



AGENDA

Ordinary Meeting of Council

9:30am Wednesday 23 June 2021

VENUE:

Council Chambers

Yarriambiack Shire Council

34 Lyle Street, Warracknabeal Vic 3393

Next Meeting

Wednesday 28 July 2021

Copies of the Yarriambiack Shire Council's Agendas and Minutes
can be obtained online at www.yarriambiack.vic.gov.au

AGENDA	Ordinary Meeting of Council
Issue Date: 23 June 2021	

OUR VISION:

In consultation with our community, Yarriambiack Shire Council aims to provide a viable, sustainable, and vibrant future.

OUR VALUES:

Customer Service

- treat our customers with courtesy and respect.
- lead and develop leadership within our community.
- constantly strive to improve our services.
- forge closer relationships with customers.
- investigate matters thoroughly and objectively and keep our customers informed, in plain language, about the process and outcome.
- treat people fairly, with respect and have proper regard for their rights.
- make decisions lawfully, fairly, impartially and in the public interest.
- we are honest, trustworthy, reliable, transparent, and accountable in our dealings.
- we are careful, conscientious, and diligent.
- use public resources economically and efficiently.
- actively pursue positive outcomes for the community

CONTINUOUS IMPROVEMENT:

Continuous Improvement We drive continuous and sustainable improvement in service provision, operational efficiency, and stakeholder relations to create a leading organisation.

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18 Next Meeting

1 WELCOME

2 ACKNOWLEDGEMENT AND PRAYER

Cr G Massey opened the meeting at 9:30am by acknowledging the Indigenous Community and offering the opening prayer.

Acknowledging Traditional Owners

'I would like to acknowledge that this meeting is being held on the traditional lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people, and I pay respects to their Elders, both past, present and emerging'.

Prayer

Almighty God, without whom no Council can stand, nor anything prosper we ask that you be present and guide us in our deliberations today. We pray that we will be fair in our judgements and wise in our actions and that decisions will be made with goodwill and a clear conscience for the betterment and welfare of the people of Yarriambiack Shire.

Amen

3 PRESENT

4 APOLOGIES OR REQUEST FOR LEAVE OF ABSENCE

5 CONFIRMATION OF MINUTES

5.1 Minutes of the Ordinary Council Meeting of 26 May 2021

Minutes of the ordinary Council Meeting held on Wednesday 26 May 2021 be taken as an accurate record and confirmed.

Recommendation:

That the minutes of the Ordinary Meeting of Council held on Wednesday 26 May 2021, as circulated be taken as read and confirmed.

5.2 Minutes of the Closed Council Meeting of 26 May 2021

Minutes of the Closed Council Meeting held on Wednesday 26 May 2021 be taken as an accurate record and confirmed

Recommendation:

That the minutes of the Closed Council Meeting of Council held on Wednesday 26 May 2021, as circulated, be taken as read and confirmed.

6 DECLARATION OF CONFLICT OF INTEREST

Pursuant to Division 2 – Conflict of Interest, of the *Local Government Act 2020* general and material conflict of interest must be declared prior to debate on specific items within the agenda; or in writing to the Chief Executive Officer before the meeting.

A Councillor who has declared a conflict of interest in respect of a matter must;

- a) Disclose the conflict of interest in the manner required by the Yarriambiack Shire Council Governance Rules
- b) Exclude themselves from the decision-making process in relation to that matter, including any discussion or votes on the matter at any Council meeting or delegated committee, and any action in relation to the matter

General conflict of interest is if a relevant person has an interest in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty

- a) *Private interests* mean any direct or indirect interest of a relevant person that does not derive from their public duty and does not include an interest that is only a matter of personal opinion or belief.
- b) *Public duty* means the responsibilities and obligations that a relevant person has to members of the public in their role as a relevant person.

Material conflict of interest is if a relevant person has an interest in respect of a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter

- a) The benefit or loss incurred may be directly or indirectly

OR

- b) In a pecuniary or non-pecuniary form.

Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.

7 BUSINESS ARISING

7.1 Business arising from previous Minutes

7.2 Ongoing and Pending Action List

Council Meeting	Recommendation Action	Action Taken

8 PETITIONS

Nil

9 CORRESPONDENCE

Nil

10 SPECIAL COMMITTEES

11 ACTIVITY REPORTS

11.1 Mayor's Report

Prepared by Graeme Massey

- 27 May Attended Rural Council Victoria Conference at Nagambie
- 8 June Attended WAG Meeting via ZOOM
- 9 June Attended Council Forum
- 11 June Attended Rural Roads Meeting via TEAMS
- 16 June Attended North West Municipality Association AGM & Meeting via ZOOM
- 18 June Attended Wimmera Mayors / Media Meeting via ZOOM

11.2 Councillor's Reports**Cr A McLean****Cr T Hamilton**

- 8 June Attended Council Forum
- 9 June Attended Murtoa Show Yards Committee of Management changeover meeting
- Attended Council Forum
- 15 June Attended Murtoa Progress Committee Catch up
- 17 June Attended Stick Shed Meeting

Cr K Zanker

- 19 May Attended Rural Financial Counselling Services Governance Meeting
- 9 June Attended Council Forum
- 10 June Attended Rural Financial Counselling Services General Meeting
- 18 June Attended Western Highway Action Committee Meeting

Cr C Lehmann

- 26 May Attended Beulah Progress Meeting
- 9 June Attended Council Forum
- 23 June Attended Council Meeting

Cr C Heintze

- 3 June Attended Grampians Central West Waste and Resource Recovery Group (GCWWRRG) Executive Officer review Committee Meeting via ZOOM
- 7 June Attended GCWWRRG Implementation Committee Meeting via ZOOM
- 9 June Chaired Murtoa Recreation Reserve Committee triennial elections
Attended Council Forum
- 11 June Attended GCWWRRG board Meeting via ZOOM
- 15 June Attended Yarrilinks meeting at Rupanyup
- 17 June Attended GCWWRRG transition to Waste Authority update via ZOOM

Cr K Kirk

- 19 May Attended Virtual Meetings Procedure Workshop
- 26 May Attended Council Meeting and Forum
- 9 June Attended Council Forum
- 27 May Attended Rural Council Victoria Conference at Nagambie

11.3 Chief Executive Officer Report

Prepared by Jessie Holmes

27 May	Attended the Rural Council Victoria Summit in Nagambie
31 May	Met the Wimmera Development Associations' (WDA) Job Advocate staff
2 June	Attended Municipal Association Victoria Covid Roundtable
3 June	Covid Regional Business roundtable meetings held
	Regional Development Australia Grampians For Want of a Worker Control Group Meeting
	Local Government Victoria CEO Forum
4 June	WDA Wimmera Southern Mallee (WSM) Housing Project Control Group Meeting
8 June	Met with Department of Education and Training Victoria (DET) to discuss Dunmunkle Early Years Application
9 June	Council Forum
	By5 Strengthening Partnerships Project Control Group Meeting
10 June	WSM Regional Partnership Meeting
	Wimmera CEO Meeting
	Yarriambiack Early Years PCG Meeting
11 June	MAV Gender Equality Panel Session
	Department of Transport quarterly meeting
15 June	Wartook Foundation Meeting for Warracknabeal Train Station proposal
	Silo Art PCG Meeting
	RDV For Want of a Worker consultation
16 June	North West Municipal Association (NWMA) AGM and Meeting with Mayor
	WSM Regional Partnership Early Years discussion
17 June	Big Build Meeting with Executive Manager of Stakeholder relationships
	Met with Federation University Vic Chancellor
18 June	Great Outdoors DEWLP Funding Meeting
	Gender Equality Advisory Committee Meeting
	Ministerial Roundtable on Waste Recovery implementation
21 June	WDA Housing Strategy Tender Evaluation
22 June	Met with DET to discuss Dunmunkle Early Years Application
	RNW Health Board Discussions with Mayor
	WDA June Board meeting

12 REPORTS FOR DECISION – OFFICE OF THE CHIEF EXECUTIVE OFFICER

12.1 Appointment of an Acting Chief Executive Officer – Prepared by Jessie Holmes

SUMMARY

The Chief Executive Officer will be taking leave between the 18th July, 2021 – 20th August 2021 and an Acting CEO is required to be appointed.

RECOMMENDATION

That Council appoint Ms Tammy Smith, Director Business, Strategy and Performance as Acting Chief Executive Officer between 19th July 2021 and 20th August 2021.

ATTACHMENTS

Nil

DISCUSSION

It is practice in Local Government that when a CEO takes Leave for longer than one week, that a suitably qualified person is elected Acting CEO for the duration of the period to ensure continuity of operations including delegations.

This report recommends that Director Tammy Smith be appointed Acting CEO for the duration between the 19th July and 20th August 2021.

RELEVANT LAW

Local Government Act 2020

COUNCIL PLANS AND POLICIES

Governance Rules 2020

RELATED COUNCIL DECISIONS

Council has appointed staff based Acting CEO's from time to time as appropriate when the CEO has taken leave.

OPTIONS

That Council appoint a different suitably qualified Director to the Acting CEO role or engage a consultant for the period of four weeks.

SUSTAINABILITY IMPLICATIONS

There is a minor financial impact through the payment of Higher Duties, which is absorbed by provisions made for leave for the CEO role.

COMMUNITY ENGAGEMENT

No community engagement is required, the appointment of an Acting CEO is to provide continuous good governance to the organisation whilst the CEO is on leave.

RISK

Assess the risk for the decision.

<i>Risk Rating</i>	<i>Consequence</i>	<i>Risk Description</i>	<i>Action</i>
Low	Medium	Staff delegation set an inappropriate level	Appoint and provide delegation to the Acting CEO to ensure continuity of service.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

The decision before Council is in keeping with the requirements for responsible governance under the *Local Government Act 2020*.

CONFLICTS OF INTEREST

All officers involved in the preparation of this report have declared that they do not have a conflict of interest in the subject matter of this report.

13 REPORTS FOR DECISION – DIRECTORATE BUSINESS STRATEGY AND PERFORMANCE

Organisational Performance Responsibilities	Corporate Services Responsibilities
<ul style="list-style-type: none"> Human Resources Customer Service Executive Assistant to CEO Records (Information Management) Information Communication Technology Governance Risk Audit and Planning Occupational Health and Safety Corporate System Administration (Happy HR, AvePoint, RelianSys, Learning Management System) <p>Manager Organisational Performance delegated roles:</p> <ul style="list-style-type: none"> Return to Work Coordinator Freedom of Information Officer Privacy Officer Welfare Officer 	<ul style="list-style-type: none"> Payroll Accounts Payable Procurement and Contracts Debtors Insurance Rates Corporate Planning (Performance Reporting) Media and Communications Corporate System Administration (Property, Rating, Animal Management, Infringement, Financial, Happy HR Payroll, Website) <p>Manager Corporate Services delegated role:</p> <ul style="list-style-type: none"> Principal Accounting Officer

13.1 Finance Report May 2021

Prepared by Anita McFarlane, Manager Corporate Services (Principal Accounting Officer)

RECOMMENDATION:

That the Finance Report as of May 2021 be received.

[Attachment: Finance Report May 2021](#)

Yarriambiack Shire Council

Profit & Loss Statement by Resources

AS AT 31ST MAY 2021

	Actuals	Budget	Actuals YTD	Variance	% Variance
Operating Income					
Asset Disposal	4,545	287,150	329,106	(41,956)	(15%)
Grants Commonwealth Capital	396,893	2,527,750	2,829,672	(301,922)	(12%)
Grants Commonwealth Operating	706,573	6,906,982	4,165,065	2,741,917	40%
Grants Vic Capital	138,035	230,735	1,072,236	(841,501)	(365%)
Grants Vic Operating	367,913	1,182,500	5,321,985	(4,139,485)	(350%)
Other Income	25,484	380,482	625,874	(245,392)	(64%)
Rates and Charges	84,013	12,824,367	12,769,813	54,554	0%
Statutory Fees and Fines	17,739	184,000	159,092	24,908	14%
User Fees	57,191	865,212	678,553	186,659	22%
Total Operating Income	1,798,386	25,389,178	27,951,396	(2,562,218)	(10%)
Operating Expenses					
Cost of Goods Sold - movement in inventory	-	(114,503)	(21,541)	(92,962)	81%
Asset Disposal	-	358,659	43,950	314,709	88%
Bad & Doubtful Debts	-	500	-	500	100%
Contributions and Donations	-	673,682	558,850	114,832	17%
Depreciation Amortisation & Impairment	-	5,193,334	-	5,193,334	100%
Employee Costs	867,916	10,758,578	9,559,778	1,198,800	11%
Materials and Services	578,228	6,182,191	5,586,781	595,410	10%
Other Expenses	35,933	1,366,055	1,503,604	(137,549)	(10%)
Total Operating Expenses	1,482,077	24,418,496	17,231,423	7,187,073	29%
Net Profit	316,309	970,682	10,719,973	(9,749,291)	

Yarriambiack Shire Council - Detailed Actuals

JUL 2020 - MAY 2021

	May Actuals	YTD Actuals
Operating Income		
Asset Disposal	4,545	329,106
Asset Disposal - Proceeds of Sale	4,545	329,106
Grants Commonwealth Capital	396,893	2,829,672
Grants Commonwealth Capital - Roads to Recovery	396,893	1,984,461
Grants Commonwealth Capital - Other	-	845,211
Grants Commonwealth Operating	706,573	4,165,065
Grants Commonwealth Operating - FAG Roads	264,573	1,058,292
Grants Commonwealth Operating - FAG General	434,332	1,737,326
Grants Commonwealth Operating - Aged Care	7,489	607,398
Grants Commonwealth Operating - Meals on Wheels	-	97,176
Grants Commonwealth Operating - Other	180	664,874
Grants Vic Capital	138,035	1,072,236
Grants VIC Capital - Preschools		145,316
Grants VIC Capital - Roads		678,975
Grants VIC Capital - Other	138,035	247,945
Grants Vic Operating	367,913	5,321,985
Grants VIC Operating - Preschools	217,164	1,142,093
Grants VIC Operating - Maternal and Child Health	30,769	334,326
Grants VIC Operating - Sustainability	25,923	113,404
Grants VIC Operating - Youth	-	44,833
Grants VIC Operating - Aged care	1,547	16,719
Grants VIC Operating - Other	92,510	3,670,609
Other Income	25,484	625,874
Other Income - Interest	-	5
Other Income - Interest on Rates	-	-
Other Income - Workcover Reimbursements	-	2,517
Other Income - Contributions	22,727	102,928
Other Income - Private Use Vehicle Reimbursements	-	-
Other Income - Insurance Recoupment	-	3,545
Other Income - Employee Contributions	-	37,796
Other Income - Legal Costs Recovered	-	-
Other Income - Fire Services Levy	-	200,897
Other Income - LSL Transfer	-	16,402
Other Income - Income Protection	-	81,711
Other Income - Recycling	-	62,768
Other Income - Other	2,757	117,306
Rates and Charges	84,013	12,769,813
Rates and Charges - Residential Rates	-	2,129,963
Rates and Charges - Commercial Rates	-	350,730
Rates and Charges - Farm/Rural Rates	-	8,711,808
Rates and Charges - Municipal Charge	-	383,516
Rates and Charges - Supplementary Rates and Adjustments	-	-
Rates and Charges - Waste Management Garbage	-	780,117
Rates and Charges - Waste Management Recycling	-	424,826

	May Actuals	YTD Actuals
Rates and Charges - in Lieu of Rates	84,886	84,886
Rates and Charges - Pensioner Concession	- 873	- 96,033
Statutory Fees and Fines	17,739	159,092
Statutory Fees and Fines - Animal Control	2,858	34,843
Statutory Fees and Fines - Planning	5,888	43,902
Statutory Fees and Fines - Building	7,922	69,994
Statutory Fees and Fines - Health	285	1,900
Statutory Fees and Fines - Other	786	8,453
User Fees	57,191	678,553
User Fees - Aged and Health Services	4,301	49,510
User Fees - Aged and Health Services Brokerage	7,967	85,204
User Fees - Meals on Wheels	8,109	69,471
User Fees - Meals on Wheels Brokerage	2,549	29,097
User Fees - Preschool	-	-
User Fees - Leisure Centre and Recreation	-	1,338
User Fees - Caravan Park	16,362	196,456
User Fees - Waste Management Services	7,116	80,133
User Fees - Rents	944	30,082
User Fees - Saleyard	8,205	89,622
User Fees - VicRoads	1,039	8,901
User Fees - Road Works	-	-
User Fees - Rates	-	742
User Fees - Other	600	37,998
Total Operating Income	1,798,386	27,951,396

Operating Expenses

Cost of Goods Sold - movement in inventory	-	(21,541)
Cost of Goods Sold	-	(21,541)
WorkflowMax Cost of Goods Sold Test	-	-
Asset Disposal	-	43,950
Asset Disposal - Cost of Sales	-	43,950
Bad & Doubtful Debts	-	-
Bad Debt - Rates Debtors	-	-
Contributions and Donations	-	558,850
Contributions and Donations - Community Groups	-	49,976
Contributions and Donations - Community Halls	-	36,477
Contributions and Donations - Economic Development	-	14,264
Contributions and Donations - Library	-	-
Contributions and Donations - Other	-	-
Contributions and Donations - Preschools	-	-
Contributions and Donations - Recreation Reserves	-	171,668
Contributions and Donations - Swimming Pools	-	257,608
Contributions and Donations - Weir Pools	-	28,858
Depreciation Amortisation & Impairment	-	-
Depreciation - Aerodromes	-	-
Depreciation - Buildings - non Specialised	-	-
Depreciation - Buildings - Specialised	-	-
Depreciation - Buildings - Recreational	-	-
Depreciation - Computers and Telecoms	-	-

	May Actuals	YTD Actuals
Depreciation - Drainage	-	-
Depreciation - Fittings, Fixtures and Furniture	-	-
Depreciation - Heritage Buildings	-	-
Depreciation - Other Infrastructure	-	-
Depreciation - Parks, Open Spaces and Streetscapes	-	-
Depreciation - Plant, Machinery and Equipment	-	-
Depreciation - Recreational, Leisure and Community	-	-
Depreciation - Roads	-	-
Depreciation - Waste Management	-	-
Employee Costs	867,916	9,559,778
Employee Costs - Annual Leave	-	-
Employee Costs - Conferences and Training	5,283	163,091
Employee Costs - Councillor Allowances	18,250	186,084
Employee Costs - FBT	-	-
Employee Costs - Income Protection	-	14,657
Employee Costs - LSL	-	-
Employee Costs - Other	720	2,842
Employee Costs - Other Leave	(1,023)	(48,602)
Employee Costs - Personal Leave	12,993	13,580
Employee Costs - Pre-Employment Checks	-	590
Employee Costs - Public Holidays	-	217,879
Employee Costs - RDO	573	4,687
Employee Costs - Superannuation	71,021	862,423
Employee Costs - Travel	3,483	61,689
Employee Costs - Uniforms and PPE	13,710	51,241
Employee Costs - Wages	601,399	7,165,476
Employee Costs - Workcover	575	241,597
Employee Costs - Annual Leave Paid	103,814	447,008
Employee Costs - Compassionate Leave Taken	-	1,891
Employee Costs - Long Service Leave Taken	18,517	46,823
Employee Costs - Maternity Leave Paid	3,833	30,258
Wages Oncosts Overhead - Sick Leave Taken	14,767	96,565
Wages Oncosts Overhead - Wages Oncosts Recovered	-	-
Materials and Services	578,228	5,586,781
Materials and Services - Building Maintenance	6,254	59,978
Materials and Services - Consultants	12,047	352,764
Materials and Services - Contractors	328,451	2,381,358
Materials and Services - Cost of Meals on Wheels	15,101	199,257
Materials and Services - Equipment Maintenance	33,897	427,291
Materials and Services - External Plant Hire	600	132,860
Materials and Services - Fuel	47,976	447,010
Materials and Services - General	5,112	63,211
Materials and Services - Grounds Maintenance	428	14,340
Materials and Services - Information Technology and Equipment	21,643	490,124
Materials and Services - Internal Plant Hire	-	-
Materials and Services - Materials	31,562	578,117
Materials and Services - Motor Vehicles	42,572	58,237
Materials and Services - Other	10,272	40,857
Materials and Services - Stock		1,555
Materials and Services - Telecommunications	5,044	90,092

	May Actuals	YTD Actuals
Materials and Services - Utilities - Gas	753	4,670
Materials and Services - Utilities - Power	16,518	135,150
Materials and Services - Utilities - Water	-	109,911
Other Expenses	35,933	1,503,604
Other Expenses - Advertising	6,159	65,062
Other Expenses - Bank Fees and Charges	2,035	31,820
Other Expenses - Buildings	-	802
Other Expenses - External Auditors	-	27,500
Other Expenses - Insurances	-	703,041
Other Expenses - Internal Auditors' Remuneration	7,471	24,189
Other Expenses - Legal Costs	10,405	72,479
Other Expenses - Meeting Expenses	968	13,169
Other Expenses - Operating Lease Rentals	-	324,823
Other Expenses - Plant and Motor Vehicle Registration	153	269
Other Expenses - Other	690	690
Other Expenses - Postage and Freight	588	18,420
Other Expenses - Printing and Stationery	4,707	53,399
Other Expenses - Subscriptions	2,757	167,942
Total Operating Expenses	1,482,077	17,231,422
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Net Profit	316,310	10,719,973
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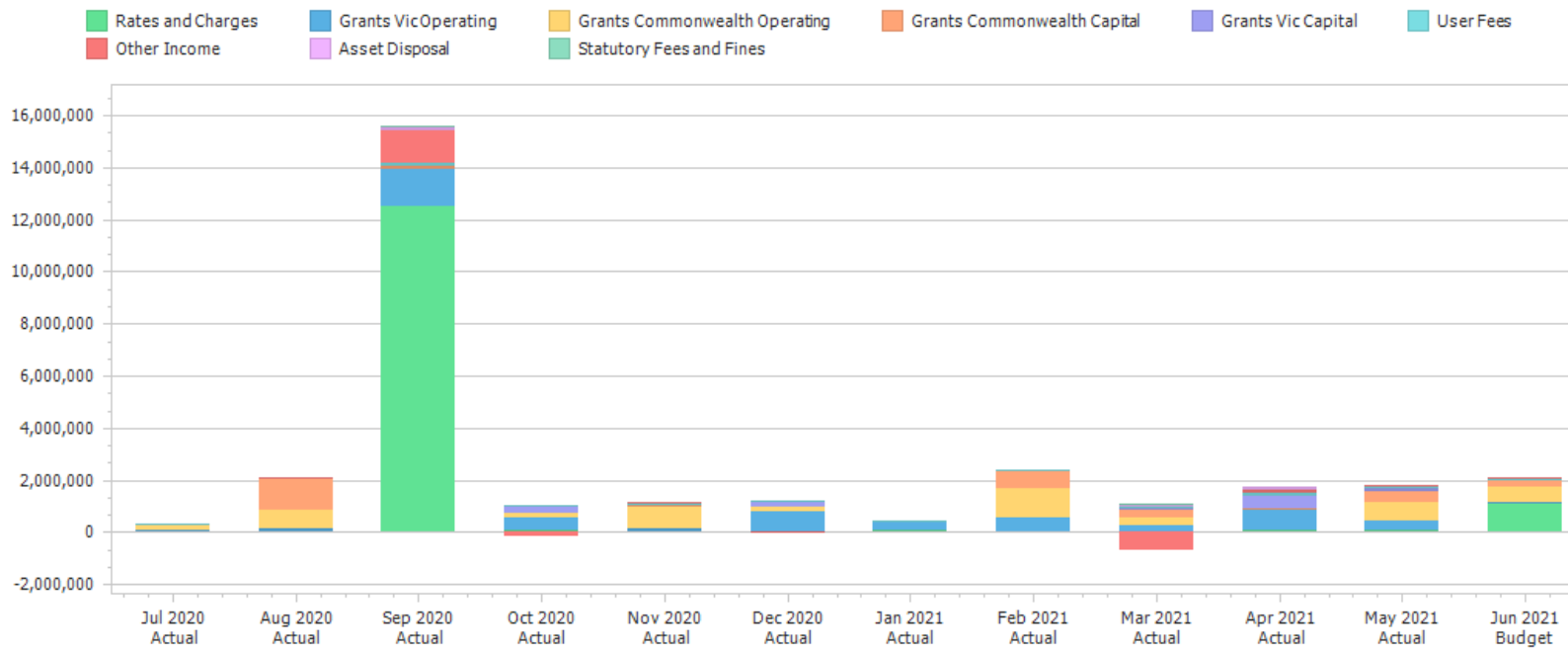
Yarriambiack Shire Council

Profit & Loss Statement by Department

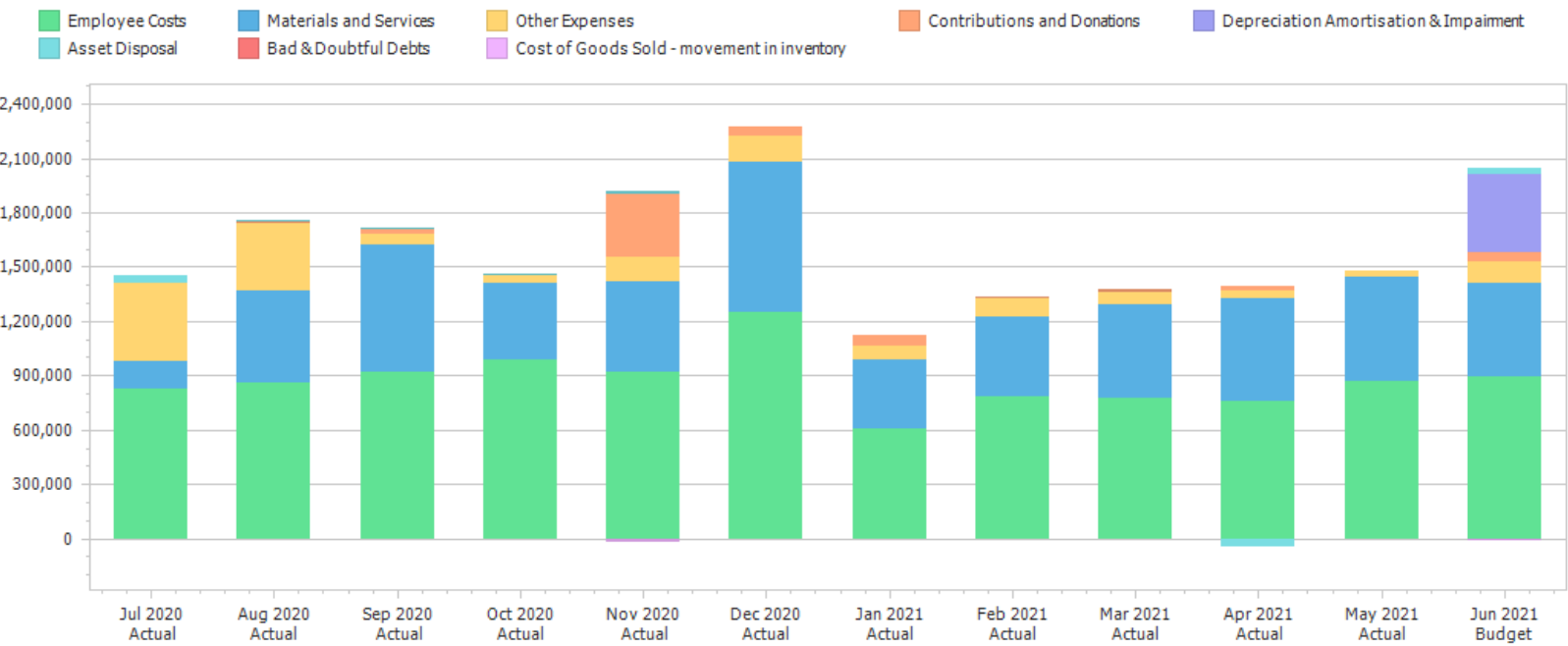
AS AT 31ST MAY 2021

	Actuals	Budget	Actuals	Variance	% Variance
	YTD				
	\$	\$	\$	\$	%
Operating Income					
Community Services	361,986	2,876,739	2,946,944	(70,205)	(2%)
Corporate Services	783,619	17,381,656	14,716,700	2,664,956	15%
Governance	2,757	0	68,976	(68,976)	N/A
Engineering	424,572	2,724,901	3,823,605	(1,098,704)	(40%)
Economic Development	30,567	481,565	1,878,063	(1,396,498)	(290%)
Recreation, Culture & Leisure	166,497	394,367	2,959,681	(2,565,314)	(650%)
Regulatory Services	16,726	205,240	170,490	34,750	17%
Waste Management	11,662	1,324,710	1,386,937	(62,227)	(5%)
Total Operating Income	1,798,386	25,389,178	27,951,396	(2,562,218)	(10%)
Operating Expenses					
Community Services	306,167	3,245,588	2,656,743	588,845	18%
Corporate Services	88,015	1,937,993	1,747,920	190,073	10%
Governance	198,380	2,198,809	1,630,893	567,916	26%
Engineering	580,263	10,368,271	6,966,213	3,402,058	33%
Economic Development	41,096	1,513,014	837,976	675,038	45%
Recreation, Culture & Leisure	66,282	1,960,744	1,115,481	845,263	43%
Regulatory Services	52,609	941,490	584,480	357,010	38%
Waste Management	149,264	2,252,587	1,691,716	560,871	25%
Total Operating Expenses	1,482,077	24,418,496	17,231,423	7,187,073	29%
Total Operating Surplus / (Loss)	316,309	970,682	10,719,973	(9,749,290)	

Account Trends — Income



Account Trends — Expenses



Yarriambiack Shire Council

Balance Sheet

AS AT MAY 2021

	May 2021	Jun 2020	Variance	% Variance
Assets				
Current Assets	18,780,057	14,049,436	4,730,620	34%
Bank	10,893,209	9,525,264	1,367,945	14%
Financial Assets	235,038	231,757	3,280	1%
Investments	4,320,587	1,320,587	3,000,000	227%
Inventory	1,015,736	326,303	689,433	211%
Trade & Other Receivables	2,315,487	2,645,525	(330,038)	(12%)
Fixed Assets	146,207,654	142,520,695	3,686,959	3%
Land	2,522,312	2,522,312	0	0%
Plant & Equipment	6,577,269	6,023,946	553,322	9%
Infrastructure Assets	111,630,927	111,630,927	0	0%
Buildings	22,343,510	22,343,510	0	0%
Work in Progress - Assets	3,133,637	0	3,133,637	N/A
Non-Current Assets	1,430,944	1,430,944	0	0%
Investments	493,478	493,478	0	0%
Right of Use Assets	937,466	937,466	0	0%
Total Assets	166,418,655	158,001,076	8,417,580	5%

Total Assets	166,418,655	158,001,076	8,417,580	5%
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Liabilities

Current Liabilities	3,859,878	6,124,356	(2,264,479)	(37%)
Provisions	3,218,231	3,646,112	(427,881)	(12%)
Trade & Other Payables	269,643	2,107,652	(1,838,009)	(87%)
Trusts Funds & Deposits	18,241	35,787	(17,546)	(49%)
Lease Liability	334,805	334,805	0	0%
Loans & Borrowings Current	18,957	0	18,957	N/A
Non-Current Liabilities	1,273,889	1,311,804	(37,915)	(3%)
Lease Liability	595,190	595,190	0	0%
Loans & Borrowings	41,415	79,330	(37,915)	(48%)
Provisions	637,283	637,283	0	0%
Total Liabilities	5,133,767	7,436,160	(2,302,394)	(31%)

Net Assets	161,284,889	150,564,916	10,719,973	7%
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Equity

Equity	161,284,889	150,564,916	10,719,973	7%
Accumulated Surplus	74,584,000	74,584,000	0	0%
Reserves	75,980,916	75,980,916	0	0%
Current Earnings	10,719,973	0	10,719,973	N/A
Total Equity	161,284,889	150,564,916	10,719,973	7%

13.2 Revenue Report June 2021**Prepared by Chantelle Pitt, Revenue Coordinator****RECOMMENDATION**

That the Revenue Report as of June 2021 be received.

[Attachment: Revenue Report June 2021](#)

AGENDA	Ordinary Meeting of Council
Issue Date: 23 June 2021	

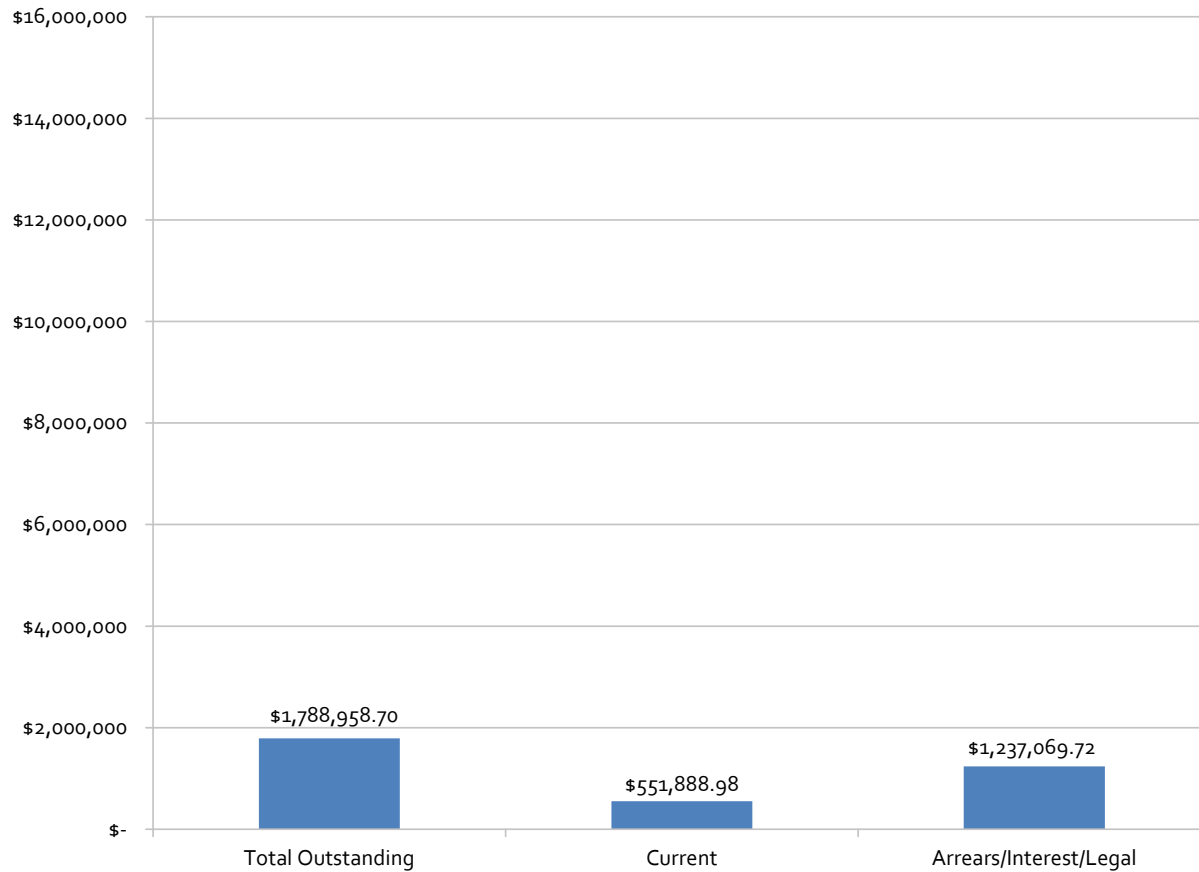


Rates Report - June 2021

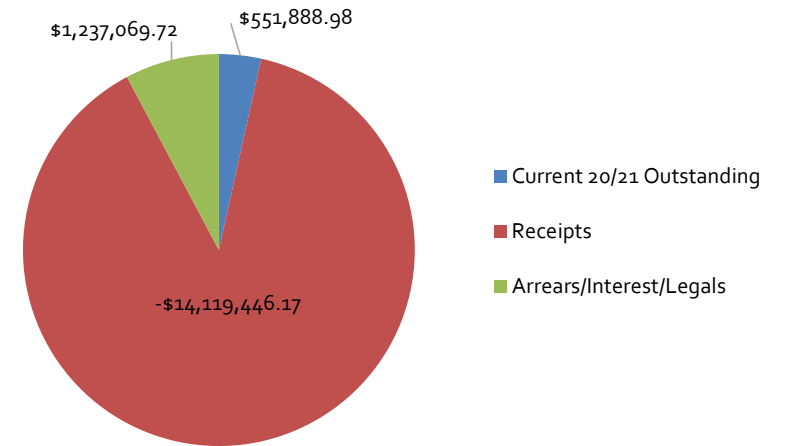
Prepared by Chantelle Pitt

Ward Total Rates & Charges	2019/2020 Budget	2019/2020 Actuals	2020/2021 Budget	Actual YTD Receipts	Rebates	Outstanding Rates		
						Current	Arrears/Legals/Interest	Total
Dunmunkle	\$4,148,364.16	\$567,315.83	\$4,154,635.37	-\$4,133,201.07	-\$87,397.13	\$158,940.09	\$373,944.10	\$532,884.19
Hopetoun	\$3,858,864.93	\$697,901.10	\$4,018,880.03	-\$4,070,905.91	-\$70,827.80	\$147,362.50	\$463,048.09	\$610,410.59
Warracknabeal	\$5,800,454.95	\$734,299.64	\$5,891,651.38	-\$5,915,339.19	-\$103,278.25	\$245,586.39	\$400,077.53	\$645,663.92
Grand Total	\$13,807,684.04	\$1,999,516.57	\$14,065,166.78	-\$14,119,446.17	-\$261,503.18	\$551,888.98	\$1,237,069.72	\$1,788,958.70

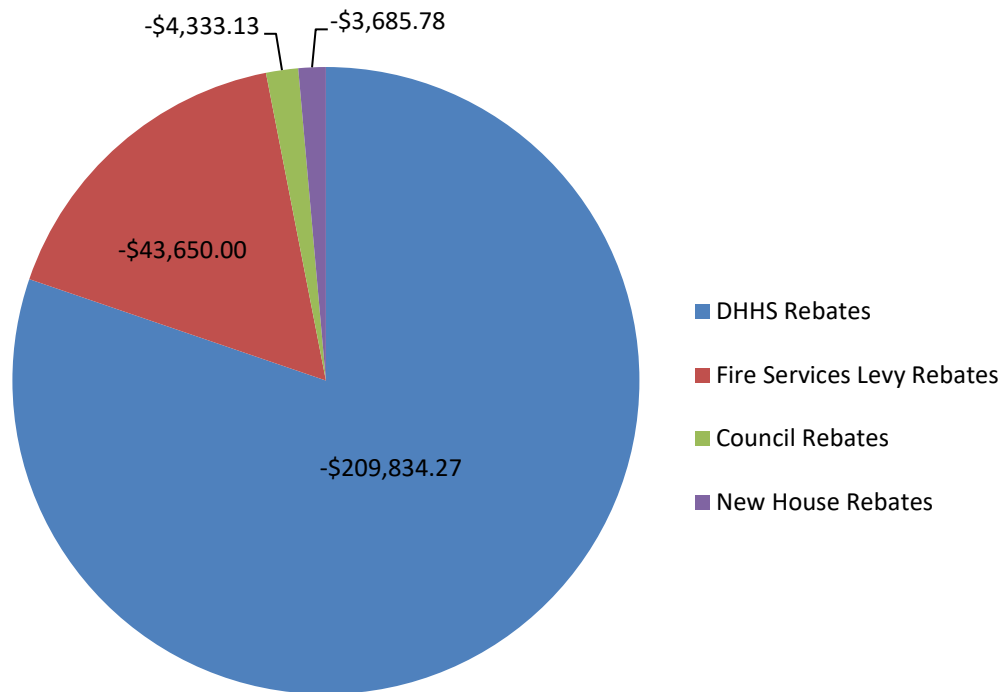
Breakdown of Rates Outstanding



Breakdown of Rates Outstanding

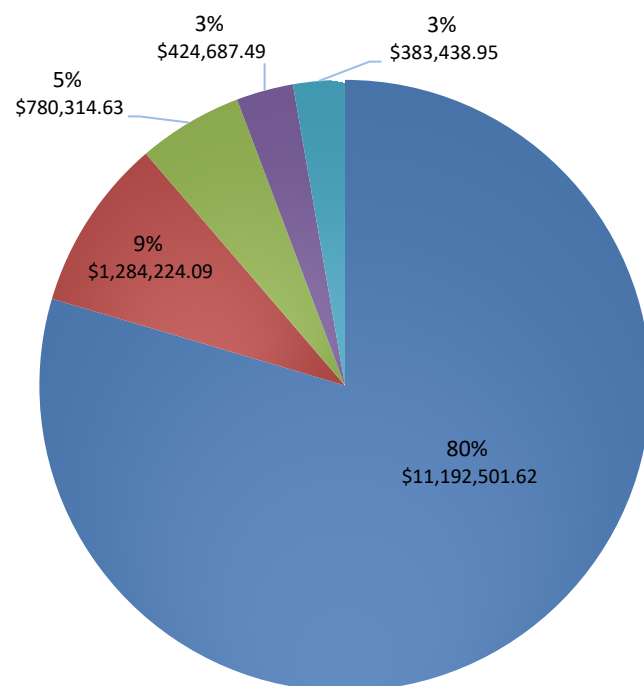


2020/21 Rebates

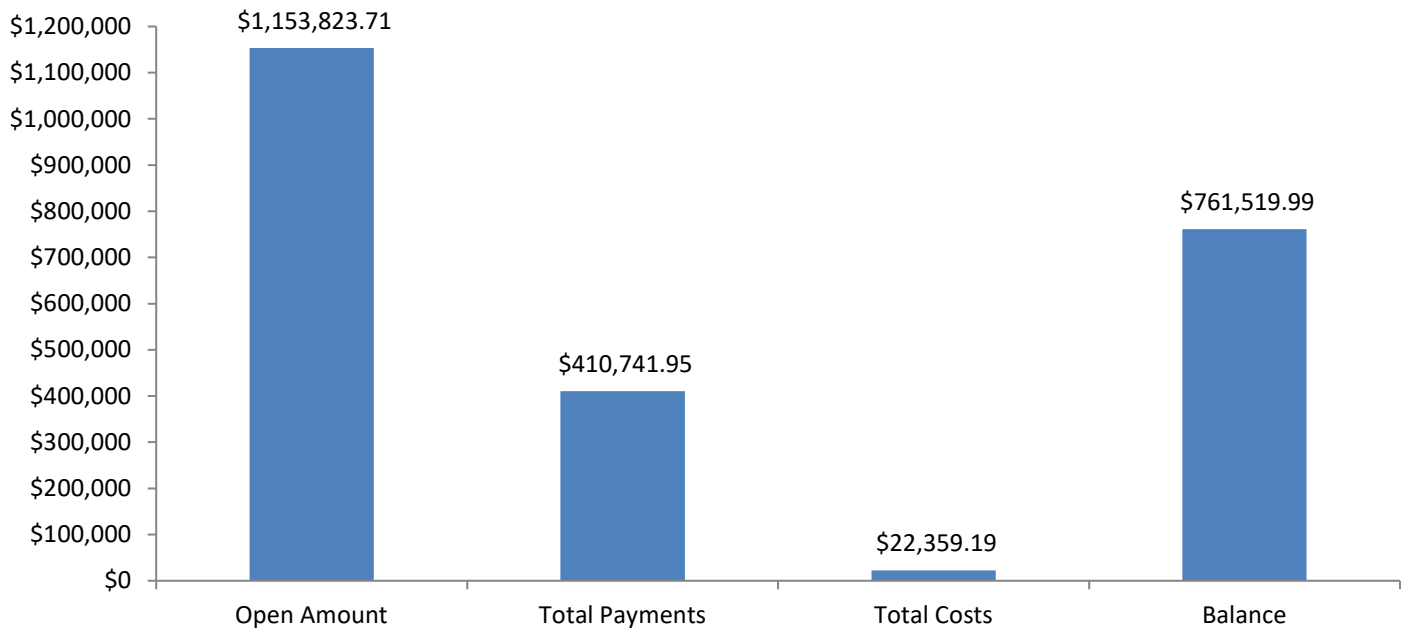


Rates & Charges Calculation 2020/21

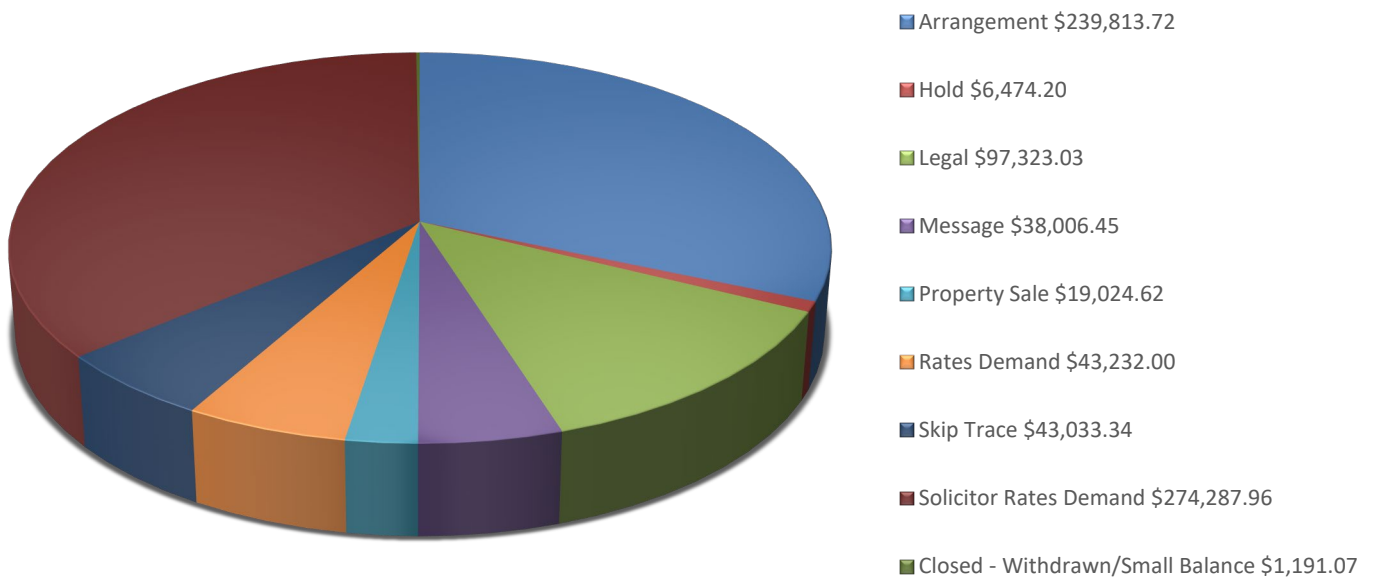
General Rates FSPL Garbage Recycling Municipal Charge



