kerb & Channel	153	-	153	-	-	153	-	-	153	-
Bridges	300	-	300	-	-	300	150	-	150	-
Footpaths and cycleways	2,504	2,400	104	-	-	2,504	2,200	-	304	-
Drainage	1,314	1,154	160	-	-	1,314	1,154	-	160	-
Recreational, leisure and community facilities	3,092	1,707	1,220	-	165	3,092	1,853	15	1,224	-
Waste management	60	60	-	-	-	60	-	-	60	-
Parks, open space and streetscapes	2,110	2,060	-	-	50	2,110	1,485	-	625	-
Aerodromes	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	280	280	-	-	-	280	-	-	280	-
<b>Total Infrastructure</b>	<b>13,777</b>	<b>7,661</b>	<b>5,235</b>	<b>333</b>	<b>548</b>	<b>13,777</b>	<b>9,160</b>	<b>15</b>	<b>4,602</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>16,179</b>	<b>7,819</b>	<b>6,500</b>	<b>983</b>	<b>876</b>	<b>16,179</b>	<b>10,099</b>	<b>15</b>	<b>6,065</b>	<b>-</b>

2022/23	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	50	50	-	-	-	50	-	-	50	-
<b>Total Land</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>
Buildings	750	375	-	375	-	750	500	-	250	-
Heritage Buildings	-	-	-	-	-	-	-	-	-	-
Building improvements	150	-	100	-	50	150	-	-	150	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
<b>Total Buildings</b>	<b>900</b>	<b>375</b>	<b>100</b>	<b>375</b>	<b>50</b>	<b>900</b>	<b>500</b>	<b>-</b>	<b>400</b>	<b>-</b>
<b>Total Property</b>	<b>950</b>	<b>425</b>	<b>100</b>	<b>375</b>	<b>50</b>	<b>950</b>	<b>500</b>	<b>-</b>	<b>450</b>	<b>-</b>
<b>Plant and Equipment</b>										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	822	-	807	-	15	822	-	-	822	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	190	-	190	-	-	190	-	-	190	-
Library books	140	40	100	-	-	140	6	-	134	-
<b>Total Plant and Equipment</b>	<b>1,152</b>	<b>40</b>	<b>1,097</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>1,146</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	2,920	-	2,920	-	-	2,920	1,318	-	1,602	-
Kerb & Channel	156	-	156	-	-	156	-	-	156	-
Bridges	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	2,552	2,436	116	-	-	2,552	2,200	-	352	-
Drainage	110	-	-	110	-	110	-	-	110	-
Recreational, leisure and community facilities	2,745	640	148	-	1,958	2,745	1,125	15	1,605	-
Waste management	980	980	-	-	-	980	-	-	980	-
Parks, open space and streetscapes	2,170	2,075	-	95	-	2,170	1,430	-	740	-
Aerodromes	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	200	200	-	-	-	200	-	-	200	-
<b>Total Infrastructure</b>	<b>11,833</b>	<b>6,331</b>	<b>3,340</b>	<b>205</b>	<b>1,958</b>	<b>11,833</b>	<b>6,073</b>	<b>15</b>	<b>5,745</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>13,935</b>	<b>6,796</b>	<b>4,537</b>	<b>580</b>	<b>2,023</b>	<b>13,935</b>	<b>6,579</b>	<b>15</b>	<b>7,341</b>	<b>-</b>

2023/24	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
<b>Total Land</b>	-	-	-	-	-	-	-	-	-	-
Buildings	750	375	(0)	375	(0)	750	500	-	250	-
Heritage Buildings	-	-	-	-	-	-	-	-	-	-
Building improvements	100	-	100	-	-	100	-	-	100	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
<b>Total Buildings</b>	850	375	100	375	(0)	850	500	-	350	-
<b>Total Property</b>	850	375	100	375	(0)	850	500	-	350	-
<b>Plant and Equipment</b>										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	807	-	807	-	-	807	-	-	807	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	180	-	180	-	-	180	-	-	180	-
Library books	100	-	100	-	-	100	6	-	94	-
<b>Total Plant and Equipment</b>	1,087	-	1,087	-	-	1,087	6	-	1,081	-
<b>Infrastructure</b>										
Roads	2,900	-	2,900	-	-	2,900	1,318	-	1,582	-
Kerb & Channel	-	-	159	-	-	159	-	-	159	-
Bridges	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	1,118	1,000	118	-	-	1,118	1,000	-	118	-
Drainage	650	650	-	-	-	650	250	-	400	-
Recreational, leisure and community facilities	2,960	-	133	-	2,828	2,960	1,750	15	1,195	-
Waste management	300	300	-	-	-	300	-	-	300	-
Parks, open space and streetscapes	355	305	-	-	50	355	200	-	155	-
Aerodromes	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	200	200	-	-	-	200	-	-	200	-
<b>Total Infrastructure</b>	8,642	2,455	3,310	-	2,878	8,642	4,518	15	4,109	-
<b>Total Capital Works Expenditure</b>	10,579	2,830	4,496	375	2,877	10,579	5,024	15	5,540	-

2024/25	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
<b>Total Land</b>	-	-	-	-	-	-	-	-	-	-
Buildings	350	-	100	100	150	350	-	-	350	-
Heritage Buildings	-	-	-	-	-	-	-	-	-	-
Building improvements	100	-	100	-	-	100	-	-	100	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
<b>Total Buildings</b>	450	-	200	100	150	450	-	-	450	-
<b>Total Property</b>	450	-	200	100	150	450	-	-	450	-
<b>Plant and Equipment</b>										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	807	-	807	-	-	807	-	-	807	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	180	-	180	-	-	180	-	-	180	-
Library books	100	-	100	-	-	100	6	-	94	-
<b>Total Plant and Equipment</b>	1,087	-	1,087	-	-	1,087	6	-	1,081	-
<b>Infrastructure</b>										
Roads	4,835	-	3,015	100	1,720	4,835	2,383	-	2,452	-
Kerb & Channel	162	-	162	-	-	162	-	-	162	-
Bridges	300	-	300	-	-	300	-	-	300	-
Footpaths and cycleways	1,295	1,175	120	-	-	1,295	1,000	-	295	-
Drainage	899	650	249	-	-	899	235	15	649	-
Recreational, leisure and community facilities	1,525	-	148	-	1,378	1,525	1,000	-	525	-
Waste management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	60	45	-	15	-	60	15	-	45	-
Aerodromes	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	200	200	-	-	-	200	-	-	200	-
<b>Total Infrastructure</b>	9,276	2,070	3,994	115	3,098	9,276	4,633	15	4,628	-
<b>Total Capital Works Expenditure</b>	10,813	2,070	5,280	215	3,248	10,813	4,639	15	6,159	-



## 5. Financial performance indicators

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

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	+/-
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-0.26%	5.97%	1.84%	1.56%	1.76%	1.42%	+
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	2	255.12%	259.25%	257.70%	232.67%	247.17%	249.71%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	48.76%	70.98%	70.37%	52.34%	68.90%	71.60%	o
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	3.46%	2.52%	1.82%	1.11%	0.37%	0.00%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1.07%	0.84%	0.84%	0.83%	0.43%	0.01%	+
Indebtedness	Non-current liabilities / own source revenue		7.71%	6.59%	5.86%	5.35%	5.06%	5.01%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	112.16%	131.32%	111.11%	97.83%	108.89%	124.70%	-
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	6	44.51%	40.26%	42.94%	43.00%	43.01%	43.02%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.73%	0.73%	0.74%	0.75%	0.77%	0.78%	o
<b>Efficiency</b>									
Expenditure level	Total expenses/ no. of property assessments		\$4,340	\$4,593	\$4,536	\$4,630	\$4,712	\$4,821	+
Revenue level	Total rate revenue / no. of property assessments		\$1,611	\$1,647	\$1,658	\$1,689	\$1,721	\$1,753	+

### 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

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 2021/22 year is a surplus of \$589,000. In calculating the adjusted underlying result Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources but includes Road to Recovery 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.

#### 2. Working Capital

This ratio indicates the level of current assets compared to current liabilities.

Council's working capital ratio is an indication of sound financial position with the ability to pay its current obligations.

#### 3. Unrestricted Cash

Unrestricted cash represents cash and cash equivalents held by Council less the amount of grants received during the year but not expended by 30 June and the amount of capital works not completed by 30 June 2021.

#### 4. Debt compared to rates

Council existing borrowings are expected to be fully paid out by September 2024. There are no new planned borrowings in this budget.

#### 5. Asset renewal

Asset renewal represents the amount of capital expenditure being directed towards the replacement of Council's existing assets. This ratio represents the amount of renewal as a percentage of the depreciation expense shown for each year. A ratio less than 100% represents an asset renewal gap. The level of renewal expenditure is dependant on the level of expenditure on new assets and upgrading existing assets.

#### 6. Rates concentration

Rates concentration represents rates proportion of total operating revenue. Council is reliant on external grants for the funding of its operations.

**6. Schedule of Fees and Charges**

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

GANNAWARRA SHIRE COUNCIL				
SCHEDULE OF FEES AND CHARGES 2021/2022 effective 1 July 2021	Note	Statutory/ Discretionary	Incl. GST	2021/2022
<b>ENVIRONMENTAL HEALTH SERVICES</b>				
<b>FOOD ACT REGISTRATION FEES</b>				
Class 1 Food Premises - Requiring External Food Safety Audits		Discretionary	No	\$ 353.00
Class 2 Food Premises - Requiring Council Food Safety Audits including food vans (5 or less employed (including proprietor and his/her family)		Discretionary	No	\$ 329.00
Class 2A Temporary Premises (Markets, Shows, Field Days, Exhibitions and like events)		Discretionary	No	\$ 93.00
Class 3 Food Premises Inc. Food Vehicles - 5 or less employed		Discretionary	No	\$ 197.00
Class 3A Temporary Premises (Markets, Shows, Field Days, Exhibitions and like events)		Discretionary	No	\$ 50.00
More than 5 employed, an additional fee per employee		Discretionary	No	\$ 40.00
Maximum Fee		Discretionary	No	\$ 3,250.00
School Canteens (operated by voluntary organisation)		Discretionary	No	\$ 197.00
Community Groups		Discretionary	No	No Charge
Food Act – Transfer of Registration		Discretionary	No	\$ 231.00
Statutory Food Samples		Discretionary	No	No Charge
Non-compliant food samples	Per Re-Test	Discretionary	No	\$ 223.00
Annual statutory inspection plus statutory follow-up inspection		Discretionary	No	No Charge
Inspection Fee for non-compliant food premises	Per Inspection	Discretionary	No	\$ 223.00
Requested inspection and Report		Discretionary	No	\$ 223.00
<b>PUBLIC HEALTH AND WELLBEING ACT: REGISTRATION FEES</b>				
<b>Public Health and Wellbeing Act: Premises</b>				
Prescribed Accommodation premises – per year		Discretionary	No	\$ 290.00
Health Act – Transfer of Registration		Discretionary	No	\$ 221.00
Health premises - low risk activities - hair and beauty therapy or beauty therapy only (per operator )		Discretionary	No	\$ 93.00
Health premises - hairdressing only - one off fee (per operator)		Discretionary	No	\$ 93.00
Health premises - low risk activities - maximum fee		Discretionary	No	\$ 290.00
Health premises - high risk activities - skin penetration, tattooing, ear piercing, electrolysis		Discretionary	No	\$ 290.00
Inspection fee - non-compliant health premises		Discretionary	No	\$ 223.00
Requested inspection and report		Discretionary	No	\$ 223.00
Aquatic Facilities - category 1 Registration	Annual Fee	Discretionary	No	\$ 100.00
<b>Public Health Requests</b>				
Water analysis - portable and non-portable (Including rainwater tanks)		Discretionary	No	\$ 223.00
<b>ENVIRONMENT PROTECTION ACT REGISTRATION FEES</b>				
<b>Septic Tank Fees</b>				
Application to install or alter a septic tank system		Discretionary	No	\$ 329.00
Minor alteration to existing system		Discretionary	No	\$ 223.00
Amend or reissue permit		Discretionary	No	\$ 59.00
Extension of permit (12 Months)		Discretionary	No	\$ 59.00
<b>IMMUNISATIONS</b>				
Influenza Vaccine		Discretionary	No	\$ 25.00
Hepatitis B - Adult		Discretionary	No	\$ 28.00
Hepatitis B - Paediatric		Discretionary	No	\$ 17.00
Hepatitis A - Adult		Discretionary	No	\$ 72.00
Hepatitis A - Paediatric		Discretionary	No	\$ 53.00
Twinrix (Hepatitis A & B) - Adult		Discretionary	No	\$ 100.00
Twinrix (Hepatitis A & B) - Paediatric		Discretionary	No	\$ 67.00
Boostrix		Discretionary	No	\$ 52.00
Chicken Pox		Discretionary	No	\$ 80.00
<b>COMMUNITY SERVICES</b>				
<b>NDIS - National Disability Insurance Scheme</b>				
Fees and charges as per 2018 NDIS Price Guide - Victoria		Discretionary	No	As per guide
<b>Community Care Services (Rates per hour – maximum set by Government)</b>				
Home Care Level 1 - Full Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$ 11.00
Home Care Level 2 - Part Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$ 16.30
Home Care Level 3 - Self Funded Retiree	Income Assessed: Refer to CHSP	Discretionary	No	\$ 35.55

SCHEDULE OF FEES AND CHARGES 2021/2022 effective 1 July 2021	Note	Statutory/ Discretionary	Incl. GST	2021/2022
Personal Care Level 1 - Full Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$ 12.00
Personal Care Level 2 - Part Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$ 17.45
Personal Care Level 3 - Self Funded Retiree	Income Assessed: Refer to CHSP	Discretionary	No	\$ 42.00
Respite Care Level 1 - Full Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$ 12.00
Respite Care Level 2 - Part Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$ 17.45
Respite Care Level 3 - Self Funded Retiree	Income Assessed: Refer to CHSP	Discretionary	No	\$ 42.00
Social Support - Group	Fee is activity related	Discretionary	No	\$ 10.50
Social Support - Individual - Full Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$ 12.00
Social Support - Individual - Part Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$ 17.45
Social Support - Individual - Self Funded	Income Assessed: Refer to CHSP	Discretionary	No	\$ 42.00
Property Maintenance Level 1 - Full Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$ 13.10
Property Maintenance Level 2 - Part Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$ 19.15
Property Maintenance Level 3 - Self Funded Retiree	Income Assessed: Refer to CHSP	Discretionary	No	\$ 53.50
Transport Expenses - Fixed Fee (within townships)	Income Assessed: Refer to CHSP	Discretionary	No	\$ 8.00
Transport Expenses - Intrashire	Income Assessed: Refer to CHSP	Discretionary	No	\$ 1.00
Sleepover - Active (per hour) - Full Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$ 12.00
Sleepover - Active (per hour) - Part Pensioner	Income Assessed: Refer to CHSP	Discretionary	No	\$ 17.45
Sleepover - Active (per hour) - Self Funded	Income Assessed: Refer to CHSP	Discretionary	No	\$ 42.00
Sleepover - Inactive	Income Assessed: Refer to CHSP	Discretionary	No	\$ 123.41
<b>Food Services (Per meal)</b>				
Meals on Wheels – 3 Courses	Includes Frozen meals	Discretionary	No	\$ 12.00
Meals on Wheels – 2 Courses	Includes Frozen meals	Discretionary	No	\$ 11.00
Meals on Wheels – 1 Courses	Includes Frozen meals	Discretionary	No	\$ 10.00
Social Meal 3 Courses		Discretionary	No	\$ 12.00
Social Meal 2 Courses		Discretionary	No	\$ 11.00
Sandwiches		Discretionary	No	\$ 5.00
<b>Brokered Services (Rates per hour)</b>				
Assessment/ Case Management		Discretionary	Yes	\$ 110.00
Home Care 1	Mon – Fri Hrs: 7.30am – 7.30pm	Discretionary	Yes	\$ 53.00
Home Care 2	Mon – Fri Hrs: 7.30pm – 9.30pm (inc Sat 7.30am to 12pm)	Discretionary	Yes	\$ 78.00
Home Care 3	Mon – Fri Hrs: 9.30pm – 7.30am (Sat 12pm to Mon 7.30am) incl. Public Holiday	Discretionary	Yes	\$ 105.00
Personal Care 1	Mon – Fri Hrs: 7.30am – 7.30pm	Discretionary	Yes	\$ 57.00
Personal Care 2	Mon – Fri Hrs: 7.30pm – 9.30pm (inc Sat 7.30am to 12pm), or 8 - 10 hrs consecutive care	Discretionary	Yes	\$ 86.00
Personal Care 3	Mon – Fri Hrs: 9.30pm – 7.30am (Sat 12pm to Mon 7.30am) and Public Holiday or More than 10 hours consecutive care	Discretionary	Yes	\$ 114.00
Respite Care 1	Mon – Fri Hrs: 7.30am – 7.30pm	Discretionary	Yes	\$ 57.00
Respite Care 2	Mon – Fri Hrs: 7.30pm – 9.30pm (inc Sat 7.30am to 12pm), or 8 - 10 hrs consecutive care	Discretionary	Yes	\$ 86.00
Respite Care 3	Mon – Fri Hrs: 9.30pm – 7.30am (Sat 12pm to Mon 7.30am) and Public Holiday or More than 10 hours consecutive care	Discretionary	Yes	\$ 114.00
Social Support - Individual 1	Mon – Fri Hrs: 7.30am – 7.30pm	Discretionary	Yes	\$ 57.00
Social Support - Individual 2	Mon – Fri Hrs: 7.30pm – 9.30pm (inc Sat 7.30am to 12pm), or 8 - 10 hrs consecutive care	Discretionary	Yes	\$ 86.00
Social Support - Individual 3	Mon – Fri Hrs: 9.30pm – 7.30am (Sat 12pm to Mon 7.30am) and Public Holiday or More than 10 hours consecutive care	Discretionary	Yes	\$ 114.00
Sleepover - Active (per hour)	10pm - 6.30am	Discretionary	Yes	\$ 114.00
Sleepover - Inactive	10pm-6.30am	Discretionary	Yes	\$ 123.41
Property Maintenance		Discretionary	Yes	\$ 75.00
Meals on Wheels – 3 Courses	Includes Frozen meals	Discretionary	Yes	\$ 14.50
Meals on Wheels – 2 Courses	Includes Frozen meals	Discretionary	Yes	\$ 12.50
Meals on Wheels - 1 Course		Discretionary	Yes	\$ 11.50
Meals on Wheels - Sandwich		Discretionary	Yes	\$ 5.50
Community Social Meal	Centre Based Meals	Discretionary	Yes	\$ 11.00
Transport Expenses - Fixed Fee (within townships) (one way trip)		Discretionary	Yes	\$ 8.00

SCHEDULE OF FEES AND CHARGES 2021/2022 effective 1 July 2021		Note	Statutory/ Discretionary	Incl. GST	2021/2022
Travel Expense		per kilometre	Discretionary	Yes	\$ 1.50
<b>Gannawarra Non Emergency Transport Service Client Contributions (All one way transport bookings calculated as "return" services)</b>					
<b>Transport Contributions</b>					
Minimum Charge			Discretionary	Yes	\$ 45.00
Transport under 100km from place of residence		per kilometre	Discretionary	Yes	\$ 0.25
Transport over 100km from place of residence		per kilometre	Discretionary	Yes	\$ 0.30
Business Client Charges		per kilometre	Discretionary	Yes	\$ 1.00
<b>CHILDREN SERVICES</b>					
<b>Long Day Care (Calendar Year)</b>					
Full Day (per day) - 1 July to 31 December 2021		8.00am to 6.00pm	Discretionary	No	\$ 100.00
Full Day (per day) - 1 January to 30 June 2022		8.00am to 6.00pm	Discretionary	No	\$ 105.00
Casual (per hour) - 1 July to 31 December 2021		Minimum 2 Hours	Discretionary	No	\$ 14.40
Casual (per hour) - 1 January to 30 June 2022		Minimum 2 Hours	Discretionary	No	\$ 15.00
<b>Kindergarten Fees - Kerang (Calendar Year)</b>					
4 year old kindergarten - 1 July to 31 December 2021		Per week	Discretionary	No	State Govt funded
4 year old kindergarten - 1 January to 30 June 2022		Per week	Discretionary	No	\$ 46.60
3 year old kindergarten - 1 July to 31 December 2021		Per week	Discretionary	No	State Govt funded
3 year old kindergarten - 1 January to 30 June 2022		Per week	Discretionary	No	\$ 46.60
<b>Cohuna, Koondrook and Leitchville (Calendar Year)</b>					
4 year old kindergarten - 1 July to 31 December 2021		Per year	Discretionary	No	State Govt funded
4 year old kindergarten - 1 January to 30 June 2022		Per year	Discretionary	No	\$ 1,200.00
3 year old kindergarten - 3 hours week - 1 July to 31 December 2021		Per year	Discretionary	No	State Govt funded
3 year old kindergarten - 3 hours week - 1 January to 30 June 2022		Per year	Discretionary	No	\$ 400.00
<b>Family Day Care</b>					
Parent Administration Levy		Per child per hour	Discretionary	No	\$ 1.30
Carer Support Levy		Pro rata per week	Discretionary	No	\$ 7.50
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
<b>Toy Library Fees</b>					
Annual Standard Membership			Discretionary	Yes	\$ 15.00
Annual Group Membership			Discretionary	Yes	\$ 35.00
<b>LIBRARY</b>					
Replacement Books			Discretionary	Yes	Cost
Replace Cards			Discretionary	Yes	\$ 2.00
Library Bags			Discretionary	Yes	\$ 3.50

SCHEDULE OF FEES AND CHARGES 2021/2022 effective 1 July 2021				
	Note	Statutory/ Discretionary	Incl. GST	2021/2022
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
Laminating		Discretionary	Yes	\$ 1.00
Old Books (depending on condition)		Discretionary	Yes	\$0.20 - \$2.00
<b>Sir John Gorton Library Meeting Room</b>				
Commercial/Casual Hirers (Charges capped at 5 Hours)	Per hour	Discretionary	Yes	\$ 20.00
<b>PLANNING FEES AND CHARGES</b>				
<b>Statutory Planning Fees</b>				
Use of Land Planning Permit (Note 1)		Statutory	No	\$ 1,318.10
Dwelling Planning Permit < \$10,000 (Note 1)		Statutory	No	\$ 199.90
Dwelling Planning Permit > \$10,001 - \$100,000 (Note 1)		Statutory	No	\$ 629.40
Dwelling Planning Permit > \$100,001 - \$500,000 (Note 1)		Statutory	No	\$ 1,288.50
Dwelling Planning Permit > \$500,001 - \$1,000,000 (Note 1)		Statutory	No	\$ 1,392.10
Dwelling Planning Permit > \$1,000,001 - \$2,000,000 (Note 1)		Statutory	No	\$ 1,495.80
VicSmart Application < \$10,000 (Note 1)		Statutory	No	\$ 199.90
VicSmart Application > \$10,001 (Note 1)		Statutory	No	\$ 429.50
VicSmart Application to subdivide land (Note 1)		Statutory	No	\$ 199.90
Development of Land < \$100,000 (Note 1)		Statutory	No	\$ 1,147.80
Development of Land > \$100,001 - \$1,000,000 (Note 1)		Statutory	No	\$ 1,547.60
Development of Land > \$1,000,001 - \$5,000,000 (Note 1)		Statutory	No	\$ 3,413.70
Development of Land > \$5,000,001 - \$15,000,000 (Note 1)		Statutory	No	\$ 8,700.90
Development of Land > \$15,000,001 - \$50,000,000 (Note 1)		Statutory	No	\$ 25,658.30
Development of Land > \$50,000,001 (Note 1)		Statutory	No	\$ 57,670.10
To Subdivide existing Building (Note 1)		Statutory	No	\$ 1,318.10
To Subdivide Land into 2 lots (Note 1)		Statutory	No	\$ 1,318.10
Boundary Realignment (Note 1)		Statutory	No	\$ 1,318.10
To Subdivide Land (Note 1)		Statutory	No	\$ 1,318.10
Create, vary or remove restriction or create, vary or remove an easement (Note 1)		Statutory	No	\$ 1,318.10
<b>Strategic Planning Fees</b>				
Amendment to a planning Scheme (Note 1)		Statutory	No	\$ 3,050.90
Considering Submissions and referral to Planning Panel (up to 10 submissions) (Note 1)		Statutory	No	\$ 15,121.00
Considering Submissions and referral to Planning Panel (11 to 20 submissions) (Note 1)		Statutory	No	\$ 30,212.40
Considering Submissions and referral to Planning Panel (> 20 submissions) (Note 1)		Statutory	No	\$ 40,386.90
Adopting an Amendment (Note 1)		Statutory	No	\$ 481.30
Approval of an Amendment (Note 1)		Statutory	No	\$ 481.30
Certificate of Compliance (Note 1)		Statutory	No	\$ 325.80
Proposal to amend or end a Section 173 Agreement		Statutory	No	\$ 659.00
Satisfaction Certificate (Note 1)		Statutory	No	\$ 325.80
<b>Subdivision Fees</b>				
Certification of a plan of subdivision		Statutory	No	\$ 174.80
Plan Examination Fee		Discretionary	No	Up to a maximum of 0.75% value of works
Supervision Fee		Discretionary	No	Up to maximum of 2.5% value of works
<b>BUILDING FEES AND CHARGES</b>				
<b>Domestic</b>				
New Dwellings or works	Up to \$19,999	Discretionary	Yes	\$ 680.00
New Dwellings or works	\$20,000 to \$49,999	Discretionary	Yes	\$ 770.00
New Dwellings or works	\$50,000 to \$99,999	Discretionary	Yes	\$ 920.00
New Dwellings or works	\$100,000 to \$199,999	Discretionary	Yes	\$ 1,450.00

SCHEDULE OF FEES AND CHARGES 2021/2022 effective 1 July 2021		Note	Statutory/ Discretionary	Incl. GST	2021/2022
New Dwellings or works	\$200,000 to \$399,999		Discretionary	Yes	\$ 1,850.00
New Dwellings or works	\$400,000 to \$499,999		Discretionary	Yes	\$ 2,050.00
New Dwellings or works	Above \$500,000		Discretionary	Yes	Cost / 270
Multi unit developments	Up to 4 units		Discretionary	Yes	1850 per unit
Lodgement Fee	Applies for works over a value of \$5,000		Statutory	Yes	\$ 121.88
<b>Commercial Building Works</b>					
Contract amount	Up to \$30,000		Discretionary	Yes	\$ 620.00
Contract amount	\$30,000 - \$100,000		Discretionary	Yes	\$ 1,650.00
Contract amount	\$100,000 - \$500,000		Discretionary	Yes	\$ 2,800.00
Contract amount	\$500,000 - \$999,999		Discretionary	Yes	cost / 220 + \$250
Contract amount	Over \$1,000,000		Discretionary	Yes	cost / 220 + \$275
Submissions for modifications to building regulations	Per hour		Discretionary	Yes	\$ 175.00
Special performance based assessments	per hour		Discretionary	Yes	\$ 175.00
<b>Minor Building Works</b>					
Garages, Carports/Sheds, Verandahs	Up to \$19,999		Discretionary	Yes	\$ 520.00
Garages, Carports/Sheds, Verandahs	\$20,000 to \$49,999		Discretionary	Yes	\$ 620.00
Garages, Carports/Sheds, Verandahs	Above \$50,000		Discretionary	Yes	\$ 820.00
Swimming Pools			Discretionary	Yes	\$ 820.00
Safety Barrier for swimming pool or spas			Discretionary	Yes	\$ 300.00
Dwelling Reblock / restumping			Discretionary	Yes	\$ 620.00
Miscellaneous Building permit fee			Discretionary	Yes	\$ 500.00
Sitting of places of public entertainment			Discretionary	Yes	\$ 500.00
Variation to approved plans			Discretionary	Yes	\$ 150.00
Extensions			Discretionary	Yes	\$ 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	\$ 10,000.00
Miscellaneous inspections			Discretionary	Yes	\$ 160.00
Temporary occupation of a building	every 6 months		Discretionary	Yes	\$ 550.00
<b>House Relocation</b>					
Inspection and report fee prior to relocation			Discretionary	Yes	\$ 350.00
<b>Demolition Permit</b>					
Single story Class 1 Building more than 6.0m from the street alignment			Discretionary	Yes	\$ 420.00
Single storey Class 1 Building more than 6.0m from street alignment, and is more than 6.0m high			Discretionary	Yes	\$ 470.00
Any Class 1 or 10 building containing more than 1 storey	Per Storey		Discretionary	Yes	\$ 420.00
Any other building (commercial or industrial)	Per Storey		Discretionary	Yes	\$ 570.00
<b>Building Certificates</b>					
Property Information (Building Certificates)			Statutory	No	\$ 47.20
Information on stormwater (Legal Point of Discharge)			Statutory	No	\$ 141.20
<b>Consent and Report</b>					
Council			Statutory	No	\$ 290.40
Protection for works			Statutory	No	\$ 294.70
Council - Demolition			Statutory	No	\$ 85.15
Land Information Certificate			Statutory	No	\$ 27.00
<b>Swimming Pools and Spa fees</b>					
Swimming Pool and Spa fees - Application for Registration	2.15 Fee units		Discretionary	Yes	\$ 31.80
Swimming Pool and Spa fees - Information search fee	3.19 Fee units		Discretionary	Yes	\$ 47.20
Swimming Pool and Spa fees - Lodgement of Certificate of pool barrier compliance	1.38 fee units		Discretionary	Yes	\$ 20.40
Swimming Pool and Spa fees - Lodgement of Certificate of pool barrier non-compliance	26 fee units		Discretionary	Yes	\$ 385.10
<b>RECREATION</b>					
<b>RECREATION RESERVES - COHUNA &amp; LEITCHVILLE</b>					
<b>Football Clubs</b>					
Cohuna Kangas			Discretionary	Yes	\$ 5,300.00

SCHEDULE OF FEES AND CHARGES 2021/2022 effective 1 July 2021		Note	Statutory/ Discretionary	Incl. GST	2021/2022
Leitchville			Discretionary	Yes	\$ 3,500.00
<b>Cricket Clubs</b>					
Cohuna - per year			Discretionary	Yes	\$ 650.00
Leitchville - per year			Discretionary	Yes	\$ 650.00
<b>Miscellaneous</b>					
Cohuna A. P. & H. Society - per year			Discretionary	Yes	\$ 1,785.00
Cohuna Little Athletics Club - per year			Discretionary	Yes	\$ 650.00
School Groups & RSL			Discretionary	Yes	No Charge
Casual - per day			Discretionary	Yes	\$ 330.00
Casual - per hour (min 3 hours hire)			Discretionary	Yes	\$ 70.00
Casual - more than one consecutive day		Price on application	Discretionary	Yes	POA
Oval Hire - refundable deposit			Discretionary	No	\$ 260.00
<b>MUNICIPAL RESERVES</b>					
<b>Municipal Reserve</b>					
Use of Municipal Reserve (Inc Parks & Gardens) - Schools & RSL			Discretionary	Yes	No Charge
Use of Municipal Reserve (Inc Parks, Gardens & Wharf) - Commercial use/Major events/Weddings		Permit Fee	Discretionary	Yes	\$ 50.00
<b>SWIMMING POOLS</b>					
<b>Kerang/Cohuna Swimming Pool</b>					
Seasons Tickets: Family Season Pass (Cohuna and Kerang)		Family	Discretionary	Yes	\$ 185.00
Seasons Tickets:		Adults	Discretionary	Yes	\$ 100.00
		Concession or Student	Discretionary	Yes	\$ 60.00
		Concession - Family	Discretionary	Yes	\$ 85.00
Admission:		Adults	Discretionary	Yes	\$ 4.50
		Concession or Student	Discretionary	Yes	\$ 3.60
		Children with School	Discretionary	Yes	\$ 2.60
		Children under 5 years	Discretionary	Yes	No Charge
		Non-Swimming Patrons	Discretionary	Yes	\$ 1.50
		Family Day Pass	Discretionary	Yes	\$ 15.00
		Community Groups/Schools/Event hire	Discretionary	Yes	As per GSC booking procedure
Ten Visit Pass Entry:		Family	Discretionary	Yes	\$ 110.00
		Adult	Discretionary	Yes	\$ 36.00
		Concession/Student	Discretionary	Yes	\$ 26.00
Hire of Inflatable Pool Equipment:		2 day hire charge	Discretionary	Yes	\$ 1,000.00
<b>Kerang Exercise Pool</b>					
Concession		Per Hour	Discretionary	Yes	\$ 5.00
		1/2 Hour	Discretionary	Yes	\$ 3.50
Adult		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 (5-15)		Per Hour	Discretionary	Yes	\$ 3.00
		1/2 Hour	Discretionary	Yes	\$ 1.50
Children under 5			Discretionary	Yes	No Charge
Groups of max. 10 people		Per hour	Discretionary	Yes	\$ 40.00
Multiple group bookings		5 one hour sessions	Discretionary	Yes	\$ 180.00
An additional \$40 lifeguard fee per hour applies for group bookings that cannot supply their own qualified lifeguard.		per hour	Discretionary	Yes	\$ 40.00
Warra Waders Swim School		1/2 hour	Discretionary	Yes	\$ 10.00
<b>10 Visit Pass</b>					
Adult (Non Pensioners)		1/2 hour	Discretionary	Yes	\$ 55.00
		1 hour	Discretionary	Yes	\$ 75.00
Pensioner		1/2 hour	Discretionary	Yes	\$ 35.00
		1 hour	Discretionary	Yes	\$ 50.00
<b>Leitchville Swimming Pool (Administered by Community Asset Committee of Council)</b>					
Family Season Pass (L'ville only)		Family	Discretionary		\$ 120.00
Single Season Pass		Adult	Discretionary		\$ 45.00



SCHEDULE OF FEES AND CHARGES 2021/2022 effective 1 July 2021				
	Note	Statutory/ Discretionary	Incl. GST	2021/2022
Student Season Pass	Under 18/student	Discretionary		\$ 40.00
Holiday Makers	Family	Discretionary		\$ 50.00
Adult Admission	Adult	Discretionary		\$ 4.00
Child Admission	Persons under 18 years	Discretionary		\$ 3.00
<b>RESIDENTIAL TENANCIES ACT REGISTRATION FEES</b>				
Site not exceeding 25 (17 fee units)		Statutory	No	\$ 245.65
Site exceeding 25 but not exceeding 50 (34 fee units)		Statutory	No	\$ 491.30
Site exceeding 50 but not exceeding 100 (68 fee units)		Statutory	No	\$ 982.60
Site exceeding 100 but not exceeding 150 (103 fee units)		Statutory	No	\$ 1,488.35
Site exceeding 150 but not exceeding 200 (137 fee units)		Statutory	No	\$ 1,979.65
Site exceeding 200 but not exceeding 250 (171 fee units)		Statutory	No	\$ 2,470.95
Site exceeding 250 but not exceeding 300 (205 fee units)		Statutory	No	\$ 2,962.25
Transfer of Caravan Park (5 fee units)		Statutory	No	\$ 72.25
Notification Fee for Moveable Dwellings within caravan parks		Discretionary		\$ 220.00
<b>LOCAL LAWS</b>				
<b>DOMESTIC ANIMAL ACT</b>				
<b>Dog Registration</b>				
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	120 + State Gov't Levy (SGL) 11/4/2020 - 10/4/2021
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	41.00 + State Gov't Levy 11/4/2021 - 10/4/2022
Eligible concession card holder	Discount does not include SGL	Statutory	No	50% discount
New registration paid after 10 October each year	Discount does not include SGL	Discretionary	No	50% discount
Replacement Tag		Discretionary	Yes	\$ 5.00
Late Payment Fee		Discretionary	No	\$ 40.00
<b>Cat Registration</b>				
Maximum fee as per Domestic Animals Act 1994 Schedule 1 – Registration fees Part 2 - Cats	Unsterilised cat	Statutory	No	120 + State Gov't Levy (SGL) 11/4/2020 - 10/4/2021
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	Statutory	No	41.00 + State Gov't Levy 11/4/2021 - 10/4/2022
Eligible concession card holder	Discount does not include SGL	Statutory	No	50% discount
New registration paid after 10 October each year	Discount does not include SGL	Discretionary	No	50% discount

SCHEDULE OF FEES AND CHARGES 2021/2022 effective 1 July 2021		Note	Statutory/ Discretionary	Incl. GST	2021/2022
Replacement Tag			Discretionary	Yes	\$ 5.00
Late Payment Fee			Discretionary	No	\$ 40.00
<b>Administration - Domestic Animals Registration</b>					
Pro-rata reduction (quarterly) for refund of animal registration - state Gov't Levy non refundable	Pro-rata quarterly		Discretionary	Yes	As Calculated
<b>Pound Fees - Domestic Animal Act</b>					
Release Fee	Dogs and Cats 1st Offence		Discretionary	Yes	\$ 50.00
	Dogs and Cats 2nd offence		Discretionary	Yes	\$ 100.00
	Dogs and Cats 3rd offence		Discretionary	Yes	\$ 200.00
Sustenance Fee (per day)			Discretionary	Yes	\$ 25.00
<b>Domestic Animal Business</b>					
Domestic Animal Business	Permit Fee plus SGL (SGL increases with CPI each year)		Discretionary	Yes	610.00 + State Gov't Levy
<b>Administration - Local Law Permits</b>					
Release fee for animal impounded under Local Laws	Per animal		Discretionary	Yes	\$ 66.00
Release fee for item impounded under Local Laws	Per item		Discretionary	Yes	\$ 66.00
Release fee for impounded vehicle			Discretionary	No	\$220 + towing costs
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
<b>Local Law - Application and Permit Fees</b>					
Bulk rubbish containers	Permit Fee (per container)		Discretionary	Yes	\$ 60.00
Fodder on road	Refer to local law guidelines		Discretionary	Yes	\$ 230.00
Footpath Trading - Consumption of Alcohol	Permit Fee (in conjunction with Footpath Trading permit)		Discretionary	No	\$ 55.00
Footpath Trading / Permit fee - advertising sign, display of goods, table and chairs	Permit Fee (in conjunction with Footpath Trading permit)		Discretionary	No	\$ 55.00
Consumption of Alcohol	Permit Fee (commercial business only)		Discretionary	No	\$ 55.00
House to House trading	Permit Fee		Discretionary	No	\$ 230.00
Keeping of Animals	Permit Fee		Discretionary	Yes	\$ 120.00
Livestock on Roads - Droving	Permit Fee		Discretionary	No	\$220.00 + \$1000.00 Bond
Livestock on Roads - Grazing	Permit fee		Discretionary	Yes	\$ 230.00
Municipal reserve - waterways	Application & permit fee - events held on Council controlled waterways		Discretionary	Yes	\$ 270.00
Roadside trading	Permit fee		Discretionary	Yes	\$ 230.00
	Site fee		Discretionary	Yes	\$125.00 per month
Shipping containers	Permit Fee (per container)		Discretionary	Yes	\$ 120.00
Temporary Road Closure - Community Group	Advertising		Discretionary	Yes	Advertising cost
Temporary Road Closure - Commercial event	All cost associated with the event. Charged through private works, sundry debtor process.		Discretionary	Yes	Advertising cost
All other Local Law permits not listed above	Permit Fee		Discretionary	Yes	\$ 120.00
<b>Council Controlled Parking</b>					
* 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.			Statutory		0.5 of a Penalty Unit
Parking offences under Road Safety Road Rules 2009 (Offence codes 701-714) (0.5 of a Penalty Unit)			Statutory	No	0.5 of a Penalty Unit
<b>LIVESTOCK</b>					
<b>Pound Fees - Stock</b>					
Impounded sheep - per head			Discretionary	Yes	\$ 22.00
Impounded cattle - per head			Discretionary	Yes	\$ 110.00
Impounded horses - per head			Discretionary	Yes	\$ 110.00
Impounded stock - all other stock including goats, pigs, etc - per animal			Discretionary	Yes	\$ 110.00
Transport			Discretionary	Yes	Cost of Transport
After hours call out fee for livestock on roads			Discretionary	Yes	\$ 330.00

SCHEDULE OF FEES AND CHARGES 2021/2022 effective 1 July 2021	Note	Statutory/ Discretionary	Incl. GST	2021/2022
NLIS tags	if required	Discretionary	Yes	\$ 44.00
Advertisement in Newspaper	as required under Impounding of Livestock Act 1994	Discretionary	Yes	Cost of advertising
Sustenance Fee		Discretionary	Yes	Cost of hay per day
Release fee - per animal		Discretionary	Yes	\$100.00 1st animal & \$25.00 each other animal
Accommodation Paddock (per head per day)		Discretionary	Yes	\$ 10.00
<b>Road Opening Permits</b>				
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	\$ 840.00
Security Deposit - works in the carriageway (Over 4m2)	\$840 Min + \$210 per m2 over 4m2	Discretionary	No	\$840 Min + \$210 per m2 over 4m2
Asset Protection Permit	Application fee per site	Discretionary	Yes	\$ 90.00
Security deposit	minimum security deposit	Discretionary	No	\$ 200.00
<b>Consent for works within the Road Reserve</b>				
<b>Municipal Road with speed limit &lt;50km/h</b>				
<b>Minor works conducted by a person referred to in regulation 10(2) that are traffic impact works</b>				
Minor works not on the roadway, shoulder or pathway (6 units)		Statutory	No	\$ 88.00
Minor works on the roadway, shoulder or pathway (9.3 units)		Statutory	No	\$ 137.00
<b>Works (other than minor works conducted by a person referred to in regulation 10(2) that are traffic impact works)</b>				
Works not on the roadway, shoulder or pathway (6 units)		Statutory	No	\$ 88.00
Works on the roadway, shoulder or pathway (23.5 units)		Statutory	No	\$ 348.00
<b>Municipal road with speed limit &gt;50km/h</b>				
<b>Minor works conducted by a person referred to in regulation 10(2) that are traffic impact works</b>				
Minor works not on the roadway, shoulder or pathway (6 units)		Statutory	No	\$ 88.00
Minor works on the roadway, shoulder or pathway (9.3 units)		Statutory	No	\$ 137.00
<b>Works (other than minor works conducted by a person referred to in regulation 10(2) that are traffic impact works)</b>				
Works not on the roadway, shoulder or pathway (23.5 units)		Statutory	No	\$ 348.00
Works on the roadway, shoulder or pathway (43.1 units)		Statutory	No	\$ 638.00
<b>Kerang Weighbridge</b>				
Standard weigh fee		Discretionary	Yes	\$ 20.00
<b>FACILITY HIRE</b>				
<b>Public Halls</b>				
<b>Cohuna and Kerang Halls</b>				
Whole Hall	Day (to 5:00pm)	Discretionary	Yes	\$ 180.00
	Night (5:00pm - 2.30am)	Discretionary	Yes	\$ 240.00
	Day & Night	Discretionary	Yes	\$ 320.00
	Day time hourly rate - maximum 3 hours	Discretionary	Yes	\$ 45.00
Main Hall Only	Night time hourly rate - maximum 3 hours	Discretionary	Yes	\$ 45.00
	Day (to 5:00pm)	Discretionary	Yes	\$ 120.00
	Night (5:00pm - 2.30am)	Discretionary	Yes	\$ 150.00
	Day and Night	Discretionary	Yes	\$ 240.00
	Hourly rate maximum 3 hours	Discretionary	Yes	\$ 30.00
	Supper Room & Kitchen	Day (to 5:00pm)	Discretionary	Yes

SCHEDULE OF FEES AND CHARGES 2021/2022 effective 1 July 2021		Note	Statutory/ Discretionary	Incl. GST	2021/2022
	Night (6:30pm - 2.30am)		Discretionary	Yes	\$ 160.00
	Day and Night		Discretionary	Yes	\$ 240.00
	Hourly rate maximum 3 hours		Discretionary	Yes	\$ 40.00
<b>Cohuna Council Chamber/Community Meeting Room</b>					
	3 Hours - except for Non Profit Community Groups		Discretionary	Yes	\$ 30.00
	More than 3 hours - except for Non Profit Community Groups		Discretionary	Yes	\$ 120.00
	Set up cost of Chambers		Discretionary	Yes	\$ 60.00
<b>Kerang Memorial Hall</b>					
	Function Room	Hourly rate maximum 3 hours	Discretionary	Yes	\$ 30.00
		Day (to 5:00pm)	Discretionary	Yes	\$ 120.00
		Night (5.00pm-2.30am)	Discretionary	Yes	\$ 150.00
		Day and Night	Discretionary	Yes	\$ 240.00
	Kerang, Koondrook and Cohuna Senior Citizens Rooms	Day (to 5:00pm)	Discretionary	Yes	\$ 115.00
		Night (6:30pm - 2.30am)	Discretionary	Yes	\$ 160.00
		Hourly rate maximum 3 hours	Discretionary	Yes	\$ 25.00
		Not-for-profit	Discretionary		No Charge
<b>Special Fees</b>					
		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	\$ 110.00
		Trestle Hire per trestle - Other venues	Discretionary	Yes	\$ 10.00
		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	\$ 340.00
<b>Bonds</b>					
	Bond	Refundable Deposit - no alcohol	Discretionary	No	No Charge
		Refundable Deposit - alcohol to be consumed	Discretionary	No	\$ 560.00
		Setting up chairs (per hour minimum booking)	Discretionary	No	\$ 80.00
<b>Rural Halls (Dingwall, Gannawarra, Koroop, Lake Charm, Murrabit &amp; Myall) (Administered by Community Asset Committee of Council)</b>					
	Rural Halls (Dingwall, Gannawarra, Koroop, Lake Charm, Murrabit & Myall)	Hire range	Discretionary		\$15-\$100
<b>Gateway to Gannawarra</b>					
	Bike Hire	2 hours	Discretionary	Yes	No Charge
		4 hours	Discretionary	Yes	No Charge
		All day (Return by 4.30pm)	Discretionary	Yes	No Charge
		Overnight hire (Return by 9.30am)	Discretionary	Yes	No Charge
		2 day hire (Return by 4.30pm)	Discretionary	Yes	No Charge
		Security Deposit (Refundable)	Discretionary	No	\$ 50.00
	Fishing Rod Hire (per rod)	All day (Return by 4.30pm)	Discretionary	Yes	No Charge
		Overnight hire (Return by 9.30am)	Discretionary	Yes	No Charge
		2 day hire (Return by 4.30pm)	Discretionary	Yes	No Charge
		Security Deposit (Refundable)	Discretionary	No	\$ 20.00
<b>Quambatook Housing</b>					
	One Bedroom Flat/Week (Determined by Department of Housing Guidelines)		Discretionary	No	\$ 60.00
	Two Bedroom Flat/Week (Determined by Department of Housing Guidelines)		Discretionary	No	\$ 80.00

SCHEDULE OF FEES AND CHARGES 2021/2022 effective 1 July 2021		Note	Statutory/ Discretionary	Incl. GST	2021/2022
<b>WASTE MANAGEMENT</b>					
<b>Transfer Stations - Kerang, Cohuna, Quambatook, &amp; Lalbert</b>					
Mulch (for sale)	Per m3		Discretionary	Yes	\$ 6.00
<b>Domestic Waste to be Disposed of in Garbage Skip</b>					
120lt Mobile Garbage Bin			Discretionary	Yes	\$ 7.00
240lt Mobile Garbage Bin			Discretionary	Yes	\$ 14.00
Domestic Waste delivered by any other means	Per m3		Discretionary	Yes	\$ 33.00
Commercial Cardboard - Placed in Recycling Skip	Per m3		Discretionary	Yes	\$ 10.00
<b>Uncontaminated Recyclable Materials</b>					
Domestic Glass, Cans, Plastic Bottles, Paper & Cardboard			Discretionary	Yes	No Charge
Green Waste			Discretionary	Yes	\$ 6.50
Green Waste - non for profit groups			Discretionary	Yes	\$ 5.00
Contaminated recyclables & garden waste	Per m3		Discretionary	Yes	\$ 33.00
Car Bodies	Per Car		Discretionary	Yes	\$ 36.50
Timber	Per m3		Discretionary	Yes	\$ 9.00
White Goods	Per m3		Discretionary	Yes	\$ 15.00
Vehicle Batteries	Per Battery		Discretionary	Yes	\$ 8.00
TV, Laptop, Computer Screen	Per Screen		Discretionary	Yes	\$ 25.00
Ewaste cable or battery operated equipment	Per item		Discretionary	Yes	No Charge
Mattress	Per Mattress		Discretionary	Yes	\$ 28.00
<b>Landfill</b>					
Commercial Domestic Waste	per Tonne		Stat/Disc	Yes	\$ 141.00
Priority Waste - Category C	per Tonne		Stat/Disc	Yes	\$ 218.00
Priority Waste - Category D	per Tonne		Stat/Disc	Yes	\$ 218.00
Asbestos Waste	per Tonne		Stat/Disc	Yes	\$ 157.00
Industrial Waste/Building Rubble	per Tonne		Stat/Disc	Yes	\$ 190.00
Concrete	per Tonne		Discretionary	Yes	\$ 90.00
Asphalt	per Tonne		Discretionary	Yes	\$ 90.00
<b>MISCELLANEOUS FEES AND CHARGES</b>					
<b>Mystic Park Cemetery Trust (For full range of fees please refer to Mystic Park Schedule of Fees provided by the Department of Health)</b>					
Administrative Fees Misc.	Interment fee		Statutory	Yes	\$ 65.00
Right of interment bodily remains at need	1st		Statutory	Yes	\$ 175.00
Right of interment cremated remains at need	25 years		Statutory	Yes	\$ 100.00
Search for cemetery records			Statutory	Yes	\$ 20.00
Grave digging			Discretionary		\$ 600.00

SCHEDULE OF FEES AND CHARGES 2021/2022 effective 1 July 2021		Note	Statutory/ Discretionary	Incl. GST	2021/2022
<b>Freedom of Information</b>					
Application Fee			Statutory	No	\$ 28.90
Access Costs	Search time per hour or part thereof		Statutory	No	\$ 21.70
<b>Property owner on behalf of</b>					
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	\$ 5.30
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
<b>Quambatook Caravan Park (Administered by Community Asset Committee of Council)</b>					
Powered site per person per night- Easter			Discretionary		\$ 20.00
Unpowered site per person per night- Easter			Discretionary		\$ 15.00
Bunkhouse/Cabin up to six people- Easter			Discretionary		\$ 130.00
Powered site per double per night- off peak			Discretionary		\$ 25.00
Unpowered site per double per night - off peak			Discretionary		\$ 20.00
Cabin and Bunkhouse - off peak			Discretionary		\$ 60.00
<b>Standpipe - Cohuna</b>					
Standpipe water. 1 token = 1000 litres.	per token		Discretionary	N / A	\$ 2.50
<b>Truck Wash - Minimum \$ 3 Fee.</b>					
Access key (available from Council's Customer Service Team)	per item		Discretionary	N/A	\$ 30.00
Water use	per minute		Discretionary	N / A	\$ 0.63
<b>Electric Vehicle Charging station Kerang &amp; Cohuna</b>					
Electric Vehicle Charging cost	cents/kWh		Discretionary		\$ 0.40

**7.5 ADOPTION OF THE REVENUE AND RATING PLAN****Author:** Shana Johnny, Acting Manager Finance**Authoriser:** Phil Higgins, Director Corporate Services**Attachments:** 1 Draft Revenue and Rating Plan**RECOMMENDATION**

That Council after considering the submission on the Draft Revenue and Rating Plan, adopt the Revenue and Rating Plan, including the alterations to the definitions of Commercial / Industrial land, Farmland Irrigation and Farmland (dryland) contained in this report.

**EXECUTIVE SUMMARY**

Section 93 of the *Local Government Act 2020* requires Council to prepare and adopt a Revenue and Rating Plan by 30 June 2021 for a period of at least the next four financial years. The draft plan was presented and approved to be placed for public consultation on 21 April 2021. Post consultation, the plan is presented to Council for adoption.

**PURPOSE**

Under Section 93 of the *Local Government Act 2020*, Council is to prepare a Revenue and Rating Plan.

A Revenue and Rating Plan should provide a clear explanation of decisions made by a Council in implementing their revenue and rating practices, and should also include:

- Clear linkages to Council's Vision, the Council Plan, and other strategic documents;
- Adherence to requirements under the *Local Government Act 2020* including:
  - Strategic Planning Principles (section 89)
  - Revenue and Rating Plan (section 93)
  - Financial Management Principles (section 101) and
  - Service Performance Principles (section 106).
- Information on the rating framework employed by Council and justification for the basis of the framework, including the rationale and objective behind pricing decisions.
- References to relevant council policies, such as waste services, pricing and cost recovery, financial hardship, advocacy, and service provision.

**ATTACHMENTS**

Draft Revenue and Rating Plan

**DISCUSSION**

As at the close of the submission period, one submission was received and it is detailed below.

Submission
Believe that Cohuna is in desperate need for a child care centre.

Differential Rating definitions

In reviewing the budget and a disclosure requirement from Local Government Victoria, it is proposed to add wording into the differential rating areas to provide greater clarity. The alterations are:-

Section	Page	Description	Proposed change	Comment
4(d)	12	Definition of Commercial / Industrial land	Occupied for the principal purpose of carrying out the manufacture or production of, or trade in goods or <b>services</b>	Added "services" for clarity
		Definition of Farmland Irrigation	Farmland Irrigation District land is any farmland, that is irrigated and greater than 10ha and farmland as defined in the Valuation of Land Act 1960, 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).	Added 10ha criteria. Definition under VL Act. Added Irrigation district.
		Definition of Farmland (dryland)	Farmland (dryland) is any land, which is farmland as defined in the Valuation of Land Act 1960, 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.	Added definition under VL Act.

**RELEVANT LAW**

Section 93 of the *Local Government Act 2020* requires Council to prepare and adopt a Revenue and Rating Plan by 30 June 2021 for a period of at least the next four financial years.

**RELATED COUNCIL DECISIONS**

The Revenue and Rating Plan was placed as a draft out for public comment on 21 April 2021. The Council's Fees and Charges 2021/2022 were adopted at the March 2021 Council meeting.

**OPTIONS**

To ensure legislative compliance, the Revenue and Rating Plan must be prepared and adopted for the next four years.