CollectAU Debt Collection Report Summary



CollectAU Debt Collection Account Status



Account No.	Status	Principal	Payments	Costs	Balance
32280	Property Sale	\$3,719.51	\$0.00	\$0.00	\$3,719.51
32281	Arrangement	\$15,716.58	\$3,600.00	\$550.00	\$12,666.58
32282	Legal	\$11,248.59	\$0.00	\$2,225.80	\$13,474.39
32283	Legal	\$4,621.87	\$0.00	\$1,032.80	\$5,654.67
32284	Legal	\$6,127.19	\$0.00	\$1,200.80	\$7,327.99
32285	Paid - Closed	\$22,390.61	\$27,858.03	\$5,467.42	\$0.00
32289	Paid - Closed	\$58,276.46	\$60,457.26	\$2,180.80	\$0.00
32393	Legal	\$14,199.90	\$0.00	\$3,983.20	\$18,183.10
32736	Paid - Closed	\$17,633.09	\$13,712.13	\$0.00	\$0.00
38970	Paid - Closed	\$11,099.67	\$11,099.67	\$0.00	\$0.00
38971	Arrangement	\$15,159.47	\$2,000.00	\$0.00	\$13,159.47
38972	Paid - Closed	\$1,839.66	\$2,179.32	\$0.00	-\$339.66
38973	Arrangement	\$5,028.49	\$600.00	\$0.00	\$4,428.49
38974	Arrangement	\$6,766.00	\$1,500.00	\$0.00	\$5,266.00
38975	Hold	\$3,965.84	\$220.00	\$0.00	\$3,745.84
38976	Rates Demand	\$918.44	\$0.00	\$0.00	\$918.44
38977	Rates Demand	\$1,051.53	\$0.00	\$0.00	\$1,051.53
38978	Rates Demand	\$1,082.68	\$0.00	\$0.00	\$1,082.68
38979	Rates Demand	\$849.48	\$0.00	\$0.00	\$849.48
38980	Paid - Closed	\$3,094.91	\$3,094.91	\$0.00	\$0.00
38981	Arrangement	\$2,652.34	\$1,000.00	\$0.00	\$1,652.34
38982	Legal	\$14,924.28	\$0.00	\$2,881.91	\$17,806.19
38983	Paid - Closed	\$1,240.01	\$1,382.49	\$0.00	-\$142.48
38984	Solicitor Rates Demand	\$5,815.24	\$0.00	\$0.00	\$5,815.24
38985	Paid - Closed	\$804.79	\$804.79	\$0.00	\$0.00
38986	Paid - Closed	\$7,815.88	\$7,815.88	\$0.00	\$0.00
38987	Arrangement	\$14,066.12	\$1,850.00	\$0.00	\$12,216.12
38988	Paid - Closed	\$255.64	\$255.64	\$0.00	\$0.00
38989	Paid - Closed	\$957.68	\$957.68	\$0.00	\$0.00
38990	Paid - Closed	\$239.00	\$239.00	\$0.00	\$0.00
38991	Paid - Closed	\$322.00	\$322.00	\$0.00	\$0.00
38992	Paid - Closed	\$234.16	\$234.16	\$0.00	\$0.00
38993	Solicitor Rates Demand	\$6,867.54	\$450.00	\$0.00	\$6,417.54
38994	Arrangement	\$7,701.84	\$1,900.00	\$0.00	\$5,801.84
38995	Rates Demand	\$652.09	\$0.00	\$0.00	\$652.09
38996	Arrangement	\$2,544.85	\$768.00	\$0.00	\$1,776.85
38997	Legal	\$10,253.67	\$0.00	\$0.00	\$10,253.67
38998	Solicitor Rates Demand	\$5,220.25	\$50.00	\$0.00	\$5,170.25
38999	Withdrawn/Small Balance	\$493.00	\$0.00	\$0.00	\$493.00
39000	Rates Demand	\$1,133.92	\$0.00	\$0.00	\$1,133.92
39001	Solicitor Rates Demand	\$2,215.10	\$0.00	\$0.00	\$2,215.10
39002	Solicitor Rates Demand	\$2,004.25	\$0.00	\$0.00	\$2,004.25
39003	Rates Demand	\$991.81	\$0.00	\$0.00	\$991.81
39004	Paid - Closed	\$2,790.56	\$2,790.56	\$0.00	\$0.00
39005	Paid - Closed	\$3,667.50	\$3,667.50	\$0.00	\$0.00
39006	Paid - Closed	\$3,407.93	\$3,407.93	\$0.00	\$0.00
39007	Paid - Closed	\$712.34	\$712.34	\$0.00	\$0.00
39008	Solicitor Rates Demand	\$4,927.67	\$0.00	\$0.00	\$4,927.67
39009	Rates Demand	\$3,350.97	\$1,950.00	\$0.00	\$1,400.97
39010	Paid - Closed	\$3,553.38	\$3,553.38	\$0.00	\$0.00
39011	Arrangement	\$1,450.72	\$300.00	\$0.00	\$1,150.72
39012	Solicitor Rates Demand	\$15,457.66	\$0.00	\$0.00	\$15,457.66
39013	Rates Demand	\$1,745.94	\$0.00	\$0.00	\$1,745.94
39014	Paid - Closed	\$2,481.11	\$2,481.11	\$0.00	\$0.00
39015	Solicitor Rates Demand	\$23,254.89	\$0.00	\$0.00	\$23,254.89
39016	Solicitor Rates Demand	\$6,635.30	\$0.00	\$0.00	\$6,635.30
39017	Solicitor Rates Demand	\$10,782.12	\$0.00	\$0.00	\$10,782.12

Account No.	Status	Principal	Payments	Costs	Balance
39018	Paid - Closed	\$3,227.03	\$3,227.03	\$0.00	\$0.00
39019	Solicitor Rates Demand	\$8,558.58	\$0.00	\$0.00	\$8,558.58
39020	Message	\$4,607.17	\$1,750.00	\$0.00	\$2,857.17
39021	Paid - Closed	\$5,062.34	\$5,062.34	\$0.00	\$0.00
39022	Arrangement	\$3,982.30	\$2,800.00	\$0.00	\$1,182.30
39023	Paid - Closed	\$973.03	\$973.03	\$0.00	\$0.00
39024	Solicitor Rates Demand	\$2,941.40	\$0.00	\$0.00	\$2,941.40
39025	Paid - Closed	\$198.72	\$198.72	\$0.00	\$0.00
39026	Paid - Closed	\$8,447.98	\$8,447.98	\$0.00	\$0.00
39027	Withdrawn/Small Balance	\$3,565.93	\$3,300.00	\$0.00	\$265.93
39028	Paid - Closed	\$1,676.20	\$1,676.20	\$0.00	\$0.00
39029	Paid - Closed	\$2,319.41	\$2,319.41	\$0.00	\$0.00
39030	Paid - Closed	\$1,296.00	\$1,296.00	\$0.00	\$0.00
39031	Rates Demand	\$1,710.31	\$0.00	\$0.00	\$1,710.31
39032	Paid - Closed	\$524.01	\$524.01	\$0.00	\$0.00
39033	Withdrawn/Small Balance	\$2,846.97	\$2,700.00	\$0.00	\$146.97
39034	Arrangement	\$8,144.25	\$280.00	\$0.00	\$7,864.25
39035	Paid - Closed	\$1,484.49	\$1,550.00	\$0.00	-\$65.51
39036	Rates Demand	\$808.60	\$0.00	\$0.00	\$808.60
39037	Paid - Closed	\$3,142.36	\$3,142.36	\$0.00	\$0.00
39038	Rates Demand	\$798.59	\$0.00	\$0.00	\$798.59
39039	Paid - Closed	\$3,732.10	\$3,732.10	\$0.00	\$0.00
39040	Paid - Closed	\$1,098.99	\$1,000.00	\$0.00	\$98.99
39041	Rates Demand	\$1,318.98	\$0.00	\$0.00	\$1,318.98
39042	Rates Demand	\$741.94	\$0.00	\$0.00	\$741.94
39043	Skip Trace	\$10,953.85	\$0.00	\$0.00	\$10,953.85
39044	Paid - Closed	\$935.71	\$935.71	\$0.00	\$0.00
39045	Rates Demand	\$1,625.90	\$0.00	\$0.00	\$1,625.90
39046	Arrangement	\$3,616.36	\$450.00	\$0.00	\$3,166.36
39047	Solicitor Rates Demand	\$3,326.76	\$0.00	\$0.00	\$3,326.76
39048	Rates Demand	\$591.62	\$0.00	\$0.00	\$591.62
39049	Message	\$9,465.62	\$200.00	\$0.00	\$9,265.62
39050	Withdrawn/Small Balance	\$188.61	\$0.00	\$0.00	\$188.61
39051	Paid - Closed	\$8,262.80	\$8,262.80	\$0.00	\$0.00
39052	Paid - Closed	\$5,618.05	\$5,618.05	\$0.00	\$0.00
39053	Paid - Closed	\$8,705.64	\$8,705.64	\$0.00	\$0.00
39054	Rates Demand	\$837.40	\$0.00	\$0.00	\$837.40
39055	Solicitor Rates Demand	\$8,621.03	\$0.00	\$0.00	\$8,621.03
39056	Paid - Closed	\$406.00	\$406.00	\$0.00	\$0.00
39057	Paid - Closed	\$767.00	\$767.00	\$0.00	\$0.00
39058	Paid - Closed	\$414.00	\$414.00	\$0.00	\$0.00
39059	Paid - Closed	\$1,002.00	\$1,002.00	\$0.00	\$0.00
39060	Arrangement	\$14,987.16	\$3,200.00	\$0.00	\$11,787.16
39061	Arrangement	\$5,880.21	\$800.00	\$0.00	\$5,080.21
39062	Paid - Closed	\$838.16	\$838.16	\$0.00	\$0.00
39063	Solicitor Rates Demand	\$3,963.39	\$0.00	\$0.00	\$3,963.39
39064	Message	\$1,998.60	\$450.00	\$0.00	\$1,548.60
39065	Arrangement	\$4,285.05	\$2,200.00	\$0.00	\$2,085.05
39066	Solicitor Rates Demand	\$3,196.81	\$300.00	\$0.00	\$2,896.81
39067	Solicitor Rates Demand	\$3,120.89	\$0.00	\$0.00	\$3,120.89
39068	Rates Demand	\$993.07	\$0.00	\$0.00	\$993.07
39069	Arrangement	\$4,267.33	\$500.00	\$0.00	\$3,767.33
39070	Paid - Closed	\$1,945.88	\$1,945.88	\$0.00	\$0.00
39071	Solicitor Rates Demand	\$2,277.02	\$0.00	\$0.00	\$2,277.02
39072	Solicitor Rates Demand	\$11,267.50	\$0.00	\$0.00	\$11,267.50
39073	Paid - Closed	\$2,089.77	\$2,089.77	\$0.00	\$0.00

Account No.	Status	Principal	Payments	Costs	Balance
39075	Paid - Closed	\$342.00	\$342.00	\$0.00	\$0.00
39076	Skip Trace	\$4,119.11	\$0.00	\$0.00	\$4,119.11
39077	Arrangement	\$7,176.06	\$5,875.00	\$0.00	\$1,301.06
39078	Paid - Closed	\$1,602.91	\$1,602.91	\$0.00	\$0.00
39079	Solicitor Rates Demand	\$3,671.41	\$0.00	\$0.00	\$3,671.41
39080	Arrangement	\$3,488.75	\$180.00	\$0.00	\$3,308.75
39081	Paid - Closed	\$216.08	\$216.08	\$0.00	\$0.00
39082	Paid - Closed	\$200.00	\$200.00	\$0.00	\$0.00
39083	Paid - Closed	\$2,438.30	\$2,438.30	\$0.00	\$0.00
39084	Solicitor Rates Demand	\$4,012.47	\$0.00	\$0.00	\$4,012.47
39085	Solicitor Rates Demand	\$7,277.40	\$550.00	\$0.00	\$6,727.40
39086	Rates Demand	\$1,495.85	\$0.00	\$0.00	\$1,495.85
39087	Rates Demand	\$1,300.33	\$0.00	\$0.00	\$1,300.33
39088	Paid - Closed	\$352.35	\$352.35	\$0.00	\$0.00
39089	Paid - Closed	\$1,755.00	\$1,755.00	\$0.00	\$0.00
39090	Paid - Closed	\$1,240.21	\$1,240.21	\$0.00	\$0.00
39091	Paid - Closed	\$1,403.00	\$1,403.00	\$0.00	\$0.00
39092	Rates Demand	\$833.17	\$300.00	\$0.00	\$533.17
39093	Paid - Closed	\$988.51	\$988.51	\$0.00	\$0.00
39094	Paid - Closed	\$385.70	\$385.70	\$0.00	\$0.00
39095	Message	\$10,740.27	\$4,500.00	\$0.00	\$6,240.27
39096	Arrangement	\$1,860.13	\$700.00	\$0.00	\$1,160.13
39097	Rates Demand	\$1,718.74	\$0.00	\$0.00	\$1,718.74
39098	Paid - Closed	\$688.67	\$688.67	\$0.00	\$0.00
39099	Solicitor Rates Demand	\$9,185.45	\$0.00	\$0.00	\$9,185.45
39100	Paid - Closed	\$901.39	\$901.39	\$0.00	\$0.00
39101	Paid - Closed	\$123.00	\$123.00	\$0.00	\$0.00
39102	Paid - Closed	\$1,430.84	\$1,430.84	\$0.00	\$0.00
39103	Arrangement	\$3,756.99	\$350.00	\$0.00	\$3,406.99
39104	Paid - Closed	\$681.00	\$681.00	\$0.00	\$0.00
39105	Rates Demand	\$1,686.01	\$0.00	\$0.00	\$1,686.01
39106	Paid - Closed	\$1,542.22	\$1,542.22	\$0.00	\$0.00
39107	Solicitor Rates Demand	\$6,056.06	\$0.00	\$0.00	\$6,056.06
39108	Paid - Closed	\$1,571.62	\$1,971.62	\$0.00	-\$400.00
39109	Paid - Closed	\$6,502.37	\$6,502.37	\$0.00	\$0.00
39110	Paid - Closed	\$1,887.06	\$1,887.06	\$0.00	\$0.00
39111	Arrangement	\$5,501.34	\$1,400.00	\$0.00	\$4,101.34
39112	Paid - Closed	\$986.29	\$986.29	\$0.00	\$0.00
39113	Paid - Closed	\$1,217.54	\$1,200.00	\$0.00	\$17.54
39114	Message	\$4,853.96	\$2,400.00	\$0.00	\$2,453.96
39115	Paid - Closed	\$903.00	\$900.00	\$0.00	\$3.00
39116	Solicitor Rates Demand	\$2,885.52	\$0.00	\$0.00	\$2,885.52
39117	Solicitor Rates Demand	\$3,018.06	\$0.00	\$0.00	\$3,018.06
39118	Rates Demand	\$1,821.17	\$0.00	\$0.00	\$1,821.17
39119	Arrangement	\$3,718.91	\$385.00	\$0.00	\$3,333.91
39120	Solicitor Rates Demand	\$11,091.84	\$0.00	\$0.00	\$11,091.84
39121	Rates Demand	\$1,032.94	\$0.00	\$0.00	\$1,032.94
39122	Arrangement	\$22,903.24	\$500.00	\$0.00	\$22,403.24
39123	Arrangement	\$6,057.97	\$500.00	\$0.00	\$5,557.97
39124	Paid - Closed	\$1,881.08	\$1,950.00	\$0.00	-\$68.92
39125	Paid - Closed	\$449.00	\$449.00	\$0.00	\$0.00
39126	Arrangement	\$6,173.30	\$900.00	\$0.00	\$5,273.30
39127	Rates Demand	\$1,747.49	\$0.00	\$0.00	\$1,747.49
39128	Arrangement	\$3,982.88	\$2,400.00	\$0.00	\$1,582.88
39129	Paid - Closed	\$163.00	\$163.00	\$0.00	\$0.00
39130	Arrangement	\$2,279.78	\$520.00	\$30.00	\$1,789.78
39131	Paid - Closed	\$1,127.71	\$1,127.71	\$0.00	\$0.00

Account No.	Status	Principal	Payments	Costs	Balance
39132	Arrangement	\$5,266.11	\$1,105.00	\$0.00	\$4,161.11
39133	Legal	\$2,330.34	\$0.00	\$0.00	\$2,330.34
39134	Arrangement	\$19,478.52	\$720.00	\$0.00	\$18,758.52
39135	Arrangement	\$21,378.93	\$3,300.00	\$0.00	\$18,078.93
39136	Paid - Closed	\$3,729.68	\$3,729.68	\$0.00	\$0.00
39137	Paid - Closed	\$308.00	\$308.00	\$0.00	\$0.00
39138	Skip Trace	\$12,357.08	\$0.00	\$0.00	\$12,357.08
39139	Legal	\$3,257.56	\$0.00	\$1,051.50	\$4,309.06
39140	Paid - Closed	\$2,068.94	\$2,068.94	\$0.00	\$0.00
39141	Paid - Closed	\$989.91	\$989.91	\$0.00	\$0.00
39142	Paid - Closed	\$1,299.73	\$1,299.73	\$0.00	\$0.00
39143	Paid - Closed	\$388.91	\$388.91	\$0.00	\$0.00
39144	Paid - Closed	\$1,086.96	\$1,086.96	\$0.00	\$0.00
39145	Paid - Closed	\$565.53	\$565.53	\$0.00	\$0.00
39146	Message	\$7,742.16	\$1,100.00	\$0.00	\$6,642.16
39147	Paid - Closed	\$1,616.22	\$1,616.22	\$0.00	\$0.00
39148	Paid - Closed	\$4,518.86	\$4,518.86	\$0.00	\$0.00
39149	Paid - Closed	\$1,671.91	\$1,671.91	\$0.00	\$0.00
39150	Solicitor Rates Demand	\$4,500.04	\$0.00	\$0.00	\$4,500.04
39151	Solicitor Rates Demand	\$2,371.28	\$0.00	\$0.00	\$2,371.28
39152	Arrangement	\$5,170.40	\$3,700.00	\$0.00	\$1,470.40
39153	Paid - Closed	\$12,816.50	\$12,816.50	\$0.00	\$0.00
39154	Paid - Closed	\$838.00	\$838.00	\$0.00	\$0.00
39155	Arrangement	\$16,642.07	\$3,205.00	\$0.00	\$13,437.07
39156	Paid - Closed	\$4,178.71	\$4,178.71	\$0.00	\$0.00
39157	Paid - Closed	\$198.72	\$198.72	\$0.00	\$0.00
39158	Legal	\$10,876.25	\$0.00	\$1,518.80	\$12,395.05
39159	Solicitor Rates Demand	\$2,781.87	\$175.00	\$0.00	\$2,606.87
39160	Solicitor Rates Demand	\$5,318.39	\$0.00	\$0.00	\$5,318.39
39161	Paid - Closed	\$2,445.34	\$2,445.34	\$0.00	\$0.00
39162	Arrangement	\$10,681.43	\$1,450.00	\$0.00	\$9,231.43
39163	Paid - Closed	\$196.00	\$196.00	\$0.00	\$0.00
39164	Paid - Closed	\$471.00	\$471.00	\$0.00	\$0.00
39165	Solicitor Rates Demand	\$5,838.91	\$0.00	\$0.00	\$5,838.91
39166	Arrangement	\$23,432.34	\$4,800.00	\$0.00	\$18,632.34
39167	Paid - Closed	\$4,527.50	\$4,527.50	\$0.00	\$0.00
39168	Paid - Closed	\$754.58	\$754.58	\$0.00	\$0.00
39169	Paid - Closed	\$2,013.00	\$2,013.00	\$0.00	\$0.00
39170	Arrangement	\$2,408.48	\$50.00	\$0.00	\$2,358.48
39171	Rates Demand	\$772.85	\$0.00	\$0.00	\$772.85
39172	Arrangement	\$1,616.51	\$265.00	\$0.00	\$1,351.51
39173	Solicitor Rates Demand	\$2,305.96	\$0.00	\$0.00	\$2,305.96
39174	Paid - Closed	\$293.57	\$293.57	\$0.00	\$0.00
39175	Paid - Closed	\$2,451.01	\$2,451.01	\$0.00	\$0.00
39176	Paid - Closed	\$249.00	\$249.00	\$0.00	\$0.00
39177	Hold	\$2,728.36	\$0.00	\$0.00	\$2,728.36
39178	Message	\$3,057.87	\$1,000.00	\$0.00	\$2,057.87
39179	Message	\$2,123.72	\$800.00	\$0.00	\$1,323.72
39180	Solicitor Rates Demand	\$7,217.42	\$0.00	\$0.00	\$7,217.42
39181	Solicitor Rates Demand	\$4,168.12	\$0.00	\$0.00	\$4,168.12
39182	Paid - Closed	\$1,405.17	\$1,405.17	\$0.00	\$0.00
39183	Rates Demand	\$1,423.86	\$0.00	\$0.00	\$1,423.86
39184	Rates Demand	\$1,913.93	\$0.00	\$0.00	\$1,913.93
39185	Arrangement	\$2,579.38	\$550.00	\$15.00	\$2,044.38
39186	Paid - Closed	\$4,361.26	\$4,361.26	\$0.00	\$0.00
39187	Skip Trace	\$2,107.15	\$0.00	\$0.00	\$2,107.15
39188	Withdrawn/Small Balance	\$211.00	\$114.44	\$0.00	\$96.56

Account No.	Status	Principal	Payments	Costs	Balance
39189	Rates Demand	\$866.44	\$0.00	\$0.00	\$866.44
39190	Paid - Closed	\$194.00	\$194.00	\$0.00	\$0.00
39191	Rates Demand	\$901.87	\$0.00	\$0.00	\$901.87
39192	Paid - Closed	\$1,812.68	\$1,812.68	\$0.00	\$0.00
39193	Paid - Closed	\$2,146.09	\$2,146.09	\$0.00	\$0.00
39194	Paid - Closed	\$1,316.42	\$1,316.42	\$0.00	\$0.00
39195	Property Sale	\$15,083.95	\$0.00	\$221.16	\$15,305.11
39196	Paid - Closed	\$641.31	\$641.31	\$0.00	\$0.00
39197	Solicitor Rates Demand	\$2,512.94	\$0.00	\$0.00	\$2,512.94
39198	Arrangement	\$2,380.55	\$800.00	\$0.00	\$1,580.55
39199	Solicitor Rates Demand	\$15,317.51	\$0.00	\$0.00	\$15,317.51
39200	Paid - Closed	\$308.25	\$308.25	\$0.00	\$0.00
39201	Arrangement	\$2,888.58	\$450.00	\$0.00	\$2,438.58
39202	Solicitor Rates Demand	\$3,002.22	\$0.00	\$0.00	\$3,002.22
39203	Solicitor Rates Demand	\$13,490.27	\$0.00	\$0.00	\$13,490.27
39204	Legal	\$5,978.57	\$390.00	\$0.00	\$5,588.57
39205	Paid - Closed	\$1,097.18	\$1,097.18	\$0.00	\$0.00
39206	Paid - Closed	\$1,617.54	\$1,617.54	\$0.00	\$0.00
39207	Paid - Closed	\$1,517.10	\$1,517.10	\$0.00	\$0.00
39208	Solicitor Rates Demand	\$5,513.47	\$200.00	\$0.00	\$5,313.47
39209	Paid - Closed	\$329.00	\$329.00	\$0.00	\$0.00
39210	Solicitor Rates Demand	\$14,263.65	\$0.00	\$0.00	\$14,263.65
39211	Skip Trace	\$11,376.54	\$0.00	\$0.00	\$11,376.54
39212	Solicitor Rates Demand	\$4,125.68	\$300.00	\$0.00	\$3,825.68
39213	Solicitor Rates Demand	\$3,344.05	\$0.00	\$0.00	\$3,344.05
39214	Message	\$6,117.08	\$500.00	\$0.00	\$5,617.08
39215	Paid - Closed	\$1,860.64	\$1,830.00	\$0.00	\$30.64
39216	Solicitor Rates Demand	\$2,589.57	\$0.00	\$0.00	\$2,589.57
39217	Rates Demand	\$1,326.19	\$0.00	\$0.00	\$1,326.19
39218	Paid - Closed	\$9,183.47	\$9,183.47	\$0.00	\$0.00
39219	Skip Trace	\$2,119.61	\$0.00	\$0.00	\$2,119.61
39220	Paid - Closed	\$1,071.42	\$1,071.42	\$0.00	\$0.00
39221	Rates Demand	\$1,294.03	\$0.00	\$0.00	\$1,294.03
39222	Rates Demand	\$1,292.95	\$0.00	\$0.00	\$1,292.95
39223	Paid - Closed	\$303.05	\$303.05	\$0.00	\$0.00
39224	Rates Demand	\$585.85	\$0.00	\$0.00	\$585.85
39225	Rates Demand	\$1,311.62	\$0.00	\$0.00	\$1,311.62
39226	Rates Demand	\$953.44	\$0.00	\$0.00	\$953.44
39227	Paid - Closed	\$256.50	\$256.50	\$0.00	\$0.00
39228	Paid - Closed	\$2,779.93	\$2,779.93	\$0.00	\$0.00
39229	Paid - Closed	\$255.64	\$255.64	\$0.00	\$0.00
39230	Paid - Closed	\$269.00	\$269.00	\$0.00	\$0.00
39231	Paid - Closed	\$315.70	\$315.70	\$0.00	\$0.00
39232	Paid - Closed	\$385.66	\$385.66	\$0.00	\$0.00
Grand Total		\$1,153,823.71	\$410,741.95	\$22,359.19	\$761,519.99

13.3 Adoption of 2021/22 Budget and Declaration of Rates and Charges

prepared by Anita McFarlane, Manager Corporate Services

SUMMARY

The 2021/22 Budget has been prepared and at the Council meeting on 26 May 2021 it was resolved to advertise the draft 2021/22 Budget for public consultation. This has been completed and the Budget is now tabled and presented for adoption.

RECOMMENDATION

1. That in accordance with Section 94 of the Local Government Act 2020 (the Act) the 2021/22 Budget as tabled be adopted.
2. That the Chief Executive Officer be authorised to give public notice of this decision to adopt the Budget.
3. That a copy of the adopted Budget be forwarded to the Minister for Local Government before 30 June 2020.
4. Declare the rates, municipal charge and annual service charges for the 2021/22 financial year as set out within the 2021/22 Budget document on pages 22 to 26.
5. That the Chief Executive Officer be authorised to levy and recover the aforesaid general rates and charges in accordance with the Local Government Act 1989.
6. Declare the fees and charges for the 2021/22 financial year as contained in the 2021/22 Budget document on pages 52 to 62 and that the Chief Executive Officer be authorised to approve minor amendments and inclusions to the fees and charges throughout the financial year.

ATTACHMENTS

[Attachment: 2021/22 Budget \(Draft\)](#)

DISCUSSION

In accordance with Section 94 of the Local Government Act 2020 (the Act) Council is required to formally adopt the 2021/22 Annual Budget by 30 June 2021.

Consultation

As resolved by Council on 26 May 2021, the proposed Budget was placed on public exhibition from Wednesday 26 May 2021 to Monday 21 June 2021 inclusive, calling for submissions. This was advertised in the local newspapers and on the internet.

At the time of preparing this report there have been five written submissions received.

The first submission was in relation to the Murtoa Swimming Pool Carpark – a request was made to upgrade the drainage of the carpark which is also utilised by the Lake Committee, Tennis Club and general public access to Lake Marma and associated playground area. Council met with the relevant committee members and has designed a solution to the car park drainage at a cost of \$43,000.

Recommendation 7: It is recommended that these works be approved as part of the Capital Works Program for 2021/22 as Budgeted.

The second budget submission was made by the Minyip Pool Committee and Recreation reserve committee to upgrade a short section along L Pietsch Road to allow for all weather and safe access to the Community Fundraising Paddock.

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Recommendation 8: It is recommended that these works be approved as part of the Road Maintenance Program for 2021/22 as they are not expected to exceed \$5,000. It is not recommended that a change in the road hierarchy be considered as part of the scope of the budget request.

The third budget request was for a Hierarchy 1 Footpath from Lascelles Street to the Lake Lascelles entrance, along Austin Street with the same treatment applied for the entire length. The expected cost of works is \$37,000. There was also a request to install an automatic watering system at Poulton Park.

Recommendation 9: It is recommended that the Austin Street footpath works be budgeted in the 2022/23 forward Capital Works Program. It is recommended that the automatic watering system be installed in the 2021/22 year through Town Maintenance Funding.

A fourth budget request was made to seal a section of Lalor Street, Beulah from Deakin Street through to the rear caravan park entrance. The expected cost of the works is \$30,000 inclusive of kerb and channelling. The road would also need to be upgraded in the road hierarchy.

Recommendation 10: It is recommended that a report be brought to the July 2021 Council Meeting in relation to the upgrade of the road segment from UA5 to UA1. It is recommended that the road be sealed as part of the urban rehabilitation program in the 2021/22 Budget.

The final budget submission was a request to upgrade Cooks Road from Sunraysia Highway to Singleton Road, a length of 1.5 kms. A design and cost has not yet been prepared as the Operations team is meeting on site with landowners in the coming week.

Recommendation 11: It is recommended that a report be brought to the July 2021 Council Meeting in relation to the upgrade of the road from earthen to all weather gravel access. In the interim, the Singleton Rd and Sunraysia Highway intersection is to be straightened to a T intersection through 2021/22 Road Maintenance Funding.

Having completed all statutory requirements, the 2021/22 Annual Budget can now be considered for adoption.

Rates and Charges

The proposed Budget provides an increase in general rate revenue of 1.46% for the 2021/22 year. The rate cap has been set at 1.5% by the Minister for Local Government.

Council intends to raise \$12,963,000 which includes rates (\$11,346,000), municipal charge (\$390,000) and service charges (\$1,227,000).

Council believes differential rates contribute to the equitable and efficient distribution of the rate burden to ratepayers. The differential rate ratios are as follows:

- General Land (100% of the general rate in the dollar)
- Farm Land (62% of the general rate in the dollar)

The rates in the dollar to be applied for the 2021/22 year are as follows:

Type	cents/\$CIV
General Land	0.5414
Farm Land	0.3384

The municipal charge will increase from \$76.55 to \$77.70 per rateable assessment for the 2021/22 year. A person may apply to Council for an exemption from the payment of a municipal charge on rateable land in accordance with Section 159 (3) of the Local Government Act 1989.

Annual service charges for the collection and disposal of refuse and recycling will increase by 1.5%. A waste service charge and a recycling service charge will be made on all improved properties within Council, excluding commercial and rural properties where such services are provided only upon request.

Interest will be charged at the rate prescribed by Section 172(2)(a) of the Local Government Act 1989 to rates and charges which are not paid by the dates fixed by the Minister pursuant to Section 167(2) of the Local Government Act 1989.

Council will treat all valid pensioner rebate applications applicable for the 2020/21 financial year as continuing applications for the 2021/22 financial year, subject to applicable certification by the Department of Family, Fairness and Housing.

Other rebates and concessions (subject to further resolution by Council) are as follows:

- The rate reduction for new housing developments, in accordance with the Yarriambiack Shire Council's Debt Management, Relief and Hardship Policy.
- Interest will be waived for employees using payroll deductions for the payment of rates. This is in accordance with the Yarriambiack Shire Council Enterprise Agreement No. 9 – 2021.

Capital Works Program

The proposed Budget provides the capital works projects that will be undertaken for the 2021/22 year which is classified by expenditure type and funding source. (page 35 to 46)

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Community Cash \$'000	Council Cash \$'000	Borrowings \$'000
Property	3,991	2,925	332	734	1,746	527	1,218	500
Plant & Equipment	1,403	193	1,210	-	-	6	1,397	-
Infrastructure	9,363	2,447	4,230	2,685	7,299	60	2,003	-
Total	14,756	5,564	5,772	3,419	9,045	593	4,618	500

Schedule of Fees and Charges

The proposed Budget presents the fees and charges of a statutory/non-statutory nature which will be charged in respect of various goods and services during the 2021/22 financial year. The fees and charges are based on information available at the time of publishing and may vary during the financial year subject to changes in Council's policy or legislation. (page 52 to 62)

RELEVANT LAW

Local Government Act 2020

- Section 94 – the Budget

Local Government Act 1989

- Section 159 Municipal charge
- Section 172 Council may charge interest on unpaid rates and charges
- Section 167 Payment of rates and charges

COUNCIL PLANS AND POLICIES

Refer to Draft Council Plan 2021-2025 that is being put out for public consultation.

Yarriambiack Shire Council Enterprise Agreement No. 9.

- Clause 10.9 – Payroll Deductions

Yarriambiack Shire Council Revenue & Rating Plan 2021-25 as presented in this Council Agenda

Yarriambiack Shire Council Debt Management, Relief and Hardship Policy

Yarriambiack Shire Council Budget Framework & Guidelines

RELATED COUNCIL DECISIONS**Yarriambiack Shire Council Minutes 26 May 2021****13.3 Proposed Annual Budget 2021/22**

That Council:

1. Accept that the proposed Annual Budget 2021/22, as presented by the proposed Budget prepared by Council for the purposes of the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.
2. Authorise the Chief Executive Officer to give public notice of the preparation of the proposed Annual Budget 2021/22 in accordance with Section 129 of the *Local Government Act 1989*, noting the dates for public notice are from Wednesday 26th May, 2021 to 5pm, Monday 21 June 2021.
3. Agree that subject to changes to the proposed Annual Budget 2021/22 after consideration of all submissions, the proposed Annual Budget 2021/22 will be presented for adoption as Council's Annual Budget 2021/22, in accordance with Section 223 of the *Local Government Act 1989*, at the Ordinary Council Meeting to be held on Wednesday 23 June at 9.30am in the Council Chambers, 34 Lyle Street, Warracknabeal.

OPTIONS

Council can elect to not adopt the Draft Budget. This would be a breach of the legislative requirement as per the Act to adopt a budget by 30th June 2021.

SUSTAINABILITY IMPLICATIONS

- *Economic*

Economic issues have been taken into account during the budget process.

- *Social*

Social issues have been taken into account during the budget process.

- *Community Engagement*

As resolved by Council on 26 May 2021, the proposed Budget was placed on public exhibition from Wednesday 26 May 2021 to Monday 21 June 2021 inclusive. The Budget was advertised in local newspapers and made available for inspection at the Warracknabeal and Hopetoun Office and on Council's website.

Media releases were developed to highlight the main sections of the proposed budget.

Members of the public were invited to make written submissions by 21 June 2021.

- *Environmental Considerations*

Environmental issues have been taken into account during the budget process.

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- *Climate change*

There are no climate change considerations arising from this report.

- *Financial*

The Budget contains financial statements including a budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Statement of Human Resources.

These statements have been prepared for the year ended 30 June 2022 in accordance with the Act and Regulations. They are consistent with the annual financial statements prepared in accord with the Australian Accounting Standards.

The 2021/22 Budget also included information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other information Council requires in order to make an informed decision about the adoption of the Budget.

GENDER IMPACT ASSESSMENT

The Gender Equality Act 2020 requires entities to conduct gender impact assessments on all new policies, programs and services that directly and significantly impact the public as well as those up for review.

Gender Impact Assessment (GIA)	Status
Does this Council report recommendation a) Introduce a new policy, program and/or service; or b) Is it a review of a policy, program and/or service; that directly and significantly impacts the public?	YES <input checked="" type="checkbox"/> A GIA has been completed. NO <input type="checkbox"/> A GIA is not required.
Link to Gender Impact Assessment	Not applicable

RISK

Utilising the Risk Management Framework the following assessment has been made:

Strategic Risk Description and Residual Risk Level	Action to Mitigate/Reduce Risk	Does Action maintain or reduce Residual Risk Level
Corporate Governance, Compliance and Liability Risk - Residual Risk Level Low	Policies and Procedures: Monitoring of Policies and Procedures via RelianSys Software. Regular Reporting to Leadership Team and Audit and Risk Committee. External Audit Program -Crowe appointed by VAGO as external auditor	Maintains Residual Risk Level
Financial Risk - Residual Risk Level Medium	Financial Systems and Reports -Best of Breed System implemented to provide greater financial compliance	Maintains Residual Risk Level

	<p>and monitoring. Financial Reports developed and dashboards for greater compliance monitoring.</p> <p>Overdraft -maintained at \$3million to monitor cashflow and reduce risk of not having funds available to pay staff and contractors.</p> <p>Grants and Funding Opportunities - Applied for and have been successful in receiving a significant amount of grants and funding opportunities to mitigate asset renewal financing risks.</p>	
<p>Strategy Execution and Change Management Risk - Residual Risk Level Medium</p>	<p>Community Consultation & Council Plan -Council Plan being built on Community Expectations and Legislative Governance Requirements.</p> <p>Strategic Resource Plan and Long Term Financial Plan to be included in the Budget for 2021-22.</p> <p>Reporting to Council and Audit and Risk Committee -Financial and Non-Financial Performance Reporting, KPI progress on Council Plan.</p>	<p>Maintains Residual Risk Level</p>

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not applicable

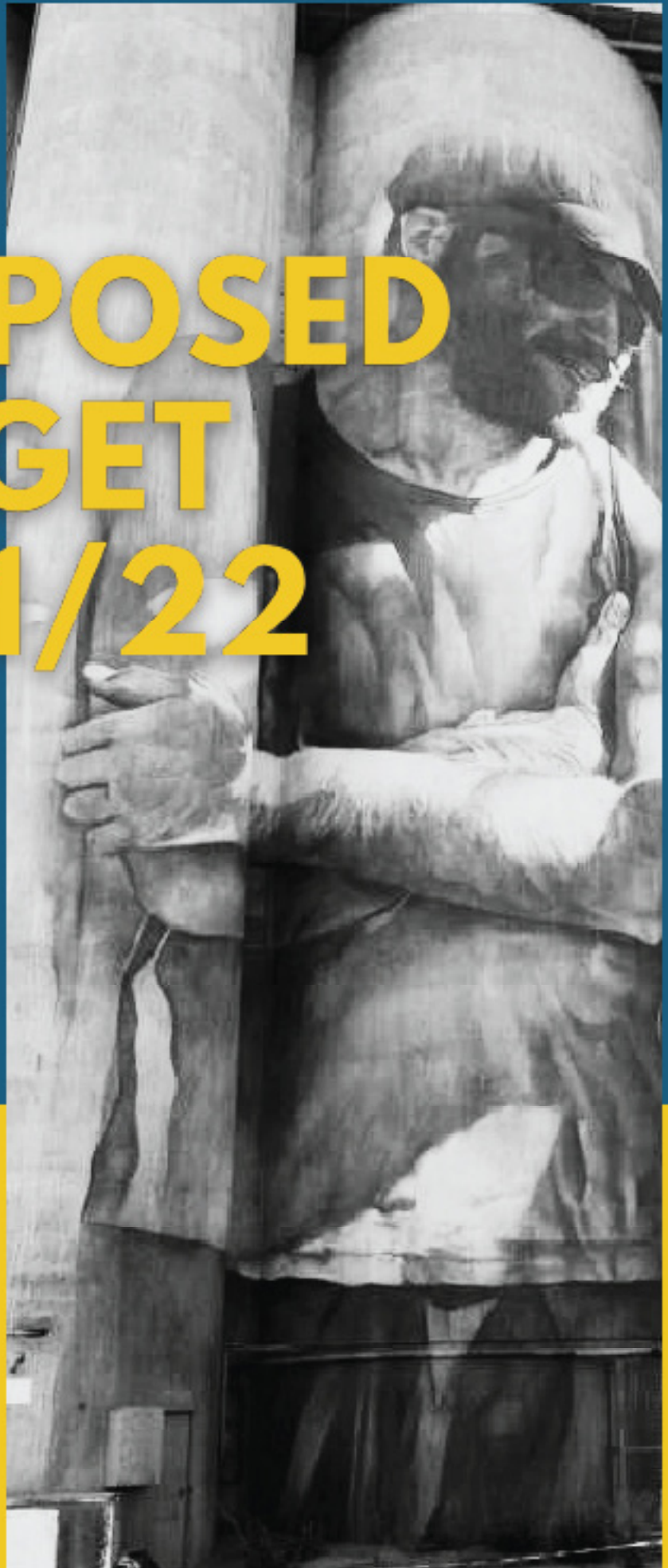
CONFLICTS OF INTEREST

All officers involved in the preparation of this report have declared that they do not have a conflict of interest in the subject matter of this report.

PROPOSED BUDGET 2021/22



Yarriambiack
SHIRE COUNCIL



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Mayor's Introduction

The Councillors and I are pleased to release the proposed Budget 2021/22 to the Community for comment and public submissions. This is our first budget as a newly formed Council and with our new Council Plan 2021-2025 in place. The new Council Plan was developed following extensive community and stakeholder consultation with the following four themes directing the flow of funding;

Our vibrant and diverse economy:

- Additional cabins and improved amenity buildings at a range of Caravan Parks across Council
- An investment of over \$ 7million into our road and associated infrastructure
- Funding to increase the number of affordable Community Housing properties available across our Shire
- A doubling of the tree trimming budget to ensure our agriculture machinery can travel along our roads safely.

A healthy and inclusive community

- A trial of community transport utilising Council vehicles and funding to support a volunteer co Ordinator.
- Increasing the Warracknabeal Early Years Centre to allow for 3 year old kindergarten and childcare
- Seeking funding for a Dunmunkle Early Years Centre to provide childcare
- Funds to prepare master planning for Anzac Park and Murtoa Recreation Reserve to ensure large scale infrastructure projects are shovel ready.

A robust and thriving environment

- Increased streetscape funding for shade initiatives including tree planting for shade
- A glass crusher to recycle glass into a road base material
- Integrated Water Management funding for Minyip Caravan Park
- Additional planning applications for wind and battery energy projects supported

A Council who serves its community

- Upgrade the Council website
- Funding for professional development for Councillors and staff
- Support to assist community members to be active volunteers
- Development of a Workforce Strategy to ensure we have the right staff for future needs

The proposed budget proposes a rate increase of 1.5 per cent. The Fair Go Rates System (FGRS) has capped rates increases by Victorian councils to the forecast movement of 1.5 per cent.

In this proposed budget we have allocated funding of \$ 8.370 million for asset renewals and upgrades. The proposed budget also funds \$ 5.565 million for new assets.

Highlights of the capital program include;

- Roads (\$7.136 million) – including reconstructions, roads to recovery projects, fixing country roads, resheeting, resealing, footpaths and kerb and channel
- Buildings (\$ 3.991 million) – including caravan park upgrades, new affordable housing units and multiple Hall upgrades.
- Recreation, leisure and community facilities (\$1.568 million) – including Rupanyup, Beulah and Brim Recreation Reserve Upgrades.
- Plant and Equipment (\$1.430 million) – including information technology, furniture and equipment and scheduled replacement of Council's fleet and machinery.

Our focus for the next four year planning cycle is to continue to deliver on the projects and services that make our Council a great place to live in and to deliver on one of the largest capital works budgets adopted by Council.

The community strongly supports the maintenance of existing service levels and for these to be funded through a mix of rates revenue and user charges. Council will continue to focus on the identification of sustainable cost reductions to protect existing service levels. We will also explore new approaches for providing services to our community in a tighter fiscal environment and ensure that we engage with you on any planned changes.

The proposed budget was developed through a rigorous process of consultation and review and Council endorses it as financially responsible. I encourage you to read the remainder of this document, in conjunction with our new Council Plan 2021-2025 and I look forward to receiving your submission.

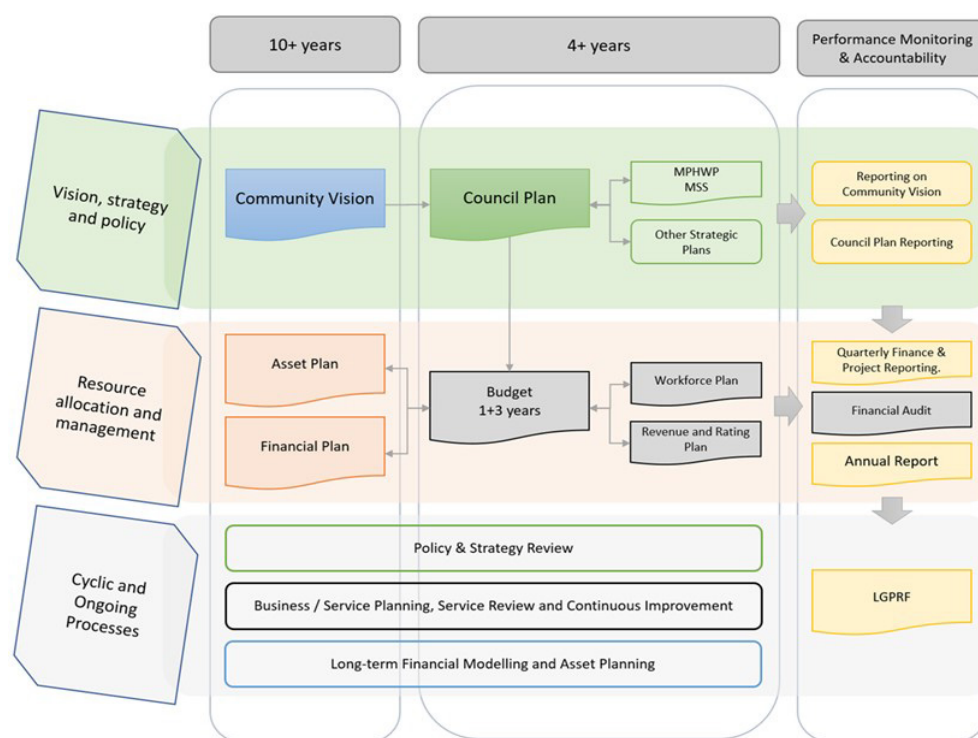
Cr Graeme Massey
Mayor

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: A connected rural community who values its land and community wellbeing.

OUR MISSION: Through strong leadership, transparency and strategic planning Councillors and Staff in partnership with community will achieve our vision.

ICARE Values:

Integrity

- Make decisions lawfully, fairly, impartially, and in the public interest.
- We are honest, trustworthy, reliable, transparent and accountable in our dealings.
- Keep our customers informed, in plain language, about the process and outcome.

Community Focus

- Lead and develop leadership within our community.
- Constantly strive to improve our services.
- Forge closer relationships with customers.

Accountability

- We are careful, conscientious and diligent;
- Use public resources economically and efficiently;
- Investigate matters thoroughly and objectively;

Respect

- Treat people fairly, with respect and have proper regard for their rights.
- Treat our customers with courtesy and respect.

Excellence

- Actively pursue positive outcomes for the community.
- Investigate matters thoroughly and objectively.

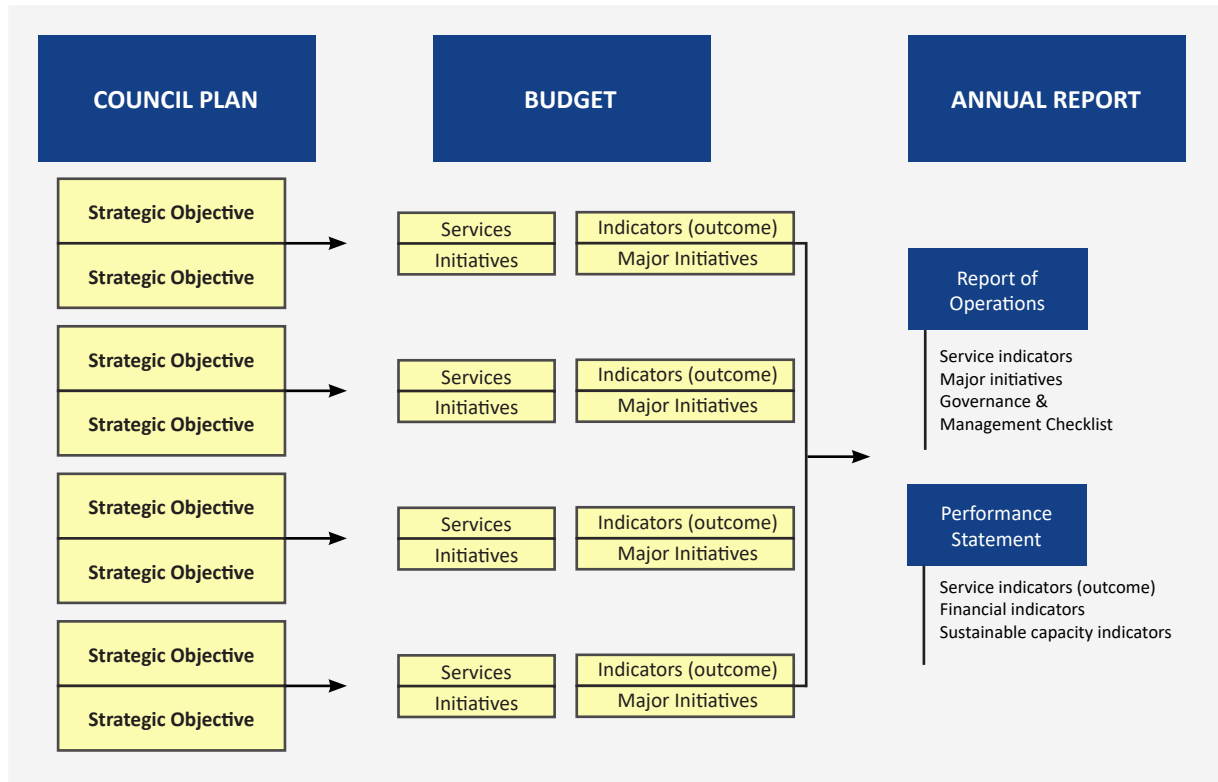
1.3 Strategic objectives

Council delivers activities and initiatives under 100 major service categories. Each contributes to the achievement of one of the 4 Strategic Objectives as set out in the Council Plan for the 2017-2021 years. The following is a list of the 4 Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
Strategic Objective 1	A vibrant and diversified economy
Strategic Objective 2	A healthy and inclusive community
Strategic Objective 3	A robust and thriving environment
Strategic Objective 4	A Council who serves its community

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 Environment, Land, Water and Planning

Strategic Objective 1 - A vibrant and diversified economy

Service Area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Community and Economic Development	The service provides a range of services that facilitates an environment that is conducive to sustaining and growing local residential and business sectors. The services include town planning, economic development and building control.	Exp	1,331	2,613
		Rev	(1,596)	(967)
		NET	(265)	1,646
Saleyards	This service is responsible for the management and maintenance of the Warracknabeal Regional Livestock Exchange.	Exp	110	119
		Rev	(285)	(127)
		NET	(175)	(8)
Public Halls	This service provides contributions towards insurance for public halls.	Exp	357	526
		Rev	(388)	(502)
		NET	7	24
Other Heritage and Culture	This service provides a range of services that facilitates the maintenance and development of museums, other heritage buildings and cultures for the enjoyment of future generations.	Exp	3	73
		Rev	-	-
		NET	3	73
Roads, Streets and Footpaths	The service provides ongoing maintenance of the Council's roads, drains, bridges and footpaths.	Exp	8,456	8,218
		Rev	(3,087)	(2,594)
		NET	5,369	5,624
Tourism and Area Promotion	This service provides a range of services that facilitates the tourist industry, and the cleaning and maintenance of the tourist centre, caravan parks and public amenities.	Exp	494	1,176
		Rev	(517)	(298)
		NET	(23)	878
Passive Recreation	This service provides for the maintenance of public parks and gardens.	Exp	110	152
		Rev	-	-
		NET	110	152
Other Transport Services	This service provides for the works crew administration and plant operations, as well as any private works.	Exp	2,248	1,305
		Rev	(374)	(241)
		NET	1,874	1,064

Major Initiatives

- Additional cabins and improved amenity buildings at a range of Caravan Parks across Council
- An investment of over \$ 7 million into our road and associated infrastructure
- Funding to increase the number of affordable Community Housing properties available across our Shire
- A doubling of the tree trimming budget to ensure our agriculture machinery can travel along our roads safely.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2019/20 Actual	2020/21 Forecast	2021/22 Target
Roads	Satisfaction	Satisfaction with sealed local roads	40%	42%	45%
Statutory planning	Decision making	Council planning decisions upheld at VCAT	0	0	0

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Strategic Objective 2 - A healthy and inclusive community

Service Area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Health and Education	This service provides family oriented support services including kindergartens, maternal & child health, counselling & support, immunisation, holiday programs and health & safety.	Exp	1,533	1,943
		Rev	(1,679)	(1,980)
		NET	(146)	(37)
Aged & Disability Services	This service provides a range of home and community care services for the aged and disabled, including home delivered meals, personal care, transport, dementia care, home maintenance, housing support and senior citizens.	Exp	942	1,160
		Rev	(1,023)	(1,291)
		NET	(81)	(131)
Library Services	This service provides the contribution to a regional library corporation for the provision of mobile and static services throughout the Shire.	Exp	210	243
		Rev	(202)	(120)
		NET	8	123

Major Initiatives

- A trial of community transport utilising Council vehicles and funding to support a volunteer co Ordinator.
- Increasing the Warracknabeal Early Years Centre to allow for 3 year old kindergarten and childcare
- Seeking funding for a Dunmunkle Early Years Centre to provide childcare
- Funds to prepare master planning for Anzac Park and Murtoa Recreation Reserve to ensure large scale infrastructure projects are shovel ready.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2019/20 Actual	2020/21 Forecast	2021/22 Target
Maternal and Child Health	Participation	Participation in the MCH service	94%	96%	95%
		Participation in the MCH service by Aboriginal children	98%	100%	99%
Libraries	Participation	Active Library members	10%	12%	15%
Food Safety	Health and safety	Critical and major non-compliance notifications	0	0	0

Strategic Objective 3 - A robust and thriving environment

Service Area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Active Recreation	This service provides for the contributions and maintenance of indoor and outdoor sporting complex's, clubs, amenities and recreation officer.	Exp	451	1,922
		Rev	(1,850)	(376)
		NET	(1,399)	1,546
Swimming Areas and Beaches	This service provides for the contributions and maintenance of swimming pools as well as the contributions to the weir pools.	Exp	498	429
		Rev	(46)	(27)
		NET	452	402
Street Cleaning, Lighting and Beautification	This service provides for the cleaning, lighting and beautification of Council's streets.	Exp	578	974
		Rev	(6)	-
		NET	572	974
Law, Order and Public Safety	This service provides support for services including fire prevention, animal control, local laws and emergency services.	Exp	187	278
		Rev	(136)	(61)
		NET	51	217
Waste Management and Environment	This service is responsible for garbage collection, transfer stations, septic tanks, kerbside recycling and land care operations of Council.	Exp	1,255	1,620
		Rev	(1,378)	(1,779)
		NET	(123)	(159)

Major Initiatives

- Increased streetscape funding for shade initiatives including tree planting for shade
- A glass crusher to recycle glass into a road base material
- Integrated Water Management funding for Minyip Caravan Park
- Additional planning applications for wind and battery energy projects supported

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2019/20 Actual	2020/21 Forecast	2021/22 Target
Animal Management	Health and safety	Animal management prosecutions	0	0	0
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill	19%	22%	25%

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Strategic Objective 4 - A Council who serves its community

Service Area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Councillors, Chief Executive and Executive Team	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Executive Management Team and associated support which cannot be easily attributed to the direct service provision areas.	Exp Rev NET	688 (23) 665	996 - 996
Information Services	This service provides, supports and maintains reliable and cost effective communications and computing systems, facilities and infrastructure to Council staff, enabling them to deliver services in a smart, productive and efficient way.	Exp Rev NET	649 (66) 583	831 - 831
Customer Service and Administration Staff and Municipal Offices	This service provides Council with strategic and operational organisation development support. It provides meeting rooms and function venues for Council use. It also provides a customer interface for an increasing number of service units and a wide range of transactions. The service is delivered through two customer service centres, a free call number and an emergency after hours service.	Exp Rev NET	263 (8) 255	516 (11) 505
Director, Contracts, Design and Asset Management	This area includes the Director and Council Officers and associated costs of supporting these positions.	Exp Rev NET	2,015 (86) 1,929	2,639 (17) 2,622
Accounting and Finance	This service predominately provides financial based services to both internal and external customers including the management of Council's finances, payments of salaries and wages to Council employees, procurement and contracting of services, raising and collection of rates and charges and valuation of properties throughout the municipality.	Exp Rev NET	563 - 563	832 - 832

Major Initiatives:

- Upgrade the Council website
- Funding for professional development for Councillors and staff
- Support to assist community members to be active volunteers
- Development of a Workforce Strategy to ensure we have the right staff for future needs

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2019/20 Actual	2020/21 Forecast	2021/22 Target
Governance	Satisfaction	Satisfaction with Council decisions	59%	63%	70%

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	<i>Satisfaction with Council decisions.</i> (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Statutory Planning	Decision making	<i>Council planning decisions upheld at VCAT.</i> (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] x 100
Roads	Satisfaction	<i>Satisfaction with sealed local roads.</i> (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	<i>Active library members.</i> (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x 100
Waste Collection	Waste diversion	<i>Kerbside collection waste diverted from landfill.</i> (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] x 100
Aquatic Facilities	Utilisation	<i>Utilisation of aquatic facilities.</i> (Number of visits to aquatic facilities per head of municipal)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	<i>Animal management prosecutions.</i> (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food Safety	Health and safety	<i>Critical and major non-compliance notifications.</i> (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x 100
Maternal and Child Health	Participation	<i>Participation in the MCH service.</i> (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100
	Participation	Participation in MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100

2.7 Reconciliation with budgeted operating result

	<i>Net Cost (Revenue) \$'000</i>	<i>Expenditure \$'000</i>	<i>Revenue \$'000</i>
A vibrant and diversified economy	9,580	14,309	(4,729)
A healthy and inclusive community	(45)	3,346	(3,391)
A robust and thriving environment	2,980	5,223	(2,243)
A Council who serves its community	5,786	5,814	(28)
Total services and initiatives	18,301	28,692	(10,391)
Deficit before funding sources	18,301		
<u>Funding sources:</u>			
Rates & charges	(13,040)		
Victorian Grants Commission	(5,647)		
Total funding sources	(18,687)		
Operating (Surplus) / Deficit for the year	(386)		
Less			
Capital grants	4,259		
Underlying deficit for the year	3,873		

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.

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

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Comprehensive Income Statement

For the four years ending 30 June 2025

	Note	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Income						
Rates and charges	4.1.1	12,866	13,040	13,342	13,609	13,882
Statutory fees and fines	4.1.2	169	177	191	195	199
User fees	4.1.3	742	849	873	891	909
Grants - Operating	4.1.4	10,005	8,890	7,457	7,606	7,758
Grants - Capital	4.1.4	3,818	4,259	1,340	1,340	1,340
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		252	229	299	305	311
Other income	4.1.6	436	445	343	349	355
TOTAL INCOME		28,288	27,889	23,846	24,295	24,753
Expenses						
Employee costs	4.1.7	10,709	11,095	11,024	11,280	11,542
Materials and services	4.1.8	4,871	9,189	5,081	5,258	5,568
Depreciation	4.1.9	5,043	5,200	5,385	5,547	5,713
Amortisation - right of use assets	4.1.11	150	155	159	164	169
Bad and doubtful debts		1	1	1	1	1
Contributions and donations		563	727	682	695	708
Borrowing costs		-	2	2	2	1
Finance Costs - leases		20	20	20	20	20
Other expenses	4.1.12	1,584	1,887	1,426	1,474	1,524
TOTAL EXPENSES		22,941	28,275	23,780	24,440	25,246
Surplus/(deficit) for the year		5,347	(386)	65	(145)	(493)
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment / (decrement)		500	500	500	500	500
TOTAL COMPREHENSIVE RESULT		5,847	114	565	355	7

Balance Sheet

For the four years ending 30 June 2025

	Note	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Assets						
Current assets						
Cash and cash equivalents		8,536	1,916	1,863	1,759	1,335
Trade and other receivables		3,267	2,000	1,900	1,929	1,957
Other financial assets		232	250	253	255	258
Inventories		1,040	1,000	1,010	1,020	1,030
Investments		4,321	3,366	3,383	3,400	3,417
Total current assets	4.2.1	17,395	8,532	8,409	8,363	7,997
Non-current assets						
Investments in associates, joint arrangement and subsidiaries		200	200	200	200	200
Property, infrastructure, plant & equipment		145,719	155,275	156,054	156,548	157,017
Right-of-use assets	4.2.4	937	950	950	950	950
Total non-current assets	4.2.1	146,856	156,425	157,204	157,698	158,167
TOTAL ASSETS		164,252	164,957	165,613	166,061	166,164
Liabilities						
Current liabilities						
Trade and other payables		1,979	2,060	2,118	2,176	2,237
Trust funds and deposits		29	20	20	20	20
Provisions		3,189	3,251	3,314	3,379	3,445
Interest-bearing liabilities	4.2.3	21	49	49	49	49
Lease liabilities	4.2.4	335	335	335	335	335
Total current liabilities	4.2.2	5,552	5,715	5,836	5,959	6,085
Non-current liabilities						
Provisions		637	650	662	675	688
Interest-bearing liabilities	4.2.3	41	451	402	353	304
Lease liabilities	4.2.4	595	601	607	613	619
Total non-current liabilities	4.2.2	1,274	1,702	1,672	1,642	1,612
Total liabilities		6,826	7,417	7,507	7,601	7,697
NET ASSETS		157,426	157,541	158,105	158,460	158,467
Equity						
Accumulated surplus		80,931	80,545	80,610	80,465	79,972
Reserves		76,495	76,995	77,495	77,995	78,495
Total equity		157,426	157,540	158,105	158,460	158,467

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Statement of Changes in Equity

For the four years ending 30 June 2025

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020 Forecast Actual					
Balance at beginning of the financial year		151,579	75,584	75,980	15
Surplus/(deficit) for the year		5,347	5,347	-	-
Net asset revaluation increment/(decrement)		500	-	500	-
Balance at end of the financial year		157,426	80,931	76,480	15
2021 Budget					
Balance at beginning of the financial year		157,426	80,931	76,480	15
Surplus/(deficit) for the year		(386)	(386)	-	-
Net asset revaluation increment/(decrement)		500	-	500	-
Balance at end of the financial year	4.3.2	157,540	80,545	76,980	15
2022					
Balance at beginning of the financial year		157,540	80,545	76,980	15
Surplus/(deficit) for the year		65	65	-	-
Net asset revaluation increment/(decrement)		500	-	500	-
Balance at end of the financial year		158,105	80,610	77,480	15
2023					
Balance at beginning of the financial year		158,105	80,610	77,480	15
Surplus/(deficit) for the year		(145)	(145)	-	-
Net asset revaluation increment/(decrement)		500	-	500	-
Balance at end of the financial year		158,460	80,465	77,980	15
2024					
Balance at beginning of the financial year		158,460	80,465	77,980	15
Surplus/(deficit) for the year		(493)	(493)	-	-
Net asset revaluation increment/(decrement)		500	-	500	-
Balance at end of the financial year		158,467	79,972	78,480	15

Statement of Cash Flows

For the four years ending 30 June 2025

	Note	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		12,866	11,040	13,342	13,609	13,882
Statutory fees and fines		169	177	191	195	199
User fees		742	849	873	891	909
Grants - operating		10,005	8,890	7,457	7,606	7,758
Grants - capital		3,818	4,259	1,340	1,340	1,340
Trust funds and deposits taken		29	20	20	20	20
Other receipts		436	1,045	343	349	355
Net GST refund / payment		500	2,500	810	821	833
Employee costs		(10,709)	(11,095)	(11,024)	(11,280)	(11,542)
Materials and services		(4,871)	(9,189)	(5,081)	(5,258)	(5,568)
Trust funds and deposits repaid		(29)	(20)	(20)	(20)	(20)
Other payments		(7,259)	(713)	(2,387)	(2,574)	(2,508)
Net cash provided by/(used in) operating activities	4.4.1	5,697	7,763	5,865	5,699	5,657
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(6,625)	(14,756)	(5,860)	(5,752)	(6,037)
Proceeds from sale of property, infrastructure, plant and equipment		252	229	299	305	311
Net cash provided by/ (used in) investing activities	4.4.2	(6,373)	(14,527)	(5,561)	(5,448)	(5,726)
Cash flows from financing activities						
Finance costs		-	(2)	(2)	(2)	(1)
Proceeds from borrowings		-	500	-	-	-
Repayment of borrowings		(41)	(49)	(49)	(49)	(49)
Interest paid - lease liability		(20)	(20)	(20)	(20)	(20)
Repayment of lease liabilities		(285)	(285)	(285)	(285)	(285)
Net cash provided by/(used in) financing activities	4.4.3	(346)	144	(356)	(356)	(355)
Net increase/(decrease) in cash & cash equivalents		(1,022)	(6,620)	(53)	(104)	(424)
Cash and cash equivalents at the beginning of the financial year		9,558	8,537	1,916	1,864	1,760
Cash and cash equivalents at the end of the financial year		8,536	1,916	1,864	1,760	1,335

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Statement of Capital Works

For the four years ending 30 June 2025

	Note	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Property						
Land		120	-	120	-	-
Total land		120	-	120	-	-
Buildings		349	3,650	500	500	500
Heritage buildings		169	341	100	-	100
Total buildings		518	3,991	600	500	600
Total property		638	3,991	720	500	600
Plant and equipment						
Plant, machinery and equipment		602	1,250	1,000	1,000	1,000
Computers and telecommunications		30	111	158	124	21
Furniture & Fixtures		-	22	5	5	5
Library books		25	20	20	20	20
Total plant and equipment		657	1,403	1,183	1,149	1,046
Infrastructure						
Roads		4,947	6,339	3,506	3,617	3,939
Bridges		-	100	41	42	43
Footpaths		50	101	57	46	59
Kerb & channel		-	510	53	55	55
Drainage		-	100	50	44	45
Recreational, leisure and community facilities		84	1,568	50	50	50
Waste management		99	466	-	100	-
Parks, open space and streetscapes		103	145	100	100	100
Aerodromes		-	-	100	-	100
Other infrastructure		47	34	-	50	-
Total infrastructure		5,330	9,363	3,957	4,103	4,391
Total capital works expenditure		6,625	14,756	5,860	5,752	6,037
Represented by:						
New asset expenditure		369	5,564	579	430	343
Asset renewal expenditure		5,356	5,772	4,931	4,861	5,301
Asset upgrade expenditure		900	3,419	351	462	394
Total capital works expenditure	4.5.1	6,625	14,756	5,860	5,752	6,037
Funding sources represented by:						
Grants		3,818	9,045	1,700	1,600	1,700
Contributions		-	593	-	-	-
Council cash		2,807	4,618	4,160	4,152	4,337
Borrowings		-	500	-	-	-
TOTAL CAPITAL WORKS EXPENDITURE		6,625	14,756	5,860	5,752	6,037

Statement of Human Resources

For the four years ending 30 June 2025

	Note	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Staff expenditure						
Employee costs - operating		10,709	11,095	11,024	11,280	11,542
Employee costs - capital		1,200	1,333	1,102	1,128	1,154
Total Staff Expenditure		11,909	12,428	12,127	12,408	12,696
Staff Numbers						
Employees		123.0	123.0	123.0	123.0	123.0
Total Staff Numbers		123.0	123.0	123.0	123.0	123.0

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

Department	Budget 2021/22 \$'000	Permanent Full Time \$'000	Permanent Part Time \$'000	Casual \$'000
Community Services	2,166	509	1,605	53
Corporate Services	645	576	69	-
Economic Development	593	494	100	-
Engineering	5,428	5,374	54	-
Governance	1,001	886	116	-
Recreation, Culture and Leisure	283	103	158	22
Regulatory Services	745	561	184	-
Waste and Environment	233	233	-	-
Total permanent staff numbers	11,095	8,735	2,285	75

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	Permanent Full Time	Permanent Part Time	Casual
Community Services	26	5.0	20.3	0.6
Corporate Services	5.6	5.0	0.6	-
Economic Development	6.2	5.0	1.2	-
Engineering	63.7	63.0	0.7	-
Governance	8.5	7.0	1.5	-
Recreation, Culture and Leisure	3.1	1.0	1.8	0.3
Regulatory Services	7.0	5.0	2.0	-
Waste and Environment	3.0	3.0	-	-
Total permanent staff expenditure	123.0	94.0	28.1	0.9
Other employee related expenditure	-			
Capitalised labour costs	-			
Total expenditure	123.0			

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

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Community Services				
Permanent - Full time	509	519	529	539
Female	271	276	281	287
Male	238	243	247	252
Self-described gender	0	0	0	0
Permanent - Part time	1,606	1,637	1,669	1,702
Female	1,606	1,637	1,669	1,702
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Community Services	2,115	2,156	2,198	2,241
Corporate Services				
Permanent - Full time	576	587	599	610
Female	576	587	599	610
Male	0	0	0	0
Self-described gender	0	0	0	0
Permanent - Part time	69	70	72	73
Female	69	70	72	73
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Corporate Services	645	658	670	683
Economic Development				
Permanent - Full time	494	503	513	523
Female	232	236	241	246
Male	262	267	272	278
Self-described gender	0	0	0	0
Permanent - Part time	100	102	104	106
Female	33	34	34	35
Male	67	68	70	71
Self-described gender	0	0	0	0
Total Economic Development	594	605	617	629
Engineering				
Permanent - Full time	5,371	5,189	5,331	5,477
Female	0	0	0	0
Male	5,371	5,189	5,331	5,477
Self-described gender	0	0	0	0
Permanent - Part time	54	55	56	57
Female	0	0	0	0
Male	54	55	56	57
Self-described gender	0	0	0	0
Total Engineering	5,425	5,244	5,387	5,534

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Governance				
Permanent - Full time	886	903	921	939
Female	674	687	701	714
Male	212	216	220	225
Self-described gender	0	0	0	0
Permanent - Part time	116	118	121	123
Female	56	57	58	59
Male	60	61	62	64
Self-described gender	0	0	0	0
Total Governance	1,002	1,022	1,041	1,062
Recreation, Culture and Leisure				
Permanent - Full time	103	105	107	109
Female	103	105	107	109
Male	0	0	0	0
Self-described gender	0	0	0	0
Permanent - Part time	158	161	164	167
Female	158	161	164	167
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Recreation, Culture and Leisure	261	266	271	277
Regulatory Services				
Permanent - Full time	561	572	583	594
Female	95	97	99	101
Male	466	475	484	494
Self-described gender	0	0	0	0
Permanent - Part time	184	188	191	195
Female	46	47	48	49
Male	138	141	143	146
Self-described gender	0	0	0	0
Total Regulatory Services	745	760	774	789
Waste and Environment				
Permanent - Full time	0	0	0	0
Female	0	0	0	0
Male	0	0	0	0
Self-described gender	0	0	0	0
Permanent - Part time	233	238	242	247
Female	0	0	0	0
Male	233	238	242	247
Self-described gender	0	0	0	0
Total Waste and Environment	233	238	242	247
Casuals and temporary staff	75	76	78	79
Capitalised labour	1,333	1,359	1,385	1,413
TOTAL STAFF NUMBERS	12,428	12,383	12,665	12,954

4. Notes to the Financial Statements

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

4.1 COMPREHENSIVE INCOME STATEMENT

4.1.1 Rates and Charges

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

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

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

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

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

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

	2020/21 \$'000	2021/22 \$'000	Variance \$'000	Change %
General rates*	11,182	11,346	164	1.46%
Municipal charge*	383	390	7	1.70%
Waste management charge	1,189	1,227	38	3.20%
Supplementary rates and rate adjustments	(15)	(8)	7	(46.67%)
Revenue in lieu of rates	85	85	-	0.00%
Total Rates and charges	12,824	13,040	215	1.68%

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

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

Type or class of land	2020/21 cents/\$CIV	2021/22 cents/\$CIV	Change %
General rate for rateable residential properties	0.006018	0.005414	(10.0%)
General rate for rateable commercial properties	0.006018	0.005414	(10.0%)
General rate for rateable farm properties	0.003761	0.003384	(10.0%)

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

Type or class of land	2020/21 \$'000	2021/22 \$'000	Variance \$'000	Change %
Residential	2,126	2,081	(45)	(2.1%)
Commercial	351	319	(32)	(9.2%)
Farm	8,705	8,946	241	2.8%
Total amount to be raised by general rates	11,182	11,346	163	1.46%

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 \$'000	2021/22 \$'000	Variance \$'000	Change %
Residential	3,389	3,393	4	0.12%
Commercial	455	456	1	0.22%
Farm	3,121	3,123	2	0.06%
Total amount to be raised by general rates	6,965	6,972	7	0.10%

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

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

Type or class of land	2020/21 \$'000	2021/22 \$'000	Variance \$'000	Change %
Residential	356,247	384,467	28,220	7.92%
Commercial	58,192	58,928	736	1.26%
Farm	2,320,869	2,643,608	322,739	13.91%
Total value of land	2,735,308	3,087,003	351,695	12.86%

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

Type or class of land	Per Rateable Property 2020/21 \$	Per Rateable Property 2021/22 \$	Change \$'000	Change %
Municipal	76.55	77.70	1	1.50%

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 \$'000	2021/22 \$'000	Variance \$'000	Change %
Municipal	383	390	7	1.70%

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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 2020/21 \$	Per Rateable Property 2021/22 \$	Change \$	Change %
<i>Kerbside Collection</i>				
Residential - 80lt bin	142.30	144.43	2	1.50%
Residential - 120lt bin	197.55	200.51	3	1.50%
Residential - 240lt bin	384.49	390.26	6	1.50%
Other - 80lt bin	142.30	144.43	2	1.50%
Other - 120lt bin	197.55	200.51	3	1.50%
Other - 240lt bin	384.49	390.26	6	1.50%
<i>Recycling Collection</i>				
Residential	138.47	140.55	2	1.50%
Other	138.47	140.55	2	1.50%

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	Per Rateable Property 2020/21 \$	Per Rateable Property 2021/22 \$	Change \$	Change %
Kerbside Collection	766	796	30	3.92%
Recycling Collection	423	431	8	1.89%
Total	1,189	1,227	38	3.20%

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

Type of Charge	2020/21 \$'000	2021/22 \$'000	Change \$'000	Change %
Rates and charges	11,182	11,346	164	1.47%
Municipal charge	383	390	7	1.83%
Kerbside collection	766	796	30	3.92%
Recycling collection	423	431	8	1.89%
Windfarms in lieu of rates	85	85	-	0.00%
Supplementary rates and rate adjustments	(15)	(8)	7	(46.67%)
Total Rates and charges	12,824	13,040	216	1.68%

4.1.1(l) Fair Go Rates System Compliance

Yarriambiack 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	\$11,565,664	\$11,736,154
Number of rateable properties	6,965	6,972
Base Average Rate	\$1,628.98	\$1,658.87
Maximum Rate Increase (set by the State Government)	2.00%	1.50%
Capped Average Rate	\$1,660.54	\$1,683.76
Maximum General Rates and Municipal Charges Revenue	\$11,567,089	\$11,739,149
Budgeted General Rates and Municipal Charges Revenue	\$11,565,664	\$11,736,154
Budgeted Supplementary Rates	\$(15,000)	\$(8,000)
Budgeted Total Rates and Municipal Charges Revenue	\$11,550,664	\$11,728,154

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

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

- The making of supplementary valuations (2021/22: estimated \$8,000 and 2020/21: \$15,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes 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 0.5414% (0.005414 cents in the dollar of CIV) for all rateable residential and commercial properties; and
- A general rate of 0.3384% (0.003384 cents in the dollar of CIV) for all rateable farming 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.

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

Residential and Commercial land

Residential land is any land, which is:

- Occupied for the principal purpose of physically accommodating persons; or
- Unoccupied but zoned residential under the Yarriambiack Shire Council Planning Scheme.

Commercial 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 Yarriambiack Shire Council 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.

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The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

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

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

The 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 Yarriambiack Shire Council 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.

Farm land

Farm land is any rateable land:

- that is not less than 2 hectares in area; and
- that is used primarily for grazing (including agistment, dairying, pig farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of an kind or for any combination of those activities; and
- that is used by a business -
 - that has a significant and substantial commercial purpose of character; and
 - that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
- that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

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

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

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

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

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

The 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 Victorian Local Council 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.

4.1.2 Statutory fees and fines

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	Change %
Animal fees	38	41	3	7.89%
Building fees	76	84	8	10.96%
Town planning fees	37	41	4	9.68%
Other fees	11	11	1	5.84%
Total Statutory fees and fines	162	177	16	9.61%

Most statutory fees and fines are levied in accordance with legislation and related to income collected through animal registrations, planning permits and building permits.

Statutory fees and fines revenue for 2021/22 are expected to increase by \$16,000 due mainly to an increase in building fees.

4.1.3 User fees

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	Change %
Aged and health services	142	151	9	6.53%
Meals on wheels	102	114	12	11.76%
Leisure centre and recreation	4	21	17	435.50%
Caravan parks	191	155	(36)	(18.60%)
Waste management	82	81	(1)	(1.22%)
Rents	30	73	43	144.01%
Livestock exchange	84	76	(9)	(10.18%)
Preschool	-	9	9	0.00%
Vic Roads	8	10	1	16.78%
Road works	-	2	2	0.00%
Rates	1	46	44	3161.86%
Other	38	111	73	190.98%
Total user fees	683	849	166	24.25%

User fees relate to the wide range of services Council provides across its extensive service delivery programs and includes caravan park fees, leisure centre user charges, livestock exchange selling fees, waste management fees and aged and health service brokerage and client fees.

Council set fees based on market conditions and the cost associated with running a service while giving consideration to those who may be suffering financial hardship.

User fees are expected to increase by 23.25% to \$849,000.

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4.1.4 Grants

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

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	Change %
<i>Grants were received in respect of the following:</i>				
Summary of grants				
Commonwealth funded grants	7,842	9,062	1,220	15.56%
State funded grants	4,936	4,087	(849)	(17.19%)
Total grants received	12,777	13,149	372	2.91%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	4,192	5,647	1,455	34.71%
Meals on Wheels	117	80	(37)	(31.79%)
General home care	746	572	(174)	(23.34%)
Other	810	174	(636)	(78.54%)
Total Recurrent - Commonwealth Government	5,865	6,473	608	10.36%
Recurrent - State Government				
Aged care	18	10	(8)	(46.67%)
Youth	45	69	24	54.02%
Preschool	1,002	1,028	26	2.56%
Maternal and child health	358	310	(48)	(13.41%)
Sustainability	87	75	(12)	(13.79%)
Other	5	926	921	18417.80%
Total Recurrent - State Government	1,515	2,417	902	59.57%
Total recurrent grants	7,380	8,890	2,118	28.70%
Non-recurrent - State Government				
Other	2,921	-	(2,921)	(100.00%)
Total Non-recurrent - State Government	2,921	-	(2,921)	(100.00%)
Total non-recurrent grants	2,921	-	(2,921)	(100.00%)
TOTAL OPERATING GRANTS	10,301	8,890	(1,411)	(13.70%)
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	1,977	1,322	(655)	(33.11%)
Total Recurrent - Commonwealth Government	1,977	1,322	(655)	(33.11%)
Total recurrent grants	1,977	1,322	(655)	(33.11%)
Non-recurrent - Commonwealth Government				
Roads	-	1,267	1,267	0.00%
Total Non-recurrent - Commonwealth Government	-	1,267	1,267	0.00%

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	Change %
Non-recurrent - State Government				
Preschools	145	400	255	175.86%
Roads	195	-	-	0.00%
Other	160	1,270	1,110	693.78%
Total Non-recurrent - State Government	500	1,670	1,365	273.01%
Total non-recurrent grants	500	2,937	2,437	487.41%
Total capital grants	2,477	4,259	1,783	71.98%
Total Grants	12,777	13,149	372	2.91%

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall the level of operating grants has decreased by 13.70% or \$1.411 million.

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by 71.98% or \$1.783 million to 2021/22.

4.1.5 Other income

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	Change %
Interest	5	77	72	1436.46%
Contributions	71	237	166	233.41%
Private use vehicle reimbursements	70	59	(11)	(15.12%)
Legal costs recovered	5	20	15	308.00%
Recycling	52	38	(14)	(26.72%)
Other	231	14	(217)	(93.90%)
Total other income	434	445	12	2.68%

Other income includes contributions, private use vehicle reimbursements, recycling, interest revenue from rates and investments. This movement in interest has increased due to interest on rates being paused throughout 2020/21 due to COVID19. Contributions has also increased due to community projects requiring a contribution from the community groups.

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4.1.6 Employee costs

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	Change %
Wages and salaries	8,919	9,194	275	3.08%
WorkCover	266	283	17	6.33%
Superannuation	846	890	44	5.25%
Councillor allowances	199	203	4	2.03%
Conferences & training	194	240	46	23.59%
Travel	72	84	12	16.80%
Uniform & PPE	112	117	5	4.28%
Other	68	85	17	24.27%
Total employee costs	10,676	11,095	419	3.93%

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, travel and conference and training.

Employee costs are forecast to increase by 3.93% or \$419,000 compared to 2019/20. This increase relates to projected annual enterprise agreement increases and movement between levels within wage bands. The Budget also includes positions for a Tourism Officer and Economic Development Officer which are funded positions. Council has also included a 0.4 EFT position for an Environmental Health Officer and the Sustainability and Waste Officer will move from a 0.5 EFT to full time position.

4.1.7 Materials and services

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	Change %
Contractors	2,486	5,457	2,971	119.51%
Consultants	447	705	258	57.87%
Building maintenance	48	18	(30)	(63.16%)
Ground maintenance	13	9	(4)	(29.65%)
Cost of meals on wheels	194	171	(23)	(11.87%)
Equipment maintenance	356	599	243	68.31%
Information technology and equipment	427	464	37	8.78%
External plant hire	457	82	(375)	(82.09%)
Internal plant hire	(1,108)	(1,065)	43	(3.84%)
Fuel	349	809	460	131.68%
Materials	604	958	354	58.64%
Motor Vehicles	41	188	147	358.94%
Telecommunications	85	162	77	90.48%
Utilities - Gas	5	6	1	27.24%
Utilities - Power	147	203	57	38.54%
Utilities - Water	67	123	56	83.29%
General maintenance	70	50	(20)	(28.19%)
Other	33	252	219	662.12%
Total materials and services	4,718	9,189	4,471	94.75%

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are budgeted to increase by 94.75% or \$4.471 million compared to 2019-20.

Most of the increase is in contractors and consultants. This is a result of grant funding received for community projects such as the Brim and Beulah Recreation Reserve projects, Halls projects, Caravan Projects, Tourism projects - Murtoa Stick Shed, Warracknabeal Courthouse.

4.1.8 Depreciation

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	Change %
Property	449	468	19	4.23%
Plant & equipment	879	906	27	3.06%
Infrastructure	3,715	3,826	111	2.99%
Total depreciation	5,043	5,200	157	3.11%

Depreciation is an accounting measure that attempts to allocate the value of an asset over its useful life. The depreciation charge is used as a proxy for the funds required to renew council's assets to maintain agreed service levels. The increase of \$157,000 is due to the effect of assets related to the capital works program having a full year effect of depreciation.

4.1.9 Contributions and donations

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	Change %
Recreation Reserves	186	175	(11)	(5.90%)
Swimming Pools	255	252	(3)	(1.06%)
Economic Development	14	202	188	1316.15%
Community Halls	40	41	1	2.05%
Community Groups	70	14	(56)	(79.99%)
Weir Pools	32	36	4	12.09%
Total contributions and donations	597	720	123	20.56%

Contributions and donations includes annual grant that Council gives to halls, swimming pools, recreation reserves, weir pools and community consultative groups.

All recreation reserves, swimming pools, community halls, progress associations and weir pools have received an increase in funding of 1.5% for the 2021/22 financial year. During 2020/21 Council completed works at the Minyip and Murtoa swimming pool.

4.1.10 Amortisation - Right of use assets

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	Change %
Right of use assets	150	155	5	3.00%
Total amortisation - right of use assets	150	155	5	3.00%

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4.1.11 Other expenses

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	Change %
Advertising	73	91	19	26.00%
Bank Fees and charges	28	33	5	19.13%
External auditors remuneration	28	33	6	20.00%
Internal auditors remuneration	29	31	3	9.47%
Insurances	703	752	49	6.91%
Legal costs	45	97	52	116.24%
Meeting expenses	15	27	12	83.35%
Operating lease rentals	75	409	334	448.04%
Motor vehicle registrations	120	155	35	29.17%
Postage and freight	16	29	13	79.12%
Printing and stationery	55	63	8	15.05%
Subscriptions	145	152	7	4.50%
Other	5	15	10	205.30%
Total other expenses	1,335	1,887	552	41.39%

Other expenses relates to a range of unclassified items including audit fees, insurances, lease costs, subscriptions and other miscellaneous items.

4.2 BALANCE SHEET

4.2.1 Assets

Current assets (\$8.86 million decrease) and Non-current assets (\$9.57 million increase).

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$6.62 million during the year, this is dependent on when capital works are completed.