## SUSTAINABILITY IMPLICATIONS

The Revenue and Rating Plan has important social and equitable factors in it. These include the manner in which Council calculates the revenue needed to fund its activities, and how the funding burden will be apportioned between ratepayers and other users of Council facilities and services.

## COMMUNITY ENGAGEMENT

The Communication Plan for the Council's Revenue and Rating Plan was combined with the plan for the Proposed Budget 2021/2022. The Communication Plan utilised the following methodologies in the Community Engagement Policy.

Public Participation Spectrum	Description	Communication Strategy Action
Inform	<i>Inform and engage by maintaining an honest dialogue</i>	2 – Media releases 3 – Gannawarra News 4 – Promote Council news through local radio 5 – Daily social media engagement 7 – Maintain branding / style guidelines 9 – Promotes the budget on the website 10 – Publish information through social media, online and hardcopy
Consult	<i>Sharing information and giving a reasonable opportunity to express and take views</i>	14 – Regular consultation on major projects 16 – Consult regularly with community groups
Involve	<i>Include our community in the process of Council decision making that affects their community</i>	20 & 21– Interactive engagement online 23 – Video content for media campaigns 25 – Q & A session
Collaborate	<i>Ensure the community is enabled to participate in the decisions that affect them</i>	29 – Respond to community queries 33 – Online engagement capacity

## INNOVATION AND CONTINUOUS IMPROVEMENT

This is the first Revenue and Rating Plan under the *Local Government Act 2020*. It has followed the Model Revenue and Rating Plan (template) which was released by Local Government Victoria on 26 February 2021.

## COLLABORATION

A statewide working group developed the model template. The Audit and Risk Committee will consider the Draft Revenue and Rating Plan at its meeting on 15 June 2021.

**FINANCIAL VIABILITY**

The Revenue and Rating Plan details the framework on how Council calculates the revenue needed to fund its activities.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

The Revenue and Rating Plan is linked to the Council Plan which needs to reflect State Plans and Policies.

**COUNCIL PLANS AND POLICIES**

The Revenue and Rating Plan is a component of the integrated planning framework under the *Local Government Act 2020*.

**TRANSPARENCY OF COUNCIL DECISIONS**

This report was considered in an open Council meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in regards to this matter.



DRAFT  
Revenue and Rating Plan



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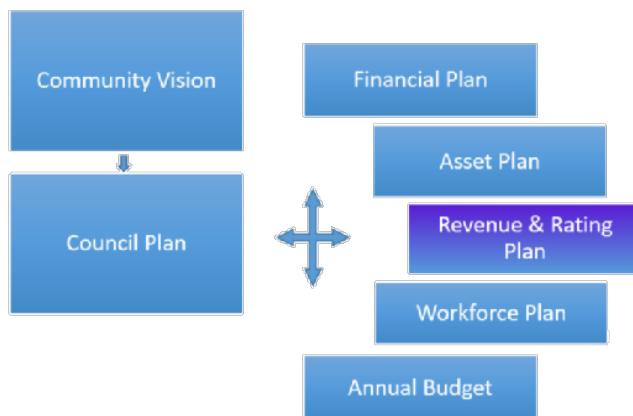
## 1. PURPOSE

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

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

This plan is an important part of Council’s integrated planning framework, all of which is created to help Council achieve its vision of “Building upon our strengths of people, place and pride to inspire a positive future together”.

Strategies outlined in this plan align with the objectives contained in the Council Plan, and will feed into our budgeting and long-term financial planning documents, as well as other strategic planning documents under our Council’s strategic planning framework.



This plan will explain how Council calculates the revenue needed to fund its activities, and how the funding burden will be apportioned between ratepayers and other users of Council facilities and services.

In particular, this plan will set out decisions that Council has made in relation to rating options available to it under the *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. It will also set out principles that are used in decision making for other revenue sources such as fees and charges.

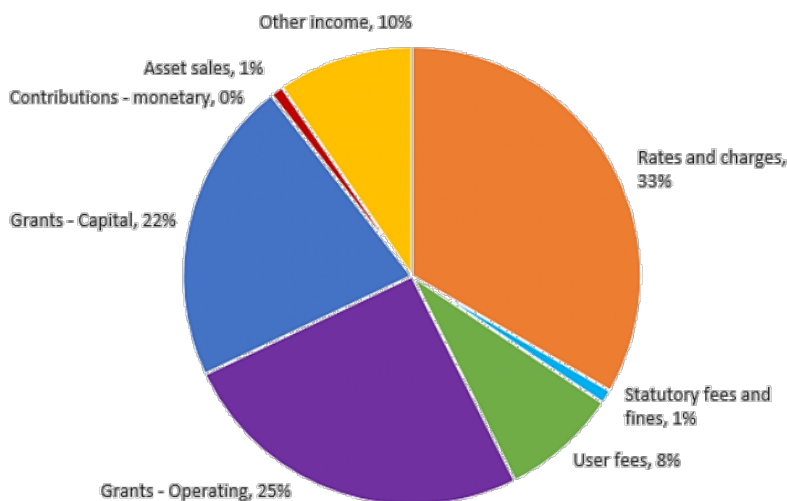
This plan does not set revenue targets for Council, it outlines the strategic framework and decisions that inform how Council will go about calculating and collecting its revenue.

## 2. INTRODUCTION

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



**Revenue Sources Proposed Budget 2021/2022**



**Council’s revenue sources include:**

- Rates and Charges
- Waste and garbage charges (included as parts of rates & charges)
- Grants from other levels of Government
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (i.e. developers, community groups)
- Other Income
- Sale of Assets

Rates are the most significant revenue source for Council and historically make up 40 - 45% of its adjusted underlying revenue. The above figures for 2021/2022 include all operating revenue and rates are a lower percentage due to the increase in proposed Capital Grants and the focus on all operating revenue.

The introduction of the Fair Go Rates System (rate capping) has provided substantial financial challenges to Council’s long term financial sustainability, and continues to restrict Councils ability to raise revenue to maintain service delivery levels and invest in community assets. This strategy will highlight Council’s reliance on rate income.

Council provides a wide range of services to the community, often for a fee or charge. The nature of these fees and charges generally depends on whether they relate to statutory or discretionary services. Some of these, such as statutory planning fees are set by State Government statute and are commonly known as regulatory fees. In these cases, councils usually have no control over service pricing. However, in relation to other services, Council has the ability to set a fee or charge, and will set that fee based on the principles outlined in this revenue and rating plan.



Council revenue can also be adversely affected by changes to funding from other levels of government. Some grants are tied to the delivery of council services, whilst many are tied directly to the delivery of new community assets, such as roads or sports pavilions. It is important for Council to be clear about what grants it intends to apply for, and the obligations that grants create in the delivery of services or infrastructure.

### 3. COMMUNITY ENGAGEMENT

The Revenue and Rating Plan outlines Council's process on how revenues are calculated and collected.

The Communication Plan for the Council's Revenue and Rating Plan is combined with the plan for the Proposed Budget 2021/2022. The Communication Plan will utilise the following methodologies in the Community Engagement Policy. This includes:-

- Draft Revenue and Rating Plan prepared by officers;
- Draft Revenue and Rating Plan placed on public exhibition at (April) Council meeting for 40 days, and allowing online submissions;
- Community engagement through local news outlets and social media;
- Information packs to community groups;
- Livestream question and answer session; and
- Draft Revenue and Rating Plan (with any revisions) presented to (June) Council meeting for adoption.

### 4. RATES AND CHARGES

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

**Council has established a rating structure comprised of three key elements.**

These are:

1. **General Rates** - Based on property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the *Local Government Act 1989*
2. **Service Charges** - A 'user pays' component to use special charges to reflect benefits provided by Council to ratepayers who benefit from a service
3. **Municipal Charge** - A 'fixed rate' portion per property to cover some of the administrative costs of Council

Striking a proper balance between these elements will help to improve equity in the distribution of the rate burden across residents.

Council makes a further distinction when applying general rates by applying rating differentials based on the purpose for which the property is used, that is, whether the property is used for residential, commercial/industrial, or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, taking into account the benefits those properties derive from the local community.

Council also levies a municipal charge. The municipal charge is a minimum rate per property to recover some of the administrative costs of Council, and in applying the municipal charge, Council ensures that each rateable property in the municipality makes a contribution.



The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is:

***Valuation (Capital Improved Value) x Rate in the Dollar (Differential Rate Type)***

The rate in the dollar for each rating differential category is included in Council's annual budget.

Rates and charges are an important source of revenue, accounting for between 40 - 50% of operating revenue received by Council. The collection of rates is an important factor in funding Council services.

Planning for future rate increases is therefore an essential component of the long term financial planning process, and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates legislation, all rate increases are capped to a rate declared by the Minister for Local Government, which is usually announced in December for the following financial year.

Council currently utilises a service charge to fully recover the cost of Council's waste services and provides for future landfill rehabilitation costs. The garbage service charge is not capped under the Fair Go Rates legislation, and Council will continue to ensure that full cost recovery of waste services is achieved over the long term.

#### **4 a) Rating legislation**

The legislative framework set out in the Local Government Act 1989 determines council's ability to develop a rating system. The framework provides significant flexibility for Council to tailor a system that suits its needs.

Section 155 of the *Local Government Act 1989* provides that a Council may declare the following rates and charges on rateable land:

- *General rates under Section 158*
- *Municipal charges under Section 159*
- *Service rates and charges under Section 162*
- *Special rates and charges under Section 163*

The recommended strategy in relation to municipal charges, service rates and charges and special rates and charges are discussed later in this document.

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 157 (1) of the *Local Government Act 1989* provides Council with three choices in terms of which valuation base to utilise. They are: Site Valuation, Capital Improved Valuation and Net Annual Value.

The advantages and disadvantages of the respective valuation basis are discussed further in this document. Whilst this document outlines Council's strategy regarding rates revenue, rates data will be contained in the Council's Budget as required by the *Local Government Act 2020* and the integrated planning and reporting requirements of the Act.

Section 94(2) of the *Local Government Act 2020* states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a) *the total amount that the Council intends to raise by rates and charges;*
- b) *a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate:*





- c) *a description of any fixed component of the rates, if applicable;*
- d) *if the Council proposes to declare a uniform rate, the matters specified in section 160 of the Local Government Act 1989;*
- e) *if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the Local Government Act 1989;*

Section 94(3) of the *Local Government Act 2020* also states that Council must ensure that, if applicable, the budget also contains a statement –

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

This plan outlines the principles and strategic framework that Council will utilise in calculating and distributing the rating burden to property owners, however, the quantum of rate revenue and rating differential amounts will be determined in Council's budget.

In 2019 the Victorian State Government ran the Local Government Rating System Review, which may or may not substantially change the way Council calculates rates and distributes the rating burden in the future. At the time of publication, no changes from the Local Government Rating System Review had been implemented, and no timeline for implementation announced.

## 4 b) Rating Principles

### Taxation Principles:

When developing a rating strategy, in particular with reference to differential rates, a Council should give consideration to the following good practice taxation principles:

- Wealth Tax
- Equity
- Efficiency
- Simplicity
- Benefit
- Capacity to Pay
- Diversity.

### **Wealth Tax**

The "wealth tax" principle implies that the rates paid are dependent upon the value of a ratepayer's real property and have no correlation to the individual ratepayer's consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates.

### **Equity**

- Horizontal Equity – ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation).
- Vertical Equity – those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a "relativity" dimension



to the fairness of the tax burden

**Efficiency** - Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by rates.

**Simplicity** - How easily a rates system can be understood by ratepayers and the practicality and ease of administration.

**Benefit** - The extent to which there is a nexus between consumption/benefit and the rate burden.

**Capacity to Pay** - The capacity of ratepayers or groups of ratepayers to pay rates.

**Diversity** - The capacity of ratepayers within a group to pay rates.

The rating challenge for Council therefore is to determine the appropriate balancing of competing considerations.

Rates and Charges Revenue Principles:

Property rates will:

- be reviewed annually,
- not change dramatically from one year to the next, and
- be sufficient to fund current expenditure commitments, and:
  - Council's Vision, and
  - Deliverables outlined in the Council Plan, Long Term Financial Plan, and Asset Plan,

Differential rating should be applied as equitably as is practical and will comply with the Ministerial Guidelines for Differential Rating 2013.

#### 4 c) Determining which valuation base to use

Under the *Local Government Act 1989*, Council has three options as to the valuation base it elects to use. They are:

1. **Capital Improved Valuation (CIV)** – Value of land and improvements upon the land.
2. **Site Valuation (SV)** – Value of land only.
3. **Net Annual Value (NAV)** – Rental valuation based on CIV.

##### 1. Capital improved value (CIV)

Capital Improved Value is the most commonly used valuation base by Local Government with over 90% of Victorian Councils applying this methodology. Based on the value of both land and all improvements on the land, it is generally easily understood by ratepayers as it equates the market value of the property.

Section 161 of the *Local Government Act 1989* provides that a Council may raise any general rates by the application of a differential rate if –

- a) It uses the capital improved value system of valuing land; and
- b) It considers that a differential rate will contribute to the equitable and efficient carrying out of its functions.

Where a Council does not utilise CIV, it may only apply limited differential rates in relation to farm land or residential use land.

Advantages of using Capital Improved Value (CIV)



- CIV includes all property improvements, and hence is often supported on the basis that it more closely reflects “capacity to pay”. The CIV rating method takes into account the full development value of the property, and hence better meets the equity criteria than Site Value and NAV.
- With the increased frequency of valuations (previously two year intervals, now annual intervals), the market values are more predictable and has reduced the level of objections resulting from valuations. The concept of the market value of property is more easily understood with CIV rather than NAV or SV.
- Most Council’s in Victoria have now adopted CIV which makes it easier to compare relative movements in rates and valuations across Councils.
- The use of CIV allows Council to apply differential rates which greatly adds to Council’s ability to equitably distribute the rating burden based on ability to afford Council rates.
- The 2018 Local Government Bill (now lapsed) recommended a change to the legislation to require all councils to use CIV. Although the legislation was not adopted at the time, it may be revisited in the near future as a result of the State Government’s review into Local Government Rating Systems.

#### Disadvantages of using CIV

- The main disadvantage with CIV is the fact that rates are based on the total property value which may not necessarily reflect the income level of the property owner as with pensioners and low income earners.

## **2. Site value (SV)**

There are currently no Victorian Councils that use this valuation base. With valuations based simply on the valuation of land and with only very limited ability to apply differential rates, the implementation of Site Value in a Victorian City Council context may cause a shift in the rate burden.

There would be further rating movements away from modern developments on relatively small land parcels to older established homes on quarter acre residential blocks. This may raise equity arguments about the implementation of site valuation in Gannawarra Shire Council.

#### Advantages of Site Value

- There is a perception that under site valuation, a uniform rate would promote development of land, particularly commercial and industrial developments.
- Scope for possible concessions for urban farm land and residential use land.

#### Disadvantages in using Site Value

- Under SV, there may be a shift from the Industrial/Commercial sector onto the residential sector of Council.
- SV is a major burden on property owners that have large areas of land. Some of these owners may have much smaller/older dwellings compared to those who have smaller land areas but well developed dwellings - but will pay more in rates. A typical example is flats, units, or townhouses which will all pay low rates compared to traditional housing styles.
- The use of SV can place pressure on Council to give concessions to categories of landowners on whom the rating burden is seen to fall disproportionately (e.g. farm land and residential use properties). Large



landowners, such as farmers for example, are disadvantaged by the use of site value.

- SV will reduce Council's rating flexibility and options to deal with any rating inequities due to the removal of the ability to levy differential rates.
- The community may have greater difficulty in understanding the SV valuation on their rate notices.

### 3. Net annual value (NAV)

NAV, in concept, represents the annual rental value of a property. However, in practice, NAV is loosely linked to capital improved value for residential and farm properties. Valuers generally derive the NAV directly as a percentage of CIV.

In contrast to the treatment of residential and farm properties, NAV for commercial and industrial properties are assessed with regard to actual market rental. This differing treatment of commercial versus residential and farm properties has led to some suggestions that all properties should be valued on a rental basis.

Overall, the use of NAV is not largely supported. For residential and farm ratepayers, actual rental values pose some problems. The artificial rental estimate used may not represent actual market value, and means the base is the same as CIV but is harder to understand.

#### Recommended valuation base

In choosing a valuation base, Councils must decide on whether they wish to adopt a differential rating system (different rates in the dollar for different property categories) or a uniform rating system (same rate in the dollar). If a Council was to choose the former, under the *Local Government Act 1989* it must adopt either of the CIV or NAV methods of rating.

Gannawarra Shire Council applies a Capital Improved Valuation (CIV) to all properties within the municipality to take into account the fully developed value of the property. This basis of valuation takes into account the total market value of the land plus buildings and other improvements.

Differential rating allows (under the CIV method) Council to shift part of the rate burden from some groups of ratepayers to others, through different "rates in the dollar" for each class of property.

Section 161(1) of the *Local Government Act 1989* outlines the regulations relating to differential rates, which include:

- a) *A Council may raise any general rates by the application of a differential rate, if Council considers that the differential rate will contribute to the equitable and efficient carrying out of its functions.*
- b) *If a Council declares a differential rate for any land, the Council must specify the objectives of the differential rate, which must be consistent with the equitable and efficient carrying out of the Councils functions and must include the following:*
  - i. *A definition of the types of classes of land which are subject to the rate and a statement of the reasons for the use and level of that rate.*
  - ii. *An identification of the type or classes of land which are subject to the rate in respect of the uses, geographic location (other than location on the basis of whether or not the land is within a specific ward in Council's district).*
  - iii. *Specify the characteristics of the land, which are the criteria for declaring the differential rate.*

Once the Council has declared a differential rate for any land, the Council must:



- a) Specify the objectives of the differential rates;
- b) Specify the characteristics of the land which are the criteria for declaring the differential rate.

The purpose is to ensure that Council has a sound basis on which to develop the various charging features when determining its revenue strategies and ensure that these are consistent with the provisions of the *Local Government Act*.

The general objectives of each of the differential rates are to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. There is no limit on the number or types of differential rates that can be levied, but the highest differential rate can be no more than four times the lowest differential rate.

#### **Property Valuations**

The *Valuation of Land Act 1960* is the principle legislation in determining property valuations. Under the *Valuation of Land Act 1960*, the Victorian Valuer-General conducts property valuations on an annual basis. Gannawarra Shire Council applies a Capital Improved Valuation (CIV) to all properties within the municipality to take into account the full development value of the property. This basis of valuation takes into account the total market value of the land including buildings and other improvements.

The value of land is always derived by the principal of valuing land for its highest and best use at the relevant time of valuation.

Council needs to be mindful of the impacts of revaluations on the various property types in implementing the differential rating strategy outlined in the previous section to ensure that rises and falls in Council rates remain affordable and that rating 'shocks' are mitigated to some degree.

#### **Supplementary Valuations**

Supplementary valuations are carried out for a variety of reasons including rezoning, subdivisions, amalgamations, renovations, new constructions, extensions, occupancy changes and corrections. The Victorian Valuer-General is tasked with undertaking supplementary revaluations and advises Council on a monthly basis of valuation and Australian Valuation Property Classification Code (AVPCC) changes.

Supplementary valuations bring the value of the affected property into line with the general valuation of other properties within the municipality. Objections to supplementary valuations can be lodged in accordance with Part 3 of the *Valuation of Land Act 1960*. Any objections must be lodged with Council within two months of the issue of the supplementary rate notice.

#### **Objections to property valuations**

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

A property owner must lodge their objection to the valuation or the AVPCC via Council's website which directs the property owner to the Valuer General's objection portal. Property owners also have the ability to object to the site valuations on receipt of their Land Tax Assessment. Property owners can appeal their land valuation within two months of receipt of their Council Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via State Revenue Office).

### **4 d) Gannawarra Shire Council current rating system**

Gannawarra Shire currently has five (5) property types and comprises five (5) differential rates (general, commercial/industrial, irrigated farm and dryland farm) and a rate concession for recreational land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the *Local Government*



Act 1989, and the Ministerial Guidelines for Differential Rating 2013. The different property types are listed below:

- General Residential land is any land, which is:
  - Occupied for the principle purpose of physically accommodating persons; or
  - Unoccupied but zoned residential under the Gannawarra Planning Scheme and which is not business.
  - Any land not included in the definition of any other rating type.
- 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
  - Unoccupied but zoned commercial or industrial under the Gannawarra Planning Scheme.
- Farmland (irrigated >10ha) land is any land, which is:
  - Farmland that is irrigated and greater than 10ha: or unoccupied but zoned farmland under the Gannawarra Planning Scheme and which is not commercial/industrial land, general/residential land or farmland (dryland).
- Farmland (dryland) is any land, which is:
  - Farmland that is dryland: or unoccupied but zoned farmland under the Gannawarra Planning Scheme and which is not commercial/industrial, general/residential or farmland (irrigated>10ha) land.
- Recreational land is any land upon which sporting, recreational or cultural activities are conducted, including buildings which may be ancillary to such activities. Profits from recreational land must be applied in promoting its objectives. The definition of “recreational lands” is per section 2 of the *Cultural and Recreational Lands Act 1963*.

#### 4 e) Rating differentials

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

##### a) General rate

General land is the balance of land defined by exception to the general rate. The exceptions to the general rate included in the Gannawarra rating system include commercial/industrial, irrigated farm, dryland farm and recreational land. General land therefore predominately consists of residential properties.

The actual rating burden applying to general properties is an outcome of the Rating Principles as detailed above at 4b). In particular the principles of equity, benefit and capacity to pay are of higher relevance. The existing rating structures have been broadly accepted by the community and any move to alter the structures in the past has encountered resistance. In the setting of differential rates Council consciously reviews the relativity of the general rate to the other differential rates.

##### b) Farm land rates

###### Principle 1.

A lower differential for farmland properties has traditionally been based on the premise that farmland



properties due to their larger areas and relatively higher valuations place less demand and use on the range of Council services. Council considers that a lower differential compared to the general rate will ensure that the farming communities can continue to pursue viable farming activities.

#### Principle 2.

A discounted differential of less than the irrigated farm land will be available for eligible dryland properties. Council considers that there is a difference in the category of road infrastructure accessible to persons who own properties in the Shire's irrigation district than compared to those individuals who own land in the dryland farming areas. Whilst many roads in the Shires irrigation district are sealed to enable the efficient movement of milk tanker trucks most roads within the dryland farming district remain unsealed.

This differential will be set as part of the budget process.

#### **c) Commercial and Industrial**

**Principle:** A higher differential of *greater than 100%* will be set for commercial and industrial property types.

A higher differential for these property types has traditionally been based on the premise that commercial and industrial properties generally place greater demands on Council services. Council considers that a higher differential compared to the general rate will ensure that Council's commitment to Economic Development and Tourism is financially supported by those who receive direct benefits.

This differential will be set as part of the annual budget process.

#### **d) Recreation Land Rate**

**Principle:** A discounted differential of *less than 100%* will be available for eligible recreational lands.

Recreational land that exists for the purpose of providing out-door sporting recreation or for the purpose of providing cultural activities are important aspects of the Gannawarra Shire Council. Council believes a lower differential compared to the general rate will ensure that this land is retained for this purpose and the open space is preserved.

This differential will be set as part of the budget process.

### **4 f) Municipal charge**

Another principle rating option available to councils is the application of a municipal charge. Under Section 159 of the *Local Government Act (1989)*, Council may declare a municipal charge to cover some of the administrative costs of the Council. The legislation is not definitive on what comprises administrative costs and does not require Council to specify what is covered by the charge.

The application of a municipal charge represents a choice to raise a portion of the rates by a flat fee for all properties, rather than sole use of the CIV valuation method.

Under the *Local Government Act*, A Council's total revenue from a municipal charge in a financial year must not exceed 20% of the combined sum total of the Council's total revenue from the municipal charge and the revenue from general rates (total rates).

The municipal charge applies equally to all properties and is based upon the recovery of a fixed cost of providing administrative services irrespective of valuation. The same contribution amount per assessment to cover a portion of Councils administrative costs can be seen as an equitable method of recovering these costs.



#### 4 g) Special charge schemes

The *Local Government Act 1989* recognises that Councils need help to provide improved infrastructure for their local communities. Legislation allows councils to pass on the cost of capital infrastructure to the owner of a property that generally receives a unique benefit from the construction works. The technical explanation of a Special Charge comes from legislation (under the *Local Government Act 1989*) that allows Councils to recover the cost of works from property owners who will gain special benefit from that work.

The purposes for which special rates and special charges may be used include road construction, kerb and channelling, footpath provision, drainage, and other capital improvement projects.

The special rate or special charges may be declared on the basis of any criteria specified by the Council in the rate (Section 163 (2)).

In accordance with Section 163 (3), Council must specify:

- The wards, groups, uses or areas for which the special rate or charge is declared; and
- The land in relation to which the special rate or special charge is declared;
- The manner in which the special rate or special charge will be assessed and levied; and
- Details of the period for which the special rate or special charge remains in force.

The special rates and charges provisions are flexible and can be used to achieve a wide range of community objectives. The fundamental principle of special rates and charges is proof "special benefit" applies to those being levied. For example, they could be used to fund co-operative fire prevention schemes. This would ensure that there were no 'free-riders' reaping the benefits but not contributing to fire prevention. Landscaping and environmental improvement programs that benefit small or localised areas could also be funded using special rates or charges.

Gannawarra Shire Council Policy no. 090 provides guidance on how Council will implement and administer a Special Rate or Special Charge Scheme for request for infrastructure projects (e.g. footpaths and urban drainage) and marketing, promotion and development projects (e.g. marketing and promotion for the retail/commercial/industrial sector).

#### 4 h) Service rates and charges

Section 162 of the *Local Government Act (1989)* provides Council with the opportunity to raise service rates and charges for any of the following services:

- a) The provision of a water supply
- b) The collection and disposal of refuse
- c) The provision of sewerage services
- d) Any other prescribed service.

Council currently applies a service charge for the collection and disposal of refuse on urban properties (compulsory) and rural properties (optional), and providing waste services for the municipality (Street litter bins for instance).

Council's waste service charges are set at full cost recovery and include the following cost-

- Kerbside collection of garbage, recycling and green waste
- Operational costs of the landfill & transfer station
- Landfill remediation & rehabilitation costs
- Street sweeping
- Street litter bin collection





- New landfill cell construction cost
- Waste education and strategy costs

It is recommended that Council retain the existing waste service charge – Should Council elect not to have a waste service charge, this same amount would be required to be raised by way of an increased general rate – meaning that residents in higher valued properties would substantially pay for the waste service of lower valued properties.

Whilst this same principle applies for rates in general, the mix of having a single fixed charge combined with valuation driven rates for the remainder of the rate invoice provides a balanced and equitable outcome.

#### 4 i) Collection and administration of rates and charges

**The purpose of this section is to outline the rate payment options, processes, and the support provided to ratepayers facing financial hardship.**

##### Payment options

In accordance with the *Local Government Act 1989*, Section 167(1), Ratepayers have the option of paying rates and charges by way of four instalments. Payments are due on the prescribed dates below, or alternatively a payment in full can be made by 15 February.