Trade and other receivables are monies owed to council by ratepayers and others. The balance is expected to decrease by \$1.267 million over the budget period as no large accounts are expected to be raised for grants in 2020-21.

4.2.2 Liabilities

Current liabilities (\$162,000 increase) and Non-current liabilities (\$427,000 increase).

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase slightly.

Provisions include accrued long service leave, annual leave, sick leave owing to employees and rehabilitation costs for ceased landfill and gravel pit sites.

4.2.3 Borrowings

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

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Amount borrowed as at 30 June of the prior year	79	58	451	402	353
Amount proposed to be borrowed	-	500	-	-	-
Amount projected to be redeemed	(21)	(107)	(49)	(49)	(49)
Amount of borrowings as at 30 June	58	451	402	353	304

Borrowings for 2021/22 included \$500,000 for the construction of two residential units at Woomelang and two residential units at Murtoa. These borrowings have been made possible through the State Governments Community Infrastructure Loans Scheme, which council was successful in obtaining. These funds will only be drawn down when needed.

4.2.4 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000
Right-of-use assets		
Vehicles	937	950
Total right-of-use assets	937	950
Lease liabilities		
Current lease Liabilities		
Plant and equipment	335	335
Total current lease liabilities	335	335
Non-current lease liabilities		
Plant and equipment	595	601
Total non-current lease liabilities	595	601
Total lease liabilities	930	936

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities.

4.3 STATEMENT OF CHANGES IN EQUITY

4.3.1 Reserves

Reserves contain both a specific cash backed reserve and asset revaluation reserves. The cash backed reserves is a small infrastructure fund for aerodromes. No variation is expected in 2021/22.

The asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations. Asset valuations are required to be considered annually and formally revalued if there is a material change.

4.3.2 Equity

Accumulated surplus in the value of all net assets less specific reserve allocation and revaluations that have built up over the financial year.

4.4 STATEMENT OF CASH FLOWS

Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash flows.

4.4.1 Net cash flows provided by/used in operating activities

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

The 2021/22 budget for net cash provided by operating activities is \$1.104 million more than forecast in 2020/21.

The net cash flows from operating activities does not equal the operating result 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

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

The increase in payments for investing activities represents the planned increase in capital works expenditure disclosed in Section 3 of the Budget.

4.4.3 Net cash flows provided by/used in financing activities

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

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

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	Change %
Property	638	3,991	3,352	525.27%
Plant & equipment	657	1,403	746	113.50%
Infrastructure	5,330	9,363	4,033	75.67%
Total	6,625	14,756	8,131	122.73%

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Community Cash \$'000	Council Cash \$'000	Borrowings \$'000
Property	3,991	2,925	332	734	1,746	527	1,218	500
Plant & equipment	1,403	193	1,210	-	-	6	1,397	-
Infrastructure	9,363	2,447	4,230	2,685	7,299	60	2,003	-
Total	14,756	5,564	5,772	3,419	9,045	593	4,618	500

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4.5.2 Current Budget

CAPITAL WORKS AREA		ASSET EXPENDITURE TYPES			SUMMARY OF FUNDING SOURCES			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
PROPERTY								
Buildings								
Power House - Hopetoun	140	-	-	140	140	-	-	-
Caravan Park - Warracknabeal - Cabins	200	200	-	-	200	-	-	-
Caravan Park - Hopetoun - Cabin	130	130	-	-	105	-	25	-
Caravan Park - Lascelles - extra powered sites	30	30	-	-	30	-	-	-
Depot - Warracknabeal	200	-	-	200	-	-	200	-
Depot - Hopetoun - Emulsion Tank	25	-	25	-	-	-	25	-
Depot - Rupanyup - Emulsion Tank	25	-	25	-	-	-	25	-
Housing Units - Woomelang	500	515	-	-	-	265	-	250
Housing Units - Murtoa	515	500	-	-	-	250	-	250
Kindergarten - Warracknabeal	1,150	1,150	-	-	400	-	750	-
Tourist Information Centre - Warracknabeal	150	-	-	150	150	-	-	-
Public Amenities - Warracknabeal	150	-	-	150	150	-	-	-
Technical Office - Warracknabeal	25	-	25	-	-	-	25	-
	3,240	2,525	75	640	1,175	515	1,050	500
Heritage Buildings								
Hall - Warracknabeal - Kitchen upgrade	51	-	-	51	-	-	51	-
Hall - Warracknabeal - Foundation	187	-	187	-	80	-	107	-
Hall - Warracknabeal - Ramp	18	-	18	-	18	-	-	-
Hall - Warracknabeal - Air conditioning	33	-	-	33	33	-	-	-
Hall - Warracknabeal - Curtains	27	-	27	-	17	10	-	-
Hall - Brim - Curtains	12	-	12	-	11	1	-	-
Hall - Sheep Hills - Curtains	7	-	7	-	6	1	-	-
Hall - Sheep Hills - Refurbishment	7	-	7	-	7	-	-	-
	341	-	257	84	171	12	158	-
TOTAL PROPERTY	3,581	2,525	332	724	1,346	527	1,208	500

CAPITAL WORKS AREA		ASSET EXPENDITURE TYPES				SUMMARY OF FUNDING SOURCES			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000	
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Jetpatcher	410	-	410	-	-	-	410	-	-
Staff Vehicles	190	-	190	-	-	-	190	-	-
Rover	40	40	-	-	-	-	40	-	-
Total Plant, Machinery and Equipment	640	40	600	-	-	-	640	-	-
Computers and Telecommunications									
Computer equipment	40	40	-	-	-	-	40	-	-
Total Computers and Telecommunications	40	40	-	-	-	-	40	-	-
Furniture & Fixtures									
Warracknabeal Kindergarten	22	22	-	-	-	6	16	-	-
Total Furniture & Fixtures	22	22	-	-	-	6	16	-	-
Library books									
Books	20	20	-	-	-	-	20	-	-
Total Library books	20	20	-	-	-	-	20	-	-
TOTAL PLANT AND EQUIPMENT	722	122	600	-	-	6	716	-	-

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CAPITAL WORKS AREA		ASSET EXPENDITURE TYPES			SUMMARY OF FUNDING SOURCES			
Project Cost	New	Renewal	Upgrade	Grants	Contributions	Council Cash	Borrowings	
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
INFRASTRUCTURE								
Resheets								
Southern Gravel Resheets								
3LK Road	53	53	-	53	-	-	-	
Dyers Estate Road	48	48	-	48	-	-	-	
Grahams Road	36	36	-	-	-	36	-	
Huebners Road	23	23	-	23	-	-	-	
Mathesons Road	82	82	-	82	-	-	-	
Rurades Road	37	37	-	37	-	-	-	
Rurades Road	21	21	-	21	-	-	-	
Hill Crest Road	27	27	-	27	-	-	-	
Holtkamps Road	26	26	-	26	-	-	-	
Total Southern Gravel Resheets	353	353	-	317	-	36	-	
Central Gravel Resheets								
Bangerang Road	22	22	-	22	-	-	-	
Cannum 5 Chain Road	48	48	-	48	-	-	-	
Carron Road	48	48	-	48	-	-	-	
Darts Road	14	14	-	-	-	14	-	
Dunn Road	44	44	-	44	-	-	-	
Elsoms Road	19	19	-	19	-	-	-	
Kewell School Road	48	48	-	48	-	-	-	
Kent Road	42	42	-	42	-	-	-	
Koschitzke North Road	16	16	-	16	-	-	-	
Oultons Road	33	33	-	33	-	-	-	
Rattray Road	40	40	-	40	-	-	-	
Total Central Gravel Resheets	373	373	-	359	-	14	-	

CAPITAL WORKS AREA		ASSET EXPENDITURE TYPES			SUMMARY OF FUNDING SOURCES			
Project Cost	New	Renewal	Upgrade	Grants	Contributions	Council	Borrowings	
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Northern Gravel Resheets								
Beyal North Road	36	36	-	36	-	-	-	
Fred Frankles Road	72	72	-	72	-	-	-	
Burroin Road	27	27	-	27	-	-	-	
Cambacanya Road	93	93	-	93	-	-	-	
Ellam Willenabrina Road	30	30	-	30	-	-	-	
Gaalanungah Road	31	31	-	31	-	-	-	
Golders Road	31	31	-	31	-	-	-	
Goyura East School Bus Route	29	29	-	29	-	-	-	
Shannons Road	36	36	-	36	-	-	-	
Hofmaiers Road	46	46	-	46	-	-	-	
Lascelles East Road	24	24	-	24	-	-	-	
Mitchells Road	10	10	-	10	-	-	-	
Torney Road	24	24	-	24	-	-	-	
Turriff West Road	36	36	-	36	-	-	-	
Yarto Speed Road	29	29	-	29	-	-	-	
Maxwells Road	28	28	-	28	-	-	-	
Unnamed Rd Off Maxwells Road	44	44	-	44	-	-	-	
Total Northern Gravel Resheets	626	626	-	626	-	-	-	
TOTAL RESHEETS				1,352	-	1,301	50	
Hot Mix								
Breen Street, Murtoa	13	-	13	-	-	13	-	
Scott Street Roundabout	40	-	40	-	40	-	-	
Scott Street Roundabout	33	-	33	-	33	-	-	
Wood Street Rupanyup	1	-	1	-	-	1	-	
Stewart Street, Rupanyup	8	-	8	-	-	8	-	
Total Hot Mix	96	-	96	-	74	-	22	

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CAPITAL WORKS AREA		ASSET EXPENDITURE TYPES			SUMMARY OF FUNDING SOURCES			
Project Cost	New	Renewal	Upgrade	Grants	Contributions	Council Cash	Borrowings	
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Shoulder Resheet								
Rainbow Yaapect Road	42	42	-	42	-	-	-	
Centre Hill Road	57	57	-	57	-	-	-	
Gama Sea Lake Road	46	46	-	46	-	-	-	
Lascelles West Road	54	54	-	54	-	-	-	
Glenorchy Road	58	58	-	58	-	-	-	
Blue Ribbon Rd	67	67	-	67	-	-	-	
Antwerp Road	53	53	-	53	-	-	-	
Sheep Hills Bangerang Road	73	73	-	73	-	-	-	
Banyena Pimpinio Road	77	77	-	77	-	-	-	
Cemetery Road	30	30	-	30	-	-	-	
Total Shoulder Resheet	555	555	-	555	-	-	-	
Rural Rehabilitation								
Antwerp Road	85	85	-	85	-	-	-	
Lah East Road	136	136	-	-	-	136	-	
Rupanyup Road	216	216	-	-	-	216	-	
Hopetoun Yaapect Road	400	-	400	400	-	-	-	
Galaquil West Road	195	-	195	195	-	-	-	
Burrum North Road	160	-	160	160	-	-	-	
Sea Lake Lascelles Road	58	-	58	58	-	-	-	
Sea Lake Lascelles Road	204	-	204	204	-	-	-	
Sheep Hills Bangerang	256	256	-	-	-	-	-	
Horsham Lubeck Road	360	-	360	360	-	-	-	
Minyip Dimboola Road	200	-	200	200	-	-	-	
Dimboola Minyip Road (50% of 1 KM)	100	-	100	100	-	100	-	
Minyip Banyena Road	450	-	450	450	-	-	-	
Total Rural Rehabilitation	2,820	693	2,127	2,368	-	452	-	

CAPITAL WORKS AREA	ASSET EXPENDITURE TYPES				SUMMARY OF FUNDING SOURCES			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Urban Rehabilitation								
McIntosh Avenue, Rupanyup	56	56	-	-	-	-	56	-
Dyer Street, Rupanyup	40	40	-	-	-	-	40	-
Toole Street, Hopetoun	16	-	-	16	-	-	16	-
Hamilton Street, Murtoa	86	86	-	-	-	-	86	-
Simson Street, Brim	106	-	-	106	106	-	-	-
Foundry Street, Minyip	10	-	-	10	-	-	10	-
Foundry Street, Minyip	32	-	-	32	-	-	32	-
Total Urban Rehabilitation	345	182	-	163	106	-	239	-
Footpath								
Campbell Street (school crossing), Warracknabeal	22	22	-	-	-	-	22	-
Elizabeth Ave & Craig Avenue Warracknabeal	24	24	-	-	-	-	24	-
Dodgshun Street (school crossing), Hopetoun	30	30	-	-	-	-	30	-
McDonald Street, Murtoa	15	-	15	-	-	-	15	-
Duncan Street, Murtoa	10	-	10	-	-	-	10	-
Total Footpath	101	76	25	-	-	-	101	-
Bridge								
Rosebery Rainbow Road	50	-	50	-	-	-	50	-
Lions Park Bridge, Warracknabeal plus others footbridge	50	-	50	-	-	-	50	-
Total Bridge	100	-	100	-	-	-	100	-

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CAPITAL WORKS AREA	Project Cost \$'000	ASSET EXPENDITURE TYPES			SUMMARY OF FUNDING SOURCES			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Reseal								
Allan Street, Warracknabeal	8	-	8	-	8	-	-	-
Blue Ribbon Road	43	-	43	-	43	-	-	-
Cambacanya Road	4	-	4	-	4	-	-	-
Campbell Street, Warracknabeal	28	-	28	-	28	-	-	-
Collins Street, Murtoa	23	-	23	-	23	-	-	-
Comyn Street, Murtoa	9	-	9	-	9	-	-	-
Cromie Street, Murtoa	13	-	13	-	13	-	-	-
Dennys Street, Hopetoun	12	-	12	-	12	-	-	-
Devereux Street, Warracknabeal	41	-	41	-	41	-	-	-
Galaquill West Road	25	-	25	-	25	-	-	-
Gardiner Street, Warracknabeal	28	-	28	-	28	-	-	-
Hopetoun Yaapeet Road	10	-	10	-	10	-	-	-
Higginbotham Street, Beulah	11	-	11	-	11	-	-	-
Lascelles West Road	31	-	31	-	31	-	-	-
Loats Street, Minyip	8	-	8	-	8	-	-	-
Luna Park Road, Beulah	-	-	-	-	-	-	-	-
Mandeville Street, Hopetoun	23	-	23	-	23	-	-	-
Minyip Dimboola Road	101	-	101	-	101	-	-	-
Minyip Dimboola Road	200	-	200	-	200	-	-	-
Parsons Street, Warracknabeal	2	-	2	-	2	-	-	-
Phillips Street, Beulah	14	-	14	-	14	-	-	-
Phillips Street, Beulah	5	-	5	-	5	-	-	-
Rosebery Rainbow Road	40	-	40	-	40	-	-	-
Strachan Street, Hopetoun	8	-	8	-	8	-	-	-
Watchem Warracknabeal Road	66	-	66	-	66	-	-	-
Wood Street, Yaapeet	11	-	11	-	11	-	-	-
Yarrack Lane, Hopetoun	4	-	4	-	4	-	-	-
Total Reseal	768	-	767	-	767	-	-	-

CAPITAL WORKS AREA		ASSET EXPENDITURE TYPES				SUMMARY OF FUNDING SOURCES			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000	
Kerbing									
McDonald Street, Murtoa	60	-	60	-	-	-	60	-	
Hamilton Street, Murtoa	130	-	130	-	-	-	130	-	
McDonald Street, Murtoa	90	-	90	-	-	-	90	-	
Scott Street (south end), Warracknabeal	20	-	20	-	-	-	20	-	
Total Kerbing	300	-	300	-	-	-	300	-	
Stabilisation									
Sheep Hills Bangerang Road	6	-	6	-	-	-	6	-	
Sheep Hills Bangerang Road	17	-	17	-	17	-	-	-	
Various	80	-	80	-	-	-	80	-	
Total Stabilisation	104	-	104	-	17	-	86	-	
Drainage									
Dyer Street to Connolly Parade, Rupanyup	95	95	-	-	95	-	-	-	
Phillips Street - Higginbotham Street, Beulah	5	5	-	-	5	-	-	-	
Total Drainage	100	100	-	-	100	-	-	-	
Recreational, Leisure & Community Facilities									
Leisure Complex - Warracknabeal	20	-	20	-	-	-	20	-	
Bowling Club - Brim	20	-	20	-	-	-	20	-	
Recreation Reserve - Hopetoun - Lighting	295	295	-	-	195	60	40	-	
Recreation Reserve - Rupanyup - Courts & change room	1,183	1,183	-	-	1,183	-	-	-	
Swimming Pool - Hopetoun - Chemical room & pool leakage	50	-	50	-	-	-	50	-	
Total Recreational, Leisure & Community Facilities	1,568	1,478	90	-	1,378	60	130	-	

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CAPITAL WORKS AREA	ASSET EXPENDITURE TYPES				SUMMARY OF FUNDING SOURCES			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Parks, Open Space and Streetscapes	100	100	-	-	-	-	100	-
	45	45	-	-	-	-	45	-
	145	145	-	-	-	-	145	-
Waste Management								
	34	-	34	-	-	-	34	-
	34	-	34	-	-	-	34	-
Other Infrastructure								
	34	-	34	-	-	-	34	-
	34	-	34	-	-	-	34	-
TOTAL INFRASTRUCTURE	8,420	2,014	4,020	2,386	6,666	60	1,693	-
TOTAL NEW CAPITAL WORKS	12,723	4,661	4,952	3,110	8,012	593	3,617	500

4.5.3 Works carried forward from the 2020/21 year

CAPITAL WORKS AREA		ASSET EXPENDITURE TYPES			SUMMARY OF FUNDING SOURCES			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
PROPERTY								
Buildings								
Caravan Park - Lascelles - Fire hydrant & reels	10	-	-	10	-	-	10	-
Kindergarten - Warracknabeal	400	400	-	-	400	-	-	-
TOTAL PROPERTY	410	400	-	10	400	-	10	-
PLANT AND EQUIPMENT								
Plant, Machinery and Equipment								
Flocon	410	-	410	-	-	-	410	-
Rollers	200	-	200	-	-	-	200	-
Computers and Telecommunications								
Digital Radio system	71	71	-	-	-	-	71	-
TOTAL PLANT AND EQUIPMENT	681	71	610	-	-	-	681	-
INFRASTRUCTURE								
Roads								
Minyip Banyena - Rural Rehabilitation (Agrilinks funded)	200	-	-	200	200	-	-	-
Kerb & Channel								
Petering Street, Minyip	32	-	32	-	-	-	32	-
Jamouneau Street, Warracknabeal	66	-	66	-	-	-	66	-
Devereux Street, Warracknabeal	100	-	100	-	-	-	100	-
Bowman Street, Warracknabeal	12	-	12	-	-	-	12	-

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CAPITAL WORKS AREA	Project Cost \$'000	ASSET EXPENDITURE TYPES			SUMMARY OF FUNDING SOURCES			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Hotmix								
Golf Links Road	15	-	-	15	-	-	15	-
Hopetoun West Road - Hopetoun Yaaapeet Road Intersection	15	-	-	15	-	-	15	-
Hopetoun Yaaapeet - Yaaapeet Kenmare Intersection	15	-	-	15	-	-	15	-
Warracknabeal Sheephills Road - Sheephills Bangerang Road Intersection	17	-	-	17	-	-	17	-
R Learmonth Road	15	-	-	15	-	-	15	-
Glenorchy Road - Warranooke Road Intersection	17	-	-	17	-	-	17	-
Simson Street, Brim	7	-	-	7	-	-	7	-
Waste Management								
Glass Collection Bins etc	433	433	-	-	433	-	-	-
TOTAL INFRASTRUCTURE	943	433	210	300	633	-	310	-
TOTAL CARRIED FORWARD CAPITAL WORKS 2020/21	2,033	904	820	310	1,033	-	1,001	-

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

2022/23	Total \$'000	ASSET EXPENDITURE TYPES		FUNDING SOURCES		Council Cash \$'000
		New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000
Property						
Land	120	120	-	-	120	-
Total Land	120	120	-	-	120	120
Buildings	500	-	500	-	500	250
Heritage Buildings	100	-	100	-	100	-
Total Buildings	600	-	600	-	600	350
TOTAL PROPERTY	720	120	600	-	720	370
Plant and Equipment						
Plant, machinery and equipment	1,000	-	1,000	-	1,000	-
Computers and telecommunications	158	158	-	-	158	-
Furniture & fixtures	5	5	-	-	5	-
Library books	20	20	-	-	20	-
Total Plant and Equipment	1,183	183	1,000	-	1,183	1,183
Infrastructure						
Roads	3,506	175	2,980	351	3,506	1,300
Bridges	41	-	41	-	41	-
Footpaths	57	-	57	-	57	-
Kerb & channel	53	-	53	-	53	-
Drainage	50	-	50	-	50	-
Recreational, leisure and community facilities	50	-	50	-	50	-
Waste management	-	-	-	-	-	-
Parks, open space and streetscapes	100	100	-	-	100	-
Aerodromes	100	-	100	-	100	50
Other infrastructure	-	-	-	-	-	-
Total Infrastructure	3,957	275	3,331	351	3,957	1,350
TOTAL CAPITAL WORKS EXPENDITURE	5,860	579	4,931	351	5,860	4,160

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

22023/24	Total \$'000	ASSET EXPENDITURE TYPES			FUNDING SOURCES		
		New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Council Cash \$'000
Property							
Land	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-
Buildings	500	-	500	-	500	250	250
Heritage Buildings	-	-	-	-	-	-	-
Total Buildings	500	-	500	-	500	250	250
TOTAL PROPERTY	500	-	500	-	500	250	250
Plant and Equipment							
Plant, machinery and equipment	1,000	-	1,000	-	1,000	-	1,000
Computers and telecommunications	124	124	-	-	124	-	124
Furniture & fixtures	5	5	-	-	5	-	5
Library books	20	20	-	-	20	-	20
Total Plant and Equipment	1,149	149	1,000	-	1,149	-	1,149
Infrastructure							
Roads	3,617	181	3,075	362	3,617	1,300	2,317
Bridges	42	-	42	-	42	-	42
Footpaths	46	-	46	-	46	-	46
Kerb & channel	55	-	55	-	55	-	55
Drainage	44	-	44	-	44	-	44
Recreational, leisure and community facilities	50	-	50	-	50	-	50
Waste management	100	-	-	100	100	50	50
Parks, open space and streetscapes	100	100	-	-	100	-	100
Aerodromes	-	-	-	-	-	-	-
Other infrastructure	50	-	50	-	50	-	50
Total Infrastructure	4,103	281	3,361	462	4,103	1,350	2,753
TOTAL CAPITAL WORKS EXPENDITURE	5,752	430	4,861	462	5,752	1,600	4,152

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

2024/25	Total \$'000	ASSET EXPENDITURE TYPES			FUNDING SOURCES		Council Cash \$'000
		New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	
Property							
Land	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-
Buildings	500	-	500	-	500	250	250
Heritage Buildings	100	-	100	-	100	100	-
Total Buildings	600	-	600	-	600	350	250
TOTAL PROPERTY	600	-	600	-	600	350	250
Plant and Equipment							
Plant, machinery and equipment	1,000	-	1,000	-	1,000	-	1,000
Computers and telecommunications	21	21	-	-	21	-	21
Furniture & fixtures	5	5	-	-	5	-	5
Library books	20	20	-	-	20	-	20
Total Plant and Equipment	1,046	46	1,000	-	1,046	-	1,046
Infrastructure							
Roads	3,939	197	3,348	394	3,939	1,300	2,639
Bridges	43	-	43	-	43	-	43
Footpaths	59	-	59	-	59	-	59
Kerb & channel	55	-	55	-	55	-	55
Drainage	45	-	45	-	45	-	45
Recreational, leisure and community facilities	50	-	50	-	50	-	50
Waste management	-	-	-	-	-	-	-
Parks, open space and streetscapes	100	100	-	-	100	-	100
Aerodromes	100	-	100	-	100	50	50
Other infrastructure	-	-	-	-	-	-	-
Total Infrastructure	4,391	297	3,701	394	4,391	1,350	3,041
TOTAL CAPITAL WORKS EXPENDITURE	6,037	343	5,301	394	6,037	1,700	4,337

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 2019/20	Forecast 2020/21	Budget 2021/22	2022/23	2023/24	2024/25	Trend +/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	4.15%	17%	(13.32%)	(0.48%)	(1.34%)	(2.74%)	+
Liquidity									
Working capital	Current assets / current liabilities	2	223.14%	313.31%	149.31%	144.09%	140.34%	131.42%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	154.69%	153.22%	33.18%	31.59%	29.19%	21.61%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	0.63%	0.48%	3.83%	3.38%	2.95%	2.54%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.17%	0.47%	0.53%	0.52%	0.51%	0.50%	+
Indebtedness	Non-current liabilities / own source revenue		9.61%	8.81%	11.55%	11.11%	10.69%	10.30%	+
Asset renewal	Asset renewal expenditure / depreciation	5	165.82%	106.22%	111.00%	91.56%	87.64%	92.78%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	49.57%	46%	52%	57%	57%	57%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.49%	0.47%	0.42%	0.43%	0.43%	0.44%	-
Efficiency									
Expenditure level	Total expenditure / No. of property assessments		\$3,503	\$3,294	\$4,055	\$3,410	\$3,505	\$3,621	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,634	\$1,847	\$1,870	\$1,913	\$1,952	\$1,991	+

Key to Forecast Trend:

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

NOTES TO INDICATORS

1. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance should be expected over the period although continued losses means reliance on Council's cash reserves or increase debt to maintain services.

2. Working Capital

The proportion of current liabilities represented by current assets. Working capital is slightly in decline due to less unrestricted cash being held over the years and increasing current liabilities.

3. Unrestricted Cash

Unrestricted cash ratio is slightly decreasing over the period of the SRP, as unrestricted cash is decreasing whilst current liabilities is increasing.

4. Debt compared to rates

Trend indicates Council is reducing reliance on debt against its annual rate revenue through redemption of long term debt.

5. Asset renewal

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

6. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. The trend indicates that Council will become more reliant on rate revenue compared to all other revenue sources.

6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the Financial Year 2020/21.

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

Description of Fees and Charges	Unit of Measure	2020/21 Fee Inc GST \$	2021/22 Fee Inc GST \$
GOVERNANCE			
Freedom of information			
Application fee	Per Application	\$29.60	\$29.60
Photocopying fee - black & white	Per A4 page	\$0.35	\$0.35
Search fees	Per hour	\$22.20	\$22.20
Hire of Function room (Warracknabeal)			
Day (9am to 9pm)		\$100	\$100
Night (after 6pm)		\$110	\$110
Combined		\$200	\$200
Photocopying			
A4 - black & white	Single sided	\$0.35	\$0.35
Multiple copies	Single sided	\$0.30	\$0.30
A4 - black & white	Double sided	\$0.40	\$0.40
Multiple copies	Double sided	\$0.35	\$0.35
A3 - black & white	Single sided	\$0.55	\$0.55
Multiple copies	Single sided	\$0.45	\$0.45
A3 - black & white	Double sided	\$0.90	\$0.90
Multiple copies	Double sided	\$0.70	\$0.70
A4 - colour photocopying	1 copy	\$1	\$1
A3 - colour photocopying	1 copy	\$2	\$2
FINANCE			
Rates Administration			
Reprint of Current Rate Notice	Per rate notice	-	\$12
Reprint of Previous Rating Year Rates Notice	Per rate notice	-	\$25
Property Information for Other Entities (as per their request) <i>Cost covers wages per hour plus postage (excludes GST)</i>		-	\$81.80
LOCAL LAWS			
Animal Registrations			
Dog Registration - Dangerous or Restricted Breed		-	\$500
Dog registration	Not desexed	\$85	\$90
Dog registration	Desexed	\$29	\$30
Dog registration - pensioner	Not desexed	\$42.50	\$45
Dog registration - pensioner	Desexed	\$14.50	\$15
Dog registration (working)		\$29	\$32
Dog registration - VCA registered		\$29	\$32
Cat registration	Not desexed	\$79	\$85
Cat registration	Desexed	\$27	\$28

Description of Fees and Charges	Unit of Measure	2020/21 Fee Inc GST \$	2021/22 Fee Inc GST \$
Cat registration - pensioner	Not desexed	\$39.50	\$42
Cat registration - pensioner	Desexed	\$13.50	\$14
Cat registration - FCC, CFA, DCC registered		\$27	\$28
Replacement of lost tag	Per tag	\$7	\$9
Pound fees - Impounded animal	Per animal	\$90	\$100
Subsequent day release fee (after first day)	Per day	\$15	\$20
Animal surrender fee	Per animal	\$30	\$35
<i>Late payment administration fee (payment not received before 30 April)</i>	Per invoice	\$10	\$12
Domestic Animal Business – Registration flat fee		\$225	\$235
Annual Audit Reinspection Fee for Non Compliance		\$100	\$110
Application fee for Local Law Permits	Per permit	\$50	\$55
General Local Law			
Impounded item release fee	Per item	\$90	\$95
Subsequent day release fee (after first day)	Per item	\$20	\$20
Fire hazard administration fee	Per invoice	\$50	\$60
Unightly land administraion fee	Per invoice	\$50	\$60
Caravan Parks (Warracknabeal, Hopetoun & Murtoa)			
Powered site	Per night	\$25	\$25.00
Unpowered site	Per night	\$15	\$15.00
Weekly rate - powered site	6 nights	\$150	\$150.00
Weekly rate - unpowered site	6 nights	\$90	\$90.00
Ensuites	Per night	\$35	\$35.00
More than 2 people accommodating, per night	Per person	\$5	\$5.00
COMMUNITY SERVICES			
Commonwealth Home Support Program Services			
Domestic Assistance	Per hour	\$8	\$8
Personal Care	Per hour	\$6	\$6
In-home Respite	Per hour	\$6	\$6
Social Support Individual	Per hour	\$8	\$8
"Home Modification (labour only - client contributes to cost of materials over \$1,000)"		\$13	\$13
<i>"External provider of care (includes respite, personal care, domestic Assistance, home modification & social support individual)"</i>	Per hour	\$58.08	\$58.08
Meals on Wheels			
Delivered Meal – Client Fee	Per meal	\$9	\$9.00
Meal at Centre – Client Fee	Per meal	\$9.50	\$9.50
Delivered Meal & Meal at Centre – External		Full cost recovery	Full Cost Recovery
Disabled Parking Permits			
Initial permit	Per permit	no charge	no charge
Replacement permit	Per permit	\$6	\$6
Gopher Hire			
Bond for Hire of Gopher (refundable)	Per item	\$300	\$300

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Description of Fees and Charges	Unit of Measure	2020/21 Fee Inc GST \$	2021/22 Fee Inc GST \$
Kindergarten Fees (4 & 3 year old)			
Beulah	Per term	\$195	\$195
Hopetoun	Per term	\$195	\$195
Minyip	Per term	\$195	\$195
Murtoa	Per term	\$195	\$195
Rupanyup	Per term	\$195	\$195
Warracknabeal	Per term	\$195	\$195
ENVIRONMENTAL HEALTH			
Class 1 Food Premises - hospitals, nursing homes, childcare centres	Per item	\$300	\$310
Class 2 Food Premises - hotels, restaurants, cafes, supermarkets etc...	Per item	\$245	\$250
Class 3 Food Premises - newsagents, service stations	Per item	\$95	\$100
Non profit organisations and community groups - sporting clubs	Per item	\$85	\$85
Premises with limited operation - pool kiosks, home businesses	Per item		50% fee reduction
Street Stalls / Temporary Food Vendor Registrations			
Non profit and community groups - fetes, sausage sizzles, street stalls	Yearly registration	\$20	\$20
Private individuals and businesses - markets, private stalls	Yearly registration	\$50	\$50
Health Act			
Hairdresser / Beauty Parlour/ Skin Penetration	Yearly registration	\$95	\$100
Hairdresser only premises	Yearly registration	\$95	\$100
Premises providing accommodation for 6 or more persons	Yearly registration	\$95	\$100
Tattoo Premises	Yearly registration	New fee	\$250
Residential Tenancies Act			
Caravan Parks - total number of sites not exceeding 25		-	17 Fee Units
Caravan Parks - total number of sites exceeding 25 - not exceeding 50		-	34 Fee Units
Environment Protection Act			
Onsite Wastewater System – construct, install or alter		\$285	\$300.60
Onsite Wastewater System – minor alteration		\$225	\$229.55
Food Act Other Fees			
Transfer/Inspection fee - pre purchase as a result of on-compliance		\$200	\$200.00
Transfer registration fee - to new proprietor for the remainder of the registration period			50% of prescribed fee
Late payment penalty fee			50% of prescribed fee
Pro rata registration fee - all businesses registering after 30 September			50% of prescribed fee
ENGINEERING			
Sale Yard			
Saleyard levy		\$1	\$1
Road Reserve Works/Asset Protection Permit Fees			
Road reserve works permit	Per permit		\$105
Asset protection permit	Per permit		\$55

Description of Fees and Charges	Unit of Measure	2020/21 Fee Inc GST \$	2021/22 Fee Inc GST \$
Road Reserve Works - Reinstatement Fees (minimum charge of \$410)			
Works - kerb & Channel	Per request		
Works - concrete	Per request		
Road surface - bituminous/asphalt	Per request		
Works - vehicle crossing	Per request		
Works - earth nature strip surface			
RECREATION			
Leisure Centre Complex Fees			
Badminton - casual	Per session	\$5	\$5
Squash Membership - 1 month		\$35	\$35
Squash Membership - 3 months		\$55	\$55
Squash court hire - per court	Per hour	\$10	\$10
Boxing Gym	Per week	\$20	\$20
Table Tennis room	Per hour	\$30	\$30
Table Tennis room - casual	Per table	\$5	\$5
School groups - public	Per year	\$8,000	\$8,000
School groups - St Mary's	Per year	\$200	\$200
User groups utilising main court area - competition per court	Per hour	\$25	\$25
User groups utilising main court area - training per court	Per hour	\$20	\$20
Small corporate rate (10 or less persons)	Per year	\$750	\$750
Large corporate rate	Per year	\$1,150	\$1,150
School groups - St Mary's	Per year	\$200	\$200
User groups utilising main court area - competition per court	Per hour	\$25	\$25
User groups utilising main court area - training per court	Per hour	\$20	\$20
Small corporate rate (10 or less persons)	Per year	\$750	\$750
Large corporate rate	Per year	\$1,150	\$1,150
WASTE AND RECYCLING			
Tipping Fees			
General hard waste	Per m3	\$12	\$20
Putrescibles waste	Per m3	\$30	\$35
Household / kitchen waste	240ltr bin	\$10	\$11
Clean green waste	Per m3	\$12	\$12
Timber / wood	Per m3	\$12	\$20
Builders waste / concrete	Per m3	\$50	\$50
Clean concrete - Warracknabeal, Murtoa and Hopetoun	Per m3 / ton	\$30	\$50
Clean fill	-	No charge	No charge
Minimum charge		\$10	\$10
Dead animals	Per animal	\$5	\$5
Tyres			
Light - tyre only	Per item	\$5	\$5
Light - with rim	Per item	\$10	\$10
Medium - tyre only	Per item	\$15	\$15
Medium - with rim	Per item	\$20	\$20
Heavy - tyre only	Per item	\$35	\$35
Heavy - with rim	Per item	\$50	\$50
Tractor - up to 1.5m diameter tyre only	Per item	\$90	\$90

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Description of Fees and Charges	Unit of Measure	2020/21 Fee Inc GST \$	2021/22 Fee Inc GST \$
Tractor - up to 1.5m diameter with rim	Per item	\$110	\$110
Tractor - over 1.5m diameter tyre only	Per item	\$190	\$190
Tractor - over 1.5m diameter with rim	Per item	\$220	\$220
Recyclables			
Recyclables	Per load	Free if sorted	Free if sorted
E-Waste (Warracknabeal, Hopetoun and Murtoa)	Per item	\$2	\$2
Screens (Warracknabeal, Hopetoun and Murtoa)	Per screen	\$5	\$6
Solar Panels		NA	\$36
Mattresses		\$40	\$40
Gas cylinders	Per item	\$10	\$10
Lead acid batteries	Per item	\$5	\$5
Grain bags	Per tandem trailer load	\$20	\$22
Grain	-	not accepted	not accepted
Hazardous materials	-	not accepted	not accepted
Prescribed waste	-	not accepted	not accepted
AERODROME			
Aerodrome Hire Charge	Per day	\$200	\$200

Description of Fees and Charges	Unit of Measure	2020/21 Fee Inc GST \$	2021/22 Fee Inc GST \$
BUILDING			
Dwellings			
New Dwellings up to \$0 to 120,000	Per application	\$1,626	\$1,650
New Dwellings - \$120,001 to \$200,000	Per application	\$1,898	\$1,926
New Dwellings - \$200,001 to \$312,000	Per application	\$2,169	\$2,201
New Dwellings - \$312,001+	Per application	\$2,601	\$2,640
Re-Erection of Dwellings - Security Deposit	Per application	\$5,202	\$5,280
Alterations/Additions/Sheds/Carports/Garages			
Building Works Minor \$0 to \$5,000	Per application	\$390	\$395
Building Works \$5,001 to \$10,000	Per application	\$598	\$606
Building Works \$10,001 to \$20,000	Per application	\$781	\$792
Building Works \$20,001 to \$50,000	Per application	\$1,014	\$1,029
Building Works \$50,001 to \$100,000	Per application	\$1,301	\$1,320
Building Works \$100,001 to \$250,000	Per application	\$1,717	\$1,742
Building Works \$250,001+	Per application	\$value/130 plus levy	\$value/130 plus levy
Swimming Pools (Construction)			
Swimming Pools & Fence - above-ground pool	Per application	\$442	\$448
Swimming Pools & Fence - in-ground pool	Per application	\$858	\$870
Swimming pool and spa registration			
Registration fee	per swimming pool or spa	2.15 fee units	2.15 fee units
Information search fee	per swimming pool or spa	3.19 fee units	3.19 fee units
Lodging a certificate of barrier compliance	per swimming pool or spa	1.38 fee units	1.38 fee units
Lodging a certificate of barrier non-compliance	per swimming pool or spa	26 fee units	26 fee units
Swimming pool and spa barrier inspection	Per application	\$350	\$350
Follow up Swimming pool and spa barrier inspections	Per application	\$175	\$175
Levy Payments			
State Government Levy applies to all development over \$10,000. The Levy is payable directly to the Victorian Building Authority through the Building Permit process. The value of the Levy is 0.128% of the value of the development.			
Commercial Building Work			
Commercial \$0 to \$10,000	per application	\$598	\$606
Commercial \$10,001 to \$20,000	per application	\$749	\$760
Commercial \$20,001 to \$100,000	per application	\$1,457	\$1,478
Commercial \$100,001 to \$250,000	per application	\$value x 0.44% + \$1,925	\$value x 0.44% + \$1,953
Commercial \$250,001 to \$500,000	per application	\$value x 0.25% + \$2,783	\$value x 0.25% + \$2,824

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Description of Fees and Charges	Unit of Measure	2020/21 Fee Inc GST \$	2021/22 Fee Inc GST \$
Commercial \$500,001+	per application	\$value x 0.25% + \$3,330	\$value x 0.25% + \$3,379
Commercial Building Work Multi Unit			
Units \$0 to \$200,000	per application	\$1,898	\$1,926
Units \$200,001 to \$312,000	per application	\$2,168	\$2,200
Units \$312,001+	per application		\$value/130
Miscellaneous Items			
Fence - building permit	per application	\$365	\$370.00
Demolitions or Removals \$0 to \$10,000	per application	\$598	\$606.00
Demolitions or Removals \$10,001+	per application	\$781	\$792.00
Re-erections of Dwellings - Security Deposit	per dwelling	\$5,200	\$5,278.00
Extension of time to a permit - 1st request	per application	\$157	\$159.00
Extension of time to a permit - 2nd request	per application	\$314	\$318.00
Extension of time to a permit - 3rd request	per application	\$471	\$477.00
Amended Plans	per application	\$157	\$159.00
Information Request with Plan copies (includes 306(1))	per application	\$70	\$71.00
Request for search of Building Permit Plans	per property	\$70	\$71.00
Amending Building Design or Plans	per application	\$230	\$233.00
Report & Consent (As per the Building Regulations 2018)			
Maximum street setback (Regulation 73)	per application	19.61 fee units	19.61 fee units
Minimum street setback (Regulation 74)	per application	19.61 fee units	19.61 fee units
Building height (Regulation 75)	per application	19.61 fee units	19.61 fee units
Site coverage (Regulation 76)	per application	19.61 fee units	19.61 fee units
Permeability (Regulation 77)	per application	19.61 fee units	19.61 fee units
Car parking (Regulation 78)	per application	19.61 fee units	19.61 fee units
Side or rear boundary setbacks (Regulation 79)	per application	19.61 fee units	19.61 fee units
Walls and carports on boundaries (Regulation 80)	per application	19.61 fee units	19.61 fee units
Daylight to existing habitable room windows (Regulation 81)	per application	19.61 fee units	19.61 fee units
Solar access to existing north-facing habitable room windows (Regulation 82)	per application	19.61 fee units	19.61 fee units
Overshadowing of recreational private open space (Regulation 83)	per application	19.61 fee units	19.61 fee units
Overlooking (Regulation 84)	per application	19.61 fee units	19.61 fee units
Daylight to habitable room windows (Regulation 85)	per application	19.61 fee units	19.61 fee units
Private open space (Regulation 86)	per application	19.61 fee units	19.61 fee units
Siting of Class 10a buildings (Regulation 87)	per application	19.61 fee units	19.61 fee units
Front fence height (Regulation 89)	per application	19.61 fee units	19.61 fee units
Fence setbacks from side and rear boundaries (Regulation 90)	per application	19.61 fee units	19.61 fee units
Fences on within 150 mm of side or rear boundaries (Regulation 91)	per application	19.61 fee units	19.61 fee units
Fences on intersecting street alignments (Regulation 92)	per application	19.61 fee units	19.61 fee units
Fences and daylight to habitable room windows in existing dwelling (Regulation 94)	per application	19.61 fee units	19.61 fee units

Description of Fees and Charges	Unit of Measure	2020/21 Fee Inc GST \$	2021/22 Fee Inc GST \$
"Fences and solar access to existing north-facing habitable room windows (Regulation 95)"	per application	19.61 fee units	19.61 fee units
"Fences and overshadowing of recreational private open space (Regulation 96)"	per application	19.61 fee units	19.61 fee units
A mast, pole, aerial, antenna, chimney flue pipe or other service pipe (Regulation 97)	per application	19.61 fee units	19.61 fee units
Projections beyond the street alignment (Regulation 109)	per application	19.61 fee units	19.61 fee units
Protection of the Public (Regulation 116)	per application	19.9 fee units	19.9 fee units
Building over an easement (Regulation 130)	per application	19.61 fee units	19.61 fee units
Installation or alteration of a septic tank system, or construction of a building over an existing septic tank system (Regulation 132)	per application	19.61 fee units	19.61 fee units
Legal Point of Discharge (Regulation 133)	per application	9.77 fee units	9.77 fee units
Buildings above or below certain public facilities (Regulation 134)	per application	19.61 fee units	19.61 fee units
Building in areas liable to flooding (Regulation 153)	per application	19.61 fee units	19.61 fee units
Construction on designated land or designated works (Regulation 154)	per application	19.61 fee units	19.61 fee units
Application for building permit for demolition (Section 29A)	per application	5.75 fee units	5.75 fee units
Inspections			
Addition Inspection	per inspection	\$153	\$155
Contract Inspection - Foundations, Reinforcement & Finals	per inspection	\$204	\$207
Contract Inspection - Frame	per inspection	\$306	\$310
Building Notices/Orders	per notice	Building Permit Fee + 50%	Building Permit Fee + 50%
ESM Audits	per audit	\$255	\$258
Log Books and prepare plans	per hour	\$102	\$103
Occupancy Permit/Places of Public Entertainment	per application	\$586	\$594
Siting only	per application	\$357	\$362
Pre-purchase of Dwelling Inspections	per inspection	\$750 - \$1,000	\$750 to \$1000
Defect Reports	per report	\$750 - \$1,000	\$750 to \$1000
Occupancy Permit (no current one) or Determinations	each	\$510	\$517
Occupancy Permit and Determinations (combined)	each	\$663	\$672
Guarantee/Bond for the relocation of a dwelling	each	(must not exceed the lesser of - (i) the estimated cost of the building work to which the building permit applies; or \$10,000)	(must not exceed the lesser of - (i) the estimated cost of the building work to which the building permit applies; or \$10,000)
Demolition works			
Where Council is required to demolish fire damaged or unsafe buildings or works where no action has been undertaken through Orders or Notices under the Building Act		Cost incurred by contractor plus 20% administration fees	Cost incurred by contractor plus 20% administration fees

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Description of Fees and Charges	Unit of Measure	2020/21 Fee Inc GST \$	2021/22 Fee Inc GST \$
Planning Fees			
Application for a planning permit (As per the Planning and Environment (Fees) Regulations 2016)			
Class 1 A permit relating to use of land.	per application	89 fee units	89 fee units
Class 2 A permit to— (a) develop land for a single dwelling per lot; or (b) use and develop land for a single dwelling per lot; or (c) undertake development ancillary to the use of land for a single dwelling per lot— if the estimated cost of development is \$10 000 or less.	per application	13.5 fee units	13.5 fee units
Class 3 A permit to— (a) develop land for a single dwelling per lot; or (b) use and develop land for a single dwelling per lot; or (c) undertake development ancillary to the use of land for a single dwelling per lot— if the estimated cost of development is more than \$10 000 but not more than \$100 000.	per application	42.5 fee units	42.5 fee units
Class 4 A permit to— (a) develop land for a single dwelling per lot; or (b) use and develop land for a single dwelling per lot; or (c) undertake development ancillary to the use of land for a single dwelling per lot— if the estimated cost of development is more than \$100 000 but not more than \$500 000.	per application	87 fee units	87 fee units
Class 5 A permit to— (a) develop land for a single dwelling per lot; or (b) use and develop land for a single dwelling per lot; or (c) undertake development ancillary to the use of land for a single dwelling per lot— if the estimated cost of development is more than \$500 000 but not more than \$1 000 000.	per application	94 fee units	94 fee units
Class 6 A permit to— (a) develop land for a single dwelling per lot; or (b) use and develop land for a single dwelling per lot; or (c) undertake development ancillary to the use of land for a single dwelling per lot— if the estimated cost of development is more than \$1 000 000 but not more than \$2 000 000.	per application	101 fee units	101 fee units
Class 7 A permit that is the subject of a VicSmart application, if the estimated cost of the development is \$10 000 or less.	per application	13.5 fee units	13.5 fee units
Class 8 A permit that is the subject of a VicSmart application, if the estimated cost of the development is more than \$10 000.	per application	29 fee units	29 fee units
Class 9 A permit that is the subject of a VicSmart application to subdivide or consolidate land.	per application	13.5 fee units	13.5 fee units
Class 10 A permit that is the subject of a VicSmart application (other than a class 7, class 8 or class 9 permit).	per application	13.5 fee units	13.5 fee units
Class 11 A permit to develop land if the estimated cost of development is not more than \$100,000.	per application	77.5 fee units	77.5 fee units
Class 12 A permit to develop land if the estimated cost of development is more than \$100,000 but not more than \$1,000,000.	per application	104.5 fee units	104.5 fee units
Class 13 A permit to develop land if the estimated cost of development is more than \$1,000,000 but not more than \$5,000,000.	per application	230.5 fee units	230.5 fee units
Class 14 A permit to develop land if the estimated cost of development is more than \$5,000,000 but not more than \$15,000,000.	per application	587.5 fee units	587.5 fee units
Class 15 A permit to develop land if the estimated cost of development is more than \$15,000,000 but not more than \$50,000,000.	per application	1732.5 fee units	1732.5 fee units
Class 16 A permit to develop land if the estimated cost of development is more than \$50,000,000.	per application	3894 fee units	3894 fee units
Class 17 A permit to subdivide an existing building.	per application	89 fee units	89 fee units
Class 18 A permit to subdivide land into 2 lots.	per application	89 fee units	89 fee units
Class 19 A permit to effect a realignment of a common boundary between lots or to consolidate 2 or more lots.	per application	89 fee units	89 fee units
Class 20 A permit to subdivide land (other than a class 9, class 17, class 18 or class 19 permit).	per application	89 fee units per 100 lots created	89 fee units per 100 lots created

Description of Fees and Charges	Unit of Measure	2020/21 Fee Inc GST \$	2021/22 Fee Inc GST \$
Class 21 A permit to— (a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or (b) create or remove a right of way; or (c) create, vary or remove an easement other than a right of way; or (d) vary or remove a condition in the nature of an easement (other than a right of way) in a Crown grant.	per application	89 fee units	89 fee units
Class 22 A permit not otherwise provided for in this regulation.	per application	89 fee units	89 fee units
Application to amend a permit (As per the Planning and Environment (Fees) Regulations 2016)			
Class 1 An amendment to a permit to— (a) change the use of land allowed by the permit; or (b) allow a new use of land.	per application	89 fee units	89 fee units
Class 2 An amendment to a permit — (a) to change the statement of what the permit allows; or (b) to change any or all of the conditions which apply to the permit.	per application	89 fee units	89 fee units
Class 3 An amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the estimated cost of any additional development to be permitted by the amendment is \$10 000 or less.	per application	13.5 fee units	13.5 fee units
Class 4 An amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the estimated cost of any additional development to be permitted by the amendment is more than \$10 000 but not more than \$100 000.	per application	42.5 fee units	42.5 fee units
Class 5 An amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the estimated cost of any additional development to be permitted by the amendment is more than \$100 000 but not more than \$500 000.	per application	87 fee units	87 fee units
Class 6 An amendment to a class 2, class 3, class 4, class 5 or class 6 permit, if the estimated cost of any additional development to be permitted by the amendment is more than \$500 000.	per application	94 fee units	94 fee units
Class 7 An amendment to a permit that is the subject of a VicSmart application, if the estimated cost of the additional development is \$10 000 or less.	per application	13.5 fee units	13.5 fee units
Class 8 An amendment to a permit that is the subject of a VicSmart application, if the estimated cost of the additional development is more than \$10 000.	per application	29 fee units	29 fee units
Class 9 An amendment to a class 9 permit.	per application	13.5 fee units	13.5 fee units
Class 10 An amendment to a class 10 permit.	per application	13.5 fee units	13.5 fee units
Class 11 An amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit, if the estimated cost of any additional development to be permitted by the amendment is \$100 000 or less.	per application	77.5 fee units	77.5 fee units
Class 12 An amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit, if the estimated cost of any additional development to be permitted by the amendment is more than \$100 000 but not more than \$1 000 000.	per application	104.5 fee units	104.5 fee units
Class 13 An amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit, if the estimated cost of any additional development to be permitted by the amendment is more than \$1 000 000.	per application	230.5 fee units	230.5 fee units
Class 14 An amendment to a class 17 permit.	per application	89 fee units	89 fee units
Class 15 An amendment to a class 18 permit.	per application	89 fee units	89 fee units
Class 16 An amendment to a class 19 permit.	per application	89 fee units	89 fee units
Class 17 An amendment to a class 20 permit.	per application	89 fee units per every additional 100 lots created	89 fee units per every additional 100 lots created
Class 18 An amendment to a class 21 permit.	per application	89 fee units	89 fee units
Class 19 An amendment to a class 22 permit.	per application	89 fee units	89 fee units

BUDGET 2021-22

Description of Fees and Charges	Unit of Measure	2020/21 Fee Inc GST \$	2021/22 Fee Inc GST \$
Other matters			
An application for more than one class of permit set out in the above table or an application to amend a permit in more than one class set out in the Planning and Environment (Fees) Regulations.	per application	The sum of: The highest of the fees which would have applied if separate applications were made; and 50% of each of the other fees which would have applied if separate applications were made.	The sum of: The highest of the fees which would have applied if separate applications were made; and 50% of each of the other fees which would have applied if separate applications were made.
Amending an application after notice has been given - Section 57A - Request to amend an application for permit after notice has been given; or Request to amend an application for an amendment to a permit after notice has been given:	per amendment	40% of the application fee for that class of permit or amendment to permit; and where the class of application is changing to a new class of higher application fee, the difference between the fee for the application to be amended and the fee for the new class.	40% of the application fee for that class of permit or amendment to permit; and where the class of application is changing to a new class of higher application fee, the difference between the fee for the application to be amended and the fee for the new class.
Certificate of Compliance under Section 97N	per certificate	22 fee units	22 fee units
Amend or end a Section 173 agreement	per certificate	44.5 fee units	44.5 fee units
Satisfaction matters	each	22 fee units	22 fee units
Secondary consent to plans	per application	\$195.10	\$198
Extension of time to a permit - 1st request	per application	\$195.10	\$198
Extension of time to a permit - 2nd request	per application	\$390.20	\$396
Extension of time to a permit - 3rd request	per application	\$585.30	\$594
Request for planning information, including written advice whether a planning permit is required	per request	\$100.00	\$101
Subdivision (As per the Subdivision (Fees) Regulations 2016)			
Fee for application to certify plan and for statement of compliance	per application	11.8 fee units	11.8 fee units
Fee for alteration of plan	per alteration	7.5 fee units	7.5 fee units
Fee for application to amend certified plan	per application	9.5 fee units	9.5 fee units
Fee for checking engineering plan	per application	0.75 per cent of the estimated cost of constructing the works proposed on the plan.	0.75 per cent of the estimated cost of constructing the works proposed on the plan.
Fee for engineering plan prepared by Council	per application	3.5 per cent of the estimated cost of constructing the works proposed on the plan	3.5 per cent of the estimated cost of constructing the works proposed on the plan
Fee for supervision of works	per application	2.5 per cent of the estimated cost of constructing the works	2.5 per cent of the estimated cost of constructing the works

13.4 Draft Council Plan

Prepared by Tammy Smith, Director Business Strategy and Performance

SUMMARY

Council must adopt and prepare a Council Plan for the period of at least the next four financial years after a general election. Council must also prepare a Community Vision with an outlook of at least the next 10 years. This document presents both of these together under the four Strategic Objective areas of; Our vibrant and diverse economy, A healthy and inclusive community, a robust and thriving environment and a Council who serves its community. This draft document also incorporates the Municipal Health and Wellbeing Plan for the second time and the Long-Term Financial Plan.

RECOMMENDATION

That Council adopt the Draft Long-Term Community Vision, Council Plan 2021-2025 and long term financial plan to go on exhibition to the public for consideration as per our adopted Community Engagement Policy.

ATTACHMENTS

[Attachment: Draft Yarriambiack Council Plan 2021 - 2025](#)

DISCUSSION

The Draft Council Plan 2021-25 incorporating the Community Vision, Public Health and Wellbeing Plan, Long Term Financial Plan and Community Engagement Policy comes to Council for endorsement to go on public exhibition for the next four weeks.

The Draft Council Plan and accompanying documents presents four overarching strategic objectives to guide Council's direction over the next four years.

The Draft Council Plan and accompanying documents have been prepared following extensive community consultation throughout February, March and April and reflect the themes that were apparent across the Council.

The Municipal Health and Wellbeing Plan has been incorporated into the Council Plan for the second time and through the DFFS and Wimmera Primary Care Partnership Liveability Forums, agreed Wimmera themes have been incorporated including reducing incidents of Gendered Violence, reducing tobacco & alcohol consumption and providing a healthy climate.

Critical partnerships with service providers and key stakeholders sit behind these reports which have given a great foundation for Council to continue to work towards prevention, early intervention and population health outcomes.

Our newly adopted Community Engagement Policy has shaped the way we have put this document together.

The Community Vision and the long-term financial plan embedded with the Strategic Resource Plan shows how Council will achieve the strategic objectives of the Council Plan through finance and staffing resources.

The four overarching strategic objectives are:

- Our vibrant and diverse economy
- A health and inclusive community

AGENDA	Ordinary Meeting of Council
Issue Date: 23 June 2021	

- A robust and thriving environment
- A Council who serves its community

These four objectives are reflective of what our community said was important and respond to our key challenges through longer term priorities and an annual work plan of actions to report against. Key measures from audited sources will be used to monitor progress against what success looks like.

RELEVANT LAW

The requirement for a Council Plan, 10-year Community Vision, 10 year Long Term Financial Plan are set out at Part 4, Division 1 Planning and Financial Management of the *Local Government Act 2020*. The requirement for Council to have a Public Health and Wellbeing Plan is set out in the *Public Health and Wellbeing Act 2008*.

COUNCIL PLANS AND POLICIES

The Council Plan is the overarching Plan that sets the strategic objectives for Council over the four-year term. The objectives are used to drive the development of other plans, policies, services and activities undertaken by Council.

RELATED COUNCIL DECISIONS

Yarriambiack Shire Council adopted the 2017-2021 Plan at their June 2017 Ordinary Meeting and have reported against the Council Plan on an annual basis until 2019 and then on a biannual basis since 2019 with the addition of an annual Action Plan.

OPTIONS

1. Council could adopt the Council Plan in final, if satisfied the deliberative engagement principles of the Community Engagement Policy had been met.
2. Council could not endorse the Draft Council Plan for public exhibition.

SUSTAINABILITY IMPLICATIONS

The Council Plan is the overarching document that sets the strategic direction for Council operations. It determines the priorities, how they will be resourced through finance and staff and has clear measures for success in meeting the objectives.

The Draft Council Plan has objectives for growing the economy through diversification, strengthening the environment through a range of measures that combat emissions and waste recovery, concentrating on delivering community wellbeing services that are critical to our townships health and ensuring that Council serves the community in all aspects of governance.

COMMUNITY ENGAGEMENT

Extensive community consultation was undertaken with over thirty community sessions held across fourteen townships through day and evening meetings with approximately 200 residents attending.

Hard copy surveys were sent to all households and made available online with 356 responses received and collated.

Targeted online stakeholder meetings with Youth, Seniors, state health, education and government representatives.

It is recommended that the Draft Council Plan be sent to all those residents who provided their email address at sessions or on surveys, that copies be made available at Hopetoun and Warracknabeal Offices, adverts in the circulating newspapers and online over the next four weeks inviting commentary on the draft vision, plan and finances.

GENDER IMPACT ASSESSMENT

The Gender Equality Act 2020 requires entities to conduct gender impact assessments on all new policies, programs and services that directly and significantly impact the public as well as those up for review.

Gender Impact Assessment (GIA)	Status
Does this Council report recommendation c) Introduce a new policy, program and/or service; or d) Is it a review of a policy, program and/or service; that directly and significantly impacts the public?	YES <input type="checkbox"/> A GIA has been completed. NO <input checked="" type="checkbox"/> A GIA is not required.
Link to Gender Impact Assessment	GIA – NA

RISK

Utilising the Risk Management Framework the following assessment has been made:

Strategic Risk Description and Residual Risk Level	Action to Mitigate/Reduce Risk	Does Action maintain or reduce Residual Risk Level
Corporate Governance, Compliance and Liability Risk - Residual Risk Level Low	Council Plan Actions reported against on a biannual basis and reported on by the Mayor on an annual basis as required by the new Act.	Maintains Residual Risk Level
Strategy Execution and Change Management Risk - Residual Risk Level Medium	Operational resources including staff and finance attributed to the Council Plan objectives so they can be achieved	Maintains Residual Risk Level
Reputational Risk - Residual Risk Level Low	Measures that are independently verified to ensure ongoing targets are being met.	Maintains Residual Risk Level

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

The Draft Council Plan relies on a number of regional and state plans and policies including:

- Wimmera Mallee Destination Management Plan
- WDA Housing Strategy 2020
- Victorian Government Active Recreation Strategy
- Victorian Government Recycling Victoria

CONFLICTS OF INTEREST

All officers involved in the preparation of this report have declared that they do not have a conflict of interest in the subject matter of this report.

AGENDA	Ordinary Meeting of Council
Issue Date: 23 June 2021	

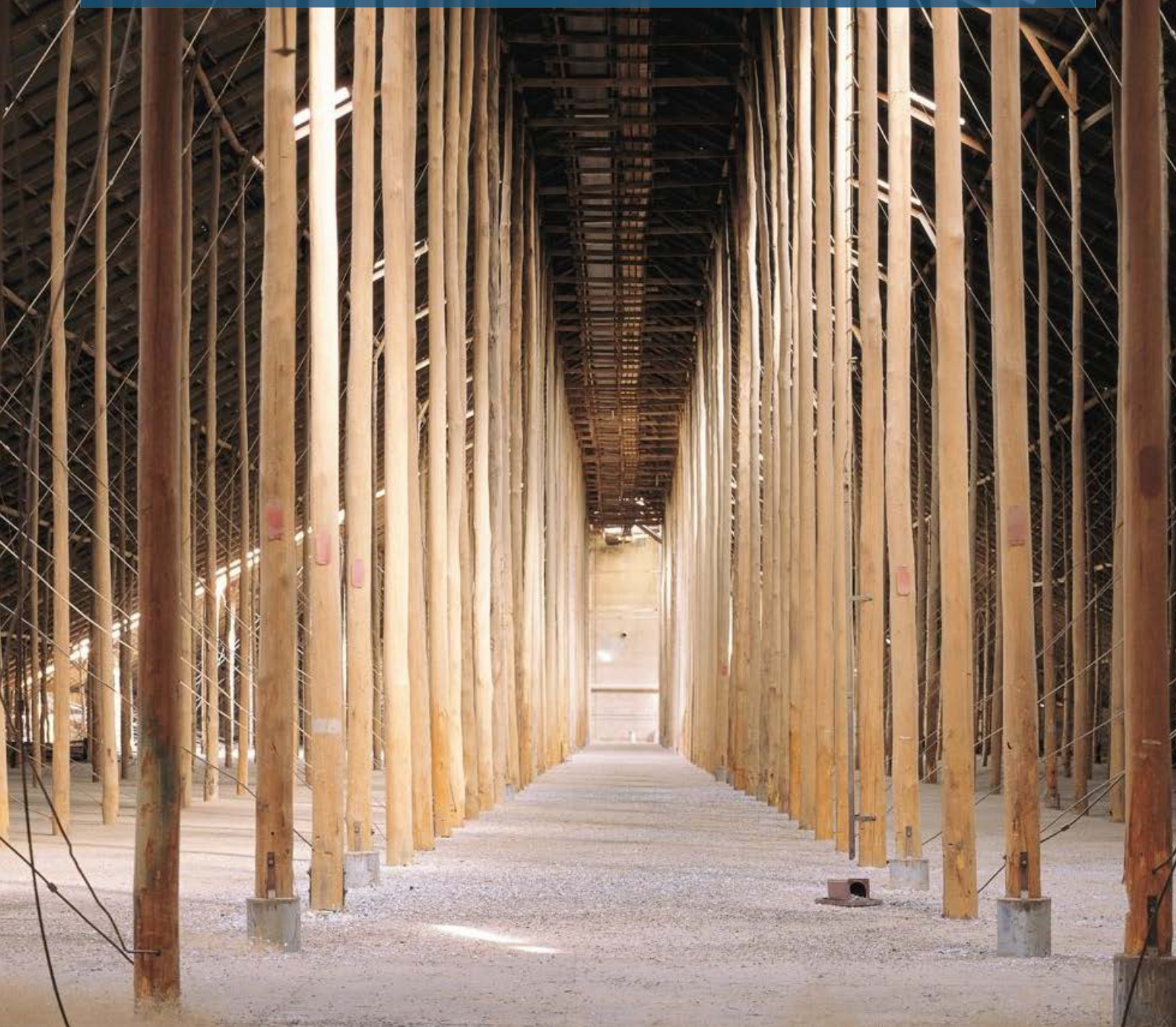
YARRIAMBIACK SHIRE COUNCIL

COUNCIL PLAN 2021 - 2025

JUNE 2021 - DRAFT

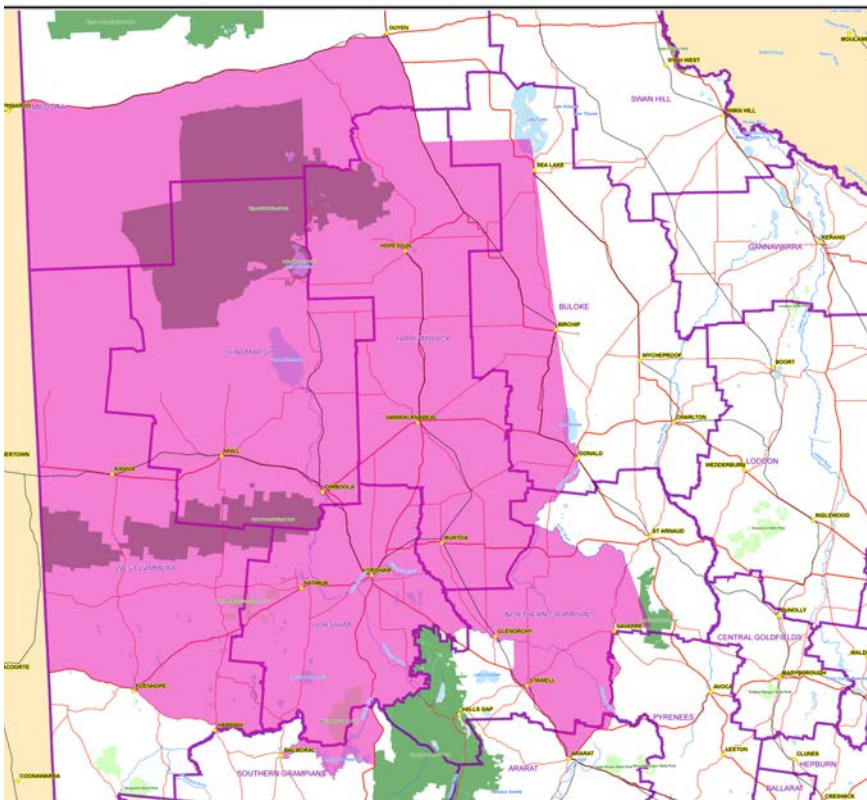


Yarriambiack
SHIRE COUNCIL



ACKNOWLEDGEMENT OF COUNTRY

'We acknowledge that the activities of this Council and Community plan are being held under the traditional skies and in the waterways and lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people, and Council pays respects to their Elders past, present and emerging as the custodians of the environment'



Traditional lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people. Map provided by Barengi Gadjin Land Council.

RESPECT AND RECONCILIATION STATEMENT

The Yarriambiack Shire Council declares its commitment to Aboriginal reconciliation, Yarriambiack Shire Council respects and acknowledges the First Nations People, the Wotjoboluk as traditional owners of the land, waterways, and skies on which Yarriambiack Shire Council carries out its functions. We acknowledge the traditional people and the cultural significance and history of the land.

Yarriambiack Shire Council is aware of the impact of alienation and other forms of injustice against Aboriginal people and through acknowledgment and understanding of these injustices. Council is committed to redressing them and moving forward together.

With respect and collaboration, Yarriambiack Shire Council embraces inclusiveness for our First People and aims to achieve this by working in a respectful and meaningful way.



CONTACT COUNCIL



If you would like to receive this publication in an alternative format, please phone Yarriambiack Shire Council on (03) 5398 0100 or email info@yarriambiack.vic.gov.au.

This document is also available on council's website www.yarriambiack.vic.gov.au.

Our Offices

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**Yarriambiack
Shire**

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COMMUNITY VISION

The Local Government Act 2020 is a principles based Act that ensures Council engages with their community. The Act requires that the Council uses deliberative engagement in the development of a Community Vision.

The Yarriambiack Community Vision will identify and set out the community priorities for the next 20 years and will guide the decision making of Council.

"A connected rural community who values its land and wellbeing..."

We will achieve this shared vision through:

- ✓ Supporting agriculture
- ✓ Strengthening business and tourism
- ✓ Staying connected through infrastructure
- ✓ Being a supportive Council
- ✓ Looking after our communities
- ✓ Being environmentally responsible



A WORD FROM THE MAYOR

On behalf of Council, I am very pleased to present the 2021-2025 Council Plan to the community. We have completely revamped our presentation to reflect our long-term vision and have devised four strategic objectives to assist council with its decision-making to achieve this vision.

The Local Government Act 2020 requires that these objectives be clearly expressed and measurable and reflect the outcomes of our deliberative community consultation process. We engaged our communities by conducting day and night meetings at the fourteen towns, distributing survey forms and holding on-line sessions with targeted stakeholders. The information and ideas expressed by residents have been collated and formatted to align with new strategic goals. Community engagement ensures that Council decisions are well informed.

The Public Health and Wellbeing Act 2008 requires that Council undertake extensive planning to develop a health and wellbeing policy that reflects the needs of our communities. Our health and wellbeing priorities have been incorporated within the four strategic objectives.

Our vision for the next two decades is that Yarriambiack Shire be a connected rural community who values its land and wellbeing. Four strategic objectives will drive this vision. Each objective reflects what our community said was important at the engagement sessions. Each objective sets out the challenges faced, the responses required to address these challenges and how success will be measured.

The strategic objectives are:

- A vibrant and diversified economy
- A healthy and inclusive community
- A robust and thriving environment
- A council who serves its community

Council is committed to building on our strengths to ensure that Yarriambiack Shire is the place where people want to live, play and invest. We are positive that this Council Plan will enable us achieve these goals.



A handwritten signature in dark ink that reads "Graeme Massey".

GRAEME MASSEY
MAYOR

OUR COUNCILLORS



Mayor
Cr Graeme Massey
Warracknabeal Ward
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Deputy Mayor
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Warracknabeal Ward
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Cr Tom Hamilton
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Cr Corinne Heintze
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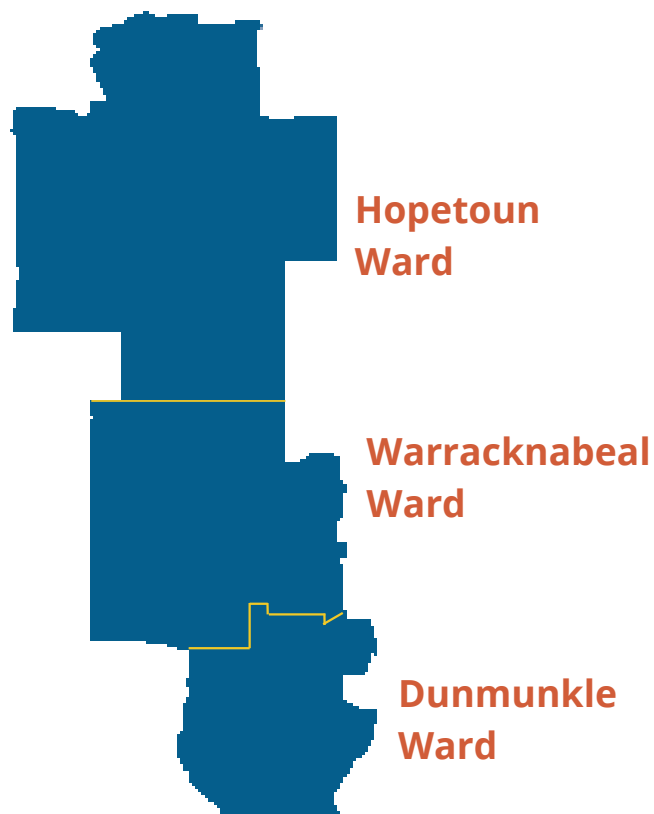
Cr Chris Lehmann
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THE ROLE OF COUNCIL

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

The Local Government Act 2020 is a principles-based act with the overarching principles centred on governance:

1. A Council must in the performance of its role give effect to the overarching governance principles.
2. The following are the overarching governance principles:
 - a. Council decisions are to be made and actions are taken in accordance with the relevant law;
 - b. priority is to be given to achieving the best outcomes for the municipal community, including future generations;
 - c. the economic, social, and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
 - d. the municipal community is to be engaged in strategic planning and strategic decision making;
 - e. innovation and continuous improvement is to be pursued;
 - f. collaboration with other Councils and Governments and statutory bodies is to be sought;
 - g. the ongoing financial viability of the Council is to be ensured;
 - h. regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
 - i. the transparency of Council decisions, actions and information are to be ensured.
3. In giving effect to the overarching governance principles, a Council must take into account the following supporting principles:
 - a. the community engagement principles;
 - b. the public transparency principles;
 - c. the strategic planning principles;
 - d. the financial management principles;
 - e. the service performance principles.

THE COUNCIL PLAN

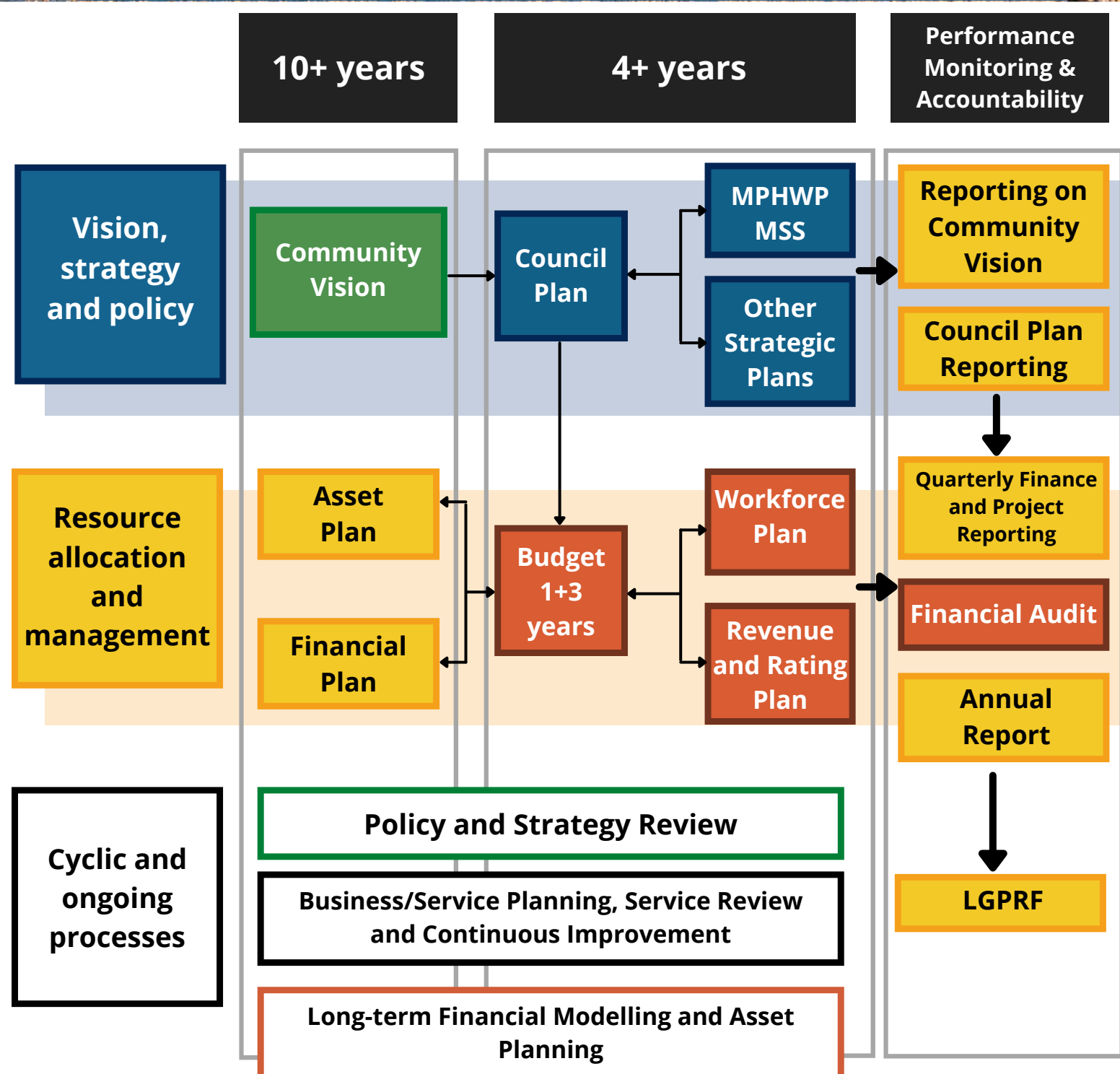
The Council Plan is Council's key medium-term strategic plan and should reflect the outcome of deliberative stakeholder and community engagement. The Council Plan describes the organisation's strategic objectives, strategies for achieving the objectives, strategic indicators for measuring progress and the resources required to implement the Council Plan.

The Local Government Act 2020 requires Council to develop a Council plan with the following inclusions:

1. 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.
2. A Council Plan must include the following:
 - a. the strategic direction of the Council;
 - b. strategic objectives for achieving the strategic direction;
 - c. strategies for achieving the objectives for a period of at least the next 4 financial years;
 - d. strategic indicators for monitoring the achievement of the objectives;
 - e. a description of the Council's initiatives and priorities for services, infrastructure and amenity;
 - f. any other matters prescribed by the regulations.
3. A Council must develop or review the Council Plan in accordance with its deliberative engagement practices and adopt the Council Plan by 31 October in the year following a general election.
4. The Council Plan adopted under subsection (3) has effect from 1 July in the year following a general election.

Effective performance reporting requires Council's strategic objectives to be well-expressed and measurable so that they clearly articulate the outcomes a council is seeking to achieve. Poor expression of strategic objectives can compromise the effectiveness of performance reporting and diminish accountability to the community. Council will need to ensure the strategic objectives and indicators are clearly expressed, measurable and aligned to one another.

THE COUNCIL PLAN



MPHWP MSS: Municipal Public Health and Wellbeing Plan and Municipal Strategic Statement

LGPRF: Local Government Performance Reporting Framework

COMMUNITY ENGAGEMENT POLICY

Our objective is to actively engage with our community in a genuine, responsive and simple way to ensure the decisions made by Council are well informed.

This policy will apply to all activities of Council that involve the public in problem-solving or decision making and use public input to make decisions. The Yarriambiack Shire Council 'community' refers to all individuals or groups associated with the Yarriambiack Shire Local Government Area (LGA), including, but not limited to, residents, ratepayers, businesses, and business associations, community groups and organisations, emergency services, schools, and educational institutions and churches.

When will we engage with our community?

Simple, when the subject affects you or your community group.



We will engage on community planning, visions, council plans and community action plans



We will consult on financial planning, budget, long term financial plans and rating and revenue strategies



We will consult on asset management, service levels and place-based planning.



We will consult on Council policies that impact our community

Engagement Outcomes

Stakeholders directly engaged in any consultation will be notified directly by email, mail or in person. Results of all community engagement will be placed on Yarriambiack Shire Council website.

This policy applies to Councillors, Council employees, and external consultants engaged by Council. As a broad principle Council recognises the role of Township Progress Associations in engaging the communities with Council.

What is deliberative community engagement?

Often Council engages passively, that is we ask the community to tell us if they are satisfied with the decisions we are making on their behalf that affect them. Deliberative community engagement differs by putting the processing and exchange of information at the heart of the decision making using small, specifically representative groups who consider the issue at depth.

Deliberative community engagement processes draw on group knowledge and intelligence resulting in better decisions that are supported and accepted by the wider public and increase shared accountability and idea ownership.

Why is community engagement important?

Effective community engagement with meaningful public participation is an essential foundation of a strong community and promotes active citizenry and a healthy democracy.

Community engagement enables Council to have a closer relationship with its community through an active exchange of information and ideas; promoting shared understanding, innovation and decisions that best represent the interests of our broader community.

COMMUNITY ENGAGEMENT POLICY

We recognise the value our community brings to understanding problems and risks to develop solutions that are more likely to be effective. In addition to the real life experience that community stakeholders can contribute to decision-making, the credibility of a decision is enhanced when it is the product of an open and deliberative process. Conversely, inadequate community engagement can alienate sections of the community and undermine trust. It is then more likely to result in poorly informed decisions on projects or issues that have a considerable impact on the community or a stakeholder group.

Who will we engage with?

People who are affected by the issue with valuable and diverse information and experience to inform better decision making.

To achieve effective engagement, it is important to ensure methods are in place to connect with and engage a broad cross-section of our community. Consideration will also be given to providing opportunity for engagement with those who are hard to reach, such as marginalised groups, the disadvantaged and geographically isolated pockets of our community.

How will we engage with our community?

We will be;

- Transparent with information to allow for informed engagement.
- Timely with information and ways to engage to ensure our community can participate.
- Remove barriers to people being able to engage with Council such as disability or distance.
- Upfront about how much opportunity there is to influence a decision.
- Let our community know how their input has influenced our decision.

Methods:



Mail



Website



Social Media



Newspapers



Radio



Phone



Email



Meetings



Workshops



Surveys



Pop Ups



Door Knock



Consultations



Posters

Key priorities to drive better community engagement



Digital Transformation: improved website and live streaming of council meetings



Customer experience: accessibility to information and technology support



Community stories: using plain English and valuing diverse local knowledge



Annual Review

Measures of success:



Performance Framework



Customer Service Charter



Customer Requests, Feedback and Complaints



Customer Satisfaction Survey

HOW WE ENGAGE ON THE COUNCIL PLAN

We invited our community members to have their say in the following ways:

- Over thirty community sessions held across our fourteen townships through day and evening meetings with approximately 200 residents attending
- Hard copy surveys sent to all households and an online survey advertised on social media, the Council website and in newspapers with 356 responses received.
- Targeted online stakeholder meetings with Youth, Seniors, Business, Farmers, Health providers, Education providers and State Government representatives.

We received a wealth of material from our community and other stakeholders and thank all who worked with us to identify the key priorities. We acknowledge the time and effort of the community members who attended forums and submitted surveys through the consultation phase. Council is committed to this Council Plan and will continue to seek your views to ensure it remains relevant.

STRENGTHS



Geographic Location
Between Melbourne and Mildura



Agricultural Diversity
Potential for value-add industries



Housing Affordability
\$179,000 Median house price



Innovative Community Enterprise
Initiatives contributing to livability



Increased Tourism
Building on Silo Art Trail



High Rates Of Volunteerism
Second highest in Victoria



Access to rivers, lakes and weirs
Recreational activities



High Levels of Community Safety
Feeling safe where you live

CHALLENGES



Ageing Infrastructure
Substantial investment required



Housing Availability
Lack of quality and availability



Access To Childcare and obtaining
a provider (No access in Council's
south)



Higher Education Access
Extensive travel for face-to-face



Climate Change and Adaptation
Significant investment required



Access To Transport
Limited and restrictive



Changing Demographics
Ageing population



Digital Connectivity
Poor internet connectivity

OUR COMMUNITY

6,674 residents



50.5% male / 49.5% female

Median Age = 50 years old

0-4 years

287 (4.3%)

5-14 years

772 (11.5%)

15-24 years

649 (9.7%)

25 - 44 years

1,124 (16.8%)

45 - 64 years

2,021 (30.3%)

Over 65 years

1,831 (27.4%)

7158 KM2 AREA = 1.07KM2 PER RESIDENT

ROADS AND INFRASTRUCTURE



817kms of sealed roads



4,004kms of gravel and natural roads

59kms of footpaths

87kms of kerb and channel

ECONOMIC DEVELOPMENT



1,003 Registered Businesses

\$2.5b Gross Regional Product
(Wimmera Southern Mallee)

158,000 Visitors to Yarriambiack (2019)

\$15m of building approvals (2019)

COMMUNITY FACILITIES & SERVICES

15 halls &
community centres14,846 Library
catalogue items26 parks &
playgrounds

COUNCIL SERVICES



121 EFT staff

6,972 rateable
properties1,476 Animal
Registrations

WASTE & RECYCLING



10 Transfer Stations

2,116 tonnes of waste collected per year
(3 year average)565 tonnes of recycling collected per
year (3 year average)

AGRICULTURE



640,655 hectares of agricultural land

1/4 of Victoria's wheat & barley is
produced in our shire

574 Agriculture businesses

AGED & DISABILITY SERVICES

16,512 meals
delivered1,620 hours
personal care6,193 hours domestic
assistance

YOUTH AND EARLY YEARS

17 Youth
Councillors15 FReeZA youth
events (3 years)135 3&4yo Kinder
enrollments

OUR HEALTH AND WELLBEING

Health and Wellbeing in Yarriambiack

The Public Health & Wellbeing Act 2008 requires that the Yarriambiack Shire Council undertakes extensive health and wellbeing planning in order to develop an informed and contemporary policy that responds to the current and future needs of our communities and environment.

The Act mandates that Council must “seek to protect, improve and promote public health and wellbeing within the municipal district”.

Community Health Priorities and Integration with the Council Plan 2021/2025

Council considers health and wellbeing as a vital aspect in determining the overall livability of our region. The importance of broader community health is of such significance that key health and wellbeing goals are incorporated within Council’s highest strategic document, the Council Plan 2021-2025. Integration of these goals ensures a continued focus on health and wellbeing across all services within the organisation which ultimately drives positive outcomes.

The health and wellbeing priorities and actions within the Council Plan have been developed through the assessment of various population health data sources, extensive community and stakeholder engagement and with regard to local, State and National public health policy.

Social Determinants of Health and Wellbeing

A healthy body is more than just being free of disease. Being healthy allows individuals to live a happy, fulfilling and meaningful life.

Specifically, social determinants include:

- Physical health
- Mental health
- Social connection
- Feeling safe
- Resilience

Through our identified health and wellbeing priorities, Council aims to improve the social determinants for all residents living in the Yarriambiack Shire.

OUR HEALTH AND WELLBEING

While there are a number of determinants that can influence population health and wellbeing, consultation with various stakeholders revealed the following priority areas are of the most significance to our communities:

Increase gender equity and reduce family violence

Improve the standards of gender equity and not just equality, while also focusing on reducing the incidence of family violence in our communities.

Reduce alcohol and tobacco consumption/use

Reduce the rates of alcohol consumption and tobacco use in the municipality through education.

Provide a healthy climate for residents

Provide residents with a healthy and sustainable environment that responds to the impacts of climate change.

These key priority areas are imbedded in the Council Plan strategic objectives.

Livability Indicators

- ✓ 84% of people like the environment and surrounding area that they live in
- ✓ On a rating level of 0-100, residents rated 84 as an indicator of 'how safe I feel'.
- ✓ Only 3% of people consider the level of safety in our local area as 'Poor'.
- ✓ Housing is more affordable, with the median house price being only 21% of the Victorian average.
- ✓ 45% of residents take part in team sports, well above the state average of 29%
- ✓ 89% of residents believe they can get help in the event of an emergency
- ✓ 61% of neighbours regularly chat with neighbours

Barriers / Challenges

- ✗ Yarriambiack has one of the highest rates of family violence (per 1000 people) in the region.
- ✗ Yarriambiack has a sexual offence rate over three times the State average.
- ✗ Yarriambiack has the highest assault offence in the region.
- ✗ The number of alcohol-related assaults in Yarriambiack is 55% above State average.
- ✗ 27% of residents are obese, compared to the State average of 19%.
- ✗ Only 52% of residents claim they have 'good' access to fresh fruit and vegetables, compared to 81% in Victoria.
- ✗ Residents undertake on average less physical activity than the State average.
- ✗ Days over 35 degrees are more than double that of Melbourne

STRATEGIC OBJECTIVE 1

A VIBRANT AND DIVERSIFIED ECONOMY

"Tap into the increased level of tourists coming through our towns."

"We need industry to generate jobs, to halt population decline. Attracting industry to our towns would help with that."

"Provide areas for housing development and continue to promote the region."