- 1st Instalment: 30 September
- 2nd Instalment: 30 November
- 3rd Instalment: 28 February
- 4th Instalment: 31 May

Council offers a range of payment options including:

- In person at Council offices (cheques, money orders, EFTPOS, credit/debit cards and cash),
- Direct debit (on prescribed instalment due dates or monthly),
- Centrepay,
- BPAY,
- Australia Post (over the counter, over the phone via credit card and on the internet),
- By mail (cheques and money orders only).

##### Interest on arrears and overdue rates

Interest is charged on all overdue rates in accordance with Section 172 of the *Local Government Act 1989*. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, which is determined by the Minister and published by notice in the Government Gazette.

Currently Council has adopted Policy No. 140 COVID Hardship Policy which has allowed some relief from interest charges during the financial year 2020/2021.

##### Pensioner rebates

Holders of an eligible Centrelink or Veteran Affairs Pension Concession card or a Veteran Affairs Gold card which stipulates TPI or War Widow may claim a rebate on their sole or principal place of residence. Upon initial application, ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner rebate is deducted from the rate account before payment is required by the ratepayer.

With regards to new applicants, after being granted a Pensioner Concession Card (PCC), pensioners can then apply for the rebate at any time throughout the rating year. Retrospective claims up to a maximum of one previous financial year can be approved by Council on verification of eligibility criteria, for periods prior to this



claims may be approved by the relevant government department.

#### **Rates Subsidy**

Council Policy no. 104 provides 50% rate subsidy to eligible organisations that provide either health, education, counselling, sporting, and cultural or other charitable services to the community. Where full payment of rates are made by 15 February each year, Council will issue a refund in June of that financial year.

#### **Rates Relief Policy**

Under Section 170 and 171 of the *Local Government Act 1989*, Council may provide relief to the ratepayer by way of rate deferral or waiver. The purpose of Council's Rate Relief Policy no. 034 is to assist ratepayers who are experiencing general and financial hardship to make payment of rates and charges raised by Council. The Policy allows Council to consider an application (in writing) for deferral or waiver for all or part of the rate or charge levied.

*Ratepayers seeking to apply for relief under this policy will be required to demonstrate hardship via a Certified Statement of Financial Position signed by a qualified accountant or financial counsellor.*

#### **Debt recovery**

Council makes every effort to contact ratepayers at their correct address but it is the ratepayers' responsibility to properly advise Council of their contact details. The *Local Government Act 1989* Section 230 and 231 requires both the vendor and buyer of property, or their agents (e.g. solicitors and or conveyancers), to notify Council by way of notice disposition or acquisition of an interest in land.

Council will issue a Final Notice within 30 days of the final date for payment to those ratepayers who have opted to pay by lump sum in February and have failed to do so. If the assessment remains unpaid after 14 days or suitable payment arrangements have not been made within that time, Council is authorised to commence legal action via Council's Collection Agency to assist with recovery of the amount owing.

Penalty interest is to be charged on overdue amounts in accordance with Section 172(2) of the *Local Government Act 1989*.

If an amount payable by way of rates in respect to land has been in arrears for three years or more, Council may take action to sell the property in accordance with the *Local Government Act 1989* Section 181.

#### **Fire Services Property Levy**

In 2012 the Victorian State Government passed legislation requiring the Fire Services Property Levy to be collected from ratepayers. Previously this was collected through building and property insurance premiums. The Fire Services Property Levy helps fund the services provided by the Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA), and all levies collected by Council are passed through to the State Government.

The Fire Services Property Levy is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. This levy is not included in the rate cap, and increases in the levy are at the discretion of the State Government.

## **5. OTHER REVENUE ITEMS**

### **5 a) User fees and charges**

User fees and charges are those that Council will charge for the delivery of services and use of community infrastructure.

Examples of User Fees and Charges include:



- Kindergarten and Childcare fees
- Swimming pool fees
- Waste Management charges
- Aged and health care services
- Recreation Reserve
- Facility hire charges
- Food Act Registrations
- Public Health & Wellbeing Act Registrations
- Local Laws fees

The provision of infrastructure and services form a key part of Council's role in supporting the local community. In providing these, Council must consider a range of 'Best Value' principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability.

Councils must also comply with the government's Competitive Neutrality Policy for significant business activities they provide and adjust their service prices to neutralise any competitive advantages when competing with the private sector.

In providing services to the community, Council must determine the extent of cost recovery for particular services consistent with the level of both individual and collective benefit that the services provide and in line with the community's expectations.

Services are provided on the basis of one of the following pricing methods:

- a. Market Price
- b. Full Cost Recovery Price
- c. Subsidised Price

**Market pricing (A)**

is where Council sets prices based on the benchmarked competitive prices of alternate suppliers. In general market price represents full cost recovery plus an allowance for profit. Market prices will be used when other providers exist in the given market, and Council needs meet its obligations under the government's Competitive Neutrality Policy. It should be noted that if a market price is lower than Council's full cost price, then the market price would represent Council subsidising that service. If this situation exists, and there are other suppliers existing in the market at the same price, this may mean that Council is not the most efficient supplier in the marketplace. In this situation, Council will consider whether there is a community service obligation and whether Council should be providing this service at all.

**Full Cost recovery price (B)**

aims to recover all direct and indirect costs incurred by Council.

This pricing should be used in particular where a service provided by Council benefits individual customers specifically, rather than the community as a whole. In principle, fees and charges should be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation.

**Subsidised pricing (C)**

is where Council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (i.e. Council provides the service free of charge) to partial subsidies, where Council provides the service to the user with a discount. The subsidy can be funded from Council's rate revenue or other sources such as Commonwealth and state funding programs.

Full Council Subsidy Pricing and Partial Cost Pricing should always be based on knowledge of the full cost of



providing a service.

As per the Victorian Auditor General's Office report "Fees and charges – cost recovery by local government" recommendations, Council has developed a user fee pricing policy to help guide the fair and equitable setting of prices. The policy outlines the process for setting fee prices and includes such principles as:

- Both direct and indirect costs to be taken into account when setting prices
- Accessibility, affordability and efficient delivery of services must be taken into account
- Competitive neutrality with commercial providers.

Council will develop a table of fees and charges as part of its annual budget each year. Proposed pricing changes will be included in this table and will be communicated to stakeholders before the budget is adopted, giving them the chance to review and provide valuable feedback before the fees are locked in.

Council's Waste Management Charges is set at full cost recovery

## 5 b) Statutory fees and charges

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

Examples of Statutory Fees and Fines include:

- Planning & subdivision fees
- Building and inspection fees
- Infringements and fines
- Land Information Certificates
- Animal Registrations
- Cemetery fees

Penalty and fee units are used in Victoria's Acts and Regulations to describe the amount of a fine or a fee.

### Penalty units

Penalty units are used to define the amount payable for fines for many offences. For example, the fine for selling a tobacco product to a person aged under 18 is four penalty units.

One penalty unit is currently \$165.22, from 1 July 2020 to 30 June 2021.

The rate for penalty units is indexed each financial year so that it is raised in line with inflation. Any change to the value of a penalty unit will happen on 1 July each year.

### Fee units

Fee units are used to calculate the cost of a certificate, registration or licence that is set out in an Act or Regulation. For example, the cost of depositing a Will with the Supreme Court registrar of probates is 1.6 fee units.

The value of one fee unit is currently \$14.81. This value may increase at the beginning of a financial year, at the same time as penalty units.

The cost of fees and penalties is calculated by multiplying the number of units by the current value of the fee or unit. The exact cost may be rounded up or down.



## 5 c) Grants

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

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

When preparing its financial plan, Council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. Council will only apply for and accept external funding if it is consistent with the Community Vision and does not lead to the distortion of Council Plan priorities.

Grant assumptions are then clearly detailed in Council's budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

Council's recurrent grants include:

- Federal Assistance Grants received from the Victoria Grants Commission for general purpose and local roads funding.
- Victorian Department for Health & Human Services grants for Home and Community Care services provided under the Programs for Younger People (PYP), Maternal & Child Health program.
- Commonwealth Department for Health for Home and Community Care services provided under the Commonwealth Home & Support Program (CHSP).
- Roads to Recovery funding from the Commonwealth Government to support the maintenance of Council's local road network.
- Victorian Department for Education grants for children's services.
- Public Libraries funding from the Victorian Government.
- Roadside Weed & Pest Control grant from the Victorian Government.
- Municipal Emergency Resourcing Program (MERP) funding from the Victorian Government to support their strategic emergency management work.

## 5 d) Contributions

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects.

Contributions can be made to Council in the form of either cash payments or asset hand-overs.

Examples of Contributions include:

- Monies collected from developers under planning and development agreements
- Monies collected under developer contribution plans and infrastructure contribution plans
- Contributions from user groups towards upgrade of facilities
- Assets handed over to council from developers at the completion of a subdivision, such as roads, drainage, and streetlights

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until signed agreement outlining the contribution details is in place.

Contributions linked to developments can be received well before any Council expenditure occurs. In this situation, the funds will identified and held separately for the specific works identified in the agreements.



## 5 e) Other Income

Other income represents interest from investments, rental from investment properties, services provided under the National Disability Insurance Scheme and private works.

Council services provided under the National Insurance Disability Scheme (NDIS), Home and Community Care Brokered Programs and private works programs are set at full cost recovery.

Council receives interest on funds managed as part of its investment portfolio, where funds not required to fulfil short term operational commitments are considered surplus and are invested to generate interest revenue. The investment portfolio is managed per Council's Investment Policy no. 110 to achieve maximum return on investments that minimise risk and ensure the ongoing sustainability of Council funds.

Council Private Works Policy no. 135 provides guidance and direction for providing services or undertaking private works. Undertaking private works will not take precedence over the completion of Council's annual capital works and operational works programs or cause disruption to Council's core activities. Private works will be undertaken on a full cost recovery basis and include a profit margin. Private works will generally include the provision of labour, materials, plant and equipment.

## 5 f) Sale of Assets

Sale of assets include trade-in or auction of vehicles/plant as part of cyclical replacement of fleet/plant, land exchange and sale of industrial estate lots. Section 114 of the Local Government Act 2020, stipulates that sale or exchange of land must be advertised and the process must be in accordance with the community engagement policy.

Council Asset Disposal and Rationalisation Policy no. 128 provides guidance on due diligence and procedural direction to undertake this process.

## 5 g) Borrowings

Whilst not a source of income, borrowings can be an important cash management tool in appropriate circumstances. Loans can only be approved by Council resolution. The following financial sustainability principles must be adhered to with new borrowings:

- Borrowings must only be applied for where it can be proven that repayments can be met in the Long Term Financial Plan
- Borrowings must not be used to fund ongoing operations
- Borrowings are appropriate for funding large capital works where the benefits are provided to future generations.
- Council will maintain its debt at levels which are sustainable. Key benchmarks and targets are:
  - Indebtedness – (Non-current liabilities compared to own source revenue) <60% , and
  - Loans and borrowings – (Loans and borrowing repayments compared to rate revenue) < 10% of total revenue (excluding capital revenue).

## **7.6 ROAD MANAGEMENT PLAN REVIEW**

**Author:** Geoff Rollinson, Director Infrastructure and Development

**Authoriser:** Tom O'Reilly, CEO

**Attachments:** 1 Road Management Plan - Draft June 2021

### **RECOMMENDATION**

**That Council note the statutory review of Council's Road Management Plan has commenced.**

---

### **EXECUTIVE SUMMARY**

Each incoming municipal council must review its Road Management Plan during the same period as it is preparing its Council Plan. Councils have until the 31 October 2021 to prepare their Council Plan.

The purpose of the Road Management Plan is to establish a management system to assist the Council to meet its Road Management Act duties based on its policy and operational objectives and having regard to available resources. The Road Management Plan sets out Council's statutory requirements in relation to inspection repair and maintenance of Council roads and does not set out levels of service required by the road user. Levels of service are set out in Council's Asset Management Plans which are due for review in the coming months.

Council officers have undertaken a review of Council's current Road Management Plan and will now give notice to seek public comment as set out in the Road Management Regulations 2016.

The Draft Road Management Plan must be made available for 28 days for submissions to be made and a notice placed in the Government Gazette. Any person who wishes to make a submission on the Draft Road Management Plan may make a submission to Council within the 28 day period. Council officers will review any submissions and present the draft Road Management Plan to Council for endorsement in September.

### **PURPOSE**

The purpose of this report is to progress the process of reviewing Council's Road Management Plan in line with legislative requirements, advise the community of the review and seek community input.

### **ATTACHMENTS**

Draft Road Management Plan 2021

### **DISCUSSION**

Each incoming municipal council must review its Road Management Plan during the same period as it is preparing its Council Plan. Councils have until the 31 October 2021 to prepare their Council Plan.

The main purpose of Council's Road Management Plan is to document the frequency Council inspects its roads and footpaths, what Council defines as a hazard and defect, and within what timeframe Council will rectify a hazard or defect.

The review process takes into consideration the following inputs:

- Changes to law and precedence set by court decisions.
- A benchmarking exercise of service levels with neighbouring councils.
- Public liability claims history.
- Performance of the road and footpath network.
- Service level compliance.
- Budget analysis.
- Community consultation.

In conducting a review of a road management plan, a road authority (Council) must ensure that the standards and priorities in relation to the inspection, maintenance and repair of the roads and classes of roads to which the plan applies, are appropriate.

### **RELEVANT LAW**

As a road authority, Council has a duty of care to road users and the community to maintain all public roads for which it is responsible in a safe condition and to specified maintenance standards having regard to relevant government transport and other policies, and available funds.

The purpose of a Road Management Plan as defined by the *Road Management Act 2004* is:

1. To establish a management system for the road management functions of a road authority which is based on policy and operational objectives and available resources; and
2. To set the relevant standards and relation to the discharge of duties in the performance of these road management functions.

### **RELATED COUNCIL DECISIONS**

Council first adopted a Road Management Plan on 22 December 2004. That plan has been reviewed 2009, 2013 and 2017.

### **OPTIONS**

It is a requirement of the *Road Management Act 2004* that councils review the Road Management Plan in accordance with the Road Management Regulations 2016.

### **SUSTAINABILITY IMPLICATIONS**

Council must ensure that when works are being undertaken on the road or within the road reserve a holistic approach is appreciated to ensure minimal impact to the environment and the function of the road supports the social and economic requirements of the community.

### **COMMUNITY ENGAGEMENT**

The review of the Road Management Plan will be undertaken in consultation with relevant Council Officers and subject matter experts.

As part of the review process notices must be published in the Government Gazette and newspapers advising of the review process and providing the opportunity for public submissions in accordance with the *Road Management Act 2004* and the Road Management (General) Regulations 2016.



**INNOVATION AND CONTINUOUS IMPROVEMENT**

Council officers have been in consultation with neighbouring councils, Municipal Association Victoria (MAV) staff and insurers to ensure that this review is consistent with current regulations, legislation and standards.

**COLLABORATION**

Council officers have been working with neighbouring councils and the MAV to obtain a consistent approach.

**FINANCIAL VIABILITY**

The purpose of a road management plan is to establish a management system for the road management functions of a road authority which is based on policy, operational objectives and available resources.

Any proposed changes to frequency of inspection or intervention levels will have an impact on the operational budgets and these will be further considered as part of the adoption of an amended Road Management Plan.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

The draft Road Management Plan 2021 has been prepared in accordance with the following Acts, Regulations and Codes of Practice:

- *Road Management Act, 2004*
- *Road Safety Act 1986*
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2005
- Code of Practice for Road Management Plans
- Code of Practice for Operational Responsibility for Public Roads
- Code of Practice for Management of Infrastructure in Road Reserves
- Code of Practice for Worksite Safety – Traffic Management

**COUNCIL PLANS AND POLICIES**

The purposes of a road management plan has regard to the principal object of road management and the works and infrastructure management principles, which are to establish a management system for the road management functions of a road authority which is based on policy and operational objectives and most importantly, available resources.

A road management plan also sets the relevant standard in relation to the discharge of duties in the performance of those road management functions.

It is considered appropriate that during the review of the Road Management Plan, other “Asset Management Plans” be considered. These Asset Management Plans set out the response times for relevant asset classes and are currently being reviewed by Council officers.

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in regards to this matter.



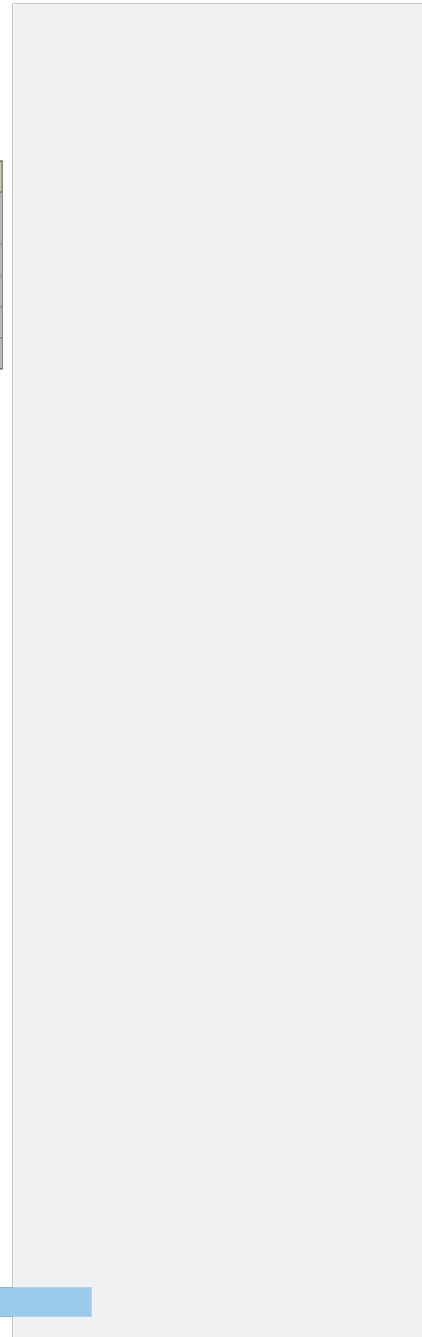
## ROAD MANAGEMENT PLAN



**June 2021~~March 2017~~**

**SCHEDULE OF ADOPTION**

No.	Date	Comment	File Reference
1	10/10/2007	Included in Section 4.4 is 4.10 Suspension of Plan Due to Natural Disasters	
2	25/11/2009	Draft approved for public comment by Council	30/12/020
3	30/06/2010	Adopted by Council at Council's Ordinary Meeting	30/12/020
4	21/08/2013	Adopted by Council at Council's Ordinary Meeting	30/12/020
5	28/06/2017	Adopted by Council at Council's Ordinary Meeting	30/12/020



Gannawarra Shire Council

Road Management Plan

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Gannawarra Shire Council

Road Management Plan

## 1. INTRODUCTION

### 1.1 Purpose of the Plan

The purpose of the Road Management Plan (referred to hereafter as the Council's 'RMP') is to establish a management system to assist the Shire to meet its Road Management Act duties based on its policy and operational objectives having regard to available resources.

While the Council is cognisant of its legislative Best Value duties, it is also cognisant of all the legislative frameworks and policy discretions afforded to it when satisfying Road Management Act duties.

### 1.2 Council's Strategic Planning Process

This RMP has been developed in line with Council's corporate strategies and plans and reflects the outcomes resulting from budget considerations, various asset management plans and levels of service adopted by Council.

### 1.3 Legislative and Statutory Requirements

This Municipal Road Management Plan (referred to hereafter as the 'Plan') has been prepared in accordance with the following Acts, Regulations and Codes of Practice:

- ~~Local Government Act, 1989~~
- ~~Road Management Act, 2004~~
- ~~Road Safety Act 1986~~
- Road Management (General) Regulations 2005
- Road Management (Works and Infrastructure) Regulations 2005
- Code of Practice for Road Management Plans
- Code of Practice for Operational Responsibility for Public Roads
- Code of Practice for Management of Infrastructure in Road Reserves
- Code of Practice for Worksite Safety – Traffic Management

~~Section 36 of the Road Management Act 2004 provides information on coordinating road authority. According to subsection (c), the coordinating road authority:~~

~~*If the road is a municipal road, it is the municipal council of the municipal district in which the road or part of the road is situated.*~~

~~Section 36 of the Road Management Act deems the Council to be the coordinating road authority over certain roads in the municipality. However, section 37 of the Road Management Act deems the Council to be the responsible road authority over the roads outlined in this section. However, the Council's Road Management Act duties only apply to Road Register roads and assets included by law in its Road Register.~~

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## 2. PUBLIC ROADS, USER RIGHTS AND RESPONSIBILITIES

### 2.1 Road Definitions:

There is a wide range of roads in the municipality. However as the Council's Plan only applies to those roads and section 40 (3) Road Management Act assets, the Council has included in its Register of Public Roads, or are included because of the Road Management Act, it is only responsible for these roads/assets. Moreover, the Shire roads and assets so included are the only roads and assets that attract Road Management Act duties and responsibilities. Details of these roads and assets are outlined in Appendix 1.

### 2.2 Key Stakeholders

The key stakeholders in the community who are both users of the road network and/or are affected by it include:

- The community in general (for recreation, sport, leisure and business);
- Residents and businesses adjoining the road network;
- Pedestrians (including the very young, those with disabilities, and the elderly with somewhat limited mobility);
- Users of a range of miscellaneous smaller and lightweight vehicular appliances such as pedal cyclists, motorised buggies, wheel chairs and prams;
- Vehicle operators using motorised vehicles such as trucks, buses, commercial vehicles, cars and motor cycles;
- Farmers and Commercial Business People for haulage of a range of products such as grain, livestock, fruit, vegetables, grapes, fire-wood, redgum furniture and general produce;
- Tourists and visitors to the area;
- Emergency agencies (Police, Fire, Ambulance, VICSES);
- Traffic and Transportation managers including rail operators;
- Council as managers of the asset that is the road network;
- Construction and maintenance personnel who build and maintain asset components;
- Utility agencies that utilise the road reserve for their infrastructure (Water, sewerage, gas, electricity, telecommunications);
- State and Federal Government that periodically provide support funding to assist with management of the network.

### 2.3 Community Obligations

#### 2.3.1 Interference with Shire Road Management Act Assets

All persons and entities should note that if any party or entity interferes with or compromises the Council's Road Management Act assets and its Plan, the Council's Community Amenity Local Law 2012 and the Council's powers generally will be invoked. A hard copy of the Local Law can be perused at Council's Kerang and Cohuna Offices during normal business hours and an electronic version can be found on Council's website [www.gannawarra.vic.gov.au](http://www.gannawarra.vic.gov.au)

Landowners are particularly reminded of their duties in relation to vegetation overhanging Road Management Act pathways, which we will refer to as Road Management Act footpaths

and even Council Register of Public Roads roads. This includes any illegal works on any part of a Shire road reserve, being from private property line to private property line.

### 2.3.2 "Road Opening Permit"

A person on a road under the control of Council must not, without a permit in accordance with Council's Community Amenity Local Law 2012 –

- occupy or fence off part of a road;
- erect a hoarding or overhead protective awning;
- use a mobile crane or travel tower for any building work;
- make a hole or excavation; or
- reinstate a hole or excavation.

"Road opening permits" will require evidence of Public Liability insurance before a permit is granted.

Applications for a "Road Opening Permit" are available from Council offices during normal business hours or an application form can be downloaded from Council's website [www.gannawarra.vic.gov.au](http://www.gannawarra.vic.gov.au)

### 2.3.3 Heavy Vehicle Restrictions

Heavy vehicle restrictions apply to some roads and bridges within the boundaries of the Gannawarra Shire. It is the obligation of the road user to adhere to applicable restrictions including:

- all mass limit vehicles are not permitted without a permit;
- B-Doubles exceeding 19 metres are not permitted without a permit;
- heavy vehicle parking restrictions apply within built up and residential areas;
- load limits apply to some bridges within the Gannawarra Shire; and
- all B-Double and mass management permits are issued by the National Heavy Vehicle Regulator.

### 2.3.4 Road Reserve Local Laws - Discharge of Water/ Damage/Interference

Under the provision of Council's Streets and Roads Local Law – Community Amenity 2012 –

- a person who has control of water running through channels, pipes or culverts for the purpose of irrigation or otherwise, must not permit water to escape onto a road under the care and management of the Council;
- a person must not, without a permit, deposit or discharge water on a road under the care and management of the Council;
- the owner and/or occupier of land must not permit irrigation water from the land to flow onto a road reserve under the care and management of the Council.



Gannawarra Shire Council

Road Management Plan

Other provisions of Council's Streets and Roads Local Law – Community Amenity 2012 states that:

- no person may destroy, damage or interfere with a watercourse, ditch, creek, gutter, drain, tunnel, bridge, levee or culvert
- a person must not without the approval of the Council tamper or interfere with any road reserve.

Single property stormwater drains that are constructed within the road reserve, between the property boundary to a discharge outlet in the kerb or into the drain, are there to benefit the property and as such are the responsibility of the owner of the property being served to maintain.

### 3. ROAD MANAGEMENT ACT & COUNCIL POLICIES

#### 3.1 Register of Public Roads

The Road Management Act 2004 places a mandatory requirement that a road authority maintains a register of public roads. The purpose of the Public Register of Public Roads is to define public roads for which Council is the responsible road authority. Public roads are considered to be 'roadways' and 'pathways' that are "considered to be reasonably required for general public use".

The Public Register of Public Roads will be reviewed annually. A copy of the Public Register of Public Roads is available for inspection at the Kerang and Cohuna Service Centres.

While the Council is cognisant of its Road Management Act duties, these duties only apply to those roads and assets caught by the Act and are conditional on policy decisions the Council has made in relation to its Road Asset Management Plan and any subsequent amendments.

The Road Asset Management Plan is available from both Council Kerang and Cohuna Offices during normal business hours and online at Council's Website [www.gannawarra.voic.gov.au](http://www.gannawarra.voic.gov.au).

#### 3.2 Road Management Act Plan-Hierarchy of Council Road Management Act Assets

##### 3.2.1 Roads

The Council's Plan only applies to roads in Council's Public Road Register and Council assets implied in section 40 (3) of the Road Management Act.

In relation to the above assets, the Council has decided, based on reasons of efficiency, Best Value, limited resources and conflicting priorities to adopt a hierarchy of the above roads and assets. Council's road hierarchy is based on a 7-tier hierarchy outlined in Appendix 1.

##### 3.2.2 Footpaths

Section 40 (3) of the Road Management Act imposes statutory duties on the Council in relation to pathways adjacent to roads included in the Council's Road Register. For ease of reference, we will refer to these as Council Road Register footpaths and Council's hierarchy for footpaths is included in Appendix 1.

Gannawarra Shire Council

Road Management Plan

### 3.3 Road Management Responsibilities

#### Gannawarra Shire Council:

Gannawarra Shire Council is the responsible road authority for only those roads set out in section 37 of the Road Management Act.

#### Council is not responsible for:

##### VicRoads:

VicRoads is the responsible authority for managing the Arterial road network in the Shire, which includes all roads previously classified as Highways and Main Roads.

These roads include:

- 2 Highways:
  - Murray Valley Highway
  - Loddon Valley Highway
  
- 10 Arterial Roads:
  - Airport Road
  - Boort-Kerang Road
  - Cohuna-Koondrook Road
  - Cohuna-Leitchville Road
  - Donald-Swan Hill Road
  - Dumosa-Quambatook Road
  - Kerang-Koondrook Road
  - Kerang-Murrabit Road
  - Kerang-Quambatook Road
  - Leitchville-Pyramid Road

##### Abutting Municipalities:

Council shares responsibility for managing roads on the boundaries of the municipality. The Road Register identifies which Councils have maintenance responsibilities for which sections of the boundary roads, and the associated assets on these roads.

##### Department of Environment, Land, Water and Planning (DELWP):

A number of roads exist on Crown Land, other than road reserves, for which DELWP has management responsibility. These roads are not included in Council's Register of Public Roads, however a Council database is available identifying these roads.

##### VicTrack:

VicTrack is responsible for maintaining railway level crossings throughout the Gannawarra Shire, in the immediate vicinity of the railway line. Details relating to each crossing are detailed in the relevant Rail Safety Infrastructure Agreements.

Gannawarra Shire Council

Road Management Plan

**Utility Assets:**

Utility assets on the road reserve are provided and maintained by the authority responsible for the relevant non-road infrastructure. Council does not have any duties in relation to these utility assets.

**3.4 Customer Requests, Action Process and Tracking System**

Council is cognisant of its duties pursuant to the Road Management Act to consider inspection, both reactive and proactive of Road Register assets and also to maintain and repair these assets in accordance with the Council's Road Management Plan intervention objectives. To achieve this, Council has implemented its Confirm Asset Management System, a customer request system which triggers its Plan.

**3.5 Suspension of Plan Due to ~~Natural Disasters~~ Exceptional Circumstances**

While the Council will endeavour to meet its Plan, from time-to-time because of changed circumstances including natural disasters, limited resources and conflicting priorities, this may not be possible. Moreover for the same reasons, the Council may have to suspend its Plan.

In the event of the above circumstances occurring, the Council relies on sections 83 and 84 of the Victorian Wrongs Act 1958 as a complete defence to any claim arising out of non-compliance with this Plan.

Where suspension of the Council's Plan is necessary, the Council's CEO or most senior officer in their absence will consider and decide on a suspension without necessarily consulting with any stakeholder.

If a suspension of the Council's Plan is undertaken, the reasons for this will be referred to as a force majeure event.

If the Council's Plan is suspended, stakeholders should be aware it will only be reinstated when the reasons for the suspension have abated and the Council has the resources to reasonably resume and meet its Plan.

**4. INSPECTIONS OF COUNCIL ROAD MANAGEMENT ACT ASSETS**

To assist Council to meet its Road Management Act duties and based on the same reasons explaining the Council's hierarchy of Road Management Act roads and Road Management Act footpaths referred to in this Plan, the Council has adopted the following inspection regimes -

In relation to inspections relating to complaints concerning Road Management Act assets, the Council's inspection regimes and risk adaptations are outlined in Appendix 3.

In relation to proactive inspections of Council Road Management Act assets, the Council's inspection regimes and risk adaptations are outlined in Appendix 3.

While the Council understands it is not mandatory or necessary to conduct proactive inspection of all Road Management Act Road Register assets, the Council, where possible as described in Appendix 3, will attempt to undertake these inspections for the purpose of developing a works program in accordance with Council's Road Asset Management Plan as amended.

The maintenance intervention levels are set out in Appendix 2. ~~Where the response is "programmed" it is referred to a program of works and undertaken subject to the availability of resources.~~

Gannawarra Shire Council

Road Management Plan

## 5. REVIEW OF ROAD MANAGEMENT PLAN

### ~~5.1 Audits~~

~~A program of auditing, using both internal and external auditors, is being developed for the purposes of ensuring that all the management systems in place are delivering the levels of service adopted by Council for its road network assets.~~

### ~~5.1.2 Plan Review~~

~~A formal review, in accordance with sections 303 and 304 of the Road Management (General) Regulations 2005, will be conducted every four years in line with Council elections.~~

### ~~5.2.3 Amendment of Road Management Plan~~

~~Unless required as a result of a significant change in budget allocations for road and footpath maintenance, this Road Management Plan will not be amended during the life of the Plan.~~

~~Any revision of the Plan would be subject to consultation and approval processes as detailed in Section 54 of the Act.~~

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Gannawarra Shire Council

Road Management Plan

## APPENDIX 1 - ROAD HIERARCHY

Council's Road Hierarchy is based on a 7-tier system of Link, Collector, Access-Major, Access-Minor, Ancillary Road Areas, Developer Roads and Not Maintained roads. Link Roads being the highest and more important category. Because of varying traffic volumes and types of usage between rural and urban areas, the criteria for determining the road classifications for each of these zones is slightly different.

The table below provides the definitions of the roads and applies to both urban and rural situations.

Classification	Definition	Accessibility	Surface
<b>Roads</b>			
<b>Link</b>	Primarily a link/connector between declared roads, major residential areas, industrial centres or areas of significance.	All Weather Access	Generally Sealed
<b>Collector</b>	Primarily connects into residential areas, minor industrial centres, primary commercial access or conveys traffic to link or arterial roads.	All Weather Access	Gravel or Sealed
<b>Access-Major</b>	Primarily provides access to residences.	Generally All Weather Access	Gravel or Sealed
<b>Access-Minor</b>	Primarily provides access to property.	All Weather or Dry Weather Only Access	Gravel or Earth
<b>Ancillary Road Areas</b>	A roadway generally contained within a Caravan Park, public park or public reserves. These are generally not within a road reserve but on Council managed land.	Generally All Weather Access	Gravel or Sealed
<b>Developer Road</b>	A roadway within a road reserve that is currently under construction or within a defects liability period.  These roads do not form part of Councils Register of Public Roads as RM Act roads until such time as the defects liability period imposed on the developer has lapsed and the responsibility to maintain the road passes to Council, this is generally after the defects liability period and Council has informed the developer of such.	Generally All Weather Access	Generally Sealed
<b>Not Maintained</b>	Primarily un-formed roads, laneways or tracks and very rarely used. These roads do not form part of Councils Register of Public Roads as RM Act Roads.	Dry Weather Only	Gravel or Earth

Gannawarra Shire Council

Road Management Plan

The Footpath hierarchy is divided into three categories, with Category 1 being the highest ranked as it has the highest user profile.

For the footpath hierarchy, pedestrian traffic is the basis of usage volume.

Classification	Definition
<b>Category 1</b> High and Commercial Use Areas	These are footpaths within town and village centres where public footpaths have been constructed. Primarily included in this category is any footpath specifically constructed as access to the central business areas (CBD).
<b>Category 2</b> Strategic and Intermediate Use Areas	Primarily included in this category is any footpath specifically constructed as access to Hospitals, Churches, Schools, Aged Hostels, and strategic routes to areas of significance. They generally have less use than Category 1 footpaths.
<b>Category 3</b> Infrequently Used	Primarily included in this category is any footpath specifically constructed as access to residential areas and have less use than Category 2 footpaths.

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Gannawarra Shire Council

Road Management Plan

APPENDIX 2 – INTERVENTION LEVELS

INTERVENTION LEVELS – SEALED ROADS				
Service Code	Item	Defect Levels when Intervention is Required	Classification	Target Response Time
PH	Pothole Patching	Repair if hole >50mm deep <del>or</del> and 400mm diameter.	Link	Within 4 weeks
			Collector	Within 5 weeks
			Access-Major	Within 8 weeks
			Access-Minor	No seal in this Category
			Ancillary Areas	6 weeks
US	Unsealed Shoulders	a) Repair scours >75mm measured by a 1.2 m straight edge over a 20m length of shoulder. b) Any pothole > 50mm deep x 400 mm diameter.	Link	a) 3 months b) 1 month
			Collector	a) 3 months b) 1 month
			Access-Major	Programmed
			Access-Minor	N/A
			Ancillary Areas	Programmed
SW	Sweeping	Sweep if Any area > 40m <sup>2</sup> and 40mm in depth that has build-up that is visible in the travel path and/or is a potential hazard to vehicles or pedestrians.	Link	4 weeks
			Collector	16 weeks
			Access-Major	16 weeks
			Access-Minor	No seal in this Category
			Ancillary	Programmed
ER	Edge Repair	Repair Edge of break >200mm laterally or drop off > 75mm.	Link	8 weeks
			Collector	16 weeks
			Access-Major	16 weeks
			Access-Minor	No seal in this Category
			Ancillary	16 weeks

Gannawarra Shire Council

Road Management Plan

**INTERVENTION LEVELS – SEALED ROADS**

Service Code	Item	Defect Levels when Intervention is Required	Classification	June 2021 March 2017 Target Response Time
PF	Pavement Failure (digouts)	When area is cracked and deformed and likely to deteriorate. Areas <25m <sup>2</sup> and > 50mm deep (Link), > 75mm deep (Other classifications) under a 1.2m straight edge.	Link	16 weeks
			Collector	24 weeks
			Access-Major	32 weeks
			Access-Minor	No seal in this Category
			Ancillary	32 weeks
WL	Weed and sucker Control	Weeds and suckers obstructing vision of motorists at intersections and curves to be removed.	Link	4 weeks
			Collector	12 weeks
			Access-Major	12 weeks
			Access-Minor	No seal in this Category
			Ancillary	12 weeks
E	Emergency	<p>Any reported hazard which presents an imminent threat to public health and safety.</p> <p>When any call is received which reports public safety in jeopardy.</p> <p>Includes all work arising from emergency incidents including flood, fires, storms, traffic accidents, roads blocked by rubbish or animals and waste that may impact on the safety of the public and protection of the asset.</p>	Link	4 hours
			Collector	4 hours
			Access-Major	4 hours
			Access-Minor	4 Hours No seal in this Category
			Ancillary	8 hours



Gannawarra Shire Council

Road Management Plan

INTERVENTION LEVELS – GRAVEL ROADS INCLUDING UNSEALED URBAN ROADS				
Service Code	Item	Defect Levels when Intervention is Required	Classification	March-2017, June 2021 Target Rectification Response Time
GPH	Pot Holes	Holes 75mm deep and/or 400mm diameter.	Link	No gravel Link Roads
			Collector	8 weeks
			Access-Major	12 weeks
			Access-Minor	<del>Programmed</del> Next scheduled grading works
			Ancillary	Next scheduled grading worksProgrammed
WR	Rutting	Rutting concentration for a length of road and average depth exceeding 75mm in any 100m2:	Link	No gravel Link Roads
			Collector	Next scheduled grading worksProgrammed <sup>2</sup>
			Access-Major	Next scheduled grading worksProgrammed <sup>2</sup>
			Access-Minor	Next scheduled grading worksProgrammed
			Ancillary	Next scheduled grading worksProgrammed
C	Corrugations	Corrugation concentration for a length of road and average depth exceeding 50mm for 20% of road area in any 100m	Link	No gravel Link Roads
			Collector	Next scheduled grading worksProgrammed
			Access-Major	Next scheduled grading worksProgrammed
			Access-Minor	Next scheduled grading worksProgrammed
			Ancillary	Next scheduled grading worksProgrammed
SS	Slippery Surface	Repair if area is > 100m in length and 500m <sup>2</sup> Any Part	Link	No gravel Link Roads
			Collector	Next scheduled grading worksProgrammed
			Access-Major	Next scheduled grading worksProgrammed

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Gannawarra Shire Council

Road Management Plan

INTERVENTION LEVELS – GRAVEL ROADS INCLUDING UNSEALED URBAN ROADS				
Service Code	Item	Defect Levels when Intervention is Required	Classification	March-2017, June 2021 Target Rectification Response Time
			Access-Minor	<a href="#">Next scheduled grading works</a> Programmed
			Ancillary	<a href="#">Next scheduled grading works</a> Programmed

\* In relation to rutting and corrugations, the repair method on unsealed roads is GRADING. This is done on a rotational basis, generally – Collectors twice per year and Access Major once per year.

INTERVENTION LEVELS – GRAVEL ROADS INCLUDING UNSEALED URBAN ROADS				
Service Code	Item	Defect Levels when Intervention is Required	Classification	Target Rectification Response Time
SC	Surface Scour	Area if long or transverse scouring exceeds 75mm depth >100m <sup>2</sup>	Link	No gravel Link Roads
			Collector	8 weeks
			Access-Major	16 weeks
			Access-Minor	<a href="#">Programmed</a> <a href="#">Scheduled grading works</a>
			Ancillary	<a href="#">Programmed</a> <a href="#">Scheduled grading works</a>
GE	Emergency	<p><a href="#">Any reported hazard which presents an imminent threat to public health and safety.</a></p> <p><a href="#">When any call is received which reports public safety in jeopardy.</a></p> <p><a href="#">Includes all work arising from emergency incidents including flood, fires, storms, traffic accidents, roads blocked by rubbish or animals and waste that may impact on the safety of the public and protection of the asset.</a></p>	Link	No gravel Link Roads
			Collector	4 hours
			Access-Major	4 hours
			Access-Minor	4 hours
			Ancillary	8 hours

Gannawarra Shire Council

Road Management Plan

INTERVENTION LEVELS – FOOTPATHS and SIGNS				
Service Code	Item	Defect Levels when Intervention is Required	Classification	Target Rectification Response Time
FP	Footpath	<u>Vertical displacement &gt; 20mm</u> <u>Undulations – height measured under a straight edge 1m in length</u> Concrete: Vertical displacement between two adjacent surfaces is greater than 20mm. Asphalt: Tree root or similar displacement greater than 75 mm.	Category 1	1 month
			Category 2	3 months
			Category 3	Programmed
GP	Guideposts	Where Council has installed guideposts to the Council's Standard replace if more than 20% of these posts are missing.	Link	6 weeks
			Collector	8 weeks
			Access-Major	16 weeks
			Access-Minor	16 weeks
			Ancillary	16 weeks
LM	Linemarking	All linemarking to be repainted as per program.	Link	Annual Program
			Collector	Annual Program
			Access-Major	2 years
			Access-Minor	No seal in this category
			Ancillary	2 years
RS	Regulatory Signs	Replace regulatory signs (Parking Signs excepted) that are missing or illegible at 100m at night using low beam or are illegible at 100 metres in daylight.	Link	4 weeks
			Collector	4 weeks
			Access-Major	6 weeks
			Access-Minor	6 weeks
			Ancillary	6 weeks
DS	Directional Signs	Replace directional signs (street name plates excepted) that are missing, or illegible at 100m using low beam at night or are illegible at 100 metres in daylight.	Link	6 weeks
			Collector	6 weeks
			Access-Major	8 weeks
			Access-Minor	12 weeks
			Ancillary	12 weeks
AS	Advisory Signs	Replace advisory signs that are missing or illegible at 100m using low beam at night or are illegible at 100 metres in daylight.	Link	6 weeks
			Collector	6 weeks
			Access-Major	8 weeks
			Access-Minor	12 weeks
			Ancillary	12 weeks

For all missing signs, the timing may be variable due to the promptness of ordering and supply.

Gannawarra Shire Council

Road Management Plan

**APPENDIX 3 -  
INSPECTION FREQUENCIES ROADS**

INSPECTION TYPE	FREQUENCY – Day Inspection					Not Responsible
	Link	Collector	Access-Major	Access-Minor	Ancillary Road Area	
RM Act Plan Inspections	4 times per year 13 Weeks	4 times per year 1-3 Weeks	26 Weeks Twice per year	52 Weeks Once per year	26 Weeks Twice per year	N/A
Or as soon as reasonably practicable thereafter						
Reactive interventions and risk strategies "reactive inspections"	Council will inspect within 10 business days. The Shire will respond as soon as reasonably practicable following receipt of a possible RM Act defect.					N/A
FREQUENCY – Night Inspection						
	Link	Collector	Access-Major	Access-Minor	Ancillary Road Area	Not Responsible
Safety/Hazard Inspection	52 weeks Once per year	52 weeks Once per year	N/A	N/A	N/A	N/A

**INSPECTION FREQUENCIES FOOTPATHS**

FOOTPATH INSPECTION	FREQUENCY		
	Category 1	Category 2	Category 3
Defect Inspection	13 Weeks 4 times per year	13 Weeks 4 times per year	26 Weeks Twice per year

**7.7 G02-2021 MURRABIT TOWNSHIP STORM WATER PROJECT**

**Author:** Wade Williams, Manager Projects and Property

**Authoriser:** Geoff Rollinson, Director Infrastructure and Development

**Attachments:** 1 G02-2021 Evaluation  
2 G02-2021 Tender Prices

**RECOMMENDATION**

**That Council:**

1. Award tender G02-2021 for the Murrabit Township Storm Water Project to S&R Engineering and Construction Pty Ltd for the lump sum amount, not subject to rise and fall, of \$997,779.47 excluding GST.

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**EXECUTIVE SUMMARY**

Council officers have completed a tendering and evaluation process and recommend the appointment of S&R Engineering and Construction Pty Ltd as the successful tenderer for the construction of the Murrabit Township Storm Water Project. The project will install underground drainage infrastructure at Murrabit to improve community amenity and reduce health risks from mosquito borne diseases.

**PURPOSE**

To provide information for Council to award contract G02-2021 Murrabit Township Storm Water Project.

**ATTACHMENTS**

G02-2021 Evaluation

G02-2021 Tender Prices.

**DISCUSSION**

In 2019 Council engaged a consultant to develop plans for an underground drainage network to replace the deficient surface drainage that is currently in place in Murrabit. This current system consists of a series of open drains and culverts, which eventually lead out of town in various locations that have a tendency to retain water for extended periods after rain events.

The design for the new system includes a series of grated pits collecting surface water, which are then directed through a network of underground pipes to a detention basin located on Council owned land at the intersection of Browning Avenue and Church Street.

The basin is designed to accommodate rainfall runoff from larger storm events. A pump station will discharge water from the basin to an outfall at Reedy Creek near the intersection of Browning Avenue and Murrabit West Road.

The Murrabit Township Storm Water Project received funding of \$1.1 million from the Federal Government's Local Roads Community Infrastructure Program – Phase 2.

The project was originally divided into six stages, based on affordable project costs, and the tender was advertised encompassing Stages 1 through to 3. Prices were also requested for the final three stages as individual projects.

Tenders for construction of the Murrabit Township Storm Water Project were advertised through Council's E-Tendering Portal, and closed at 4pm on 25 May 2021. A total of five submissions were received and subsequently evaluated by a panel of Council officers.

Evaluation of the submissions included weighted criteria demonstrating price, contractor capability, project experience, timeframe for completing the works, risk minimisation and local benefit, all of which were included in the tender specification package as detailed in Table 1.

*Table 1: Evaluation Criteria*

EVALUATION CRITERIA	RELATIVE WEIGHTING
Financial costs to Council - including rates for variations etc. and any additional overhead costs and/or liabilities Council could bear (such as WorkCover).	35%
Tenderer's and any nominated sub-contractors' resources, technical and financial capabilities to successfully complete the contract.	20%
Tenderer's and any nominated sub-contractor's experience on similar projects and standing, experience and skill within the industry.	20%
Tenderer's and any nominated sub-contractor's OH&S record and procedures and ability to minimise Council's insurance risks.	15%
Local Benefit	10%

Pricing for the works was competitive and a comparison of the tendered prices is shown in Table 2:

*Table 2: Tender Prices*

Tenderer	Tender Price (excluding GST)
Tenderer A	\$931,452.00
Tenderer B	\$1,213,495.70
Tenderer C	\$856,645.93
Tenderer D	\$1,034,560.90
S&R Engineering and Construction Pty Ltd	\$846,884.06

Upon completing an initial evaluation, officers negotiated with the two leading submissions to include Stage 4 of works in the contract.

*Table 3: Post Tender Negotiation Prices to Complete Stages 1 to 4*

Tenderer	Tender Price (excluding GST)
Tenderer C	\$1,103,395.03
S&R Engineering and Construction Pty Ltd	\$997,779.47

**RELEVANT LAW**

Not applicable

**RELATED COUNCIL DECISIONS**

Not applicable

**OPTIONS**

1. Award the tender to S&R Engineering and Construction Pty Ltd for the lump sum amount of \$997,779.47 excluding GST, not subject to rise and fall.
2. Abandon the project and return the grant funding.

Council officers recommend proceeding with Option 1.

**SUSTAINABILITY IMPLICATIONS**

- **Economic**

The materials chosen are a combination of concrete and HDPE which both have long life expectancies reducing capital replacement costs.

Maintenance and the pump electrical costs will need to be incorporated into Council's operating budget. The pump will be operated via a variable frequency drive (VFD) which allows the pump speed to be changed to suit inflows thereby reducing power consumption.

- **Social**

The development will reduce the amount of standing water present within the township and as such, reduce the risk of mosquito borne diseases such as Ross River fever and Murray Valley encephalitis.

- **Environmental**

Council has completed a due diligence report considering native vegetation impacts. As a result an arborist has been engaged to advise Council on the impact of the works on several identified Red Gum trees, and solutions to minimise impacts on their health.

The design incorporates water sensitive urban design principles to improve water quality and reduce peak flows.

- **Climate Change**

The detention basin will accommodate excess inflows that may occur more frequently if rainfall patterns change.

**COMMUNITY ENGAGEMENT**

A project update will be presented to the Murrabit Advancement Association once project timelines are known. Council and the appointed contractor will work with local groups to minimise disruption to events and access to the school.

Communication with the local community will be ongoing via representatives of user groups, as the project progresses.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable.

**COLLABORATION**

Council has liaised with Lower Murray Water, VicRoads and Goulburn Murray Water regarding the project. During the design phase, Powercor was approached to discuss provision of a new electrical supply to service the pump station.

**FINANCIAL VIABILITY**

The ongoing impact to Council's operating budget will be minor given the efficiency of the VFD. Council already maintains the parcel of land where the basin will be located, and these costs are expected not to vary considerably into the future.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Not applicable

**COUNCIL PLANS AND POLICIES**

Council Plan 2017-21: Priority Action – Sustainable Environments:

- Design and develop a stormwater installation plan for Murrabit and advocate for funding.

Council Plan 2017 – 2021: Sustainable Natural Built Environment

- Completion of Capital works

Council Plan 2017 – 2021: Sustainable Natural and Built Environment

- Managing facilities and assets now and into the future

Council Tourism Plan 2015-2020: Contribute to tourism opportunity and improving facilities.

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in regards to this matter.



Gannawarra Shire Council

Contract name: Murrabit Storm Water Project  
 Contract number: G02-2021

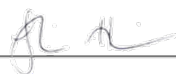
Criteria	Weight	Tenderer A		Tenderer B		Tenderer C		Tenderer D		S&R Engineering and Construction	
		Score	Wghtd score	Score	Wghtd score	Score	Wghtd score	Score	Wghtd score	Score	Wghtd score
1 Price - Financial Cost to Council	0.35	5.52	1.93	2.66	0.93	6.29	2.20	4.48	1.57	6.38	2.23
2 Tenderer's and any nominated sub-contractors' resources, technical and financial capabilities to successfully complete the contract.	0.20	7.67	1.53	7.17	1.43	8.17	1.63	7.33	1.47	7.83	1.57
3 Tenderer's experience on similar projects and standing, experience and skill within the industry	0.20	6.00	1.20	7.83	1.57	7.67	1.53	7.00	1.40	7.83	1.57
4 Tender's and nominated sub contractors OH&S record and procedures and ability to minimise Council's insurance risks	0.15	8.33	1.25	7.83	1.18	7.67	1.15	8.33	1.25	8.00	1.20
5 Tenderers and nominated sub-contractor's operational base including assessment of business, staff location, materials purchasing and sub-contractor locations.	0.10	7.00	0.70	6.33	0.63	6.67	0.67	6.67	0.67	7.33	0.73
<b>TOTAL WEIGHTEDSCORE :</b>			<b>6.62</b>		<b>5.74</b>		<b>7.18</b>		<b>6.35</b>		<b>7.30</b>

Approximate Contract Total

Criteria	Weight	Comments	Comments	Comments	Comments	Comments
Price - Financial Cost to Council	0.35	Auto Calculation	Auto Calculation	Auto Calculation	Auto Calculation	Auto Calculation
Tenderer's and any nominated sub-contractors' resources, technical and financial capabilities to successfully complete the contract.	0.20	15/11/21 completion. Various construction industry experience.	22/12/21 completion. VicRoads prequalified. Very experienced construction manager.	24/9/21 completion. VicRoads prequalified. Experienced site manager.	24/11/21 completion. Experienced engineer and site manager on project team.	26/11/21 completion. Experienced engineers and project managers on project team.
Tenderer's experience on similar projects and standing, experience and skill within the industry	0.20	Has relevant experience and the necessary resources. Reputable and experienced sub-contractors.	Extensive experience and resources. Reputable and experienced sub-contractors.	Extensive experience and resources. Reputable and experienced sub-contractors.	Extensive experience and resources. Satisfactorily completed recent works for Council. Reputable and experienced sub-contractors.	Extensive experience and resources. Satisfactorily completed recent works for Council. Reputable and experienced sub-contractors.
Tender's and nominated sub contractors OH&S record and procedures and ability to minimise Council's insurance risks	0.15	Third party accredited OHS, Environmental and QMS. Registered with GSC in Rapid.	Third party accredited OHS, Environmental and QMS. Registered in Rapid with another organisation.	Third party accredited OHS, Environmental and QMS.	Third party accredited OHS, Environmental and QMS. Registered with GSC in Rapid.	Third party accredited OHS, Environmental and QMS. Registered with GSC in Rapid.
Tenderers and nominated sub-contractor's operational base including assessment of business, staff location, materials purchasing and sub-contractor locations.	0.10	Based in Echuca with local employee. Use of local contractor.	Based in Shepparton. Use of local supplier.	Based in Echuca with local employee. Use of local contractor.	Based in Echuca. Use of local supplier & contractor.	Based in Bendigo with multiple local staff. Use of several local suppliers and contractors. Sponsor of local organisation.

Evaluation Panel

Name: Leigh Hollingworth  
 Title: Project Manager



Name: Amit Patel  
 Title: Civil Projects Officer



Name: Brian Roberts  
 Title: Facilities Officer



The above personnel were previously approved to form the Evaluation Panel.

Consideration has been given when establishing the above evaluation panel to ensure proper probity issues are considered, especially when an existing contractor may be involved in the tender process. All members of the Evaluation Panel shall be signatories to this report declare their probity and confidentiality in dealing with this tender evaluation.

The evaluation process used was in accordance with the adopted policies of Gannawarra Shire Council and were advised to all tenderers in the Tender Conditions.