What our community said was important:

- Improved maintenance of roads
- Faster processing of permits
- Improve the art and cultural activities for residents and tourists
- Ensure roadside vegetation is maintained to allow for safe machinery usage
- Land availability and affordable housing options
- Safe and well-maintained footpaths
- Improved gravel supply for road maintenance
- Support existing business and attract new industry
- Access to childcare for working parents
- Increase access to alternate transport modes
- Tourism to stimulate the local community

Key challenges we face:

- Insufficient accommodation and dining options accompanied by sporadic availability of tourism products is causing low expenditure levels and shorter stay durations.
- Many small and medium businesses within the Shire are unable to focus on business development and innovation on top of day-to-day operations.
- Difficulties attracting skilled labour to grow and sustain business.
- Household internet access rates are low due to inequity in digital infrastructure, service quality and cost.
- Fluctuating funding streams, climate variability such as drought and flood and an increase in weight, size and frequency of freight vehicles has impacted the structural integrity of the rural road network.
- Agriculture is the dominant land use in our Council, but we lack the networks and supports to drive vertical integration and value adding.
- The Shire has minimum opportunities to access public transport which significantly inhibits transit flow into an out of the region for tourists and residents
- A lack of suitable land supply for housing development and a shortage of housing for rental or purchase is impacting on growth

STRATEGIC OBJECTIVE 1

A VIBRANT AND DIVERSIFIED ECONOMY

We're responding by:

- Improving the visitor experience through activities and services available
- Actively facilitating improved accommodation options
- Embedding art related experiences into the community
- Marketing the Silo Art Trail and wider Wimmera Mallee Tourism Experience
- Streamlining business applications made through the regulatory system
- Working with Wimmera Development Association and Small Business Victoria to support our small business network
- Workforce planning and skills gap identification at a local and regional level
- Actively applying for telecommunication Blackspot funding to State and Federal Government.
- Ensuring adequate land supply for residential growth
- Adopting well-informed long-term asset management strategies
- Lobbying for increased funding from State and Federal Governments towards infrastructure
- Consideration of a range of housing supply options to attract and retain residents
- Maintaining a safe road network that reflects our communities' priorities including the movement of agricultural machinery
- Reducing the number of movements on road by transferring freight to rail
- Ensuring land use does not compromise the right to farm
- Partnering with organisations such as Birchip Cropping Group to seek research and extension funding
- Advocating to Regional Roads Victoria for appropriate public transport options
- Developing innovative solutions to provide community transport options with stakeholders.



2021/2022 ACTIONS

A VIBRANT AND DIVERSIFIED ECONOMY

1. Install cabins at Warracknabeal and Hopetoun Caravan Park.
2. Seek funding to implement the Minyip Caravan Park Masterplan.
3. Install camp kitchens in Hopetoun and Warracknabeal.
4. Replace the amenity building at Warracknabeal Caravan Park.
5. Create a calendar of events to assist with marketing and promotion.
6. Provide businesses concierge services and funding through a dedicated monthly newsletter
7. Regional Development Australia Grampians 'For Want of a Worker' Strategy initiatives actively pursued to attract and train the future workforce.
8. Update the Community & Business Directory.
9. Application for 14 affordable dwellings to be built across the Shire through State Big Build funding.
10. Facilitate discussions between business owners to ensure opening hours, goods and services are suitable for consumers.
11. Utilising the Wimmera Southern Mallee Regional Partnership Digital Strategy to identify key areas for improvement and build an advocacy platform.
12. Advocate for equitable access in each township to the premier product for townships from the NBN multi platform technology mix.
13. Advertise the NBN Local community program – inviting NBN to attend community events to provide support and information.
14. Adopt a 10 year Asset Management Plan
15. Partnering with Wimmer Development Association to develop a distributed housing model which makes serviced land available for new homes to be built.
16. Review and set a new Road Management Plan including service levels for road types.
17. Apply for State or Federal funding to upgrade Heavy Vehicle routes.
18. Embed the predominant land use of agriculture into the local planning policy framework through a strategic planning scheme amendment.
19. Support the Birchip Cropping Group extension research into Indigenous planting.
20. Encourage value-adding as a sustainable option for existing products.
21. Seek funding to upgrade a second ramp at the Livestock Exchange.
22. Trial a modified community transport model that utilises existing Council vehicles.
23. Highlight job opportunities for working remotely to attract people to live and work in the Shire.

KEY OBJECTIVE 1

A VIBRANT AND DIVERSIFIED ECONOMY

What success looks like:

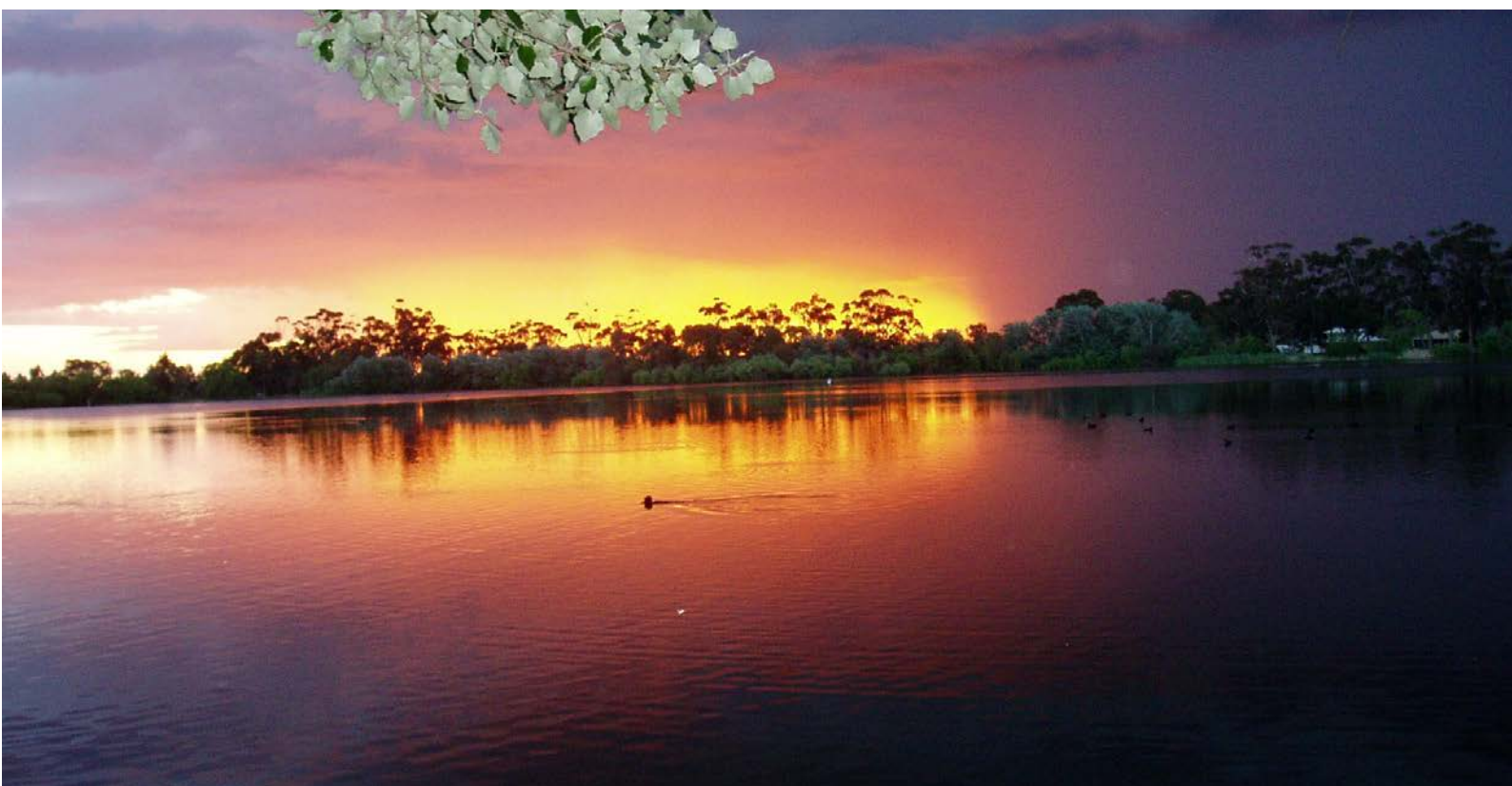
- Increased number of overnight stays in caravan parks
- Increased utilisation of Wimmera Mallee Tourism website
- Increased number of ABN registrations
- Increased number of telecommunication towers in the Shire.
- Customer satisfaction survey reports higher satisfaction with local roads
- Increased public transport usage
- Increased community health transport options
- Gross Domestic Product (GDP) increase through Australian Bureau of Agricultural Resource Economics and Sciences (ABARES)
- Positive media coverage
- Increased number of occupied dwellings

Supporting Council Services:

- Asset Management
- Land Use Planning
- Building Services
- Economic Development
- Tourism
- Operations

Relevant Council Plans and Strategies:

- Yarriambiack Economic Development and Tourism Strategy
- Wimmera Mallee Tourism Destination Management Plan
- Yarriambiack Asset Management Implementation Strategy
- Yarriambiack Municipal Strategic Statement



KEY OBJECTIVE 2

A HEALTHY AND INCLUSIVE COMMUNITY

"Greater services for the elderly - transport to appointments out of town and in town transport to access local shopping."

"Develop an early learning centre incorporating child care to support working parents within our community. Both during the day and after school care."

What our community said is important:

- Increased access to childcare
- Intergenerational activities
- Access to mental health support
- Attracting GPs and specialist health services
- Supporting volunteers
- Engaging youth in activities outside of sport
- Having modern recreational facilities
- Improved handyman support for elderly in their homes
- Support to reduce isolation for our older residents
- Accessibility to health and social events
- Quality of meals available to elderly

Key challenges we face:

- Our Shire has some of the poorest results in Victoria across the five early childhood development benchmarks.
- Attracting and retaining qualified early years staff in the municipality.
- Lack of coordinated integration across early use programmes and the system is difficult to navigate.
- Youth have access to minimal extracurricular activities and are experiencing extreme disadvantage and hardship.
- Poorer health outcomes for our residents are compounded by accessibility issues and complex funding that result in high service costs in the health sector.
- Tyranny of distance preventing residents to participate in sport or physical activities not locally available.
- Our population is ageing and is already significantly above the state average age resulting in a skewed service delivery model in Positive Ageing.
- The need to ensure that our community can age in a place with a positive experience in housing, employment and activities.
- A changing demographic with the population becoming older is requiring intervention to ensure connectedness and overcome the impacts of isolation.
- Communities are becoming more reliant on volunteers and have an increasingly mature expectation of service delivery that Council must balance with competing priorities.
- A large network of sport and recreation facilities that are being underutilised and are at end of useful life.
- Sport participation above state average with a high reliance on volunteerism in an increasingly governed environment.
- An ageing population in need of passive recreation opportunities are unable to find suitable environments such as accessible walking tracks.
- The pool of volunteers is decreasing and reliance on their services is increasing.

KEY OBJECTIVE 2

A HEALTHY AND INCLUSIVE COMMUNITY

We're responding by:

- Ensuring the appropriate buildings to accommodate early years learning.
- Attracting and retaining quality early years staff.
- Ensuring high levels of engagement and access to the myriad of services available to children, youth and families.
- Attracting funding to support Early Years and Youth activities across the Shire and region.
- Close relationships with the health services located in our Shire and wider regional footprint.
- Partnering with health services to deliver co-current health promotion activities.
- Master planning for future sport and recreation facilities.
- Maintaining a contemporary Sport and Recreation Strategy to ensure appropriate investment of resources.
- Developing strong relationships with key sporting funding agencies and peak bodies.
- Providing opportunities for passive recreation such as accessible walking tracks.
- Supporting volunteers to maintain their high level of service provision.
- Assisting Communities to develop and identify their own development profile through Community Action Plans.
- Recognising the changing demographics and ensuring that service delivery is well-targeted and efficient.
- Raising awareness with our older population about the services available to enable them to remain in the community.
- Ensuring adequate housing diversity and supply for those older people looking for suitable independent accommodation.
- Advocating strongly to remain a provider of Commonwealth Home Support Programme services.



2021/2022 ACTIONS

A HEALTHY AND INCLUSIVE COMMUNITY

1. Expand the Warracknabeal Children's Centre to accommodate the higher demand in kindergarten and childcare.
2. Seek funding for Dunmunkle Early Years and Childcare Centre.
3. Re-engage with health services (post- covid) to embed intergenerational activities.
4. Active involvement with the Regional Partnership Strengthening Children in Communities Program.
5. Seek internal or external funding allocations to provide meaningful playgroup programs to families
6. Encourage the use of Library facilities across the Shire for all children and youth.
7. Deliver short courses that assist Young people to gain employment.
8. Support community initiatives that raise awareness of gender equity and family violence.
9. Support volunteers by coordinating their statutory requirements such as Police Checks.
10. Continue to implement Council's Cigarette Sales to Minors Program to improve retailer compliance and reduce in incidence of tobacco use in our younger demographic.
11. Promote awareness through social media on the signs of family violence and the support mechanisms in place available for victims.
12. Develop masterplans for Murtoa and Warracknabeal Recreation Facilities.
13. Seek funding for the design and development of Murtoa Rabl Park Youth Park, Warracknabeal Pump Track and Hopetoun Skatepark upgrades.
14. Develop a Participation Plan for the Beulah, Brim and Rupanyup Recreation Reserves as part of the 2020 Community Sport Infrastructure Stimulus Funding.
15. Become a Local Government Authority VicSport Member.
16. Continue to assist Sporting Clubs and Community Organisations with funding or grant applications to support sport, active and passive recreation programs, initiatives, or infrastructure.
17. Liaise with communities to ensure all Community Action Plans are up to date.
18. Ensuring representatives from Council attend Progress Association and Consultative Meetings.
19. Promote the Library facilities across the Shire and encourage usage of all resources.
20. Advocate for GP services and specific specialist services to be delivered in place, eg dialysis.
21. Utilise the Words on Wheels Van for the delivery of library items and engage communities as a social interaction space.
22. Annual roadshows with Regional Assessment officer to promote services available
23. Provide appropriate support mechanisms and resources to successfully implement community transport model
24. Implement new client management system to improve our quality of service to clients of the Commonwealth Home Support Program
25. Maintain support and promotion of Council's Access and Inclusion Plan to encourage participation and social connection for residents of all abilities.

KEY OBJECTIVE 2

A HEALTHY AND INCLUSIVE COMMUNITY

What success looks like:

- Increased participation in early years programmes to universal enrolment
- Improvements in Australian Early Development Census data, in one or more development areas
- Increased participation in youth council activities
- Improvement in health determinant data through the biannual Victoria Health survey
- A reduction in the incidence of domestic violence
- Increased participation in sporting clubs
- Level of capital grant funding to improve sport and recreation facilities
- Customer satisfaction survey report higher satisfaction in community development
- Universal access to Commonwealth Home Support Programs
- Annual feedback from Commonwealth Home Support Program clients in survey form
- Number of volunteers supported

Supporting Council Services:

- Maternal Child and Health
- Playgroup
- Early Years service coordination
- Kindergarten
- Youth
- Community Development
- Libraries
- Sport and Recreation
- Project Management
- Positive Ageing

Relevant Council Plans and Strategies:

- Municipal Early Years Plan
- Yarriambiack Children and Youth Strategy
- Disability Action Plan
- Community Engagement Policy
- Community Action Plans
- Yarriambiack Sport and Recreation Strategy



KEY OBJECTIVE 3

A ROBUST AND THRIVING ENVIRONMENT



"We need options for waste disposal for farmers that don't have bin pick up."

"Recycling needs to be a priority."

"The state of the water quality and water management in the creek needs improvement."

What our community said is important:

- Improve our waste recycling
- Look at opportunities for hard waste collection
- Make sure our elderly are supported during the heatwaves
- Protect our recreational water
- Ensure all towns have access to recreational or environmental water
- Preserve the native vegetation
- Plant more trees in townships
- Attract more investment for renewables

Key challenges we face:

- The high costs of waste management are continuing to increase and practices to reduce waste are not having a material impact on the cost to deliver the service or volumes being collected.
- Limited end product markets for recycled products is producing a glut in supply.
- The Shire has high renewable energy resources of wind, solar and biomass but growth investment is limited by poorly integrated grid capacity.
- A drying climate is affecting our agricultural landscape and increasing temperatures have health related impacts on our ageing population.
- Remnant native vegetation is not being preserved causing salinity issues and reducing wildlife corridors.
- Native vegetation is being negatively impacted by climate variability and posing a risk to health.
- High value recreational water supply access creates a strong community and tourism product that is vulnerable in variable climate conditions.

COUNCIL PLAN

2021 - 2025

KEY OBJECTIVE 3

A ROBUST AND THRIVING ENVIRONMENT

We're responding by:

- Restoration plans for all closed or soon to be closed landfill pits.
- The rollout of the State Government's circular policy.
- Educating the community about waste recovery opportunities.
- Educating the community about climate resilience.
- Increasing access to heat-reducing treatments such as shade.
- Ensuring robust emergency management strategies for climate events such as fire, floods and heatwaves.
- Working closely with partners in Landcare to increase the area of land under conservation.
- Working with regional partners to ensure an ongoing supply of recreational and environmental water to Yarriambiack Shire waterways and looks at opportunities to increase supply
- Identifying and educating communities around high ecological value landscapes across the Shire.
- Working with stakeholders to strengthen weed and pest management to preserve high ecological value native vegetation.



2021/2022 ACTIONS

A ROBUST AND THRIVING ENVIRONMENT

1. Funding to deliver a glass crusher that reduces waste.
2. Develop a Waste Management Strategy
3. Identify Council's resourcing requirements to implement the Victorian Government's waste reform targets
4. Participate in Municipal Association Victoria Procurement to group purchase green energy offsets to Council's power contracts.
5. Development of an Environmental Strategy
6. Encourage community groups to seek funding to install solar.
7. Install solar on Council-owned – Community-managed buildings.
8. Update the Tree Policy, Tree register and ensure a risk-based approach to tree maintenance across the Shire.
9. Streetscape works targeted at reducing the heat impacts in main street districts.
10. Continue collaboration with Catchment Management Authority for projects that encounter the environmental impacts of roadside weeds and pests.
11. Seek additional environmental water for Minyip and Warracknabeal initiatives.
12. Design Integrated water management systems for the larger townships to ensure preservation of stormwater.
13. Support Yarrilinks and Mallee Landcare in attracting funding to the Shire for environmental projects.
14. Advocate to reduce the grid infrastructure capacity issues.



KEY OBJECTIVE 3

A ROBUST AND THRIVING ENVIRONMENT

What success looks like:

- Reduced volume of waste to landfill
- Universal participation in additional bins
- Rehabilitation of closed landfill sites
- Customer Satisfaction Survey records high satisfaction with waste services
- Increased investment in renewable energy infrastructure
- Improved grid infrastructure and capacity
- Working with regional counterparts to implement the Grampians New Energy Taskforce initiatives through the newly formed Regional Energy Zones
- Utilising renewable energy to power Council assets
- Emission targets identified and implemented over the Council Plan duration
- Volume of recreational and environmental water supply increased
- Socio economic impact of waterways grows annually

Supporting Council Services:

- Waste and Resource Recovery
- Sustainability
- Project Management
- Emergency Management

Relevant Council Plans and Strategies:

- Yarriambiack Waste Strategy



KEY OBJECTIVE 4

A COUNCIL WHO SERVES ITS COMMUNITY

"Try new ways for the community to engage with councillors and to provide feedback."

"Continue to keep the public in the loop. Highlight what Shire employees do."

"Make better use of the community newsletters to provide relevant information on anything that affects our community."

Improve communication to our little towns."

"Financial management - address the excessive rate burden on farming business."

What our community said is important:

- Keep a range of communication options available to customers
- Make sure consultation is accessible including outside business hours
- Value for rates paid
- Advocate for all the communities
- Maintain face to face customer service
- Make sure council is accountable to community requests

Key challenges we face:

- Our Councillors are required to meet increasing community needs whilst operating in a highly governed legislative framework underpinned by financial constraints.
- Attracting and retaining high quality staff to ensure quality service provision to our community.
- Keeping our community informed about Council through a range of platforms with a changing media landscape and a disparate population.
- Having the plant and materials to deliver the expected services.
- Maintaining a strong governance framework with limited staff resources and expertise in an increasingly governed environment.
- Ensuring a strong advocacy platform on a range of issues that impact our community to ensure we can effectively lobby and maintaining strong stakeholder relationships to leverage Council's advocacy in a fast moving political environment.
- Remaining financially viable within a constrained operating environment and being heavily reliant on external grants and funding to maintain service levels.

KEY OBJECTIVE 4

A COUNCIL WHO SERVES ITS COMMUNITY

We're responding by:

- Promoting continuous professional learning for Councillor development.
- Supporting our Councillors in performing their roles and responsibilities.
- Having a robust Workforce Organisational Plan that supports our culture.
- Promote professional development opportunities for staff
- Improve the functionality and accessibility of customer service to our community both online and in person and ensure it remains contemporary
- Provide a range of communications aligned to our residents and stakeholders needs.
- Remaining focused on reducing outstanding audit and risk items as an all of Council priority.
- Embedding good governance in all decision making made by Council.
- Secure representation on relevant Federal, State, regional and local bodies



2021/2022 ACTIONS

A COUNCIL WHO SERVES ITS COMMUNITY

1. Councillor professional development through forum and peer led education.
2. Councillors to be kept informed about community events/issues and up to date with legislative compliance.
3. Cultural Audit and Workforce Plan carried out to identify skill gaps and training requirements.
4. Develop a Training Matrix/Plan to deliver on skill gaps and training requirements.
5. Action on 'People Matters Survey' to improve gender equality and culture.
6. Ensure performance reviews reflect accountability in all staff roles.
7. Review the risk register at an operational level
8. Monitor, maintain and report on Audit outcomes.
9. Upgrade the Council's website.
10. Strong collaboration between Council and the Audit & Risk Committee including annual interactions with Councils internal and external auditors.





COUNCIL PLAN

2021 - 2025

KEY OBJECTIVE 4

A COUNCIL WHO SERVES ITS COMMUNITY

What success looks like:

- Number of professional development sessions attended by Councillors.
- Turnover maintained below 10% - excluding retirements.
- Number of professional development sessions attended by Staff.
- Quarterly meetings with State and Federal politicians and identified stakeholders.
- Number of website visits.
- Number of social media engagements increased.
- Compliance with the governance and management checklist.
- A minimal number of audit actions outstanding.

Supporting Council Services:

- Governance
- Executive Assistance
- Finance
- Customer Service
- Human Resources
- Media

Relevant Council Plans and Strategies:

- Media Strategy
- Governance Rules
- Revenue and Rating Strategy
- Annual Budget
- Annual Report
- Long Term Financial Plan
- Workforce Strategy* (New Strategy 2021)



2021 - 2030 LONG TERM FINANCIAL PLAN AND 2021 - 2025 STRATEGIC RESOURCE PLAN

JUNE 2021 - DRAFT



Yarriambiack
SHIRE COUNCIL



STRATEGIC RESOURCE PLAN LONG TERM FINANCIAL PLAN

HOW WE WILL RESOURCE THE COUNCIL PLAN

Development

The Council's Strategic Resources Plan and Long Term Financial Plan have been prepared in accordance with the requirements of the Local Government Act 2020. The Act requires the Council to prepare and approve a four-year Council Plan, including a Strategic Resource Plan and a ten-year Long Term Financial Plan.

Strategic Resource Plan

The Strategic Resource Plan includes a four-year financial estimate that comprises the standard statements of the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works, Statement of Human Resources, four-year Capital Works Expenditure and a Summary of planned Human Resources Expenditure.

The Strategic Resource Plan identifies the financial and non-financial resources required over the four-year period of 2021-2025. The purpose of the Strategic Resource Plan is to ensure adequate resources are available to maintain services at levels established by the Council and to implement the Council Plan priorities. It also helps to establish a basis from which to measure Council's adherence to its policies and strategies and to plan for long-term financial sustainability for the municipality.

Long Term Financial Plan

The purpose of the Long Term Financial Plan (LTFP) is to set out Council's objectives and recommendations for ensuring that Council's finances remain sustainable in the long term.

Ultimately, Council's finances are sustainable in the long term only if they are strong enough to allow Council to manage likely developments and unexpected financial shocks without having to introduce substantial or disruptive revenue (or expenditure) adjustments. The Plan expresses in financial terms the activities that Council proposes to undertake over the short, medium and long term and will guide the future strategies and actions of Council to ensure that it continues to operate in a sustainable manner.

In order for a situation to be sustainable both present and future needs must be satisfied. Extending this definition to financial sustainability requires Council to manage its resources so that our financial commitments can easily be met both now and in the future. It ensures equality between generations of ratepayers in that each generation is responsible for the costs of the resources that they consume.

The key documents that Council uses to set its financial direction are:

- The Annual Budget – one year view
- The Strategic Resource Plan – four year view
- The Long Term Financial Plan – 10 year view

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STRATEGIC RESOURCE PLAN LONG TERM FINANCIAL PLAN

Effective planning and reporting is essential for demonstrating to the community where Council funds are derived and expended.

Yarriambiack Shire Council (Council)

- Has functions and authority conferred on it by the Victorian Parliament
- Provides governance and leadership for the local community through advocacy, decision making and leadership.
- Is accountable to the local community in the performance of its functions, the exercise of its authority and the use of its resources

Council is responsible for many services, facilities, assets and infrastructure, which provide a range of benefits to the community. These responsibilities are undertaken with transparency and accountability by preparing and reviewing our plans in consultation with the community and reporting on our performance on a monthly and annual basis.

Council has adopted a number of key strategic plans that have been considered in developing this Strategic Resource and Long Term Financial Plans. Some of these plans outline Council's vision for improved services to the community and will require investment in infrastructure and additional resources.

One of these plans is the Strategic Resource Plan and the Long Term Financial Plan which Council will review each year.

The Purpose of the Strategic Resource Plan and Long Term Financial Plan

- Establish a financial framework over the next four years to ensure our strategic objectives, as expressed in the Council Plan, are achieved.
- Provide an assessment of the resources (financial and non-financial) required to accomplish the objectives and strategies included in the Council Plan (non-financial resources are assumed to include human resources and the asset base, which are all referred to in various parts of the Strategic Resource Plan).
- Establish a basis to measure our adherence to policies and strategies
- Plan for the long-term financial sustainability of the shire.

Borrowings

- Long term borrowing and intergenerational equity
- Future debt level
- Debt principles

Investment

- Investment principles

Capital Works

- Asset expenditure
- Asset renewal
- Asset revaluation
- Long term capital plan
- Asset capitalisation
- Asset depreciation

Council Services

- Service planning and provision
- Rural living

Rating Strategy

- Rating structure
- Rating differentials
- Property valuations
- Waste service charges

STATEMENT OF COMPREHENSIVE INCOME

	Forecast					Projections					
	Actual	Budget									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	12,866	13,040	13,342	13,609	13,882	14,159	14,442	14,731	15,026	15,326	15,556
Statutory fees and fines	169	177	191	195	199	203	207	211	216	220	223
User fees	742	849	873	891	909	927	945	964	983	1,002	1,017
Grants - Operating	10,005	8,890	7,457	7,606	7,758	7,913	8,071	8,232	8,397	8,565	8,693
Grants - Capital	3,818	4,259	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,360
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	252	229	299	305	311	317	323	330	336	343	348
Other income	436	445	343	349	355	362	368	375	382	389	395
Total income	28,288	27,889	23,846	24,295	24,753	25,221	25,697	26,184	26,680	27,185	27,593
Expenses											
Employee costs	10,709	11,095	11,024	11,280	11,542	11,812	12,088	12,371	12,661	12,813	13,005
Materials and services	4,871	9,189	5,081	5,258	5,568	5,608	5,803	6,006	6,361	6,434	6,530
Depreciation	5,043	5,200	5,385	5,547	5,713	5,884	6,061	6,243	6,430	6,623	6,719
Amortisation - right of use assets	150	155	159	164	169	174	179	184	190	196	202
Bad and doubtful debts	1	1	1	1	1	1	1	1	1	1	1
Contributions and donations	563	727	682	695	708	722	736	750	764	779	791
Borrowing costs	0	2	2	2	1	1	1	1	1	0	0
Finance Costs - leases	20	20	20	20	20	20	20	20	20	20	20
Other expenses	1,584	1,887	1,426	1,474	1,524	1,576	1,629	1,685	1,743	1,802	1,829
Total expenses	22,941	28,275	23,780	24,440	25,246	25,797	26,518	27,260	28,170	28,667	29,097
Surplus/(deficit) for the year	5,347	-386	65	-145	-493	-576	-820	-1,077	-1,491	-1,482	-1,504
Other comprehensive income											
Net asset revaluation increment /(decrement)	500	500	500	500	500	500	500	500	500	500	500
Total comprehensive result	5,847	114	565	355	7	-76	-320	-577	-991	-982	-1,004

COMMENTARY: STATEMENT OF COMPREHENSIVE INCOME

Income

Rates and charges

Rates income is the amount that Council will receive as a result of raising rates and related charges on properties each financial year. Other charges included here are charges levied for the kerbside collection of garbage and recycling.

Assumptions:

- Rate capping percentage increase (%) consistent with Consumer Price Index (CPI).
- Waste management charge increases above Consumer Price Index in the first 3 years due to Federal and State Government policy changes.

Statutory fees and fines

Statutory fees and fines comprise income generated for Council as a result of Federal or State legislation or Council by-laws, including planning fees, building fees and animal registrations.

Assumptions:

- Percentage increase (%) consistent with Consumer Price Index.
- Increased building and planning permits issued from 2021/22 due to pool and spa compliance requirements.

Grants – operating

These are Federal and State government grants received for operational projects/programs. To be considered recurrent, the grant funding agreement must be for a term greater than two years. Included within this category is the Federal Grants Commission funding, funding for Aged Care and Children's Services and further funding for a wide range of services provided by Council.

Non-recurrent operating grants are those where funding is expected as a once off payment or payments to be received within a period less than two years and for operational purposes.

Assumptions:

- Grants Commission funding has been forecast to increase by Consumer Price Index.
- All other operational grants are forecast to increase by Consumer Price Index.
- Only non-recurrent operating grants included in the 10 year major projects plan are included in the Long Term Financial Plan.

COMMENTARY: STATEMENT OF COMPREHENSIVE INCOME

Grants – capital

Recurrent capital grants are grants acquired for a capital purpose to be received for a period of greater than two years. Included in this item are the grants for the Roads to Recovery program.

Non-recurrent capital grants are those where funding is acquired for once off capital projects.

Assumptions:

- It is assumed that the Roads to Recovery program will continue for the life of the Long Term Financial Plan.
- Total value of funding received is spent on capital works projects.
- Only capital grants included in the 10 year Major Projects Plan are included in the Long Term Financial Plan.

Other income

Other income represents income that cannot be classed into the above categories, and includes items such as reimbursements, interest on outstanding rates and bank investments and contributions from community groups.

Assumptions:

- Interest income is linked relative to the value of cash holdings.
- Other non-specific Council income has assumed an annual percentage increase linked to the increase in average material costs. This includes all reimbursements.

Expenses

Employee costs

Employee costs include salary, wages and other costs of employing staff (e.g. WorkCover, superannuation, leave entitlements, industry allowances). Employees are an integral part of the success of Yarriambiack Shire Council. The majority of Council services and programs are delivered through our staff. To manage costs pressures, the Council must continually look at improved ways of delivering services to its community. The Council's current Enterprise Agreement was certified in May 2021, the outcomes from the Enterprise Agreement are reflected in this version of the 10 Year Plan and is a key determinant of employee cost increase.

Assumptions:

- Annual Enterprise Bargaining Agreement increase and performance-based band and level increase for staff.
- Other on-cost movements i.e. superannuation, leave loading, allowances, and staff training.

COMMENTARY: STATEMENT OF COMPREHENSIVE INCOME

Materials and services

Payments for materials and services comprises goods and services purchased for the general operations and activities of Council and the cost of non-recurrent operational items funded through Council's major projects budget process. Section 186A of the Local Government Act 1989 remains in effect after 01 July 2021, until Council adopts a revised Procurement Policy. Under the Local Government Act 1989 all service contracts over \$150,000 must be tendered to ensure competitive outcomes. In addition to legislative requirements, the Council has its own procurement framework which meets the quality assurance requirements under AS/NZS ISO 9001:2008.

Financial outcomes are a key consideration in procurement activities; however, the Council also seeks to leverage off other nonfinancial benefits contained in its procurement policy. These include supporting sustainability outcomes in the form of social sustainability and environmental sustainability. The policy direction also seeks to achieve outcomes that benefit local business where applicable.

Assumptions:

- Annual increase on all contract payments, materials and services.
- Operational resources as identified in the Council Plan.
- Additional resources allocated towards infrastructure maintenance and renewal.
- Increased costs due to changes in the recycling industry.

Depreciation

Depreciation represents an allocation of the current replacement cost of Council assets over their remaining economic life.

Assumption:

- Asset and infrastructure modelling has been used to determine depreciation expenditure for the LTFFP. The modelling is based on current asset valuations and takes into consideration the forecast capital works and asset disposals.

Borrowing costs

Finance costs include the interest paid by Council on loans. The budget reflects the movement in the total outstanding loan balance in accordance with Council's borrowings strategy.

Other expenses

This expense category comprises insurances, audit fees, legal costs, postage, bank charges etc.

Assumptions:

- Other expenses are expected to increase annually by Consumer Price Index.



STATEMENT OF BALANCE SHEET

	Forecast		Projections								
	Actual	Budget									
	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	8,536	1,916	1,863	1,759	1,335	1,474	1,470	1,305	963	888	891
Trade and other receivables	3,267	2,000	1,900	1,929	1,957	1,987	2,017	2,047	2,078	2,109	2,140
Other financial assets	232	250	253	255	258	260	263	265	268	271	273
Inventories	1,040	1,000	1,010	1,020	1,030	1,041	1,051	1,062	1,072	1,083	1,094
Investments	4,321	3,366	3,383	3,400	3,417	3,434	3,451	3,468	3,486	3,503	3,521
Total current assets	17,395	8,532	8,409	8,363	7,997	8,195	8,252	8,148	7,867	7,853	7,919
Non-current assets											
Investments in associates, joint arrangement and subsidiaries	200	200	200	200	200	200	200	200	200	200	200
Property, infrastructure, plant & equipment	145,719	155,275	156,054	156,548	157,017	157,032	156,953	156,788	156,394	155,752	155,019
Right-of-use assets	937	950	950	950	950	950	950	950	950	950	950
Total non-current assets	146,856	156,425	157,204	157,698	158,167	158,182	158,103	157,938	157,544	156,902	156,169
Total assets	164,252	164,957	165,613	166,061	166,164	166,377	166,355	166,085	165,411	164,756	164,088
Liabilities											
Current liabilities											
Trade and other payables	1,979	2,060	2,118	2,176	2,237	2,473	2,717	2,968	3,227	3,493	3,769
Trust funds and deposits	29	20	20	20	20	20	20	20	20	20	20
Provisions	3,189	3,251	3,314	3,379	3,445	3,512	3,580	3,650	3,721	3,794	3,868
Interest-bearing liabilities	21	49	49	49	49	49	49	49	49	49	49
Lease liabilities	335	335	335	335	335	335	335	335	335	335	335
Total current liabilities	5,552	5,715	5,836	5,959	6,085	6,388	6,701	7,022	7,353	7,691	8,041
Non-current liabilities											
Provisions	637	650	662	675	688	702	716	730	744	758	773
Interest-bearing liabilities	41	451	402	353	304	255	206	157	108	59	10
Lease liabilities	595	601	607	613	619	626	632	638	645	651	657
Total non-current liabilities	1,274	1,702	1,672	1,642	1,612	1,582	1,553	1,525	1,496	1,468	1,441
Total liabilities	6,826	7,417	7,507	7,601	7,697	7,971	8,255	8,547	8,849	9,159	9,481
Net assets	157,426	157,541	158,105	158,460	158,467	158,406	158,101	157,538	156,562	155,596	154,607
Equity											
Accumulated surplus	80,931	80,545	80,610	80,465	79,972	79,396	78,575	77,498	76,007	74,526	73,022
Reserves	76,495	76,995	77,495	77,995	78,495	79,010	79,525	80,040	80,555	81,070	81,585
Total equity	157,426	157,540	158,105	158,460	158,467	158,406	158,100	157,538	156,562	155,596	154,607

COMMENTARY: STATEMENT OF BALANCE SHEET

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.

Trade and other receivables are monies owed to council by ratepayers and other.

Other Assets includes items such as prepayments for expenses that Council had paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services.

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.

Liabilities

Trade and other payables are those to whom Council owes monies as at 30 June.

Provisions include accrued long service leave, annual leave sick leave owing to employees and rehabilitation costs for ceased landfill and gravel pit sites.

Interest-bearing loans and borrowings are borrowings of Council.

Equity

Reserves

Reserves contains both a specific cash backed reserve and asset revaluation reserves. The cash backed reserve is a small infrastructure fund for aerodromes.

The asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations. Asset valuations are required to be considered annually and formally revalued if there is a material change.

Accumulated surplus

Accumulated surplus is the value of all net assets less specific reserve allocation and revaluations that have built up over the financial year.

STATEMENT OF CASH FLOW

	Forecast					Projections					
	Actual	Budget									
	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	8,536	1,916	1,863	1,759	1,335	1,474	1,470	1,305	963	888	891
Trade and other receivables	3,267	2,000	1,900	1,929	1,957	1,987	2,017	2,047	2,078	2,109	2,140
Other financial assets	232	250	253	255	258	260	263	265	268	271	273
Inventories	1,040	1,000	1,010	1,020	1,030	1,041	1,051	1,062	1,072	1,083	1,094
Investments	4,321	3,366	3,383	3,400	3,417	3,434	3,451	3,468	3,486	3,503	3,521
Total current assets	17,395	8,532	8,409	8,363	7,997	8,195	8,252	8,148	7,867	7,853	7,919
Non-current assets											
Investments in associates, joint arrangement and subsidiaries	200	200	200	200	200	200	200	200	200	200	200
Property, infrastructure, plant & equipment	145,719	155,275	156,054	156,548	157,017	157,032	156,953	156,788	156,394	155,752	155,019
Right-of-use assets	937	950	950	950	950	950	950	950	950	950	950
Total non-current assets	146,856	156,425	157,204	157,698	158,167	158,182	158,103	157,938	157,544	156,902	156,169
Total assets	164,252	164,957	165,613	166,061	166,164	166,377	166,355	166,085	165,411	164,756	164,088
Liabilities											
Current liabilities											
Trade and other payables	1,979	2,060	2,118	2,176	2,237	2,473	2,717	2,968	3,227	3,493	3,769
Trust funds and deposits	29	20	20	20	20	20	20	20	20	20	20
Provisions	3,189	3,251	3,314	3,379	3,445	3,512	3,580	3,650	3,721	3,794	3,868
Interest-bearing liabilities	21	49	49	49	49	49	49	49	49	49	49
Lease liabilities	335	335	335	335	335	335	335	335	335	335	335
Total current liabilities	5,552	5,715	5,836	5,959	6,085	6,388	6,701	7,022	7,353	7,691	8,041
Non-current liabilities											
Provisions	637	650	662	675	688	702	716	730	744	758	773
Interest-bearing liabilities	41	451	402	353	304	255	206	157	108	59	10
Lease liabilities	595	601	607	613	619	626	632	638	645	651	657
Total non-current liabilities	1,274	1,702	1,672	1,642	1,612	1,582	1,553	1,525	1,496	1,468	1,441
Total liabilities	6,826	7,417	7,507	7,601	7,697	7,971	8,255	8,547	8,849	9,159	9,481
Net assets	157,426	157,541	158,105	158,460	158,467	158,406	158,101	157,538	156,562	155,596	154,607
Equity											
Accumulated surplus	80,931	80,545	80,610	80,465	79,972	79,396	78,575	77,498	76,007	74,526	73,022
Reserves	76,495	76,995	77,495	77,995	78,495	79,010	79,525	80,040	80,555	81,070	81,585
Total equity	157,426	157,540	158,105	158,460	158,467	158,406	158,100	157,538	156,562	155,596	154,607

COMMENTARY: STATEMENT OF CASH FLOW

Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash flows.

Net cash flows provided by/used in operating activities

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

The net cash flows from operating activities does not equal the operating result for the year, as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cashflow Statement.

Net cash flows provided by/used in investing activities

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

The increase in payments for investing activities represents the planned increase in capital works expenditure.

Net cash flows provided by/used in financing activities

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



STATEMENT OF CAPITAL WORKS

	Forecast		Projections								
	Actual	Budget									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	120	0	120	0	0	0	0	0	0	0	0
Total land	120	0	120	0	0	0	0	0	0	0	0
Buildings	349	3,650	500	500	500	500	500	500	500	500	500
Heritage buildings	169	341	100	0	100	0	100	0	100	0	100
Total buildings	518	3,991	600	500	600	500	600	500	600	500	600
Total property	638	3,991	720	500	600	500	600	500	600	500	600
Plant and equipment											
Plant, machinery and equipment	602	1,250	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Computers and telecommunications	30	111	158	124	21	22	83	125	131	22	22
Furniture & Fixtures	0	22	5	5	5	5	5	5	5	5	5
Library books	25	20	20	20	20	20	20	20	20	20	20
Total plant and equipment	657	1,403	1,183	1,149	1,046	1,047	1,108	1,150	1,156	1,047	1,047
Infrastructure											
Roads	4,947	6,339	3,506	3,617	3,939	3,744	3,852	3,852	3,852	3,852	3,852
Bridges	0	100	41	42	43	43	0	0	0	0	0
Footpaths	50	101	57	46	59	59	60	60	60	60	60
Kerb & channel	0	510	53	55	55	56	58	58	58	58	58
Drainage	0	100	50	44	45	47	48	48	48	48	48
Recreational, leisure and community facilities	84	1,568	50	50	50	50	50	50	50	50	50
Waste management	99	466	0	100	0	100	0	100	0	100	0
Parks, open space and streetscapes	103	145	100	100	100	100	100	100	100	100	100
Aerodromes	0	0	100	0	100	103	106	109	113	116	119
Other infrastructure	47	34	0	50	0	50	0	50	0	50	52
Total infrastructure	5,330	9,363	3,957	4,103	4,391	4,352	4,274	4,427	4,281	4,434	4,339
Total capital works expenditure	6,625	14,756	5,860	5,752	6,037	5,899	5,982	6,077	6,036	5,981	5,986
Represented by:											
New asset expenditure	369	5,564	579	430	343	348	353	358	364	369	375
Asset renewal expenditure	5,356	5,772	4,931	4,861	5,301	5,152	5,224	5,307	5,255	5,188	5,181
Asset upgrade expenditure	900	3,419	351	462	394	400	406	412	418	424	431
Total capital works expenditure	6,625	14,756	5,860	5,752	6,037	5,899	5,982	6,077	6,036	5,981	5,986
Funding sources represented by:											
Grants	3,818	9,045	1,700	1,600	1,700	1,726	1,751	1,778	1,804	1,831	1,859
Contributions	0	593	0	0	0	0	0	0	0	0	0
Council cash	2,807	4,618	4,160	4,152	4,337	4,174	4,231	4,300	4,232	4,150	4,127
Borrowings	0	500	0	0	0	0	0	0	0	0	0
Total capital works expenditure	6,625	14,756	5,860	5,752	6,037	5,899	5,982	6,077	6,036	5,981	5,986

COMMENTARY: STATEMENT OF CAPITAL WORKS

The 10 year capital works program accompanying the LTFP identifies numerous individual projects requiring funding. The timing and delivery of these projects may be subject to a partnership with other levels of government.

It is important to ensure existing assets and infrastructure is maintained at appropriate levels to service the community's needs. The major components of the 10 Year Capital works program is outlined below:

- Property - includes land, building and heritage buildings.
- Plant & Equipment - includes plant, machinery & fixtures and furniture & computers.
- Infrastructure - includes roads, bridges, kerb & channel, footpaths, drainage, recreational, leisure & community facilities and waste management.