**Gannawarra Shire Council**

**Contract name:** Murrabit Storm Water Project

**Contract number:** G02-2021

<i>Based on "Lump Sum" only</i>	Tenderer A	Tenderer B	Tenderer C	Tenderer D	S&R Engineering and Construction
Tender price:	931452.00	1213495.70	856645.93	1034560.90	846884.06
Median Price	983006.45	983006.45	983006.45	983006.45	983006.45
( Median Price -Tender Price )	51554.45	-230489.25	126360.52	-51554.45	136122.39
10 x (Median \$ -Tender \$ ) / Median \$	0.52	-2.34	1.29	-0.52	1.38
<b>Financial Criteria Score:</b>	<b>5.52</b>	<b>2.66</b>	<b>6.29</b>	<b>4.48</b>	<b>6.38</b>

**Median Price:** \$

## **7.8 G03-2021 WASTE AND RECYCLING COLLECTION SERVICES**

**Author:** Brenton Hall, Manager Operational Services

**Authoriser:** Geoff Rollinson, Director Infrastructure and Development

**Attachments:** 1 G03-2021 - Tender Evaluation  
2 G03-2021 - Pricing Schedule

### **RECOMMENDATION**

#### **That Council**

- 1. Accept the tender submitted by Veolia Environmental Services (Australia) Pty Ltd G03-2021 – Waste and Recycling Collection Services.**
- 2. Authorise the Chief Executive Officer to negotiate the final terms and conditions and execute the contract with Veolia Environmental Services (Australia) Pty Ltd within the scope of the advertised tender.**
- 3. Authorise the Chief Executive Officer to exercise any future extension options of this contract in accordance with the contract terms and conditions.**

### **EXECUTIVE SUMMARY**

Council has sought tenders from appropriately qualified and experienced contractors for the collection, bulk transport and disposal/processing of waste and recycling from both kerbside and public place bins. Kerbside services currently include General Waste, Comingled Recycling and Garden Waste. Council will introduce a kerbside glass recycling collection service in July 2023 and a kerbside food organics garden organics service in 2027.

The existing Waste and Recycling Collection Contract CP212 ceases in August 2021.

### **PURPOSE**

The purpose of this report is to seek approval to enter into contract for G03-2021 – Waste and Recycling Collection Services.

This report has been prepared for consideration by Council in accordance with section 109 of the Local Government Act 2020.

### **ATTACHMENTS**

G03-2021 Tender Evaluation

G03-2021 Pricing Schedule

### **DISCUSSION**

The existing Waste and Recycling Kerbside Collection Contract CP212 ceases in August 2021.

Council advertised G03-2021 – Waste and Recycling Collection Services via Tender Search on 27 April 2021, to renew its contract for waste and recycling collection services, which includes the collection, bulk transport (where required) and processing or disposal of kerbside waste and public place waste. The renewed contract will ensure that the community's waste is managed effectively and sustainably throughout the next decade and ensure maximum recovery of recyclables and organics material generated within the municipality. The tender also called for pricing on the

supply, repair and delivery of mobile garbage bins on an ongoing basis, size and style to align with current practices. The contract term is 7 years + 3 years extension (total 10 years).

Gannawarra Shire Council manages the delivery of kerbside collections for waste, recycling and garden organics across the Shire. This also includes street litter and public event bin servicing. Council will also during the term of this contract introduce a kerbside glass recycling collection service, and a kerbside food organics garden organics service.

There are currently 5,243 kerbside waste services, 5,227 kerbside recycling services and 1,204 kerbside green waste services, 179 street litter and 34 street recycle bins as well as various public event bin requirements. The performance of the collection service is an important function of Council on behalf of the community and a high level of service is expected.

At the close of the tender period, Council received four tenders.

All tenders were evaluated by a panel consisting of the Manager Operational Services, Director Infrastructure and Development and Tony Rijs, Waste Officer - Loddon Mallee Waste and Resources Recovery Group. The evaluation of the submissions included weighted criteria demonstrating price, capability, risk minimisation and local benefit.

*Table 1: Evaluation Criteria*

EVALUATION CRITERIA	RELATIVE WEIGHTING
Financial costs to Council - including rates for variations etc. and any additional overhead costs and/or liabilities Council could bear (such as WorkCover).	35%
Tenderer's and any nominated sub-contractors' resources, technical and financial capabilities to successfully complete the contract.	20%
Tenderer's and any nominated sub-contractor's experience on similar projects and standing, experience and skill within the industry.	20%
Tenderer's and any nominated sub-contractor's OH&S record and procedures and ability to minimise Council's insurance risks.	15%
Local Benefit	10%

Pricing for the contract was competitive and a comparison of the tendered prices is shown in table 2 based on tenements and commodities within the tenderers response schedule:

*Table 2: Tender Prices*

Tenderer	Tender Price (excluding GST)
Tenderer A	\$1,207,824.84
Tenderer B	\$1,454,389.68
Tenderer C	\$1,049,699.70
Veolia Environmental Services (Australia) P/L	\$884,536.60

The tender with the highest assessment score was Veolia Environmental Services (Australia) Pty Ltd (Veolia) who will operate the contract from their Cohuna office. Veolia's tender stated that comingled recyclable processing will be conducted on site at its Echuca Material Recycling Facility (MRF). The MRF is owned and operated by Veolia and this site continued to process recyclable material throughout the widely publicised changes to China's Recycling Policy. This Policy included banning the import of mixed paper and unprocessed plastics and reduced the allowable level of contamination in recovered paper to 0.05%.

Veolia has been evaluated with a slightly higher assessment score in the area of capability and also in environmental management. The higher assessment score in capability relates to the rural nature of Council's collection service and the previous performance of Veolia on both the Waste and Recycling contracts within the Gannawarra Shire. Veolia (previously Ellwaste) has a proven track record with Council and has worked within Gannawarra Shire for in excess of ten years.

### **RELEVANT LAW**

Victoria's waste and recycling sector is governed by the following legislation:

- *Environment Protection Act 19701*
- *Local Government Act 2020*
- *Planning and Environment Act 1987*
- *Occupational Health and Safety Act 2004*
- *Dangerous Goods Act 1985*
- *Sustainability Victoria Act 2005*

### **RELATED COUNCIL DECISIONS**

Contract CP212 was awarded to Elliot Holdings (Aust) Pty Ltd trading as Ellwaste on 15 December 2010, with the contract commencing 11 August 2011. The 5 year extension of CP 212 was granted at the 15 February 2016 Ordinary meeting of Council.

### **OPTIONS**

Council may award the contract to Veolia or reject all tenderers and readvertise

### **SUSTAINABILITY IMPLICATIONS**

Gannawarra Shire Council, like many communities across Australia, is facing major challenges with the collection and disposal of solid wastes. Landfills are fast running out of space and there is growing community concern that councils need to take a more sustainable approach to the way waste is managed. Council officers are working with the broader waste sector to:

- Reduce waste, increase resource recovery;
- Focus on diverting organic waste from landfill to minimise current and future financial and environmental liabilities;
- Provide an efficient, convenient and safe resource management system for residents;
- Develop partnerships locally and throughout Victoria to develop and deliver sustainable services;
- Minimise the costs and risks to ratepayers;

- Support innovation in resource management and look for opportunities to maximise sector development;
- Reduce the incidence of illegal dumping and littering

### **COMMUNITY ENGAGEMENT**

Considerable consultation with the Loddon Mallee Waste and Resource Recovery Group has occurred during the development of this contract. Education and awareness programs, in partnership with infrastructure solutions, play a critical role in the tender bids to partner with Council and inform the community about waste management.

The current approach to waste education focuses on encouraging residents to view waste as a resource and providing them with the knowledge and skills required to participate effectively in waste avoidance and resource recovery. Council officers work closely with the Loddon Mallee Waste and Resource Recovery Group in implementing programs to improve resource recovery and reduce waste to landfill.

### **INNOVATION AND CONTINUOUS IMPROVEMENT**

Contract G03-2021 requests the tenderer to demonstrate how they intend to deliver a high level of service in the performance of waste management.

Veolia will implement a new level of contract management and waste performance reports that track waste volumes, landfill diversion rates and expenditure and report on waste-related greenhouse gas emissions. Veolia “measurements” include:

- Monthly waste data reports
- Monthly trend analysis reports
- Monthly summary on a client’s environmental performance including waste-to-landfill diversion rates and avoidance of Greenhouse Gas emissions.

This data forms a basis for continuous improvement through identification of problem areas leading to the delivery of technical innovations and education support and training.

Veolia has developed a sustainability reporting platform. The online reporting platform is available 24 hours a day, 7 days a week, 365 days a year, and is directly connected to operating systems, ensuring data presented is transparent and real time. The information gathered can then be used as a benchmarking tool, allowing comparison between the best performing sites against other sites. This supports individual sites by clearly showing areas of improvement so that appropriate changes or education programs can be implemented.

### **COLLABORATION**

Gannawarra Shire is a member of the Loddon Mallee Waste and Resource Recovery Group. The organisation has four offices, located at Bendigo, Mildura, Wedderburn and Woodend to service the region which extends from Mildura Rural City Council in the North West to Macedon Ranges Shire Council in the South East.

As part of the Loddon Mallee Waste and Resource Recovery Group, Gannawarra Shire participated in a joint council waste tender process. However, with the announcement of Recycling Victoria and the pending changes to kerbside collections, it made it difficult for councils to finalise the tender process, as what can be recycled through the kerbside collection system often differs between council areas.

**FINANCIAL VIABILITY**

The Gannawarra Shire Proposed Budget 2021-2022, has an allocation of \$938,830 for kerbside collection, of General Waste and Recycling service (CP 212). Proposed cost to Council for the waste and recyclables services included in Contract G03-2021 from Veolia is \$989,932. This is an increase of \$51,102 above the proposed budget allocation.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Australia adopted the United Nations Sustainable Development Goals in 2015. The 17 goals and 169 global targets address common global issues. Goal 12 aims to ensure sustainable consumption and production patterns (United Nations, 2015)

The circular economy is at the heart of the Australian Government's National Waste Policy 2018 where waste is a resource that should be continually reused and recycled. The policy provides a framework for collective action by businesses, governments and communities (Department of the Environment and Energy, 2018). The Australian Government is responsible for product stewardship oversight as well as leading national waste and resource recovery initiatives.

Victoria has a legislative and strategic waste and resource recovery framework that focuses on increasing recycling and recovery, diverting of waste from landfill and safe management of materials (Sustainability Victoria, 2018). Key initiatives include the resilience of the recycling industry, food waste, education programs, market development, and improving the performance of councils and the commercial and industrial sector. The Victorian Government has committed to developing a whole-of government circular economy policy and action plan by 2020 (Department of Environment, Land, Water and Planning, 2018).

**COUNCIL PLANS AND POLICIES**

Gannawarra Shire Council Plan 2017 - 2021 key focus areas is sustainable natural and built environments. The strategic objective to initiate, develop and manage sustainable environments:

- Encourage an environmentally sustainable community;
- Continue to develop sustainable waste management practice.

Priority actions from the Gannawarra Shire Council Plan 2017 - 2021:

- Investigate the feasibility of introducing an organic waste collection service and expanding the opt-in green waste service;
- Develop and implement a long-term sustainable Waste Management Plan, which includes future expansion and business opportunities associated with Denyer's landfill;
- Work with Regional Waste Management Group/s to deliver waste minimisation programs;
- Work towards zero emissions by 2050 with Central Victorian Greenhouse Alliance.

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in regards to this matter.



Gannawarra Shire Council

Contract name: Waste and Recycling Collection Services  
 Contract number: G03-2021

Criteria	Weight	Tenderer A		Tenderer B		Tenderer C		Veolia Environmental Services P/L	
		Score	Wghtd score	Score	Wghtd score	Score	Wghtd score	Score	Wghtd score
1 Price - Financial Cost to Council	0.35	4.30	1.50	2.12	0.74	5.70	2.00	7.16	2.51
2 Tenderer's and any nominated sub-contractors' resources, technical and financial capabilities to successfully complete the contract.	0.20	9.00	1.80	8.00	1.60	9.00	1.80	9.00	1.80
3 Tenderer's experience on similar projects and standing, experience and skill within the industry	0.20	8.00	1.60	7.00	1.40	8.00	1.60	8.00	1.60
4 Tender's and nominated sub contractors OH&S record and procedures and ability to minimise Council's insurance risks	0.15	8.00	1.20	8.00	1.20	8.00	1.20	8.00	1.20
5 Tenderers and nominated sub-contractor's operational base including assessment of business, staff location, materials purchasing and sub-contractor locations.	0.10	7.00	0.70	8.00	0.80	8.00	0.80	10.00	1.00
<b>TOTAL WEIGHTED SCORE :</b>			<b>6.80</b>		<b>5.74</b>		<b>7.40</b>		<b>8.11</b>

Approximate Contract Total

Criteria	Weight	Comments	Comments	Comments	Comments
Price - Financial Cost to Council	0.35	Auto Calculation	Auto Calculation	Auto Calculation	Auto Calculation
Tenderer's and any nominated sub-contractors' resources, technical and financial capabilities to successfully complete the contract.	0.20	Tenderer A is a well established provider of waste services in Australia	Tenderer B is a well established provider of waste services in Victoria. Relying on a third party to provide recycling services, increased risk as council will not have direct relationship with company receiving recyclables	Tenderer C is a well established provider of waste services in NSW and expanding into Vic, company has not nominated resource to be provided for this contract, increased risk as council will not have direct relationship with company receiving recyclables	Veolia is a well established provider of waste services internationally and in Australia with direct experience in managing waste services for council.
Tenderer's experience on similar projects and standing, experience and skill within the industry	0.20	Tenderer A is currently operating a number of Municipality waste contracts in both metropolitan and regional councils	Tenderer B is currently operating a number of Municipality waste contracts in both metropolitan and regional councils	Tenderer C is currently operating a number of Municipality waste contracts in both metropolitan and regional councils predominately within NSW	Veolia are currently operating a number of Municipality waste contracts in both metropolitan and regional councils and are the current waste contractors
Tender's and nominated sub contractors OH&S record and procedures and ability to minimise Council's insurance risks	0.15	Tenderer A is ISO quality accredited and has well established environmental and health and safety systems	Tenderer B is ISO quality accredited and has well established environmental and health and safety systems	Tenderer C are ISO quality accredited and has well established environmental and health and safety systems	Veolia is ISO quality accredited and has well established environmental and health and safety systems
Tenderers and nominated sub-contractor's operational base including assessment of business, staff location, materials purchasing and sub-contractor locations.	0.10	Tenderer A will have 2 regionally employed drivers based at Swan Hill and operate the contract from their Mildura / Swan Hill office.	Tenderer B intend to set up their base within the Gannawarra Shire in Kerang if successful.	Tenderer C intend to employ staff within the Gannawarra Shire and operate out of the Echuca Depot if successful.	Veolia Regional Office is located in Cohuna and are actively established within the local area. Veolia employ 47 staff who currently reside within Gannawarra.

Evaluation Panel

Name: Geoff Rollinson  
 Title: Director Infrastructure and Development

Name: Brenton Hall  
 Title: Manager Operational Services

Name: Tony Rijis  
 Title: Loddon Mallee Waste and Resource Recovery Group

The above personnel were previously approved to form the Evaluation Panel.

Consideration has been given when establishing the above evaluation panel to ensure proper probity issues are considered, especially when an existing contractor may be involved in the tender process. All members of the Evaluation Panel shall being signatories to this report declare their probity and confidentiality in dealing with this tender evaluation.

The evaluation process used was in accordance with the adopted policies of Gannawarra Shire Council and were advised to all tenderers in the Tender Conditions.

**Gannawarra Shire Council**

**Contract name:** Waste and Recycling Collection Services  
**Contract number:** G03-2021

Based on "Lump Sum" only	Tenderer A	Tenderer B	Tenderer C	Veolia Enviromental Services P/L
Tender price:	1207824.00	1454389.00	1049699.00	884536.00
Median Price	1128761.50	1128761.50	1128761.50	1128761.50
( Median Price -Tender Price )	-79062.50	-325627.50	79062.50	244225.50
10 x (Median \$ -Tender \$ ) / Median \$	-0.70	-2.88	0.70	2.16
<b>Financial Criteria Score:</b>	<b>4.30</b>	<b>2.12</b>	<b>5.70</b>	<b>7.16</b>

**Median Price:** \$ 1,128,761.50

**Budget:** \$ 1,153,012

Financial Criteria Score = 
$$\frac{5 + 10 (\text{Median Conforming Tender Price} - \text{Tender Price})}{\text{Median Conforming Tender Price}}$$

## 7.9 G04-2021 KERANG CHILDREN'S CENTRE EXTENSION

**Author:** Wade Williams, Manager Projects and Property

**Authoriser:** Geoff Rollinson, Director Infrastructure and Development

**Attachments:** 1 G04-2021 Evaluation  
2 G04-2021 Tender Prices

### RECOMMENDATION

That Council award the contract G04-2021, for the Kerang Children's Centre Extensions project to David Knight Building Services for the lump sum amount, not subject to rise and fall, of \$602,000.00 excluding GST.

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### EXECUTIVE SUMMARY

Council has sought tenders from appropriately qualified and experienced contractors for the building addition works at the Kerang Children's Centre. The project, which is funded by the Department of Education, will see facility improvements and expansion allowing Council to provide government funded 3 year old kindergarten.

The extension will be added to the northern side of the building at 2 Murray St, Kerang.

### PURPOSE

To provide information for Council to award contract G04-2021 Kerang Children's Centre Extensions.

### ATTACHMENTS

G04-2021 Evaluation

G04-2021 Tender Prices

### DISCUSSION

Council received Government funding from the Building Blocks Capacity - 2020-21 for building works of the Gannawarra Children's Centre Expansion Project. The expansion will increase children participation levels to receive government funded 3-year-old kindergarten and maintain long day care placements and service viability. It is anticipated that there will be approximately 50 children who will be looking for 3-year-old kindergarten places commencing in 2022.

The extension will be added on the northern side of the existing building with facility upgrades to include additional children rooms and refurbished commercial kitchen.

The building will be of a size and layout suitable to meet the *Education and Care Services National Law Act (2010)* and the *Education and Care Services National Regulations (2012)*, to accommodate full day-care children.

Tenders for the Kerang Children's Centre Extension project was advertised through Council's E-Tendering Portal on 6 May 2021, and closed at 5pm on 7 June 2021.

Evaluation of the submissions included weighted criteria demonstrating price, contractor capability, project experience, timeframe for completing the works, risk minimisation and local benefit, all of which were included in the tender specification package as detailed in Table 1.

Table 1: Evaluation Criteria

EVALUATION CRITERIA	RELATIVE WEIGHTING
Financial costs to Council - including rates for variations etc. and any additional overhead costs and/or liabilities Council could bear (such as WorkCover).	35%
Tenderer's and any nominated sub-contractors' resources, technical and financial capabilities to successfully complete the contract.	20%
Tenderer's and any nominated sub-contractor's experience on similar projects and standing, experience and skill within the industry.	20%
Tenderer's and any nominated sub-contractor's OH&S record and procedures and ability to minimise Council's insurance risks.	15%
Local Benefit	10%

Council officers requested tenderers to supply pricing schedules for all tendered items. Table 2 provides totals for the Tendered amounts.

Table 2: Tender Prices

Tenderer	Tender Price (excluding GST)
David Knight Building Services	\$602,000.00
Tenderer B	\$699,034.87
Tenderer C	\$733,767.00

#### RELEVANT LAW

Not applicable

#### RELATED COUNCIL DECISIONS

Not applicable

#### OPTIONS

1. Award the tender to David Knight Building Services for the lump sum amount of \$602,000.00 excluding GST, not subject to rise and fall.
2. Abandon the project and return the grant funding.

Council officers recommend proceeding with Option 1.

#### SUSTAINABILITY IMPLICATIONS

Not applicable

#### COMMUNITY ENGAGEMENT

Not applicable

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable

**COLLABORATION**

Has been undertaken with all staff associated with this project and Council Officers have been in discussion with the Department of Education and Training and users of the facility.

**FINANCIAL VIABILITY**

The ongoing impact to Council's operating budget will be minor in comparison to existing costs due to improved energy efficiency ratings and modern building practices and materials.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Victorian Government Early Childhood Reform Plan:

Supporting local governments to adopt, expand and enhance kindergarten central enrolment for kindergarten services.

Building Blocks Program:

Increase the number of places for provision of 3 year old kinder.

**COUNCIL PLANS AND POLICIES**

Council Plan 2017 – 2021: Sustainable Natural and Built Environment

- To initiate, develop and manage sustainable natural and built environments.
- Managing facilities and assets now and into the future.

Council Plan 2017 – 2021: Strong and Healthy Communities

- Lifelong learning and creativity Building Blocks Program 2020

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares they have no conflict of interest in regards to this matter.

Gannawarra Shire Council

Contract name: Kerang Children's Centre Extension  
 Contract number: G04-2021

Criteria	Weight	David Knight Building Services		Tenderer B		Tenderer C	
		Score	Wghtd score	Score	Wghtd score	Score	Wghtd score
1 Price - Financial Cost to Council	0.35	6.35	2.22	5.00	1.75	4.40	1.54
2 Tenderer's and any nominated sub-contractors' resources, technical and financial capabilities to successfully complete the contract.	0.20	4.17	0.83	4.00	0.80	4.17	0.83
3 Tenderer's experience on similar projects and standing, experience and skill within the industry	0.20	4.67	0.93	4.17	0.83	5.50	1.10
4 Tender's and nominated sub contractors OH&S record and procedures and ability to minimise Council's insurance risks	0.15	2.00	0.30	4.17	0.63	4.33	0.65
5 Tenderers and nominated sub-contractor's operational base including assessment of business, staff location, materials purchasing and sub-contractor locations.	0.10	5.83	0.58	6.00	0.60	3.33	0.33
<b>TOTAL WEIGHTEDSCORE :</b>			<b>4.87</b>	<b>4.61</b>	<b>4.46</b>		

Approximate Contract Total

Criteria	Weight	Comments	Comments	Comments
Price - Financial Cost to Council	0.35	Auto Calculation	Auto Calculation	Auto Calculation
Tenderer's and any nominated sub-contractors' resources, technical and financial capabilities to successfully complete the contract.	0.20	Experienced builder with the necessary resources to complete the project.	Experienced builder with the necessary resources to complete the project.	Experienced builder with the necessary resources to complete the project.
Tenderer's experience on similar projects and standing, experience and skill within the industry	0.20	Has completed commercial projects in the past. Experienced house builder.	Recently completed a school building. Experienced house builder.	Completed a number of public building projects.
Tender's and nominated sub contractors OH&S record and procedures and ability to minimise Council's insurance risks	0.15	Adequate documentation if examples can be provided.	Adequate OHS and quality systems. Lacks environmental management plan.	Adequate documentation.
Tenderers and nominated sub-contractor's operational base including assessment of business, staff location, materials purchasing and sub-contractor locations.	0.10	Local business & staff. Predominately local suppliers and subcontractors.	Local business & staff. Predominately local subcontractors.	Use of 2 local subcontractors. Accomodation and meals.

Evaluation Panel

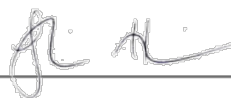
Wade Williams  
 Manager Projects & Properties



Amit Patel  
 Civil Projects Officer



Leigh Hollingworth  
 Project Manager



The above personnel were previously approved to form the Evaluation Panel.

Consideration has be given when establishing the above evaluation panel to ensure proper probity issues are considered, especially when an existing contractor may be involved in the tender process. All members of the Evaluation Panel shall being signatories to this report declare their probity and confidentiality in dealing with this tender evaluation.

The evaluation process used was in accordance with the adopted policies of Gannawarra Shire Council and were advised to all tenderers in the Tender Conditions.

**Gannawarra Shire Council**

**Contract name:** Kerang Children's Centre Extension  
**Contract number:** G04-2021

<i>Based on "Lump Sum" only</i>	David Knight Building Services	Tenderer B	Tenderer C
Tender price:	602000.00	696034.87	737587.00
Median Price	696034.87	696034.87	696034.87
( Median Price -Tender Price )	94034.87	0.00	-41552.13
10 x (Median \$ -Tender \$ ) / Median \$	1.35	0.00	-0.60
<b>Financial Criteria Score:</b>	<b>6.35</b>	<b>5.00</b>	<b>4.40</b>

**Median Price:** \$ 696,034.87

**7.10 G05-2021 KERANG CBD STAGE 2**

**Author:** Wade Williams, Manager Projects and Property

**Authoriser:** Geoff Rollinson, Director Infrastructure and Development

**Attachments:** 1 G05-2021 Evaluation and Tender Prices

**RECOMMENDATION**

That Council award tender G05-2021 for the Kerang CBD Stage 2 to The Trustee for Rankin Earthworks Civil & Construction for the lump sum amount, not subject to rise and fall, of \$914,418.44 excluding GST.

**EXECUTIVE SUMMARY**

The Kerang CBD Stage 2 Project received funding of \$1.318 million from the Federal Government's Local Roads Community Infrastructure Program.

Council officers have completed a tendering and evaluation process and recommend the appointment of The Trustee for Rankin Earthworks Civil & Construction as the successful tenderer for the development of Kerang CBD Stage 2.

**PURPOSE**

This report provides information to inform Council in the decision-making process to award contract G05-2021 Kerang CBD Stage 2 for the streetscape works on Scoresby Street between Victoria Street and Fitzroy Street, Kerang.

**ATTACHMENTS**

G05-2021 Evaluation and Tender Prices.

**DISCUSSION**

Kerang CBD Stage 2 works is inspired by the award-winning Victoria Square precinct completed in 2017, and the Kerang Scoresby Park Open Space Precinct completed in 2019.

Stage 2 will see improvements to the retail section of Scoresby Street with new pavement and planting in line with past works to the area.

The works are derived from the outcomes of the Kerang CBD Master Plan which informs past and future projects that link Kerang's five major precincts – the railway station, the open space precinct, Victoria Square, the Fitzroy Street shopping strip and Sir John Gorton Library.

Tenders for the development of the Kerang CBD Stage 2 were advertised through Council's E-Tendering Portal, and closed at 5pm on 25 May 2021. One submission was received and evaluated by a panel of Council officers according to the Tender requirements.

Evaluation of the submission included weighted criteria demonstrating price, contractor capability, project experience, timeframe for completing the works, risk minimisation and local benefit, all of which were included in the tender specification package as detailed in Table 1.



Table 1: Evaluation Criteria

EVALUATION CRITERIA	RELATIVE WEIGHTING
Financial costs to Council - including rates for variations etc. and any additional overhead costs and/or liabilities Council could bear (such as WorkCover).	30%
Tenderer's and any nominated sub-contractors' resources, technical and financial capabilities to successfully complete the contract.	25%
Tenderer's and any nominated sub-contractor's experience on similar projects and standing, experience and skill within the industry.	20%
Tenderer's and any nominated sub-contractor's OH&S record and procedures and ability to minimise Council's insurance risks.	15%
Local Benefit	10%

Council Officers requested tenderers to supply pricing schedules for all tendered items. Table 2 provides totals for the Tendered amounts.

Table 2: Tender Prices

Tenderer	Tender Price (excluding GST)
The Trustee for Rankin Earthworks Civil & Construction	\$914,418.44

#### RELEVANT LAW

Not applicable

#### RELATED COUNCIL DECISIONS

Not applicable

#### OPTIONS

1. Award the tender to The Trustee for Rankin Earthworks Civil & Construction for the lump sum amount of \$914,418.44 excluding GST, not subject to rise and fall.
2. Abandon the project and return the grant funding.

Council officers recommend proceeding with Option 1.

#### SUSTAINABILITY IMPLICATIONS

- **Maintenance**

Maintenance of the footpath, lighting and furniture on Scoresby Street will be the responsibility of Council. Material selections and landscaping design features have been considered to minimise maintenance costs.

- **Social**

Once completed, this redevelopment will provide spaces where residents and visitors can socialise and explore what Kerang has to offer.

- **Climate Change**

The design incorporates environmentally friendly features such as additional tree planting, a modern looking garden bed and low maintenance furniture materials.

**COMMUNITY ENGAGEMENT**

The project has evolved with community engagement, particularly with business owners of Scoresby Street and Kerang District Community Centre. The business owners provided valued input during the face to face meeting to prepare the Stage 2 design, closely working with Council officers and the designer to conceive the project deliverables.

Communication with the local community will be ongoing via representatives of user groups, as the project progresses.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable

**COLLABORATION**

Council has worked closely with the business owners located down Scoresby Street and will continue to develop ongoing relationships with residents and businesses as the project continues.

**FINANCIAL VIABILITY**

There will be no significant impact to Council's ongoing maintenance budget, as selected materials will be low maintenance and responsibility of the new assets will revert to Council's Operations team.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Not applicable

**COUNCIL PLANS AND POLICIES**

Gannawarra Shire Council Strategic Tourism Plan 2015-2020: Contribute to tourism opportunity and improving facilities.

Council Plan 2017-21: Economic Diversity, Growth and Prosperity

- Business growth by implementing future stage of Kerang Town Centre Master Plan
- Create business opportunities to increase Council's revenue

Council Plan 2017 – 2021: Sustainable Natural and Built Environment

- Upgrade infrastructure to improve access to key commercial markets
- Completion of Capital works

Council Plan 2017 – 2021: Sustainable Natural and Built Environment

- Managing facilities and assets now and into the future

Kerang CBD Master Plan

- Outcomes and Opportunities for Kerang's Major 5 Precincts

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares they have no conflict of interest in regards to this matter.

**Gannawarra Shire Council**

**Kerang CBD Stage 2  
G05-2021**

**Date of Evaluation - 25/05/2021**

Criteria	Weight	Earthworks Civil & Construction	
		Score	Wghtd score
1 Price - Financial Cost to Council	0.30	5.00	1.50
2 Capability of Tenderer and nominated sub-contractors resources, technical and financial capabilities to successfully complete the contract	0.25	8.00	2.00
3 Tenderer's experience on similar projects and standing, experience and skill within the industry	0.20	7.67	1.53
4 Tender's and nominated sub contractors OH&S record and procedures and ability to minimise Council's insurance risks	0.15	8.33	1.25
5 Tenderers and nominated sub-contractor's operational base including assessment of business, staff location, materials purchasing and sub-contractor locations.	0.10	7.67	0.77
<b>TOTAL WEIGHTEDSCORE :</b>			<b>7.05</b>

**Approximate Contract Total**

Criteria	Weight	Comments
Price - Financial cost to Council	0.30	Auto Calculation
Capability of Tenderer and nominated sub-contractors resources, technical and financial capabilities to successfully complete the contract	0.25	<ul style="list-style-type: none"> <li>The tenderer has extensive experience in bulk earthworks and involved in the largest irrigation project in the region.</li> <li>Good demonstrated technical capability for footpath works.</li> <li>Have the financial capability to manage the significant project financially.</li> <li>Experience on over 200+ Sites.</li> <li>Have well-maintained machinery to complete the works.</li> <li>Can complete the project before December 21</li> </ul>
Tenderer's experience on similar projects and standing, experience and skill within the industry	0.20	<ul style="list-style-type: none"> <li>The tenderer is currently working on a small project for Council outside Exchange Hotel.</li> <li>Have necessary resources to complete the works.</li> <li>Use of specialist subcontractor to manage the individual part of the project.</li> </ul>
Tender's and nominated sub contractors OH&S record and procedures and ability to minimise Council's insurance risks	0.15	<ul style="list-style-type: none"> <li>Rapid compliance requested by the contractor</li> <li>Have submitted necessary policies and procedure documents.</li> <li>Earthworks Civil and Construction has a Third party accredited OH&amp;S, Quality and Environmental Management System.</li> </ul>
Tenderers and nominated sub-contractor's operational base including assessment of business, staff location, materials purchasing and sub-contractor locations.	0.10	<ul style="list-style-type: none"> <li>Contractor based in Echuca.</li> <li>Use of Regional based subcontractor where possible.</li> <li>Hire people from Gannawarra Shire.</li> </ul>




As a members of the evaluation panel I declare that:

All tendered information under evaluation shall remain strictly confidential.

I will not disclose anything about the tenders or the process to anyone who is not part of the formal selection process in relation to this tender, unless

- I am compelled to do so by law; or
- The information is already legally in the public domain

**Evaluation Panel**

Wade Williams Manager Projects and Property	Signature	
Amit Patel Project Manager	Signature	
Leigh Hollingworth Project Manager	Signature	

**7.11 DRAFT 2021 - 2025 COUNCIL PLAN AND YEAR ONE ACTION PLAN**

**Author:** Katrina Thorne, Coordinator Community Partnerships

**Authoriser:** Stacy Williams, Director Community Wellbeing

**Attachments:** 1 Draft Council Plan 2021-2025  
2 Draft Action Plan Year One

**RECOMMENDATION**

**That Council;**

- 1. Endorse the draft 2021 – 2025 Council Plan, Community Vision and Year One Action Plan for public exhibition**
- 2. Invite feedback from the public over a 5 week period, commencing Thursday 17 June 2021.**

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**EXECUTIVE SUMMARY**

Council is required to prepare the following in accordance with the *Local Government Act 2020*:

- A four-year Council Plan by 31 October 2021 as per Section 90 of the *Local Government Act 2020*.
- A Community Vision in accordance with its deliberative engagement practices.

This report provides Council with the opportunity to consider the draft 2021 – 2025 Council Plan, Community Vision and Year One Action Plan prior to its release for public exhibition.

The draft 2021 – 2025 Council Plan, Community Vision and Year One Action Plan also incorporates the Municipal 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 Health and Wellbeing Plan is a requirement of the *Public Health and Wellbeing Act 2008*.

**PURPOSE**

The purpose of this report is to present the draft 2021 – 2025 Council Plan, Community Vision and Year One Action Plan document for consideration and to place on public exhibition for feedback.

**ATTACHMENTS**

Draft 2021 – 2025 Council Plan, Community Vision

Draft Year One Action Plan.

**DISCUSSION**

Following the October 2020 Council election, Councillors and Executive staff have been working with consultancy firm Right Lane to develop the strategic thinking and planning to support the development of the 2021 – 2025 Council Plan.

Workshops and discussions facilitated by Right Lane have occurred since December 2020, whilst further engagement over the past few months with Councillors has helped to establish the draft Plan and accompanying documents.

An extensive community consultation process occurred between 21 January and 13 February 2021, which incorporated online engagement, community sessions, conversation boards and involvement of Council's Community Care team.

In the preparation of the 2021 - 2025 Council Plan, officers intend to seek an exemption from the requirement to develop a stand-alone Municipal Health and Wellbeing Plan under the *Public Health and Wellbeing Act 2008*, ensuring all of the required elements are incorporated in the suite of documents currently before Council.

### **RELEVANT LAW**

The preparation and adoption of a Council Plan for a period of at least the next four financial years after a general election is required under the *Local Government Act 2020*.

### **RELATED COUNCIL DECISIONS**

The draft 2021 – 2025 Council Plan, Community Vision and Year One Action Plan identifies other key strategic Council documents that will form Council decision making during the four year term.

### **OPTIONS**

It is recommended Councillors endorse the draft 2021 – 2025 Council Plan, Community Vision and Year One Action Plan for community feedback.

### **SUSTAINABILITY IMPLICATIONS**

The draft 2021 – 2025 Council Plan presents sustainability priorities and responds to the requirements identified in the *Climate Change Act 2017*, that it must consider climate change when preparing a Municipal Health and Wellbeing Plan and Council Plan.

### **COMMUNITY ENGAGEMENT**

Council's Community Engagement team lead an extensive community engagement campaign between 21 January and 13 February 2021 to support the development of the 2021 – 2025 Council Plan. This campaign consisted of online engagement, community sessions, conversation boards and support via the Community Care team.

In summary the campaign reach extended to:

- 14 consultation sessions, reaching over 250 people
- Online 'Have Your Say' platform which garnered 125 comments
- 8 conversation boards, enabling 85 comments
- Hardcopy surveys, with 66 responses provided
- Emails, with 5 emails coming direct to Council.

The community engagement campaign utilised the methodologies in the Community Engagement Policy; Inform, Consult, Involve, Collaborate and Empower.

This report recommends inviting feedback on the draft 2021 – 2025 Council Plan, Community Vision and Year One Action Plan over a 5 week period to allow the community to consider the draft document, and provide feedback on the proposed strategies and actions.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

The draft 2021 – 2025 Council Plan and Year One Action Plan identifies a number of innovative strategic priorities and continuous improvement actions that will be implemented across the life of the plan. A new Action Plan will be established annually to ensure the actions are reflective of current issues and focus on continuous improvement.

**COLLABORATION**

In developing this draft Council Plan document, Councillors and officers have collaborated with a range of stakeholders to ensure alignment with relevant state and federal legislative requirements.

**FINANCIAL VIABILITY**

The 2021 – 2025 Council Plan and Year One Action Plan forms part of Council's integrated strategic planning framework which includes the 10 year financial plan and revenue and rating plan. In addition the annual budget underpins how the strategic priorities and actions in this document will be resourced.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

The development of the draft 2021 – 2025 Council Plan has taken into account relevant legislative requirements.

**COUNCIL PLANS AND POLICIES**

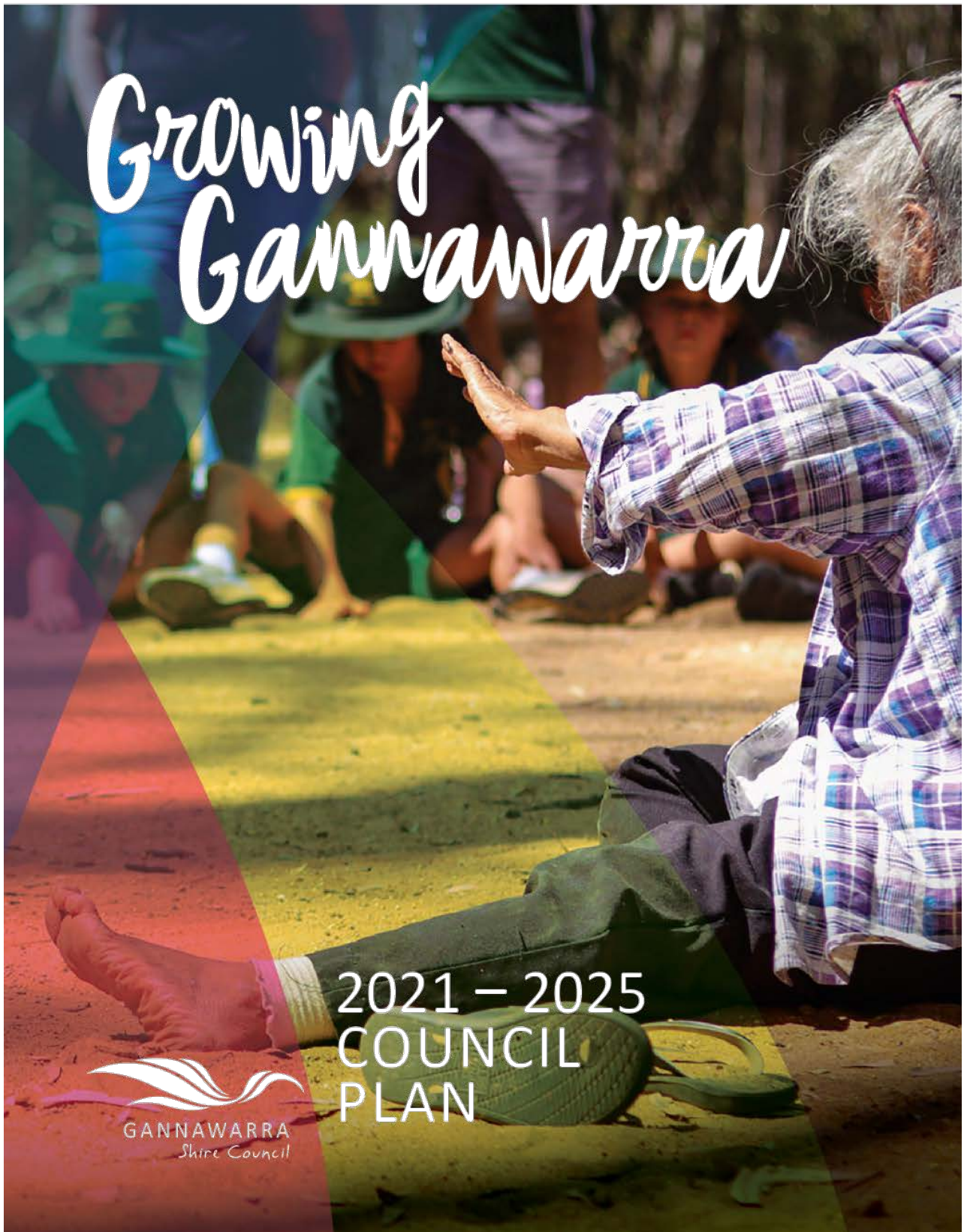
In keeping with legislative requirements, Council has a range of strategic planning documents which guide our operations. The draft 2021 – 2025 Council Plan has considered this planning framework in the development of this document.

**TRANSPARENCY OF COUNCIL DECISIONS**

This report is to be considered in an open Council Meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in regards to this matter.



2021 - 2025  
COUNCIL  
PLAN



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GANNAWARRA SHIRE COUNCIL

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## ABOUT THE COUNCIL PLAN

A Council must prepare and adopt a Council Plan for a period of at least the next 4 financial years after a general election in accordance with its deliberative engagement practices. (Local Government Act 2020).

Gannawarra Shire Council’s 2021 - 2025 Council Plan is a strategic document reflecting where Council, and the community, wants to be in 2025 and how it will achieve those outcomes. The Council Plan is the overarching strategy for the organisation that clearly identifies what the Council is planning to achieve in the next 4 years.

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.

## ACKNOWLEDGEMENTS

Gannawarra Shire Council acknowledges the Barapa Barapa, Yorta Yorta and Wamba Wamba people as the traditional owners of the land now known as Gannawarra.

We pay our respects to Elders past, present and emerging and acknowledge their rich culture and connection to Country.

Cover image: Aunty Esther Kirby DAM with Koondrook Primary School students at the Nature Based Tourism site, November 2020





# Mayor's Message



Together with my fellow Councillors, I am pleased to present to our community Growing Gannawarra – our 2021-2025 Gannawarra Shire Council Plan. This Plan is a high level strategic document that reflects the needs of our community and will help guide us over the next four years to realise our full potential.

During the past four years we have seen the Gannawarra grow into a region renowned for its diverse agriculture sector, its renewable energy opportunities and the potential for the area to become Victoria's nature based tourism destination.

Growing Gannawarra aims to build on these objectives and focus on our efforts to embrace the health and wellbeing, connectivity and productivity of our community.

As Councillors, we are committed to developing and implementing this plan with our community, who played a key role in developing Growing Gannawarra's objectives following an extensive community engagement period that included in-person sessions, online forums, conversation boards and a survey.

Through the engagement process, residents identified that our natural environment and community/lifestyle are the Gannawarra's strengths, with access to services; such as access to health and early years services and recreational infrastructure, being a challenge and creating disadvantage for our rural community.

As a result of this feedback, we have identified three goals Council would like to achieve between 2021 and 2025:

- Enhance the wellbeing and liveability of the Gannawarra through creative infrastructure and access to services;

- Grow the Gannawarra by developing a diverse and broad economy;
- Supporting long-term financial and environmental sustainability.

Strategic priorities, as listed in this Council Plan, will ensure we achieve these goals. Working in partnership with the community is crucial to this process.

It is also important that throughout the life of this Council Plan that we, as Councillors, continue to listen to the community and work collaboratively to create a positive and progressive future for the Gannawarra together.

Growing Gannawarra is about all of us. It's about what we love about the Gannawarra and what we can do to continue making 'the Gannawarra a great location to work and live. Let's all work together to further grow hope and confidence in the Gannawarra.

*Mayor  
 Charlie Gillingham*

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GANNAWARRA SHIRE COUNCIL

# Who is Gannawarra?

Gannawarra Shire encompasses a number of towns in the North of Victoria with an evolving agriculture sector and growing tourism industry.



## LOCATION

Gannawarra Shire is located on the Murray River, just 1.25 hours from Bendigo, 40 minutes from Swan Hill and 3 hours from Melbourne. It is serviced by the Murray Valley and Loddon Valley Highways.

## DEMOGRAPHIC AND ECONOMIC SNAPSHOT



Source: Australian Bureau of Statistics 2016 Census

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GANNAWARRA SHIRE COUNCIL

### ENVIRONMENTAL PROFILE

Gannawarra is a region loaded with natural features, rivers, lakes, wetlands and forests. It is a perfect destination for relaxing on the riverbank, water skiing with friends or just soaking up the ambience of the majestic red gum forests. Gannawarra has many attractions such as beautiful golf courses, red gum sawmills, national parks, wetlands, diverse shopping centres and special places of interest.

### DEMOGRAPHIC PROFILE

- The 2016 ABS Census highlighted a turnaround in previous population predictions, suggesting the Gannawarra would experience a population decline of 0.04% per annum during the next 20 years.
- Population increased by 183 people or 0.38% per annum from the 2011 to 2016 ABS Census. This positive growth is a sign that the work undertaken by Council in improving the liveability and economic capacity is delivering positive population growth.
- Gannawarra has an ageing population with 27.6% aged over 65 years, an increase from 24% as at the 2011 ABS Census. In 2016, 6.5% of the population in Gannawarra reported needing help in their day-to-day lives due to disability. This was a similar percentage to 2011.

Resource: Australian Bureau of Statistics 2016

### ECONOMIC PROFILE

- The major employing industries in the region are agriculture, forestry and fishing (26.6%) followed by healthcare and social assistance (12%), retail trade (10.1%) and education and training (6.3%) and construction (6.2%).
- The Gannawarra has a diverse agricultural base. Dairy is the most prominent sector (39% of agricultural production) followed by cropping (38%), livestock (13%), and horticulture (10%). The dairy sector is undergoing significant change while broad acre irrigated cropping and horticulture are growing and likely to overtake dairy as the key sectors.
- Tourism is currently a relatively minor industry in the Gannawarra, accounting for around 4% of employment. However, there is opportunity for this sector to expand and play a greater role in the local economy.
- Renewable energy is providing significant investment, employment, rate revenue and business leverage potential. There is capacity to consider related green activities that align with nature-based tourism, energy and agriculture.
- Gannawarra has a strong manufacturing sector across Kerang, Cohuna and Koondrook. This sector needs to be a priority to build ongoing employment capacity. Technology is driving rapid change across the economy and this will create many new opportunities.

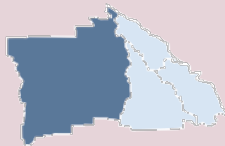


# Your Councillors



CR CHARLIE  
GILLINGHAM,  
MAYOR

*Arca Ward*



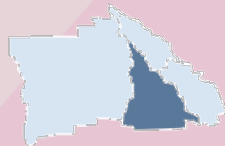
CR ROSS  
STANTON

*Murray Ward*



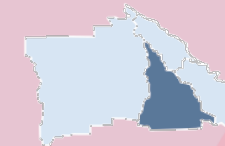
CR KELVIN  
BURT

*Patchell Ward*



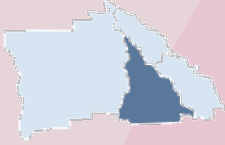
CR TRAVIS  
COLLIER

*Patchell Ward*



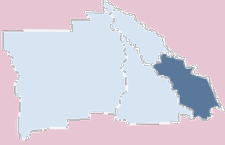
CR JANE  
OGDEN

*Patchell Ward*



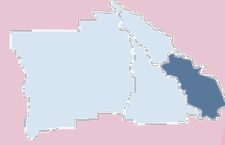
CR GARNER  
SMITH

*Yaroon Ward*



CR KEITH  
LINK

*Yaroon Ward*



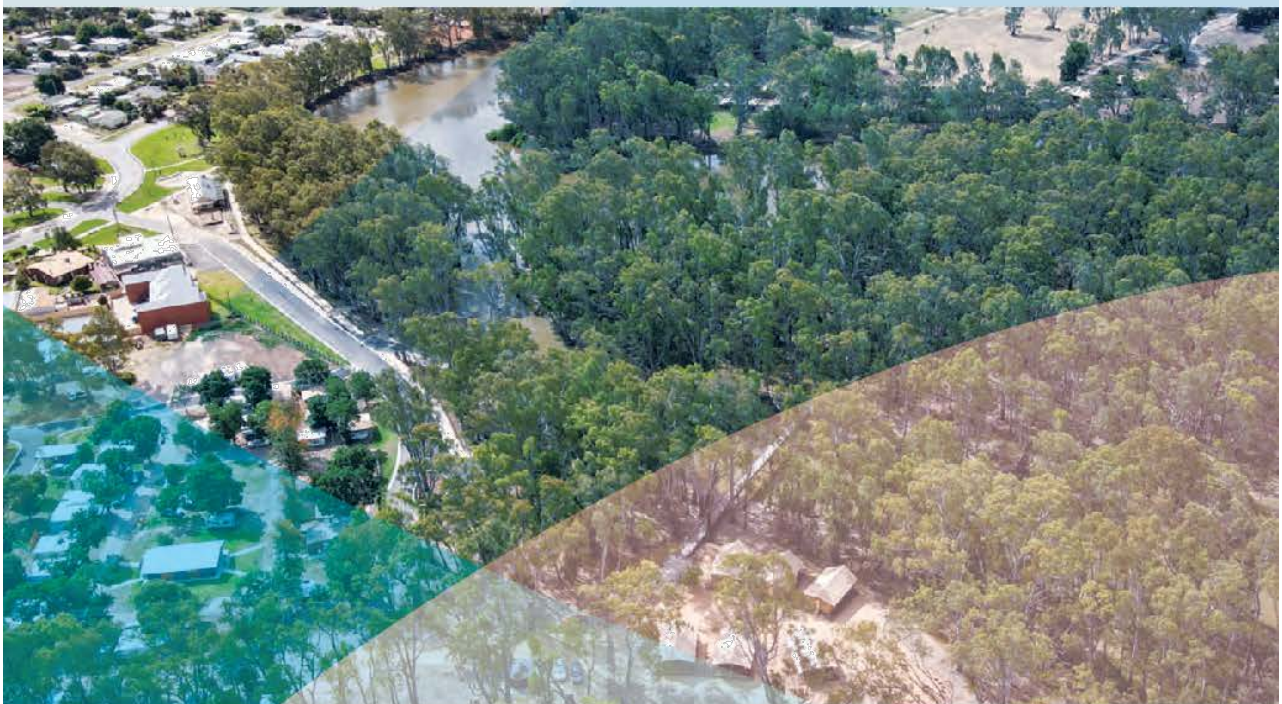
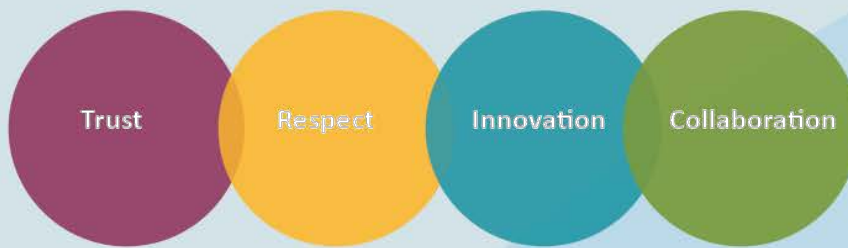
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GANNAWARRA SHIRE COUNCIL

# Strategy Statement

The Gannawarra will be renowned as an Australian destination of choice for its liveability and unique opportunities in innovative agriculture, renewable energy and nature-based tourism.

We focus on inclusive services and assets that enhance the health and wellbeing, cultural heritage, connectivity and productivity of our communities.

## Values



# Our Community

## WHAT WE HEARD YOU LIKE ABOUT WHERE YOU LIVE



The natural environment



The community



The lifestyle

## WHAT WE HEARD ARE YOUR CHALLENGES



Housing availability



Physical access (footpaths, connections etc)



Access and inclusion to early years, health services and recreation infrastructure



# Our Community Vision

## VISION STATEMENT

Our community will be proud, connected and inclusive as we actively seek opportunities that enhance lifestyle and liveability.

We will recognise and appreciate the value of the natural environment and how it connects our communities.

We will strive to be resilient to a changing environment through innovation and collaboration.

The Gannawarra will grow through encouraging economic diversity, creating unique tourism destinations, and embracing our cultural and natural assets.

## KEY OBJECTIVES

1. Liveability

2. Growth

3. Sustainability

## COUNCIL'S ROLE IN ACHIEVING OUR COMMUNITY VISION



Facilitator



Supporter

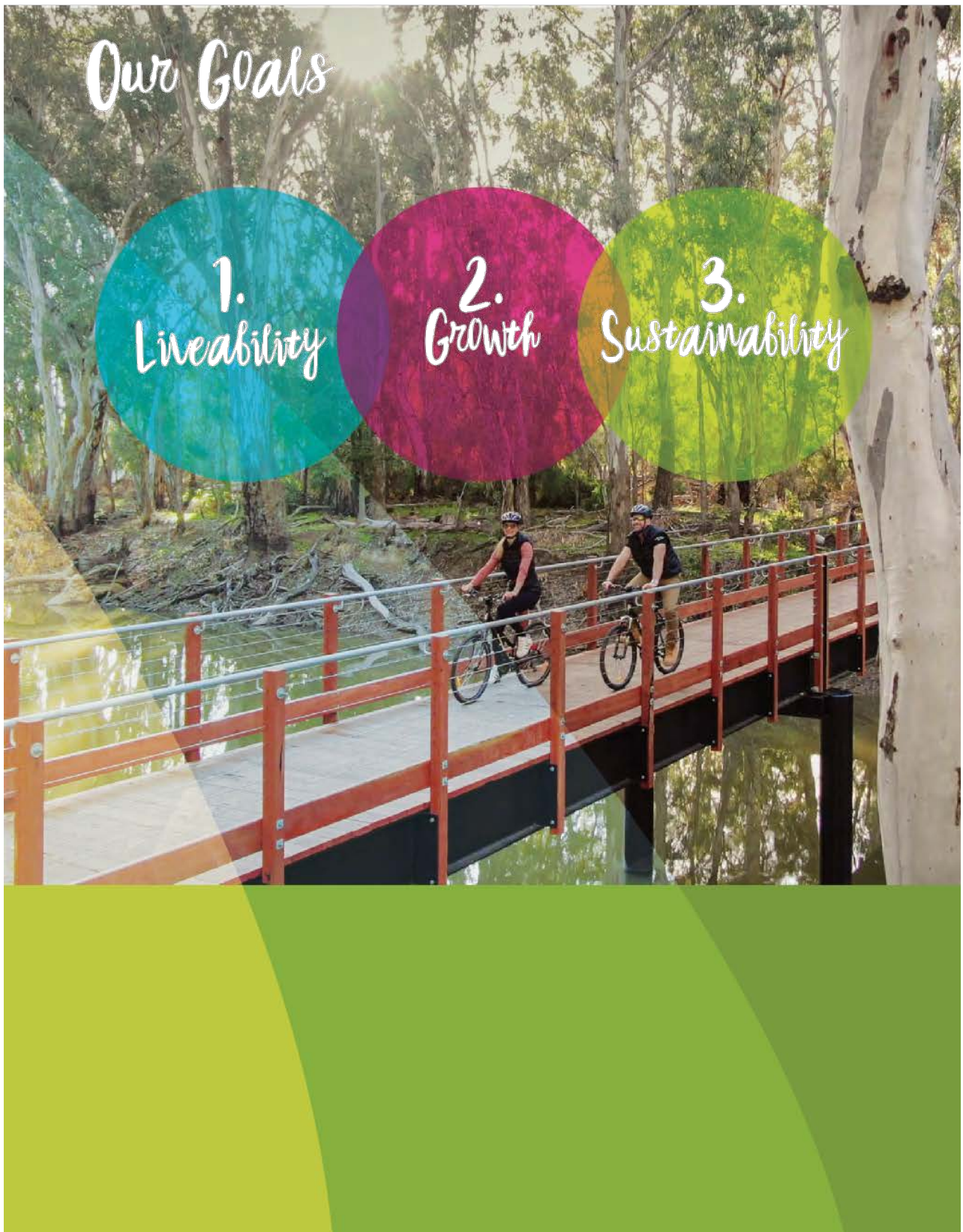


Advocate



Partner





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GANNAWARRA SHIRE COUNCIL



**STRATEGIC PRIORITIES**

1. Improve the health, safety and wellbeing of our community through partnerships, services and programs.
2. Build unique transformational infrastructure that enhances liveability and passive and active recreation.
3. Construct a regional community wellbeing centre.
4. Respond to key community needs through innovative, commercially focused services including aged care and early childhood services.