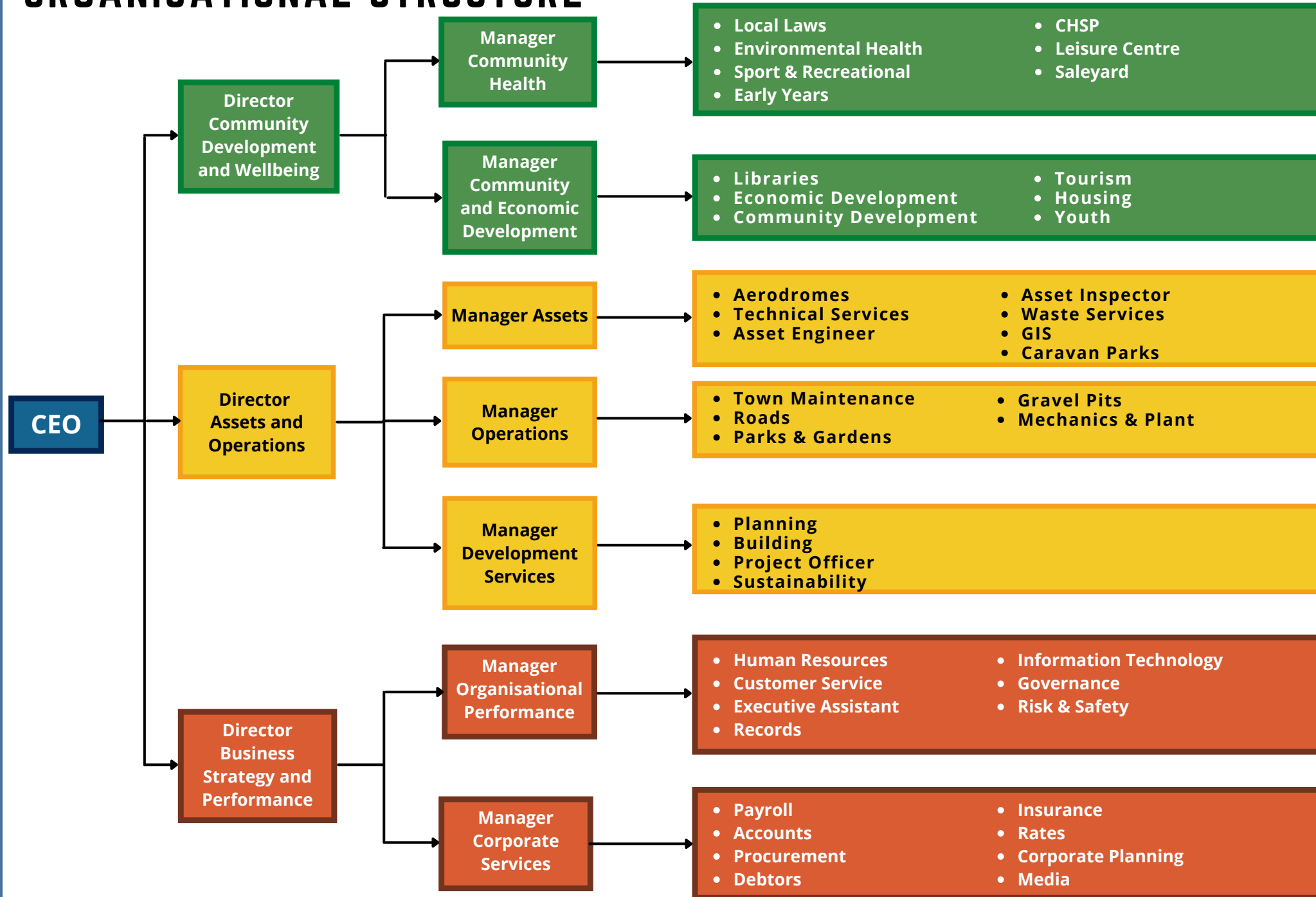
The development of a 10-year capital works program will enable a cash flow budget to be developed. External capital funding services include capital grants and contributions. Forecasts for capital funding sources are conservative.

Council's capital works program underpins the needs and priorities as determined by Council's capital evaluation process. It is the Council's challenge to develop Service Plans and Asset Management Plans that ensure the community's levels of service are met through the delivery of efficient and effective services.



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ORGANISATIONAL STRUCTURE



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 2019/20	Forecast 2020/21	Budget 2020/21	2022/23	2023/24	2024/25	Trend +/-o/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	4.15%	17%	(13.32%)	(0.48%)	1.34%	(2.74%)	+
Liquidity									
Working Capital	Current assets / current liabilities	2	223.14%	313.31%	149.31%	144.09%	140.34%	131.42%	-
Unrestricted cash	unrestricted cash / current liabilities	3	154.69%	153.22%	33.18%	31.59%	29.19%	21.61%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	0.63%	0.48%	3.83%	3.38%	2.95%	2.54%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.17%	0.47%	0.53%	0.52%	0.51%	0.50%	+
Indebtedness	Non-current liabilities / own source revenue		9.61%	8.81%	11.55%	11.11%	10.69%	10.30%	+
Asset renewal	Asset renewal expenditure / depreciation	5	165.82%	106.22%	111.00%	91.56%	87.64%	92.78%	-
Stability									
Rates and concentration	Rate revenue / adjusted underlying revenue	6	49.57%	46%	52%	57%	57%	57%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.49%	0.47%	0.42%	0.43%	0.43%	0.44%	-
Efficiency									
Expenditure level	Total expenditure / No. of property assessments		\$3,503	\$3,294	\$4,055	\$3,410	\$3,505	\$3,621	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,634	\$1,847	\$1,870	\$1,913	\$1,952	\$1,991	+

Key to Forecast Trend:

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

NOTES TO FINANCIAL PERFORMANCE INDICATORS

1. Adjusted underlying result

An indicator of the sustainable operating required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance should be expected over the period although continued losses means reliance on Council's cash reserves or increase debt to maintain services.

2. Working Capital

The proportion of current liabilities represented by current assets. Working capital is slightly in decline due to less unrestricted cash being held over the years and increasing current liabilities.

3. Unrestricted Cash

Unrestricted cash ratio is slightly decreasing over the period of the SRP, as unrestricted cash is decreasing whilst current liabilities is increasing.

4. Debt compared to rates

Trend indicates Council is reducing reliance on debt against its annual rate revenue through redemption of long term debt.

5. Asset renewal

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

6. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. The trend indicates that Council will become more reliant on rate revenue compared to all other revenue sources.

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SHIRE COUNCIL



13.5 Revenue and Rating Plan 2021-2025

Prepared by Tammy Smith, Director Business Strategy and Performance

SUMMARY

The Rating Strategy 2017-2021 has been revised to meet the requirements of the *Local Government Act 2020*.

The revised document has been rebranded to a Revenue and Rating Plan and incorporates the proceeding four years.

RECOMMENDATION:

That Council:

- a) Consider public submissions received relating to the draft Revenue and Rating Plan that was available for public consultation.
- b) Consider amendments to be made to the draft Revenue and Rating Plan – 2021 – 2025 based on public submissions.
- c) Adopt the draft Revenue and Rating Plan – 2021 – 2025.

ATTACHMENTS

[Attachment: Draft Revenue and Rating Plan - 2021-2025](#)

DISCUSSION

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

The plan has been revised to include all sources of revenue including rates, charges, grants, contributions and other revenue streams such as interest and rental agreements.

The plan has been developed utilising the Local Government Revenue and Rating Plan Guide incorporating the Local Government Act 2020 reforms, the Local Government Best Practice Guide 2014 and the Ministerial Guidelines for Differential Rating 2013.

The concept of a Revenue and Rating Plan was not new to the Council, and with this in mind, the plan was released for public consultation on 10 June 2021 and submissions are welcome until close of business, 21 June 2021. At the time of writing the report the submission time had not closed. The Revenue and Rating Plan also compliments the draft Budget that was released for public review in accordance with Council's Community Engagement Policy on 27 May 2021.

RELEVANT LAW

Section 93 of the Local Government Act 2020.

COUNCIL PLANS AND POLICIES

- The Yarriambiack Shire Council Budget 2021-2022
- The draft Council Plan 2021 - 2025

RELATED COUNCIL DECISIONS

- The Rating Strategy 2017-2021 adopted on 28 February 2018.
- The Rating Strategy 2017-2021 revised and adopted by Council on 27 May 2020.
- The draft Budget 2021-22 presented for adoption on 24 June 2021.

OPTIONS

Council may wish to extend the consultation period for the Revenue and Rating Plan if it is considered not in alignment with the Community Engagement Policy.

SUSTAINABILITY IMPLICATIONS

- *Social* – The inquiry into the Sustainability and Operational Challenges of Victoria's Rural and Regional Council's identified that Council's such as Yarriambiack have lower community income, fewer employment opportunities, and higher levels of disadvantage resulting in communities having a higher reliance on Council's services with less capacity or means to pay for them. Regional Council's also see a greater application of pension and other consideration discounts on Council rates and a higher cost of living.
- *Financial* – The Revenue and Rating Plan addresses Council's increased reliance on grants to meet operational requirements. Council has an inability to generate additional revenue streams in comparison to their metropolitan counterparts, such as parking fees, fines, development applications and user charges for facilities and services.

COMMUNITY ENGAGEMENT

The Draft Revenue and Rating Plan was made available for public consultation via the following:

- Council Website
- Social Media (Council's Facebook Page)
- Local Newspapers
- Community Newsletter
- Office hardcopy

GENDER IMPACT ASSESSMENT

The Gender Equality Act 2020 requires entities to conduct gender impact assessments on all new policies, programs and services that directly and significantly impact the public as well as those up for review.

<i>Gender Impact Assessment (GIA)</i>	<i>Status</i>
Does this Council report recommendation e) Introduce a new policy, program and/or service; or f) Is it a review of a policy, program and/or service; that directly and significantly impacts the public?	YES <input checked="" type="checkbox"/> A GIA has been completed. NO <input type="checkbox"/> A GIA is not required.
Link to Gender Impact Assessment	GIA – Revenue and Rating Plan

RISK

Utilising the Risk Management Framework the following assessment has been made:

<i>Strategic Risk Description and Residual Risk Level</i>	<i>Action to Mitigate/Reduce Risk</i>	<i>Does Action maintain or reduce Residual Risk Level</i>
Corporate Governance, Compliance and Liability Risk - Residual Risk Level Low	This Plan ensures compliance with the Local Government Act 2020 requirements.	Maintains Residual Risk Level
Financial Risk - Residual Risk Level Medium	The Plan identifies Council's revenue streams and methodology for Rates and Charges. It highlights Council's reliance on Grants to meet operational requirements. Therefore, Council can be proactive in applying for and sourcing grants to meet organisational requirements.	Maintains Residual Risk Level

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not Applicable

CONFLICTS OF INTEREST

All officers involved in the preparation of this report have declared that they do not have a conflict of interest in the subject matter of this report.



REVENUE AND RATING PLAN 2021 - 2025

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1. EXECUTIVE SUMMARY

Council must determine the fairest rating system from within the parameters established in the *Local Government Act 1989 (Vic)* and *Local Government Act 2020 (Vic)*. The *Local Government Act 1989 (Vic)* is the governing legislation when referring to Rates and Charges on Ratable Land.

Rates are the primary source of income for Council. Other revenue sources include; fees, fines, grants from Federal and State Governments, proceeds from the sale of assets, interest earned on investments and, where appropriate, borrowings.

Developing a Revenue and Rating Plan requires Council to strike a balance between competing priorities for Council services and infrastructure and to come up with a mixture of rates and charges (a Rating System) that provides the revenue needed for ongoing financial sustainability.

The key platforms to the current approach to rating at Council include:

SECTION	DESCRIPTION
Property Valuation	<p>Council applies the Capital Improved Value (CIV) as the valuation methodology to levy Council rates.</p> <p>A general revaluation of all properties will be completed annually, and supplementary valuations will be performed between each revaluation cycle.</p>
Differential Rates	<p>Council utilises a differential rating system.</p> <ul style="list-style-type: none">• a General Rate for Residential, Commercial, and Industrial use.• a Farm Rate for Farming use.
Service Charges & Municipal Charge	<p>Council currently provides:</p> <ul style="list-style-type: none">• a compulsory weekly kerbside waste collection service for residential properties in urban areas.• a compulsory fortnightly kerbside recycling collection service for residential properties in urban areas.• an optional weekly kerbside waste collection service for rural areas abutting the sealed road network.• an optional fortnightly kerbside recycling collection service for rural areas abutting the sealed road network. <p>A municipal charge as provided under Section 159 of the <i>Local Government Act 1989</i> allows councils to raise up to 20% of their rates from a flat base amount per assessment across the municipality.</p>
Special Rates & Charges	<p>Council currently has no special rates and charges.</p>
Rate Payment Options	<p>Council must allow rates to be paid by four gazetted instalments with due dates. In addition, Council will offer:</p> <ul style="list-style-type: none">• a lump sum payment option.• fortnightly payment option to Council Staff as per the Yarriambiack Shire Council Consolidated Enterprise Agreement.
Financial Hardship Consideration	<p>Council recognises there are cases of genuine financial hardship and assessment will be based on compassion, fairness, confidentiality, and compliance with statutory requirements.</p>

SECTION	DESCRIPTION
Concession/ Rebates	<p>Council will:</p> <ul style="list-style-type: none"> Continue to provide concessions as determined by the State Government. Continue to review the suitability of any possible concessions and/or rebates that maybe applied without causing an equality imbalance across the community.

Where is Council's Money Coming From?

REVENUE	2017-18 Actual \$M	2018-19 Actual \$M	2019-20 Actual \$M	2020-21 Budget \$M	2021-22 Budget \$M
Rates and Charges	12.3 (49%)	12.5 (46%)	12.6 (47%)	12.8 (50%)	13.0 (47%)
User Fees and Statutory Fees and Fines	1.3 (5%)	1.2 (4%)	1.1 (4%)	1.2 (5%)	1.0 (4%)
Grants	11.0 (44%)	13.8 (51%)	13.6 (50%)	11.3 (44%)	13.1 (47%)
Contributions	0	0	0	0.2 (1%)	0
Other	0.4 (2%)	-0.3 (-1%)	-0.3 (-1%)	-0.0	0.7 (2%)
TOTAL	25.0	27.2	27.1	25.5	27.8

Rates and Charges, and grants are the largest source of Council's revenue and together these sources account for 95% of total revenue between 2016-17 and 2019-20.

The Inquiry into the Sustainability and Operational Challenges of Victoria's Rural and Regional Councils identified that Council's such as Yarriambiack Shire Council have:

- Lower community income, fewer employment opportunities and higher levels of disadvantage resulting in communities having a higher reliance on Council services with less capacity or means to pay for them.
- Greater applications of pension and other consideration discounts on Council rates.
- Higher cost of living.
- Inability to generate additional revenue streams in comparison to their metropolitan counterparts, such as parking fees and fines, building fees, development applications, user charges for facilities and services.

The 2015 Whelan Report outlined that some regional Councils including Yarriambiack have the lowest capacity to pay with the highest cost structure.

Yarriambiack Shire Council is heavily reliant on grant funding to meet its operational requirements and to deliver on community expectations.

2. WHAT IS A REVENUE AND RATING PLAN?

The aim of a Revenue and Rating Plan is to determine the most appropriate, affordable revenue and rating strategy which, in conjunction with other income sources, will adequately finance the objectives proposed in the Council Plan.

Yarriambiack Shire Council requires sufficient revenue to satisfy its service delivery requirements and fund its infrastructure needs. The most important sources of these funds are:

- General rates.
- Government grants.
- Fees and charges.

This Plan is based on the premise of:

- Providing sufficient funding to maintain a broad range of quality services and well-designed and constructed capital works that meet current and future needs; and
- Providing the community with a degree of certainty with regard to predictable and affordable future rate increases.

The following are the foundations for the Revenue and Rating Plan:

Rating

- Apply Capital Improved Value (CIV) as the valuation methodology to levy Council rates.
- Apply a differential rate for farming properties.
- Review the rating structure following each annual valuation.
- Apply the mandatory four instalment payment options.
- Provide alternative payment options.
- Consider applications for financial hardship assistance based on current policy guidelines.

Fees, Charges and Grants

- Complete an annual assessment of fees and charges and include as a schedule in the annual Budget.
- Undertake a rolling review process for all service areas every four years. The assessment is to include the cost of the service compared to the fees charged for their provision.
- Actively pursue all opportunities for government grant funding to supplement revenue streams.

The Plan will inform the preparation of the annual budget each year.

3. FINANCIAL MANAGEMENT

Council must make decisions about how much of the cost of specific services is to be funded by users/ consumers and how much is to be funded generally by ratepayers. There are some major practical considerations that will influence what type of services will attract fees and charges. Most important is whether the services being considered are either entirely or partially “public goods”.

Public Goods

Public goods are services that provide a broad and often unquantifiable benefit to the community rather than a particular benefit to individuals, businesses, specific groups, or individual properties. The characteristics of “public goods” include:

- The use of or enjoyment by one person does not diminish their availability to, or enjoyment by, others (that is, they are non-rival); and
- It is not practical to exclude access to them (that is, they are non-excludable). Examples include roads and parks and public toilets.

Private Goods

Private goods are those goods which are both rival in consumption (that is, one person’s use diminishes its availability or enjoyment by others) and excludable.

Examples include childcare centres, leisure centres and use of community halls.

Generally, Council should fund “Private Goods” through user charges and fund “Public Goods” through rates. However, it is often difficult to define local government services as either purely public goods or purely private goods, and most will lie somewhere on the spectrum between the two. This inevitably results in many Council services, although having some limited income from user fees, being subsidised by rates.

Council reviews the user fees and charges annually as part of the annual budget process. The applicable annual user fees and charges are provided in Council’s budget document.

Council Rates

Rates are levied on each property owner based on the value of their property and are calculated as follows:

PROPERTY VALUE X RATE IN THE DOLLAR = COUNCIL RATES

\$50,000 X 0.006550 = \$327.50

In the example the “rate in the dollar” for a residential property is 0.006550 and when applied to a property capital improved value of \$50,000, the rates payable would be \$327.50.

Rates are in the form of a general-purpose levy and the benefits that a ratepayer may receive will not necessarily be to the extent of the rates paid in any one year. Benefits are consumed in different quantities and types over the lifecycle of the ratepayer, for example: maternal and child health, libraries, aged care, local laws, roads, and footpaths.

Council’s practices and decisions regarding rating are underpinned by:

- Accountability, transparency, and simplicity.
- Efficiency, effectiveness, and timeliness.
- Equitable distribution of the rate burden across the community according to assessment of property wealth.
- Consistency with Council’s strategic, corporate, and financial directions and budgetary requirements.
- Compliance with relevant legislation.

Some of the services that Council provides include:

- Building and Planning services.
- Environmental Health.
- Fire Prevention.
- Dog and cat management and control.
- Community leadership/advocacy and community development programs.
- Aged Care Services including meals on wheels, domestic assistance, personal care, home modification.
- Events and tourism.
- Library services.
- Parks, gardens, playgrounds, and street lighting.
- Road and footpath construction and maintenance.
- Skate parks, sporting and recreation facilities.
- Stormwater and drainage management.
- Youth and family services including maternal and child health and immunisation.
- Waste and recycling collection and disposal.

4. REVENUE AND RATING FRAMEWORK

The Local Government Act stipulates that the primary objective of a Council is to endeavour to achieve the best outcomes for the local community while considering the long-term and cumulative effects of decisions. In seeking to achieve its primary objective, a Council must have regard to several facilitating objectives, including:

- Promoting the social, economic, and environmental viability and sustainability of the municipal district.
- Ensuring that resources are used efficiently and effectively, and services are provided in accordance with best value principles to best meet the needs of the local community.
- Improving the overall quality of life of people in the local community.
- Promoting appropriate business and employment opportunities to ensure that services and facilities provided by the Council are accessible and equitable.
- Ensuring the equitable imposition of rates and charges.
- Ensuring transparency and accountability in council decision-making.

In developing a Revenue and Rating Strategy due regard is also given to:

Local Government (Planning and Reporting) Regulations 2020

These regulations set out the information to be disclosed in Council's annual budgets in relation to rates and charges.

Valuation of Land Act 1960

For the purpose of the Local Government Act and its rating provisions, the Valuation of Land Act is the principal legislation that relates to determining property valuations.

Revenue and Rating Strategy Local Government Better Practice Guide 2014

The Department of Transport, Planning and Local Infrastructure published a best practice guide to support councils to take an integrated approach to developing a revenue and rating strategy which considers all council revenue components.

Local Government Revenue and Rating Plan Guide

This guide, developed by the Department of Jobs, Precincts and Regions to support Victorian councils in developing a four-year Revenue and Rating Plan, and is to be read as a supplement to the Local Government Better Practice Guide Revenue and Rating Strategy 2014 publication.

Rating Taxation Principles

When developing the revenue and rating strategy, Council has considered the following when determining whether to apply uniform or differential rates:

Wealth Tax

Wealth can be defined as the total value reflected in property and investments and income directed to day-to-day living. Local government is limited to taxing one component of wealth – real property. Council rates tax the stored “wealth” or unrealised capital gains inherent in land and buildings.

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

Including both horizontal and vertical equity. Horizontal equity means that those in the same position (i.e., with the same property value) should be treated the same. Vertical equity in respect to property taxation means that higher property values should incur higher levels of tax.

Efficiency

Meaning that in a technical sense the tax should not unduly interfere with the efficient operation of the economy. For Local Government, the tax should be consistent with the major policy objectives of Council.

Simplicity

For both administrative ease (and therefore lower cost) and to ensure that the tax is understood by taxpayers. The latter ensures the system is transparent and capable of being questioned and challenged by ratepayers.

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.

In considering what rating approaches are equitable, Council must deal with all facets of the rating structure, including valuation, budgetary requirements, differential rating, government taxation and concessions, collection, and hardship considerations. In aspiring to balance service levels in accordance with the needs and expectations of the community it must set rating or taxation levels to adequately resource its roles and responsibilities.

4.1 RATE CAPPING

Council is required to adhere to the *Local Government Amendment (Fair Go Rates) Act 2015* and prepare a budget based on applying an average rate cap fixed by general Order.

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

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

The rates cap does apply to other revenue such as service rates and charges for waste. However, there is scope for the Minister to extend the application of the rate cap to other rates or charges in future years.

If Council deems that the average rate cap is insufficient for its needs it can apply to the Essential Services Commission for a higher cap. Council will however have to demonstrate community engagement and a long-term funding need, supported by good long term financial planning.

Council also has the ability to not apply the maximum rate cap set by the general Order. Situations such as a declared state, national or world emergency and/or disaster may warrant such occurrence. Council would assess each incident on its merits and apply due judgement.

5. PROPERTY VALUATION

The *Local Government Act 1989* and the *Valuation of Land Act 1960* are the principal Acts in determining property valuations. Generally, occupancy on each rateable land can be valued and rated. Contiguous areas of vacant land with more than one title in the same ownership may be consolidated for rating purpose.

Council may adopt one of the following three valuation methodologies:

- **Site Value (SV):** the value of the land plus any improvements which permanently affect the amenity or use of land, such as drainage works, but excluding the value of buildings and other improvements. Also referred to as the unimproved market value of the land.
- **Capital Improved Value (CIV):** the land and other improvements, including dwellings, other buildings, and landscaping.
- **Net Annual Value (NAV):** the value of the rental potential of the land, less the landlords' outgoings (such as insurance, land tax and maintenance costs). For residential and farm properties this must be set at 5% of the capital improved value (Valuation of Land Act Section 2).

The advantages of CIV are:

- CIV includes all property improvements, and hence is often supported on the basis that it more closely reflects market value and correlates to the capacity to pay taxation principle.
- The CIV rating method considers the full development value of the property, and hence better meets the equity criteria than SV and NAV.
- With annual revaluations the market values are more predictable and there is a low level of objection to valuation.
- The concept of the market value of property is more easily understood with CIV rather than NAV or SV.
- Most councils 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 may add to council's ability to equitably distribute the rating burden based on ability to afford council rates.
- Using CIV for Council rates is consistent with the Fire Services Property Levy valuation base (*Fire Services Property Levy Act 2012*).

The main disadvantage of 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. However, the government does provide concessions to assist to address this burden.

5.1 VALUATION PROCESS

Council is required to conduct a revaluation of all properties annually. The revaluation is conducted by a Valuer appointed by the Valuer General Victoria. The valuations are used for rating purposes each year.

During the revaluation process the Valuer has a statutory requirement to conduct a review of property values based on market movements and recent sales trends.

The Valuer undertakes a physical inspection of some properties during each revaluation. Other valuations are derived from complex formulas based on sectors, submarket groups, property condition factors (including age, materials, and floor area), influencing factors such as locality and views, and land areas compared to sales trends within each sector/sub-market group. The municipality has defined sub-market groups of consistent property types which are reviewed during the revaluation process.

5.2 SUPPLEMENTARY VALUATION PROCESS

Supplementary valuations are returned by Council's Contract Valuers during the financial year when a significant change to the valuation occurs. The most common causes for supplementary valuations are:

- Construction of a new dwelling or building.
- Further material improvement to an existing dwelling or building.
- Subdivision of a property.
- Consolidation of properties.

Council will send a Supplementary Rate Notice to property owners to advise them of the valuation change and the resulting impact on the rates payable.

5.3 OBJECTIONS TO PROPERTY VALUATION

The *Valuation of Land Act 1960* provides that an objection to the valuation may be made each year within two months of the issue of the annual or supplementary rates notice. Objections must be dealt with in accordance with the Valuation of Land Act – Division 3 Sections 16-21.

Council will continue to advise ratepayers via the Rate Notice of their right to object and appeal the valuation. Property owners also can object to the site valuations on receipt of their Land Tax Assessment.

6. GENERAL RATING

Council rates are predominantly made up of a General Rate. Pursuant to the *Local Government Act 1989*, Council has two options for the distribution of a General Rate burden across the Municipality:

- Uniform Rating (s160)
- Differential Rating (s161)

When declaring a uniform rate, general rates will be raised by the same multiplier, regardless of property type. A uniform rate in the dollar will apply to the CIV of every rateable property within the municipality. Rates will be determined by multiplying the percentage (the rate in the dollar) by the value of the land.

Differential rating allows 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. A council may raise any general rates by the application of a differential rate if it uses the capital improved value system of valuing land. If a Council declares a differential rate for any land, the Council must specify the objectives of the differential rate. A Council must have regard to any Ministerial Guidelines before declaring a differential rate for any land under Section 161 of the *Local Government Act 1989*.

Yarriambiack Shire Council considers differential rates as a useful tool to address equity issues that may arise from the setting of council rates derived from property valuations.

When considering the application of a Uniform Rating System versus a Differential Rating System, Council considered the following:

Advantages of a uniform rating system

The advantages of applying uniform rating system are:

- The justification of the differential rate can at times be difficult for the various groups to accept giving rise to queries and complaints where the differentials may seem to be excessive.
- Uniform rates are easily understood by ratepayers, as the system is consistent across all properties.
- Uniform rating has administrative simplicity, with rates being independent of property type. Properties may continually shift from one type to another (e.g., residential to commercial) requiring Council to update its records if differential rating is used.
- Aligns with rates being a taxation system, and not a fee for service.
- In the final report from the Local Government Rating System Review Panel, it was suggested that there is a lack of clarity about rationales and evidence for using differentials.

Advantages of a differential rating system

The advantages of applying differential rating system are:

- There is flexibility to distribute the rate burden between all classes of property, and therefore link rates with the assumed ability to pay and reflecting the tax deductibility of rates for commercial and industrial premises.
- Allows Council to better reflect the investment required by Council to establish infrastructure to meet the needs of the commercial and industrial sector.
- Allows Council to reflect the unique circumstances of some rating categories where the application of a uniform rate may create an inequitable outcome.
- Allows Council discretion in the imposition of rates to facilitate and encourage appropriate development of its municipal district in the best interest of the community. (i.e., vacant properties).

6.1 YARRIAMBIACK SHIRE COUNCIL'S MODEL

Differential Rate

Yarriambiack Shire Council has adopted the Differential Rating model to ensure that equitable contribution is obtained from general rates in respect of rateable land, having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure.
2. Development and provision of health and community services.
3. Provision of general support services.

Council has established two types of differential rating, General and Farm.

General Differential Rate

The General Differential Rate is separated into two classes, Residential and Commercial/Industrial.

Residential land is any land, which is:

- Occupied for the principal purpose of physically accommodating persons; or
- Unoccupied but zoned residential under the Yarriambiack Shire Council Planning Scheme.

Commercial and 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 Yarriambiack Shire Council Planning Scheme.

Use and Level of General Differential Rate

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which the Council considers is necessary to achieve the objectives specified above.

Farm Differential Rate

The Farm Differential Rate is applied to rateable land having the relevant characteristics described below: Any land which is "farmland" within the meaning of Section 2(1) of the *Valuation of Land Act 1960*. Farmland means any rateable land -

- a) that is not less than 2 hectares in area; and
- b) that is used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish-farming, tree-farming, beekeeping, viticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities; and

c) that is used by a business -

- i. that has significant and substantial commercial purpose or character; and
- ii. that seeks to make a profit on a continued basis from its activities on the land; and
- iii. that is making a profit from its activities on the land or has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way it is operating.

Use and Level of Farm Differential Rate

The farm differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The current level of the differential rate is set at 62 per cent of the general rate.

Differential Rates History

	2017/18	2018/19	2019/20	2020/21	2021/22
General	100%	100%	100%	100%	100%
Farm	77%	72%	62%	62%	62%

Number of Assessments vs. Budget Income vs. % of Rates Income Table

	Number of Assessments	Budget Income 2021/22	Percentage of Rates Income
General - Residential	3,393	\$ 2,081,657	17.74%
General - Commercial	456	\$ 319,057	2.72%
Farm	3,123	\$ 8,945,970	76.23%
Municipal Charge	5,013	\$ 389,501	3.31%
		\$11,736,185	100%

CULTURAL AND RECREATIONAL LAND

Council does not levy a rate on Cultural and Recreational Land with the municipality in accordance with Section 4 (1) of the *Cultural and Recreational Lands Act 1963*. Cultural and Recreational Land is defined as land that is used primarily for recreational and cultural purposes by not-for-profit organisations.

7. SERVICE RATES AND CHARGES

The Local Government Act allows Council to declare annual service charges for any combination of the following services, based on any criteria specified by the Council:

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

Weekly kerbside waste and fortnightly recycling collection services are provided in urban areas and rural areas abutting the sealed road network. The charge for a waste/recyclables service is compulsory for all residential properties in urban areas, with an exception to residential vacant land. Waste/recyclable services are optional in areas outside the urban boundary.

The waste service charges account for the various costs associated with the provision of waste management services; including; a recycling service, waste disposal and management, development, rehabilitation and operation of the Council's landfills in accordance with Environment Protection Authority License, waste minimisation promotion and education, management and administration of the waste, recycling and the provision of a weekly kerbside waste collection service and fortnightly recycling collection service.

Waste and recycling services charges are not subject to the rate cap. Waste and recycling service charges are based on an annual financial year assessment of market conditions. The assessment factors the total income derived from the service less the total cost to operate the service. The profit and/or deficit is then reflected in the following budget period as an increase or decrease in the charge.

In addition, all ratepayers receive an allocation of hard/green waste vouchers which can be used at Council's landfills within the municipality.

Service Rates and Charges History

	2017/18	2018/19	2019/20	2020/21	2021/22
Residential 80L waste service	\$133.54	\$136.54	\$139.58	\$142.30	\$144.43
Residential 120L waste service	\$185.37	\$189.55	\$193.78	\$197.55	\$200.51
Residential 240L waste service	\$360.79	\$368.91	\$377.14	\$384.49	\$390.26
Commercial 120L waste service	\$185.37	\$189.55	\$193.78	\$197.55	\$200.51
Commercial 240L waste service	\$360.79	\$368.91	\$377.14	\$384.49	\$390.26
Rural 80L waste service	\$133.54	\$136.54	\$139.58	\$142.30	\$144.43
Rural 120L waste service	\$185.37	\$189.55	\$193.78	\$197.55	\$200.51
Rural 240L waste service	\$360.79	\$368.91	\$377.14	\$384.49	\$390.26
Residential recycling service	\$119.77	\$129.35	\$135.82	\$138.47	\$140.55
Commercial recycling service	\$119.77	\$129.35	\$135.82	\$138.47	\$140.55
Rural recycling service	\$119.77	\$129.35	\$135.82	\$138.47	\$140.55

7.1 WASTE MANAGEMENT CAPITAL INVESTMENT

At times, Council is required to undertake capital improvement programs to meet legislative requirements at Council owned and operated transfer stations. Council will endeavor where possible, to source grants to fund such capital infrastructure investments. From time to time either funding opportunities may not exist or will not meet the monetary value to fulfill Council's legislative obligations. Council will assess each situation on its merits and may approve the rates and waste management surpluses or the application of a general waste charge to fund such improvement programs. A business case to support such investment will be required prior to Council approval.

8. MUNICIPAL CHARGE

A municipal charge as provided under Section 159 of the *Local Government Act 1989* allows councils to raise up to 20% of their rates from a flat base amount per assessment across the municipality to recover part of the administrative operating costs. Where multiple properties form part of a single farming enterprise, exemptions may be granted to eligible properties upon application. Yarriambiack Shire Council's municipal charge is only 3.31% of the rates income in the 21/22 Council budget. This charged is considered low in comparison to other rural Councils who raise a municipal charge that is up to 10% of their rates.

Municipal Charge History

	2017/2018	2018/2019	2019/2020	2020/21	2021/22
Municipal Charge	\$71.83	\$73.44	\$75.08	\$76.55	\$77.70

9. SPECIAL RATES AND CHARGES

Council has the power to levy a special rate or special charge, or a combination of special rate and charge, to fund service provision under Section 163 of the *Local Government Act 1989*. A special rate or charge can be used if Council deems that a special benefit is received by those properties on which it is levied. Council need not necessarily use property value as the basis for levying a special rate or charge.

Council may have several special rates and charges schemes in place at any one time, however, the proliferation of these schemes is not a practical option, particularly given the impact on efficiency as each scheme must be justified, advertised, and managed. The consideration of such schemes should be on a case-by-case basis as to whether revenue collection issues would be better addressed by general rates or user charges.

10. COLLECTION OF RATES AND CHARGES

Under section 156 of the Act, the owner of any rateable land is liable to pay the rates and charges on that land. If the owner cannot be found the occupier is liable to pay. If rates are unpaid, they are regarded as the first charge on the land and are recoverable by legal proceedings. Council may sell the land to recover any debt as a result of the non-payment of rates and charges, including the costs of the legal action.

10.1 PAYMENT OPTIONS

In accordance with Section 167(1) of the *Local Government Act 1989*, Council must allow a person to pay their rates and charges in four instalments and the instalments are due and payable on the dates fixed by the Minister as published in the Government Gazette.

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

Section 167(2A) provides that a Council may also allow a person to pay their rates and charges in a lump sum. Council offers the lump sum option with the Government gazetted due date of 15 February.

Council also offers Council employees the option of paying their Yarriambiack Shire Council rates through fortnightly payments as part of Council's Enterprise Agreement. A Rates Deduction Form is required to be completed annually by the employee to opt-in to the program.

10.2 PAYMENT METHODS

Council offers an extensive range of payment options for ratepayers to pay their accounts:

- BPay – secure banking web page or phone.
- Australia Post – in-store, phone, secure payment web page or AusPost app.
- Council Offices (Warracknabeal and Hopetoun) – phone and over the counter during business hours or via mail; and
- Payment by Centrepay.

10.3 UNPAID RATES AND CHARGES

In accordance with Section 172 of the *Local Government Act 1989* Council may charge interest on unpaid rates and charges in accordance with the rate fixed under Section 2 of the *Penalty Interest Rate Act 1983* that applied on the first day of July immediately before the due date.

The penalty interest will be applied after the due date of an instalment. For lump sum payers, the interest penalty will be applied after the due date of the lump sum but calculated on each of the instalment amounts that are overdue from the day after their due dates. In all cases interest penalty will continue to accrue until all amounts are paid in full.

10.4 DEBT RECOVERY

If an account becomes overdue, Council will issue an overdue final notice which includes interest charges. If no payment is forthcoming or no arrangements have been made to pay the debt, Council may pursue the recovery of outstanding rates and charges through its debt collection agencies.

Any costs incurred during the recovery process are added to the amount outstanding. Council will also make every effort to contact ratepayers at their correct address, but it is the ratepayer's responsibility to properly advise Council of their correct mailing and contact details.

Any ratepayer who has difficulty paying their rates is invited to contact Council to make alternate payment arrangements.

An accumulation of three or more years of rates and charges debt enables Council to initiate sale proceedings of the rateable property in accordance with Section 181 of the *Local Government Act 1989*.

Refer to Councils Debt Management, Relief and Hardship Policy to read more on how Council manages outstanding debts.

11. USER FEES

For user fees not regulated by statute, the Council determines the extent of cost recovery for particular services consistent with the level of both individual and collective benefit that the services provide and in line with the community's expectations. The three types of non-statutory pricing are as follows:

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

The Schedule of Fees and Charges is included in the Budget which is reviewed annually as part of the budget process. Council currently benchmarks user fees as part of its annual Budget process.

12. OTHER REVENUE SOURCES

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

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

When preparing its financial plan, the Council considers its priority project list, advocacy priorities and upcoming grant program opportunities, and co-funding options to determine what grants to apply for. The Council will only apply for and accept external funding if it is consistent with the Community Vision and Council Plan Objectives and does not lead to the distortion of Council Plan priorities. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

12.2 CONTRIBUTIONS

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects. Contributions can be made to the Council in the form of either cash payments or physical assets. Contributions are always linked to a planning or funding agreement and the Council will not undertake any work on a contribution-funded project until a signed agreement outlining the contribution details is in place.

12.3 OTHER REVENUE

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

13. FINANCIAL HARDSHIP CONSIDERATION

Council recognises there are cases of genuine financial hardship requiring respect and compassion in special circumstances.

Council will assess financial hardship applications by considering the principles of fairness, integrity, confidentiality, and compliance with statutory requirements.

Financial Hardship applications are considered in accordance with Council's Debt Management, Relief and Hardship Policy.

14. CONCESSIONS AND REBATES

Section 169 of the *Local Government Act 1989* provides Council with the ability to grant rebates or concessions on rates and charges:

- To assist proper development of the municipal district; or
- To preserve buildings or places in the municipal district that have a historical or environmental interest; or
- To restore or maintain buildings or places of historical, environmental, architectural, or scientific importance in the municipal district; or
- To assist the proper development of part of the municipal district.

In addition, section 171(4) of the *Local Government Act 1989* provides Council with the ability to waive rates to eligible recipients in accordance with the *State Concessions Act 2004* provided that the rateable or part of the rateable land by the applicant is that person's sole or principal place of residence. Only one application (in the prescribed form) for each rating period can be made by that person. Proof of eligibility is provided by Pensioner Concession Cards but not extended to Health Care cardholders. Eligible pensioners may gain a concession of up to 50 per cent of their total rates and charges, up to a maximum amount set by the State Government each year.

No further concessions are available to eligible pensioners, but Council will review this position periodically.

15. FIRE SERVICES PROPERTY LEVY

Effective from 1 July 2013 Council is an appointed collection agent for the State Government Fire Services Levy. Council is required to calculate and collect a levy from all land within the Yarriambiack municipality unless specifically exempt, i.e.: Commonwealth owned land or State Government owned land.

Property owners who currently receive a council rates concession in respect of their principal place of residence automatically receive the Fire Services Property Levy \$50.00 concession.

16. COMMUNITY ENGAGEMENT

The Revenue and Rating Plan outlines Council's decision-making process on how revenue is calculated and collected.

The following public consultation process will be followed to ensure due consideration and feedback is received from relevant stakeholders:

- Draft Revenue and Rating Plan prepared by officers and briefing provided to Councillors.
- Draft Revenue and Rating Plan placed on public exhibition and calling for public submissions and feedback.
- Community Engagement through local news outlets and social media.
- Public submissions considered prior to Council meeting on 23 June 2021.

17. FURTHER INFORMATION

For further information on the Council's Revenue and Rating Plan please contact Council on 5398 0100 or by email info@yarriambiack.vic.gov.au.

Contact Us

Business hours: 8.30am to 5pm weekdays
In person: 34 Lyle Street, Warracknabeal
Mail: PO Box 243, Warracknabeal, VIC, 3393
Phone: (03) 5398 0100
Fax: (03) 5398 2502
Email: info@yarriambiack.vic.gov.au
Web: www.yarriambiack.vic.gov.au

13.6 Complaints Handling Policy and Supporting Customer Service Charter

Prepared by Bernardine Schilling, Manager Organisational Performance

SUMMARY

The *Local Government Act 2020* received royal assent on 24 March 2020. A requirement of the new act is that Council's are required to have a Complaints Policy that is to be adopted by the 31 December 2021.

RECOMMENDATION

That Council adopt:

- a) The revision to the Complaints Handling Policy to meet the Local Government Act 2020 requirements.
- b) The revision to the Customer Service Charter that compliments the Complaints Handling Policy and summarises how Council deals with service requests.

ATTACHMENTS

Attachment: [Draft Complaints Handling Policy](#)
[Draft Customer Service Charter](#)

DISCUSSION

The purpose of the Complaints Handling Policy is to provide an open and transparent complaint handling system which ensures all complaints are handled fairly, objectively and within acceptable timeframes.

The proposed policy provides a framework to assist Council in the management of complaints as required under Section 107 of the *Local Government Act 2020*.

The Victorian Ombudsman's Council's and Complaints – A good Practice Guide and recommendations from the Victorians Ombudsman's – Revisiting Councils and Complaints report were referred to during the revision process.

Council's Customer Service Charter was also reviewed to ensure consistency between the Policy and the Charter. The Charter highlights Council's commitment to providing the highest possible level of service to our community and our customers.

RELEVANT LAW

The policy is to comply with the requirements of Section 107 of the *Local Government Act 2020*.

COUNCIL PLANS AND POLICIES

- Council Plan 2017-2021, Strategic Objective 1 – Good Governance.
- Transparency Policy
- Protected Disclosure Policy
- Gender Equality Policy and Guidelines

RELATED COUNCIL DECISIONS

On 27 May 2020 the policy was adopted by resolution after being re-modelled in accordance with the Victorian Ombudsman's Council's and Complaints – Good practice

guide, requirements of the *Local Government Act 1989* and the Australian Standard: Customer Satisfaction – guidelines for complaint handling in organisations.

OPTIONS

- The Customer Service Charter is Council's internally established commitment based off community expectations. Council has the option to consider alternative response times.

SUSTAINABILITY IMPLICATIONS

The Policy and Charter have been developed taking into consideration legislative requirements and internal resources.

- Financial:* Proposed changes to response times could require additional resources to meet timeframes.

COMMUNITY ENGAGEMENT

The policy will be accessible via Council's Website for all employees, Councillors, Community members, contractors and suppliers.

GENDER IMPACT ASSESSMENT

The Gender Equality Act 2020 requires entities to conduct gender impact assessments on all new policies, programs and services that directly and significantly impact the public as well as those up for review.

Gender Impact Assessment (GIA)	Status
Does this Council report recommendation g) Introduce a new policy, program and/or service; or h) Is it a review of a policy, program and/or service; that directly and significantly impacts the public?	YES <input checked="" type="checkbox"/> A GIA has been completed. NO <input type="checkbox"/> A GIA is not required.
Link to Gender Impact Assessment	GIA – Complaints Handling Policy

RISK

Strategic Risk Description and Residual Risk Level	Action to Mitigate/Reduce Risk	Does Action maintain or reduce Residual Risk Level
Corporate Governance, Compliance and Liability Risk - Residual Risk Level Low	The Complaints Handling Policy has been revised to ensure compliance with the Local Government Act 2020. Council is required to meet the requirements of the act by 31 December 2021.	Maintains Residual Risk Level

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not applicable

CONFLICTS OF INTEREST

Officers involved in the preparation of this report have declared that they do not have a conflict of interest in the subject matter of this report.

AGENDA	Ordinary Meeting of Council
Issue Date: 23 June 2021	

Complaints Handling Policy

Yarriambiack Shire Council encourages a working environment which promotes gender equality and models non-violent and respectful relationships.

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1. Introduction

Yarriambiack Shire Council recognises an individual's right to make a complaint about the conduct of Council's operations, services, employees, volunteers or people associated with Council or using Council facilities ie; Contractors.

The Complaints Handling Policy aims to ensure that complaints can be raised easily and with confidence and that Council will listen to those concerns raised.

It also ensures that Council is accountable for its decision making and complaint handling performance.