**SUCCESS MEASURES**





### STRATEGIC PRIORITIES

1. Facilitate infrastructure, programs and policies that support economic development and productivity, whilst considering our natural environment.
2. Facilitate the implementation of new energy infrastructure and energy projects.
3. Advocate for improvements in digital connectivity and services.
4. Support the creation of destinations in the Gannawarra to attract visitors to our region.
5. Continue to support existing agriculture and facilitate diversification to improve regional productivity through sustainable planning.
6. Support growth through land rezoning for future rural residential development opportunities.

### SUCCESS MEASURES



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GANNAWARRA SHIRE COUNCIL

# Goal 3. Sustainability

Achieve long-term financial and environmental sustainability.



## STRATEGIC PRIORITIES

1. Generate additional revenue through new energy infrastructure and commercially viable services.
2. Carefully monitor expenditure to ensure value for money and monitor long term financial plan to maintain financial sustainability.
3. Be a creative employer of choice through our adherence to good governance and our inclusive culture.
4. Support community resilience through climate adaptation, clean energy, environmental sustainability and waste management programs.

## SUCCESS MEASURES





**CONTACT COUNCIL**

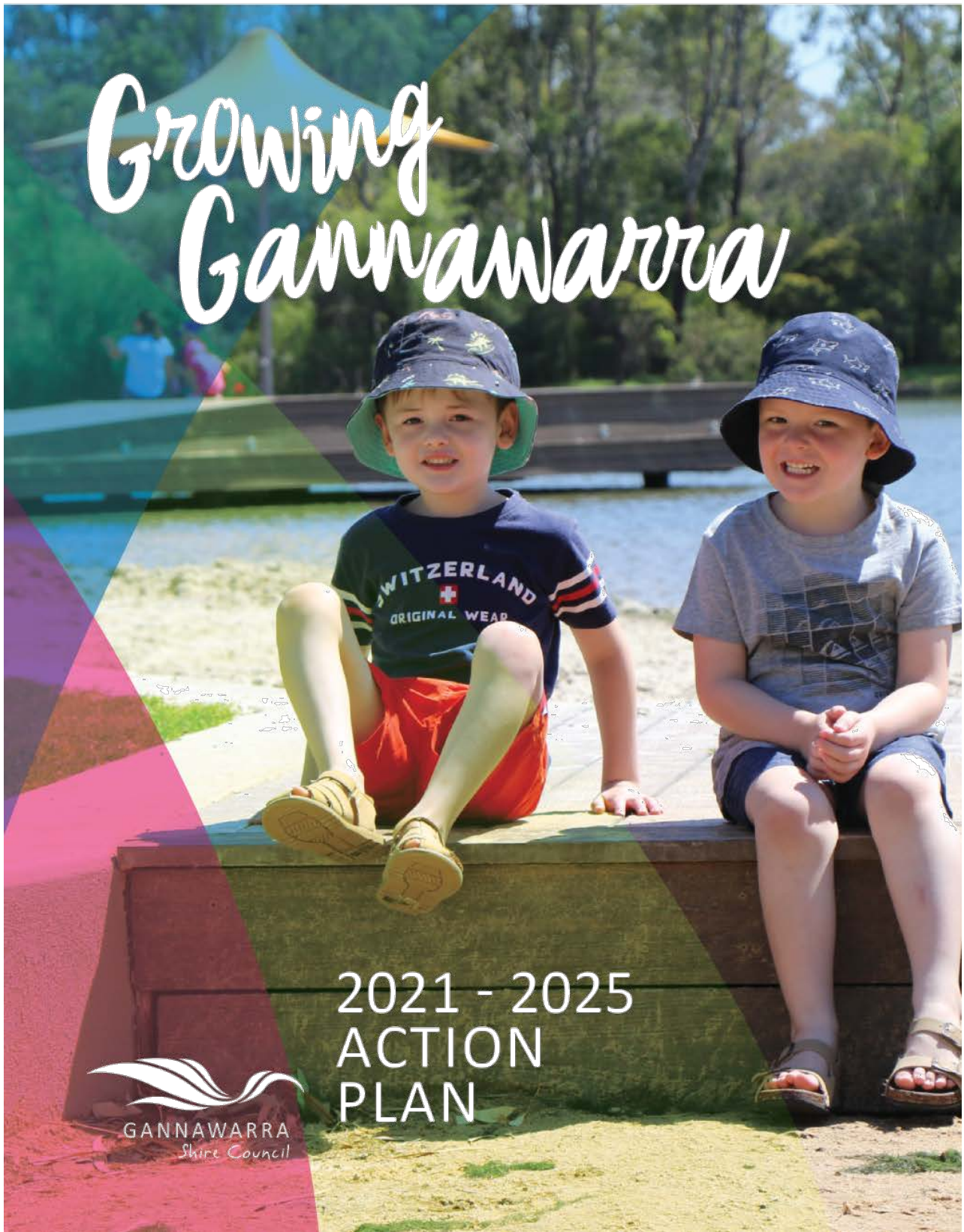
<b>MAIN OFFICE - KERANG</b> Patchell Plaza 47 Victoria Street Kerang VIC 3579 T: (03) 5450 9333 F: (03) 5450 3023 Office hours: Monday to Friday 8.30am – 5pm	<b>COHUNA OFFICE</b> 23–25 King Edward Street Cohuna VIC 3568 T: (03) 5456 5222 F: (03) 5456 2173 Office hours: Monday to Friday 10am – 4pm
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W: [www.gannawarra.vic.gov.au](http://www.gannawarra.vic.gov.au)  
[www.facebook.com/gannawarra](http://www.facebook.com/gannawarra)  
[www.twitter.com/GannawarraShire](http://www.twitter.com/GannawarraShire)  
[www.youtube.com/GannawarraShire](http://www.youtube.com/GannawarraShire)



**GANNAWARRA**  
Shire Council



2 YEAR ONE ACTION PLAN  
GANNAWARRA SHIRE COUNCIL

# About this Action Plan

Council has over 40 strategies and plans that guide our operational works. Each of these documents has been developed in consultation with our community.

A full list of Council’s strategic documents can be found here: <https://www.gannawarra.vic.gov.au/Council/Documents-and-Publications>

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

In developing this 2021-2025 Council Plan and Action Plan we have listened to the feedback from our community as well as the evidence that identifies some of the challenges and opportunities for Gannawarra.

Feedback from our community and the evidence support the fact that waves of change are impacting our region.

## SOME OF THE SPECIFIC CHALLENGES FOR GANNAWARRA INCLUDE: RURAL DISADVANTAGE AFFECTING LOCAL RESIDENTS:



SECONDARY SCHOOL COMPLETION



HOUSEHOLD INCOME



ACCESS TO THE INTERNET



ACCESS TO CHILDCARE



ACCESS TO PUBLIC TRANSPORT



EMPLOYMENT

\*Reference 2019 liveability assessment of Gannawarra Shire conducted by RMIT University



**Climate change** is also impacting different sectors in the economy. Water scarcity and drought are posing challenges. We are seeing a shift in the agriculture sector from traditional farming methods towards intensive modern methods.

Despite the challenges of climate change, there are increasing opportunities for solar and renewable energy in the region. Supporting our community to adapt to a changing climate and to seek new opportunities is a priority for Council.



**Demographic shifts** are presenting both opportunities and challenges for Council. Maintaining the liveability of our municipality for our ageing population presents challenges and requires Council to rethink the services we deliver, including accessibility to transport and healthcare.

At the same time remote and flexible working arrangements are driving young workers into regional areas, bringing new skills and experience which Council can capitalise on. Attracting young families and working age residents to our Shire is an important priority. Real estate and infrastructure considerations as well as connectivity will help drive this change into the future.



Council has an **advocacy strategy** which defines those areas where Gannawarra residents are disadvantaged and where Council requires assistance from other levels of government and our partners to achieve the goals of the community.

**THE TOP FIVE ISSUES FOR ADVOCACY ARE:**



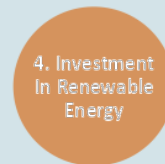
Gannawarra Shire Council is seeking a fairer funding framework for small rural councils in Victoria which provides ongoing financial sustainability.



People living within the Gannawarra Shire need to connect and travel to surrounding communities to access services, education, recreation and employment. We advocate for improved connectivity to our rail, public transport, community transport and digital infrastructure.



Gannawarra Shire Council is seeking policy and planning frameworks that support water front development to improve livability and tourism investment in our region.

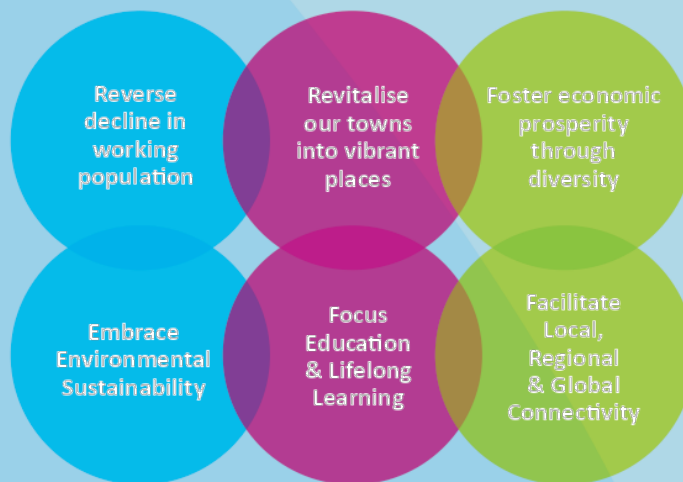


We require significant network upgrades to facilitate investment in solar energy production in our region. Gannawarra Shire Council is a key partner in unlocking northern Victoria's solar potential and we are uniquely placed to work with key stakeholders to maximise this opportunity for our communities.



We advocate for improved access to services which support the health and wellbeing of our communities.

**COUNCIL'S LONG TERM COMMUNITY PLAN GANNAWARRA 2025 FOCUSES ON SIX KEY STRATEGY PLATFORMS WHICH REMAIN RELEVANT TO THE GANNAWARRA COMMUNITY:**



Council offers a wide range of services to the community. This includes services that in larger municipalities would be delivered by other agencies or private business such as aged care and disability services, swimming pools, transport, and early years services such as kindergartens, long day care and family day care. This direct service delivery provides Council with the unique ability to influence service delivery to meet the needs and expectations of the community. It also ensures that the Gannawarra community has access to high quality services that may otherwise not be available.

The 2021-2025 Council Plan and Action Plan provides a 'roadmap' for working closely with the community and our partners to Grow the Gannawarra over the coming four years.



4 YEAR ONE ACTION PLAN  
GANNAWARRA SHIRE COUNCIL

# About Municipal Public Health and Wellbeing

This Council Plan includes the Municipal Public Health and Wellbeing Plan which aims to support our residents to achieve maximum health and wellbeing.

To improve health and wellbeing, Council works closely with Northern District Community Health, Kerang District Health, Cohuna District Hospital, Victoria Police, Mallee District Aboriginal Service, Mallee Family Care, Murray Primary Health Network, and the Southern Mallee Primary Care Partnership.

Our local partnership group is known as Gannawarra Local Agency Meeting (GLAM).

As a partnership we review those priorities that the law says we must work on, such as preventing family violence and the impacts on health and wellbeing of climate change.

We also review health population data for the Gannawarra Shire and wider region and work on priorities that influence positive change and help reduce disadvantage for our residents.

## FOR THE NEXT FOUR YEARS, GLAM WILL FOCUS ON THE FOLLOWING PRIORITIES:



**PARTNERSHIPS**



**RESILIENCE**



**GENDER EQUITY AND FAMILY VIOLENCE**



**CHILDREN AND YOUNG PEOPLE**

GLAM will also continue to work with our neighbouring councils on the Buloke Loddon Gannawarra Health Needs Analysis Implementation Plan.

\*Population Health Data for Gannawarra:

Community Data Profile and Aboriginal Community Data Profile: <https://www.smcp.com.au/data>

Bendigo Loddon Gannawarra Health Needs Analysis: <https://www.blpcp.com.au/our-publications>

Murray Primary Health Network Population Health Needs Assessment: <https://www.murrayphn.org.au/needsassessment/>

## THIS PLAN AIMS TO PREVENT CHRONIC DISEASE WITHIN OUR COMMUNITY BY FOCUSING ON THE FOLLOWING PRIORITIES:



**HEART AND RESPIRATORY HEALTH**



**ORAL HEALTH**



**MENTAL HEALTH**



**DIABETES**

## GLAM AIMS TO CREATE HEALTHIER COMMUNITIES AND REDUCE CHRONIC DISEASE BY WORKING WITH OUR RESIDENTS TO:



**INCREASE CONSUMPTION OF HEALTHY FOODS**



**INCREASE LEVELS OF PHYSICAL ACTIVITY**



**REDUCE ALCOHOL AND SMOKING RATES**

GLAM will also focus on reducing disadvantage experienced by our rural residents by advocating for increased access to services that support better health outcomes for our community.

# How we will Review and Evaluate?

The 2021-2025 Council Plan provides a framework to guide Council decision making processes over the coming four year period.

An annual Action Plan for each of the three 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 twice annual 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 measures.

Population health data relating to Gannawarra will be monitored over the four year period and communicated to the community.

There is a strong focus on strengthening existing partnerships and building new partnerships within this 2021-2025 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 informed of Council's progress towards meeting the set objectives.



6 YEAR ONE ACTION PLAN  
GANNAWARRA SHIRE COUNCIL

# Year One Action Plan







A LIST OF ACTIONS THAT ALIGN WITH THE STRATEGIC PRIORITIES IDENTIFIED IN THE GANNAWARRA SHIRE COUNCIL PLAN 2021 - 2025, TO BE REPORTED AGAINST FOR YEAR ONE (2021/2022)

-  F = Facilitator
-  A = Advocate
-  S = Supporter
-  P = Partner



# Goal 1. Liveability









Enhance the wellbeing and liveability of the Gannawarra through creative infrastructure and services.

	Action Item	Measure	Council's Role
<p><b>Strategic Priority 1.</b></p> <p>Improve the health, safety and wellbeing of our community through partnerships, services and programs.</p>	<p><b>1.1.1</b></p> <p>Review Council's Family Violence Statement of Commitment</p>	<p>Family Violence Statement of Commitment reviewed</p>	
	<p><b>1.1.2</b></p> <p>Review Gannawarra Free from Family Violence Action Plan to include measures to prevent family violence and respond to the needs of victims</p>	<p>Gannawarra Free from Family Violence Action Plan reviewed and implemented</p>	
	<p><b>1.1.3</b></p> <p>Develop and implement the Gannawarra Local Agency Meeting (GLAM) Action Plan 2021-2025 including the priorities of Partnerships, Resilience, Gender Equity and Family Violence, and Children and Young People</p>	<p>GLAM Action Plan endorsed and number of initiatives achieved</p>	
	<p><b>1.1.4</b></p> <p>Adopt the Gannawarra Reconciliation Action Plan in partnership with the Gannawarra Local Agency Meeting (GLAM) and Kerang Elders Group</p>	<p>Gannawarra Reconciliation Action Plan adopted and number of initiatives achieved</p>	 
	<p><b>1.1.5</b></p> <p>Partner to deliver the Buloke Loddon Gannawarra Population Health Implementation Plan including preventative measures to improve the health priority areas of heart and respiratory health, diabetes, mental health and oral health</p>	<p>Number of actions from the Buloke Loddon Gannawarra Population Health Implementation Plan achieved</p>	

8 YEAR ONE ACTION PLAN  
GANNAWARRA SHIRE COUNCIL






# Goal 1. Liveability

Enhance the wellbeing and liveability of the Gannawarra through creative infrastructure and services.

	Action Item	Measure	Council's Role
<b>Strategic Priority 2.</b> Build unique transformational infrastructure that enhances liveability and passive and active recreation.	<b>1.2.1</b> Develop a Walking and Cycling Strategy	Walking and Cycling Strategy adopted	
	<b>1.2.2</b> Adopt Aquatic Strategy	Aquatic Strategy adopted	
	<b>1.2.3</b> Deliver the Cohuna Waterfront Connections project and Murrabit Stormwater project	Cohuna Waterfront Connections project and Murrabit Stormwater project completed	
<b>Strategic Priority 3.</b> Construct a regional community wellbeing centre.	<b>1.3.1</b> Commence community engagement to explore the concept of a Regional Community Wellbeing Centre	Community engagement plan developed for a Regional Community Wellbeing Centre	
<b>Strategic Priority 4.</b> Respond to key community needs through innovative, commercially focused services including aged care and early childhood services.	<b>1.4.1</b> Develop a framework for Community Planning to identify community needs	Community Planning Framework developed and endorsed	 
	<b>1.4.2</b> Develop the GROW Gannawarra and Strong Youth Strong Communities place based projects to reduce disadvantage across the age ranges of 0-18 years	GROW Gannawarra and Strong Youth Strong Communities project frameworks established and State of Gannawarra's Children and Young People report completed	 

# Goal 2. Growth










Grow the Gannawarra through a diverse and broad economy.

	Action Item	Measure	Council's Role
<b>Strategic Priority 1.</b> Facilitate infrastructure, programs and policies that support economic development and productivity, whilst considering our natural environment.	<b>2.1.1</b> Continue to implement adopted Waterfront Masterplans	Percentage of projects completed from the Waterfront Masterplans	
	<hr/>		
<b>Strategic Priority 2.</b> Facilitate the implementation of new energy infrastructure and energy projects.	<b>2.2.1</b> Council to continue to advocate for delivery of KerangLink	Keranglink named as preferred transmission line	
	<b>2.2.2</b> Facilitate new energy projects in Gannawarra	Number of approved planning permits for new energy projects	
<hr/>			
<b>Strategic Priority 3.</b> Advocate for improvements in digital connectivity and services.	<b>2.3.1</b> Review community digital connectivity needs and map identified gaps	Digital connectivity needs analysis undertaken and gaps identified	
	<b>2.3.2</b> Explore options for public wifi	Public wifi plan developed	

10 YEAR ONE ACTION PLAN  
GANNAWARRA SHIRE COUNCIL

**Goal 2.  
Growth**

Grow the Gannawarra through a diverse and broad economy.

	Action Item	Measure	Council's Role
<p><b>Strategic Priority 4.</b></p> <p>Support the creation of destinations in the Gannawarra to attract visitors to our region.</p>	<p><b>2.4.1</b></p> <p>Implement relevant strategies that support destination development</p>	<p>Number of actions implemented from Tourism Strategy, Economic Development Strategy and Retail Strategy</p>	
	<p><b>2.4.2</b></p> <p>Adopt and commence implementation of the Gannawarra Arts Trail</p>	<p>Gannawarra Arts Trail adopted and implementation commenced</p>	
<p><b>Strategic Priority 5.</b></p> <p>Continue to support existing, and facilitate diversification of agriculture to improve regional productivity through sustainable planning.</p>	<p><b>2.5.1</b></p> <p>Continue to facilitate new industry projects which diversify agriculture</p>	<p>Number of new industry projects developed to diversify agriculture</p>	 
	<p><b>2.5.2</b></p> <p>Support existing agricultural businesses to diversify and enhance their long term sustainability</p>	<p>Number of programs supported and promoted for agricultural businesses</p>	 
<p><b>Strategic Priority 6.</b></p> <p>Support growth through land rezoning for future residential development opportunities.</p>	<p><b>2.6.1</b></p> <p>Review Municipal Strategic Strategy</p>	<p>Review of Gannawarra Planning Scheme completed</p>	
	<p><b>2.6.2</b></p> <p>Review of the Urban and Rural Land Use Strategy</p>	<p>Commence the review of the Urban and Rural Land Use Strategy</p>	 

# Goal 3. Sustainability

Achieve long-term financial and environmental sustainability.







	Action Item	Measure	Council's Role
<b>Strategic Priority 1.</b> Generate additional revenue through new energy infrastructure and commercially viable services.	<b>3.1.1</b> Support to develop Payment in Lieu of Rates (PIJOR) certified energy farms across Gannawarra	Increase number of approved planning permits energy projects	 
	<b>3.1.2</b> Active pursuit of grants to assist in delivery of Council's capital and operational service delivery	Number of grants applied for vs successful grants	 
	<b>3.1.3</b> Develop a long term business plan for NDIS/ Aged Care Service provision	Long Term Business Plan developed	
<b>Strategic Priority 2.</b> Carefully monitor expenditure to ensure value for money and monitor the long term financial plan to maintain financial sustainability.	<b>3.2.1</b> Adopt a Long Term Financial Plan	Long Term Financial Plan adopted	
	<b>3.2.2</b> Adopt an Asset Management Plan	Asset Management Plan adopted	
<b>Strategic Priority 3.</b> Be a creative employer of choice through our adherence to good governance and our inclusive culture.	<b>3.3.1</b> Adopt a Workforce Plan	Workforce Plan adopted	
	<b>3.3.2</b> Develop a Gender Equality Action Plan	Gender Equality Action Plan developed	



12 YEAR ONE ACTION PLAN  
GANNAWARRA SHIRE COUNCIL

Goal 3.  
Sustainability

Achieve long-term financial and environmental sustainability.

	Action Item	Measure	Council's Role
<p><b>Strategic Priority 4.</b> Support community resilience through climate adaptation, clean energy, environmental sustainability and waste management programs</p>	<p><b>3.4.1</b> Develop a plan for the rollout of the Food Organics, Garden Organics (FOGO) system to reduce waste to landfill</p>	FOGO rollout plan developed	 
	<p><b>3.4.2</b> Analyse the viability of transitioning to green energy powered plant and fleet</p>	Viability report produced	
	<p><b>3.4.3</b> Implement the Gannawarra Community Resilience Action Plan in partnership with the Gannawarra Community Resilience Committee</p>	Plan reviewed and implemented	 
	<p><b>3.4.4</b> Develop Council's Climate Change Adaptation Plan which considers impacts on health and wellbeing</p>	Climate Change Adaptation Plan developed	

**8 URGENT ITEMS****9 NOTICES OF MOTION****9.1 NOTICE OF MOTION - 77**

**Author:** Councillor Garner Smith

**Authoriser:** Tom O'Reilly, CEO

I, Councillor Garner Smith , give notice that at the next Meeting of Council be held on 16 June 2021, I intend to move the following motion:

**MOTION**

**“That the Gannawarra Council call on the Victorian State Government to assess any restrictions due to COVID-19 to be assessed on a Shire basis with input from the local Council.”**

**9.2 NOTICE OF MOTION - 78**

**Author:** Councillor Garner Smith

**Authoriser:** Tom O'Reilly, CEO

I, Councillor Garner Smith , give notice that at the next Meeting of Council be held on 16 June 2021, I intend to move the following motion:

**MOTION**

**“That Council receive a report regarding a requested review of the Governance Rules”**

## 10 QUESTION TIME

### QUESTIONS FROM THE GALLERY

*Question Time provides an opportunity for members of the public to submit questions, in advance, to gain a response at the Council meeting.*

Completed Question Time forms must be submitted to the Chief Executive Officer via email [council@gannawarra.vic.gov.au](mailto:council@gannawarra.vic.gov.au) no later than 5.00 pm on the day prior to the Council meeting.

A maximum number of two questions may be submitted in writing by any one person.

Questions will be read by the Mayor or Chief Executive Officer.

The Mayor or Chief Executive Officer may indicate that they require further time to research an answer. In this case, an answer will be provided in writing generally within ten (10) business days.

Questions will be answered at the meeting, or later in writing, unless the Mayor or Chief Executive Officer has determined that the relevant question seeks confidential information defined in Section 3 of the Local Government Act 2020 such as:

- Council business information
- security information
- land use planning information
- law enforcement information
- legal privileged information
- personal information
- private commercial information
- confidential meeting information
- internal arbitration information
- Councillor Conduct Panel confidential information
- an issue outside the Gannawarra Shire Council core business

or if the question is:

- defamatory, indecent, abusive or objectionable in language or substance
- repetitive of a question already answered (whether at the same or an earlier meeting)
- asked to embarrass a Councillor or Council officer.

No debate or discussion of questions or answers shall be permitted and all questions and answers shall be as brief as possible.

## 11 DELEGATES REPORTS

### 11.1 DELEGATES REPORTS

**Author:** Mel Scott, Executive Assistant - Chief Executive Office

**Authoriser:** Tom O'Reilly, CEO

**Attachments:** Nil

#### EXECUTIVE SUMMARY

Council has memberships with peak Local Government associations, local and regional forums along with statutory committees. Some memberships require that a Councillor be appointed to act as a delegate to formally represent Council; typically in a voting capacity. This Agenda item provides an opportunity for Council appointed delegates to present a verbal update on any pertinent matters arising from Council's membership on the following associations.

Association	Appointed Council Delegate
Central Victorian Greenhouse Alliance	Cr Stanton
Community Halls Community Asset Committee	Cr Burt
Loddon Campaspe Group of Councils	Mayor
Loddon Mallee Waste and Resource Recovery Group (LMWRRG) Forum	Cr Ogden
Municipal Association of Victoria	Cr Collier
Municipal Fire Management Planning Committee (MFMPC)	Cr Link
Murray River Group of Councils (MRGC)	Mayor
Rail Freight Alliance	Cr Stanton
Rural Councils Victoria	Cr Smith

NB: \* Audit and Risk Committee - no delegate report is required as the Audit and Risk Committee formally reports back separately to Council in accord with the Audit and Risk Committee Charter.

## 12 CONFIDENTIAL ITEMS

Nil