Council is committed to the maintenance and improvement of a system of complaints management which facilitates good administration and a safe and cooperative environment for work.

This policy is based on the Victorian Ombudsman's Councils and Complaints - A good practice guide (September 2016), *Local Government Act 2020* and the Australian Standard: Customer satisfaction - guidelines for complaint handling in organisations.

2. Purpose

This policy outlines an open and transparent complaint handling system which ensures all complaints are handled fairly and objectively.

3. Scope

This policy applies to all complaints received from members of the public. It also applies to all Council staff, Councillors, Volunteers and Contractors carrying out work on Council's behalf.

This policy is **not** applicable to:

- a) Complaints about third parties (unless it involves contractors carrying out work on Council's behalf), except when Council has legal responsibilities to report complaints, for example Child Safe Standards.
- b) A request for service or reporting infrastructure damage in the first instance.
- c) Comments or submissions received during formal consultation, as there is a specific process for receiving community feedback and comments.
- d) A petition to Council about a certain matter.

4. Objectives

This policy aims to:

- a) Put in place an open and transparent complaint handling system.
- b) Specify the key performance indicators to which we will hold ourselves accountable.
- c) Establish our timeframes for resolving complaints.
- d) Clarify the roles and responsibilities of Council staff.
- e) Ensure staff handle complaints fairly and objectively.
- f) Set out how staff record and analyse complaint data to identify where we can improve our services.

5. Guiding Principles

- a) **Commitment** – We are committed to resolving complaints that we receive. Our culture recognises people's right to complain and considers complaint handling to be part of our core business of serving the community and improving service delivery.
- b) **Accessibility** – People can easily find out how to complain to us, and we actively assist them with the complaint process.

- c) **Transparency** - The complaint handling system clearly sets out how to complain, where to complain, and how the complaint will be handled. The steps taken to respond to a complaint are recorded and will stand up to scrutiny.
- d) **Objectivity and fairness** - Under the complaint handling system, complainants and staff are treated with respect and courtesy, and complaints are judged on merit and fact.
- e) **Confidentiality** – The complaint handling system protects the personal information of people making a complaint, and Council staff are informed only on a 'need to know' basis.
- f) **Accountability** – We are accountable, both internally and externally, for our decision making and complaint handling performance. We provide explanations and reasons for decisions and ensure that our decisions are subject to appropriate review processes.
- g) **Continuous Improvement** – We regularly analyse complaint data to find ways to improve how we operate and how we deliver our services. We then implement these changes.

6. Definitions

In the context of this document

ACT	Refers to the <i>Local Government Act 2020</i>
Complaint	An expression of dissatisfaction (whether orally or in writing to the Council) with: <ul style="list-style-type: none"> The quality of an action taken, decision made, or service provided by a member of Council staff or Contractor engaged by Council or: The delay by a member of Council staff or a Contractor engaged by the council in taking an action, making a decision, or providing a service.
Frontline Staff	Customer Service and Records team members
Complaint Handling Staff	Customer Service, Coordinators, Supervisors, Managers, Directors and the CEO.
Managers, Coordinators and Supervisors	Senior staff of Council who assist in the managing of the complaint handling processes and outcomes including the review process and writing response letters to the complainant.
Director	A Director of Council may receive the complaint either directly or through the elevation process. A Director will manage the complaint and outcomes including the review process and writing response letters to the complainant.
CEO	Chief Executive Officer may receive the complaint either directly or through the elevation process. The CEO will manage the complaint and outcomes including the review process and writing response letters to the complainant.
CRM	Complaints Record Management Software System.
Contact / Responsible Officer	Person investigating the complaint whom populates the investigation review document and letter in response to the complaint.

7. Roles and Responsibilities of Council Staff and Contractors

Front Line Staff - Customer Service Team

The Customer Service Team will action all complaints received in person or over the phone. Complaints will be entered in the Complaints Record Management System Software (CRM) and complainant provided with a reference no. relating to their complaint.

Where possible the Customer Service Team representative will resolve the complaint.

Where the complaint requires the action of another department within Council, the Customer Service Team member on receiving the complaint will refer it to the applicable Officer, Coordinator, Supervisor, Director or Chief Executive Officer (CEO) to action and resolve.

Complaints received relating to Councillors and the Mayor must be directed to the CEO for appropriate action as per the Councillor Code of Conduct.

Records Officer

The Records Officer will register and action all complaints received via email, internet submission or mail.

Complaints will be entered in the Complaints Record Management System Software (CRM) and acknowledge of receipt and reference no. of complaint will be provided to the complainant.

The Records Officer will then refer the complaint within two business day to the applicable Coordinator, Supervisor, Manager, Director or CEO to action and resolve.

Complaints received relating to Councillors and the Mayor are to be referred to the CEO as noted above for appropriate action.

Managers, Coordinator and/or Supervisors

Managers, Coordinators and/or Supervisors may receive complaints that have been actioned to them via the CRM system.

It is the responsibility of the actioned senior staff to acknowledge the complaint via letter, within 10 business days and aim to resolve the complaint within 28 days.

It is the Managers, Coordinators and/or Supervisors responsibility to close out the action in the CRM system once the complaint is resolved.

It's also the responsibility of the Manager, Coordinator and/or Supervisor who receive complaints directly (e.g. orally, phone or by email) to ensure these complaints are recorded and actioned through the CRM system.

On assessment of the complaint, if it is deemed outside of the Managers, Coordinators and/or Supervisors delegation of responsibilities, the staff member is to escalate the complaint to their Director within two business day of receiving the complaint.

Director

A Director may receive complaints that have been escalated to them via the CRM system. It is the responsibility of the Director to acknowledge the complaint via letter, within 10 business days and aim to resolve the complaint within 28 days.

It is the Directors responsibility to close out the action in the CRM system once the complaint is resolved.

It's also the responsibility of the Director who receive complaints directly (eg. orally, phone or by email) to ensure these complaints are recorded and actioned through the CRM system.

On assessment of the complaint, if it is deemed outside of the Directors delegation of responsibilities, the Director is to elevate the complaint to the Department of

Organisational Performance or Chief Executive Officer within two business day of receiving the complaint.

Chief Executive Officer

Complaints outside of a Directors delegation will be elevated to the CEO. It is the CEO's responsibility to resolve the complaint within 28 days.

The outcome of complaints escalated to the CEO for resolution are to be independently reviewed by the Department of Organisational Performance, prior to the complainant receiving correspondence on outcome.

It is the CEO's responsibility to close out the action in the CRM system once the complaint is resolved.

Third Party Contractors

Third Party Contractors are to provide information when required to the applicable Director, Department of Organisational Performance or CEO to resolve the complaint within the specified timeframes.

Contractors are not to respond to complaints directly. All complaints are to be directed to Yarriambiack Shire Council to manage through the Complaints Handling process.

8. Risk Management - CRM Overdue Escalation Process

Yarriambiack Shire Council's Customer Request Management System (CRM) is a computerised tracking system used to monitor complaints.

Complaints are monitored by the Supervisors, Coordinators, Managers and Directors who handles the complaint and is responsible for the closing of a complaint, once completed.

The system maintains an electronic journal of all actions taken in relation to requests and can send reminders to officers when complaints are closed. When complaints are not actioned notices are sent electronically to the relevant Director as an escalation process implemented to ensure that Yarriambiack Shire Council meets the specified timelines.

9. How to Make a Complaint

A person can make a complaint a number of ways:

Mail (in writing)	Yarriambiack Shire Council ,PO Box 243, W'Beal Vic 3393
Telephone	(03) 53 98 0100
Email	info@yarriambiack.vic.gov.au
In Person	Customer Service Yarriambiack Shire Council, 34 Lyle Street, W'Beal VIC 3393
Website or through other relevant sources e.g. Snap/Send/Solve	www.yarriambiack.vic.gov.au via Complaints Form
In Person with personal assistance	People with disabilities, special needs or other barriers may obtain personal assistance to complete a complaint by the Manager Organisational Performance. Barriers may include: <ul style="list-style-type: none"> • Language • Disability • Hearing • Age • Illiterate • Visual impairment

10. Accessibility

Anyone who has been affected by an action or inaction of Council can make a complaint. Council offers multiple means of lodging a complaint to assist people with specific needs. We accept and respond to anonymous complaints, provided we have received enough information to do so.

This policy is available for inspection at the Yarriambiack Shire Council Office during business hours and accessible via Council's Website www.yarriambiack.vic.gov.au. Copies can also be provided to community members upon request. Resources will also be available for cultural and diversity needs and for those with e.g. Language barriers, hearing, deafness and visual impairment.

11. Appeal of Decision

The objectives of a Council include:

- Promoting the social, economic and environmental viability and sustainability of the municipal district.
- Ensuring that resources are used efficiently and effectively, and services are provided in accordance with the Best Value Principles to best meet the needs of the local community.

Therefore, a person who is aggrieved by a decision made by Council may appeal to have their decision reviewed. If the complainant remains dissatisfied with the process or outcome of an internal review, Council must inform complainants of any external avenues through which they can pursue their complaint.

RELATED DOCUMENTS

- Employee Code of Conduct
- Councillors Code of Conduct
- Information Privacy Policy
- Risk Management Policy
- Complaint Handling Form

REFERENCES

- Public Records Act 1973*
- Public Interest Disclosures Act 2012*
- Victorian Ombudsman's Councils and Complaints - A good practice guide (September 2016)
- AS/NZS 10002:2014 - Guidelines for complaints handling in organisations.
- Victorian Ombudsman's Good Practice Guide to Handling Complaints report and Guide (September 2016)
- Victorian Ombudsman's – Revisiting councils and complaints
- Privacy and Data Protection Act 2014*
- Local Government Act 2020*
- Freedom of Information Solutions Complaints Training Guidelines
- Charter of Human Rights and Responsibilities Act 2006*

Policy Adopted:	Ordinary Meeting 24 June 2021	Minute Book Page	
Policy Reviewed:	Ordinary Meeting [date]	Minute Book Page [number]	

COMPLAINTS HANDLING PROCEDURE GUIDELINES/PROCEDURES

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12. OBJECTIVE

Yarriambiack Shire Council Complaints Handling Procedure must be read in conjunction with the Yarriambiack Shire Council Complaints Handling Policy.

Council recognises a customer's right to make a complaint. Complaints give Council vital information about its services and a valuable opportunity to make things right and identify areas of service that need improvement.

This Complaint Handling Policy and Procedures aim to ensure that customers can raise their complaints with Council easily and with confidence that Council will listen to their concerns, be responsive and handle their complaints fairly and objectively.

These Procedures describe Council's organisational approach to complaints handling and supports and empowers staff in the facilitation and resolution of complaints in an efficient and transparent manner. It also ensures that Council is accountable both internally and externally for its decision making and complaint handling performance.

13. COMPLAINTS HANDLING – FOUR-TIERED APPROACH

Overview – Appendix 1: Complaint Handling Flowchart

The Council takes a four-tiered approach to complaints handling as follows.

Frontline resolution: frontline staff receive the complaint and resolve it immediately if possible.

Investigation if required: if frontline staff or Managers, Coordinators and/or Supervisors cannot resolve the complaint, they will refer it to their Director, Department of Organisational Performance or the CEO for investigation.

Internal review: if the complainant is not satisfied with the outcome of the investigation, they can request an internal review.

Access to external review: if the complainant is not satisfied with the process or outcome of the internal review, we inform them of any external avenues through which they can pursue their complaint such as IBAC and the Victorian Ombudsman.

14. PROCEDURES

14.1 Frontline Resolution

- a) Council will acknowledge all complaints within two business days of receipt by providing the complainant with a relevant reference no. Contact will be made via phone or email.
- b) Frontline staff will receive and record the complaint; including preferred method of communication e.g. Phone or email (for minor complaints), a response by letter for major complaints will be sent within 10 business days.
- c) Frontline staff will record complainant's initial behaviour e.g. (Calm/Reasonable, Upset, Distressed, Verbally Aggressive or Threatening Behaviour).
- d) Frontline staff will clarify the complaint and record the outcome the complainant is seeking.
- e) Frontline staff will assess the complaint to determine how it should be dealt with.
- f) If Yarriambiack Shire Council is not the right organisation to respond to the complaint, frontline staff will advise the complainant of an organisation that may be able to assist.

14.2 Investigation

- a) If frontline staff cannot resolve the complaint, it will be assigned via the CRM system to the relevant Supervisor, Coordinator, Manager, Director or the CEO for investigation.
- b) The relevant Yarriambiack Shire Council staff member handling the complaint will advise the complainant who the contact/responsible officer is and how long it will take to respond to the complaint.
- c) The relevant staff member will aim to resolve a complaint within 28 days.
- d) If it takes longer than 28 days to resolve a complaint, the contact/responsible officer will contact the complainant prior to or at this time and explain why.
- e) Complaints that are not resolved within 28 days will be subject to review and escalated if necessary to ensure that a resolution is expedited.
- f) The contact/responsible officer responsible for handling the complaint will write to the complainant to advise them of the outcome. The outcome letter will contain reasons for the decision made and the contact information for the responsible officer. In some circumstances it may be necessary to explain the steps that Council took to investigate and resolve the matter.
- g) Where possible, the officer handling the complaint will contact the complainant via telephone to discuss the outcome of their complaint prior to sending the outcome letter.

15. Internal Review

All complaints are subject to an internal review process as outlined below: An internal review should be escalated to an officer not involved in the original decision/action/investigation e.g. an Officer from the Department of Organisational Performance.

15.1 Customer Service Investigation and Response

All Customer Service complaints received are reviewed by the relevant Manager, Coordinator and/or Supervisor.

15.2 Manager, Coordinator and/or Supervisor Investigation and Response

The investigation review document and response letter is to be reviewed by the relevant Manager, Coordinator and/or Supervisor. If the Manager, Coordinator and/or Supervisor has a conflict of interest, or has been involved in the Investigation process, the investigation review document and response letter is to be evaluated by the Director or by the Department of Organisational Performance.

15.3 Directors Investigation and Response

The investigation review document and response letter is to be reviewed by the relevant Director. If the Director has a conflict of interest, or has been involved in the Investigation process, the investigation review document and response letter is to be evaluated by the CEO or Department of Organisational Performance.

15.4 CEO Investigation and Response

The investigation review document and response letter is to be reviewed by the CEO. If the CEO has a conflict of interest or has been involved in the investigation process, a Director will be appointed to review the document and response letter.

15.5 Outcome Letter

A written outcome letter signed by the CEO for the internal review will be provided to the complainant at the conclusion of every internal review.

Where available, the outcome letter will advise the complainant of any avenues for external reviews in relation to the matter.

16. Complaints Received

16.1 Complaints Received by Councillors

Where a Councillor receives a complaint from a member of the public, the Councillor is to refer the complaint to the relevant Officer to be logged in the CRM system and actioned according to this policy and procedure.

The contact/responsible officer is responsible to inform the relevant Councillor of the outcome of the complaint.

16.2 Complaints about Contractors

Council retains a level of responsibility for services carried out by contractors on its behalf.

All complaints regarding contractors are to be directed to the relevant Director or to the Department of Organisational Performance. The complaints are to be logged in the CRM system and actioned according to this policy and procedure.

If a complainant is not satisfied with the outcome of the complaint, he or she can ask Yarriambiack Shire Council to review the decision.

16.3 Complaints about Staff

Complaints specifically in relation to Council staff will be assigned to the relevant Manager, Director and Manager of Organisational Performance. Depending on the nature and severity of the complaint, the Manager Organisational Performance will be responsible for managing any consequential investigation and will advise the complainant and all internal parties of the process to be followed in accordance with this policy, including likely time frames.

17. Complaints about specific matters – alternative procedures

Where a complaint involves allegations of corrupt conduct, it will be handled in accordance with the Yarriambiack Shire Council's Public Interest Disclosures Policy and Procedure.

17.1 Complaints about Councillors

Complaints about Councillors will be actioned and investigated in accordance with the Councillors Code of Conduct and Public Interest Disclosure Policy and Procedure.

If the complaint is outside of the CEO's delegation and authority to manage, the CEO will refer the complaint to the applicable Governing Body.

17.2 Complaints about Chief Executive Officer

Complaints will be handled in accordance with the Act. The act requires the CEO to advise the Mayor and Council about the complaint. The CEO may make the request for a probity auditor to be appointed in relation to the complaint. The primary duties of the probity auditor are to assist Council to deal with the complaint which includes preparing a report at the end of the probity period.

17.3 Anonymous Complaints

Yarriambiack Shire Council will accept anonymous complaints if enough information is provided.

Council Officers are encouraged to advise the complainant that providing information will assist Council in administering the Complaint Handling Policy. Where a Complainant is unwilling to disclose their details the investigation process is disadvantaged because:

- a) Anonymity generally reduces Council's ability to properly investigate a matter.

- b) It can be difficult to clarify the nature of the complaint and obtain additional information from the complainant.
- c) Yarriambiack Shire Council is unable to contact or provide the person(s) with reasons for any decision made about their complaint.

Notwithstanding the above constraints, Yarriambiack Shire Council will endeavour to address anonymous complaints in a manner consistent with the principles and processes applied to other complaints.

A Complainant may use an advocate or authorised personal representative to progress their complaint – refer to Yarriambiack Shire Council Complaint Form [YSC Complaints Form .docx](#)

18. Remedies

Where we have found that we have made an error, we will take steps to redress the situation. Possible remedies include, but are not limited to:

- a) An explanation of why the error occurred and the steps taken to prevent it happening again.
- b) A reversal of a decision.
- c) An ex-gratia payment of compensation.
- d) Disciplinary action taken against a staff member.
- e) Providing the means of redress requested by the complainant.

Where we identify an error, we will consider offering a genuine apology to the complainant, in addition to any other remedies offered, irrespective of whether the complainant specifically requested this.

19. Unreasonable Complaint Conduct

In a small number of cases some complainants behave in ways that are inappropriate and unacceptable; despite Council's best efforts to help them. When complainants behave inappropriately Yarriambiack Shire Council considers their conduct to be 'unreasonable'. Unreasonable complainant conduct is any behaviour by a current or former complainant which, because of its nature or frequency raises substantial health, safety, resource or equity issues for the organisation, staff, other service users and complainants or the complainant himself/herself.

Unreasonable Complaint Conduct can be divided into five categories of conduct:

- a) Unreasonable persistence.
- b) Unreasonable demands.
- c) Unreasonable lack of cooperation.
- d) Unreasonable arguments.
- e) Unreasonable behaviour.

Unreasonable persistence

Unreasonable persistence is continued, incessant and unrelenting conduct by a complainant that has a disproportionate and unreasonable impact on our organisation, staff, services, time and/or resources.

Unreasonable demands

Unreasonable demands are any demands (express or implied) that are made by a complainant that have a disproportionate and unreasonable impact on the organisation, staff, services, time and/or resources.

Unreasonable lack of cooperation

Unreasonable lack of cooperation is an unwillingness and/or inability by a complainant to cooperate with the organisation, staff, or complaints system and processes that result in a disproportionate and unreasonable use of services, time and/or resources.

Unreasonable arguments

Unreasonable arguments include any arguments that are not based in reason or logic, that are incomprehensible, false or inflammatory, trivial or delirious and that disproportionately and unreasonably impact upon the organisation, staff, services, time, and/or resources.

Unreasonable behaviour

Unreasonable behaviour is conduct that is unreasonable in all circumstances – regardless of how stressed, angry or frustrated that a complainant is – because it unreasonably compromises the health, safety and security of staff, other service users or the complainant himself / herself.

All staff should note that Yarriambiack Shire Council has a zero tolerance policy towards any harm, abuse or threats directed towards them. Any conduct of this kind will be dealt with under this policy and in accordance with Council's duty of care and Occupational Health and Safety responsibilities.

The following guidelines apply in dealing with Unreasonable Complainant Behaviours:

- a) Do not dismiss a complaint because the complainant is difficult to manage.
- b) Use the processes in place to manage the difficult complainant.
- c) Carefully draft decision letters including evidence of unreasonable complainant conduct and action taken.
- d) If necessary, notify the complainant that future contact will be limited:
 - No phone calls will be accepted on the issue.
 - All future communications must be in writing.
 - New correspondence will be received and assessed but only acknowledged or responded to if the complainant provides new information about their complaint.

20. Privacy and Confidentiality

When gathering information to respond to a complaint, we will only:

- a) Use it to deal with the complaint or to address systemic issues arising from the complaint.
- b) Disclose it in a de-identified format when disclosing data to the public.
- c) Share it with Council staff on a need to know basis.

21. Recording Complaints

All complaints are recorded in our CRM software system.

The Customer Service Team (frontline staff) and Records Officer will:

- a) Record and action the initial complaint in the CRM; and (if necessary)
- b) Direct the complaint to the responsible Officer to resolve.

The Officer responsible for resolving the complaint will record the resolution in the CRM system, close out the action and respond to complainant.

22. Complaints Analysis

The Department Business Strategy & Performance will analyse complaint data and provide an annual report to Council on how we can reduce complaints and improve services. The CEO and Directors are responsible for acting on the recommendations in these reports.

We record the following information for each complaint:

- a) The complainant's details.
- b) How the complaint was received.
- c) A description of the complaint.
- d) The complainant's desired outcome (if known).
- e) The Council officer responsible for handling the complaint.
- f) Any action taken, including contact with the complainant, response times.
- g) Outcome.
- h) Any recommendations for improvement, and who is responsible for implementing them.
- i) Close out date.

Any queries regarding the recording of complaints should be directed to the Department of Organisational Performance.

23. Reporting on Performance

To measure our performance, we have the following key performance indicators:

- a) Performance against timelines set by Council (i.e. average time to respond).
- b) Number of complaints received in a financial year.
- c) Number of complaints closed in a financial year.
- d) Number of Complaints that remain open after 28 days.
- e) Number of complaints outcomes overturned on internal reviews
- f) Review of complaint satisfaction.
- g) Complaints escalated to the Victorian Ombudsman's Office where Council's original decision has been overturned and/or proposals for action have been made by the Ombudsman.

The Director of the Department of Business Strategy & Performance will report against our complaints handling key performance indicators:

- a) Annually at Council meetings.
- b) Annually, in Council's Annual Report, where we will also detail any service improvements made as a result of complaints received.

24. Access to External Review

Where applicable, the contact/responsible officer dealing with the complaint will advise the complainant of any avenues of external review available in relation to the matter.

Victorian Ombudsman

The Ombudsman is an independent officer of the Victorian Parliament who investigates complaints about the State Government Departments, most Statutory Authorities and Local Government.

Phone: 03 9613 6222

Toll Free: 1800 806 314

Address: Level 2, 570 Bourke Street, Melbourne Vic 3000

Email: ombudvic@ombudsman.vic.gov.au

Web: www.ombudsman.vic.gov.au

Independent Broad Based Anti-Corruption Commission (IBAC)

Toll Free: 1300 735 135

Address: Level 1, North Tower, 459 Collins Street, Melbourne Vic 3000

Email: info@ibac.vic.gov.au

Web: www.ibac.vic.gov.au

Independent Advice

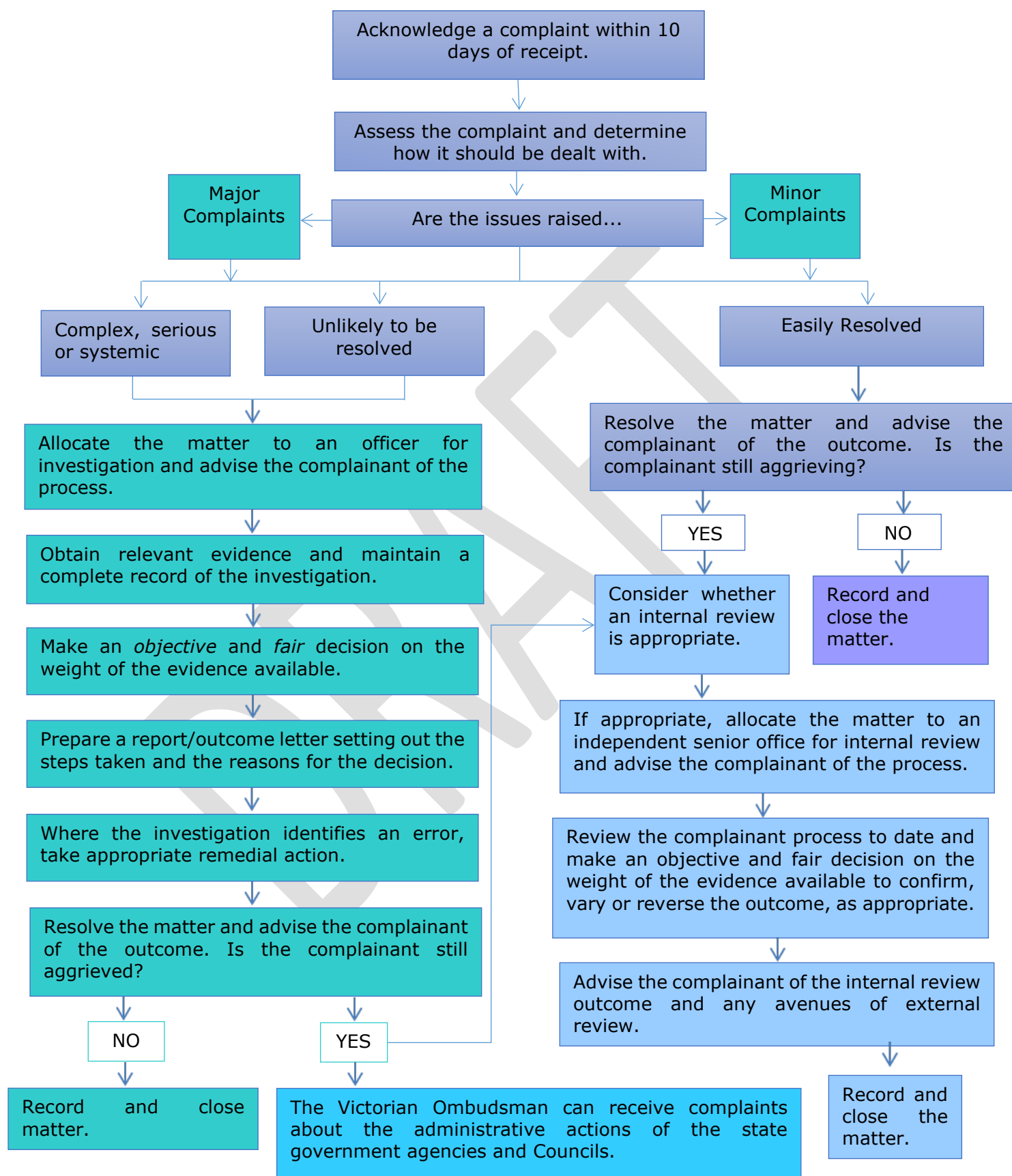
Other Independent advice is also available from other agencies:

- Local Government Victoria
- Privacy Victoria
- Human Rights and Equal Opportunity Commission Victoria
- Australian Competition and Consumer Commission (ACCC)
- WorkSafe

**Refer to Appendix 2 for other additional dispute resolution bodies.*

Appendix 1

COMPLAINT HANDLING FLOWCHART



Complaints should be advised of their right to complain to the Victorian Ombudsman

Appendix 2

KEY VICTORIAN COMPLAINT AND DISPUTE RESOLUTION BODIES**Accident Compensation Conciliation Service**

Provides an independent service to resolve worker's compensation disputes in Victoria.

Commissioner for Privacy and Data Protection

The key body regulating the way Victorian Government Agencies and Local Councils collect and handle personal information.

Consumer Affairs Victoria

Promotes consumer protection and ethical trading and ensures that consumer protection laws are properly enforced.

Dispute Settlement Centre – Victorian Department of Justice and Regulation

Provides an informal, impartial, accessible, low cost dispute resolution service to the Victorian community.

Disability Services Commissioner

Deals with complaints about disability services in Victoria.

Health Services Commissioner

Deals with complaints about health services providers.

Local Government Investigations and Compliance Inspectorate

Investigates complaints of alleged breaches of the *Local Government Act 2020* by Councillors, Senior Council Officers and certain other persons.

Mental Health Complaints Commissioner

Deals with complaints about public mental health services provides.

Public Transport Ombudsman

Deals with complaints about Victorian Public Transport that members of the community have been unable to resolve directly with the Public Transport Operators.

Victorian Equal Opportunity and Human Rights Commission

Responsible for eliminating discrimination in Victoria. Offers information, education and consultancy services, conducts research and provides legal and policy advice.

Victorian Inspectorate

Key oversight body in Victoria's integrity system. It can take complaints about IBAC, Chief Examiner and Examiners, Victorian Ombudsman and Auditor General.

CUSTOMER SERVICE CHARTER

OUR VISION

A connected rural community who values its land and community wellbeing.

OUR COMMITMENT

Yarriambiack Shire Council is committed to providing the highest possible level of service to our community and our customers.

Council is committed to being honest, trustworthy, reliable, transparent and accountable in our dealings.



Our community has the right to:

- Be represented by Councillors and by a Council that promotes the interests of the Yarriambiack Shire.
- Take part in Council planning and Council decisions affecting the community.
- Be listened to, consulted and engaged with in a way that strengthens local partnerships.
- Be informed of the services available and have access to them.
- Be treated with respect, fairness and courtesy.

OUR RESPONSE

Online

Our website will provide comprehensive, accurate, relevant and timely information and we will provide important, up-to-date information via our social media channels. We aim to reply to requests requiring a response within 2 business days.

Phone

We will answer the phone promptly, identify ourselves and endeavour to deal with an enquiry directly without unnecessary referrals or transfers. If we need to refer you to the relevant person for your request, attempts will be made to transfer you immediately. If the relevant person is unavailable a request for a call back will be responded to within 2 business days.

In Person

We will treat our customers with courtesy and respect. We will be friendly, helpful and assist you promptly and professionally. We will attempt to deal with an enquiry directly. In instances where we are not able to address your query, we will make attempts for you to speak with the relevant person. If that person is not available, we will request that they contact you directly within 2 business days.

Written/Email

We will acknowledge that the request has been received within 2 business days and respond formally via email or letter within 10 business days.

Privacy

The responsible handling of personal information is a key aspect of good Governance. We are strongly committed to protecting an individual's right to privacy.

Customer Requests / Complaints

We are committed to resolving complaints in a timely and professional manner. We recognise complaints are a part of our business in serving the community and improving service delivery.

If submitting a customer request or complaint via phone or email, you will receive a call or email with the Customer Request Maintenance (CRM) number and the details of the responsible Manager via the contact details provided.

Once the CRM is actioned you will receive a progress update. Complaints must be actioned in accordance with our Complaints Handling Policy. The Policy is available on our website.

Customer Requests will be actioned based on the risk associated with the request and available funding.

Contact Us

Business Hours: 8:30am to 5:00pm weekdays

In Person: 34 Lyle Street, Warracknabeal

In writing: info@yarriambiack.vic.gov.au

In writing: PO Box 243, Warracknabeal Vic 3393

Telephone: 03 5398 0100

Fax: 03 5398 2502

Online: www.yarriambiack.vic.gov.au

13.7 Fraud and Corruption Prevention Policy

Prepared by Tammy Smith, Director Business Strategy and Performance

SUMMARY

Council's Fraud and Corruption Prevention Policy was due for revision on 30 June 2021.

The Policy has been revised and minor amendments made to ensure compliance with current Council practices.

RECOMMENDATION

That Council:

- a) Rescind the Fraud and Corruption Prevention Policy adopted on the 30 June 2018, and;
- b) Adopt the revised draft Fraud and Corruption Prevention Policy as attached to this Council report.

ATTACHMENTS

[Attachment: Draft Fraud and Corruption Prevention Policy](#)

DISCUSSION

Section 101 – Financial Management Principles of the *Local Government Act 2020* requires that Council manage and monitor financial risks. The Local Government (Planning and Reporting) Regulations 2020 requires Council to have a Fraud Policy outlining Council's commitment and approach to minimising the risk of fraud.

As part of the Annual Reporting process, the Governance and Management checklist in report of operations must be completed attesting to the policy being active and current.

The policy has been revised to reference Council's Fraud and Corruption Awareness training program that is required to be completed when staff (including labour hire employees) commence with Council and every two years thereafter.

RELEVANT LAW

Section 101 of the Local Government Act 2020.

COUNCIL PLANS AND POLICIES

- The Yarriambiack Shire Council Annual Report
- Corporate Credit and Debit Card Policy
- Public Interest Disclosure Policy and Procedure
- Procurement Policy

RELATED COUNCIL DECISIONS

The Fraud and Corruption Prevention Policy adopted on 30 June 2018.

OPTIONS

Not applicable.

SUSTAINABILITY IMPLICATIONS

- Financial* – The policy addresses the risk of fraud and corruption with a focus on prevention. Limiting opportunities of fraud has a positive benefit to the financial viability of Council.

COMMUNITY ENGAGEMENT

The policy is not required to undertake a community engagement process as it is a requirement within the Local Government Act and supporting regulations to have a policy to mitigate the risk of fraud.

GENDER IMPACT ASSESSMENT

The Gender Equality Act 2020 requires entities to conduct gender impact assessments on all new policies, programs and services that directly and significantly impact the public as well as those up for review.

Gender Impact Assessment (GIA)		Status
Does this Council report recommendation i) Introduce a new policy, program and/or service; or j) Is it a review of a policy, program and/or service; that directly and significantly impacts the public?		YES <input type="checkbox"/> A GIA has been completed. NO <input checked="" type="checkbox"/> A GIA is not required.
Link to Gender Impact Assessment		Not Applicable

RISK

Utilising the Risk Management Framework the following assessment has been made:

Strategic Risk Description and Residual Risk Level	Action to Mitigate/Reduce Risk	Does Action maintain or reduce Residual Risk Level
Corporate Governance, Compliance and Liability Risk - Residual Risk Level Low	The Policy meets the requirements within the Local Government (Planning and Reporting) Regulations 2020 to have a current Fraud Policy.	Maintains Residual Risk Level
Financial Risk - Residual Risk Level Medium	The Policy assists to minimise the risk of fraud which could have a financial impact on Council.	Maintains Residual Risk Level

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not Applicable

CONFLICTS OF INTEREST

All officers involved in the preparation of this report have declared that they do not have a conflict of interest in the subject matter of this report.

Fraud and Corruption Prevention Policy

Yarriambiack Shire Council encourages a working environment which promotes gender equality and models non-violent and respectful relationships.

1 Objective

The purpose of this policy is to demonstrate Council's approach to the prevention, identification and control of fraudulent and/or corrupt activity.

The objectives of the policy are to:

- a) Ensure that all staff are aware of their responsibilities for identifying the exposures to fraudulent activities and for establishing controls and procedures for when it occurs.
- b) To provide guidance to staff as to which action should be taken where they suspect fraudulent activity.
- c) Ensure fairness of decision making, advice and review.
- d) Provide appropriate training to all employees to ensure awareness of responsibilities and expectations.
- e) To provide assurances that all suspected fraudulent activity will be fully investigated.
- f) Taking appropriate action to investigate reports of suspected fraud or corruption.
- g) To encourage employees to report matters that they suspect or are concerned about regarding corrupt conduct, fraudulent activities or criminal involvement.

2 Responsibility

This policy applies to all Councillors, Employees, Contractors, Volunteers, and anyone undertaking business with or on behalf of Yarriambiack Shire Council.

Council is responsible for the good governance of the municipality and for the protection of public money and assets, and Council's reputation. It is responsible for setting the highest standards of honesty and integrity in the provision of services to the community and the management of the organisation.

Fraud prevention rests with all levels of management and all employees have the responsibility to report suspected fraud. Any employee who suspects fraudulent activity must immediately notify their Manager/Supervisor, Director, or the Chief Executive Officer.

3 Policy Statement and Scope

This policy applies across all work areas and operations of the Yarriambiack Shire Council.

Fraud is not restricted to monetary or material benefits. It includes order to obtain unjust advantage, the theft of funds, assets or information, or the unauthorised use of Council assets as personal gain.

Fraud is characterised by dishonest conduct or misuse of position or authority to obtain unjust advantage, the theft of funds, assets or information, or the unauthorised use of Council assets as personal gain. Most acts of fraud are criminal offences. Persons inside or outside the organisation, or both, can be responsible for fraud.

Fraud could have a significant impact on Council and the community, potentially reducing the quality of services delivered and adversely affecting Council's ability to achieve its objectives as set out in the Council Plan. In addition, Council's financial sustainability may be threatened and its reputation damaged.

Name: Fraud and Corruption Prevention Policy	This Document is Uncontrolled when Printed	Responsible Officer: Director Business Strategy & Performance
Version: 1.1	Issue Date:	Next Review: Page 1/ 3

Yarriambiack Shire Council is committed to protecting its revenue, expenditure and assets from attempts by any person, including contractors, agents or employees by preventing, deterring and responding appropriately to alleged fraudulent behaviour.

Council will not tolerate fraudulent acts and will ensure that all allegations of fraud are investigated confidentially, promptly and thoroughly.

Yarriambiack Shire Council seeks to maintain fraud prevention initiatives. These include consistency with Council's Employee and Councillor Code of Conduct and associated policies and procedures.

Allegations and concerns about fraudulent or corrupt activity may come from different sources such as:

- a) Members of public.
- b) Other local authorities.
- c) Councillors.
- d) Council Managers and Staff.
- e) Resulting from internal and external auditors.

3.1 Notification of Fraud

Allegations of misconduct or fraud made by employees about other employees should be reported and that the allegations should be made with honesty and without any improper motive.

Where an employee suspects that an act of fraud or fraudulent conduct is occurring or has occurred, that employee should report such suspicions to their immediate Manager/Supervisor or Director. Where the employee does not feel comfortable reporting suspicions to their Manager/Supervisor or Director they should report such matters to the Chief Executive Officer.

Anonymous reports may be directed to the Chief Executive Officer. Adequate supporting information to enable an investigation to be undertaken should be provided and should be clearly marked 'Private & Confidential'.

At all times confidentiality will be maintained and information disclosed only to those who need to know it, in order of any disciplinary action.

3.2 Training

Council requires all employees and labour hire contractors complete online Fraud and Corruption Awareness Training on commencement with Yarriambiack Shire Council, and every two years thereafter as a refresher training.

3.3 Review of Policy

This policy is to undertake a review cycle every two years.

4 References

- Public Interest Disclosure Policy
- Public Interest Disclosure Procedure – Guidelines
- Procurement Policy
- Procurement Management Manual
- Finance and Payroll Management Manual
- Corporate Debit and Credit Card Policy

Name: Fraud and Corruption Prevention Policy	This Document is Uncontrolled when Printed	Responsible Officer: Director Business Strategy & Performance
Version: 1.1	Issue Date:	Next Review: Page 2/ 3

5 Definitions

Fraud	Means an internal dishonest act or omission done with the purpose of deceiving.
Corrupt Conduct	Means where an officer has: <ul style="list-style-type: none"> Corruptly acted or corruptly failed to act in the performance of functions of his or her office or employment; or Corruptly taken advantage of his or her office or employment as a public officer to obtain any benefit for himself or herself or for another person.

Council Approved Policy

Policy Adopted:	30 June 2018		
Policy Reviewed:	Ordinary Meeting [date]	Minute Book Page [number]	

13.8 Debit and Credit Card Policy

Prepared by Tammy Smith, Director Business Strategy and Performance

SUMMARY

Council's Corporate Credit Card Policy was due for revision on 27 June 2021.

The Policy has been revised and amendments made to reflect Council practices.

RECOMMENDATION

That Council:

- a) Rescind the Corporate Credit Card Policy adopted on the 30 June 2018, and
- b) Adopt the revised draft Debit and Credit Card Policy as attached to this Council report.

ATTACHMENTS

[Attachment: Draft Debit and Credit Card Policy](#)

DISCUSSION

Section 101 – Financial Management Principles of the *Local Government Act 2020* requires that Council manage and monitor financial risks.

The policy has been revised to incorporate both debit and credit cards. Council has a debit card for software purchases only.

The revised policy includes Council's enhanced process for requesting the use of a credit or debit card, including the approval process for purchasing. The policy also addresses overseas transactions and roles in which Council permits a credit or debit card allocation.

RELEVANT LAW

Section 101-Financial Management Principles of the Local Government Act 2020.

COUNCIL PLANS AND POLICIES

- Fraud and Corruption Prevention Policy
- Public Interest Disclosure Policy and Procedure
- Procurement Policy

RELATED COUNCIL DECISIONS

The Corporate Credit Card Policy adopted on 30 June 2018.

OPTIONS

An alternative option would be not to issue corporate credit and debit cards, however consideration would need to be made to the impact it would have on service delivery, such as the ongoing subscription to purchase software.

SUSTAINABILITY IMPLICATIONS

- *Financial* – The policy addresses the governance structure for the management of corporate debit and credit cards, therefore reducing the risk of improper use.

COMMUNITY ENGAGEMENT

The policy is not required to undertake a community engagement process as it is a requirement within the Local Government Act and supporting regulations to have a policy to mitigate the risk of fraud.

GENDER IMPACT ASSESSMENT

The Gender Equality Act 2020 requires entities to conduct gender impact assessments on all new policies, programs and services that directly and significantly impact the public as well as those up for review.

Gender Impact Assessment (GIA)		Status
Does this Council report recommendation k) Introduce a new policy, program and/or service; or l) Is it a review of a policy, program and/or service; that directly and significantly impacts the public?		YES <input type="checkbox"/> A GIA has been completed. NO <input checked="" type="checkbox"/> A GIA is not required.
Link to Gender Impact Assessment		Not applicable

RISK

Utilising the Risk Management Framework the following assessment has been made:

Strategic Risk Description and Residual Risk Level	Action to Mitigate/Reduce Risk	Does Action maintain or reduce Residual Risk Level
Corporate Governance, Compliance and Liability Risk - Residual Risk Level Low	The Policy meets the Local Government Act 2020 - Financial Management Principles to mitigate Council's risk of fraud.	Maintains Residual Risk Level
Financial Risk - Residual Risk Level Medium	The Policy assists to minimise the risk of fraud which could have a financial impact on Council.	Maintains Residual Risk Level

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not Applicable

CONFLICTS OF INTEREST

All officers involved in the preparation of this report have declared that they do not have a conflict of interest in the subject matter of this report.

Corporate Debit and Credit Card Policy

Yarriambiack Shire Council encourages a working environment which promotes gender equality and models non-violent and respectful relationships.

1 Objective

The purpose of the policy is to ensure:

- a) Effective controls, policies and procedures are in place with respect to the use of corporate debit and credit cards.
- b) Transparency in Council's operations concerning the use of corporate debit and credit cards.
- c) Council's resources are managed with integrity and diligence.

The objectives of this policy is to:

- a) Fulfil all statutory requirements of the *Local Government Act 2020* and supporting regulations with respect to the use of corporate debit and credit cards.
- b) To adopt best practice principles in developing a clear and comprehensive policy on the use of corporate debit and credit cards.

2 Responsibility

This policy applies to all Councillors, Employees, Contractors, Volunteers, and anyone undertaking business with or on behalf of Yarriambiack Shire Council.

Council is responsible for the good governance of the municipality and for the protection of public money and assets, and Council's reputation. It is responsible for setting the highest standards of honesty and integrity in the provision of services to the community and the management of the organisation.

Fraud prevention rests with all levels of management and all employees have the responsibility to report suspected fraud. Any employee who suspects fraudulent activity must immediately notify their Manager/Supervisor, Director, or the Chief Executive Officer.

3 Policy Statement and Scope

3.1 Purpose of Corporate Credit Cards

Corporate debit and credit cards have been implemented to allow the Council to transact its business in a more efficient manner and at the same time provide Council Officers with a more convenient method to meet costs they incur on Council's behalf.

Corporate debit and credit cards should be recognised as a valuable tool for the efficient and effective operation of Council's daily business and not as a benefit assigned to specific individuals. The use of corporate debit and credit cards will create savings in staff administration time in matters such as software purchasing, arranging transport, accommodation and registration for attendance at conferences. It will also reduce the number of creditor creations that are required for one-off purchases.

The use of corporate debit and credit cards is intended to save time and paperwork in making purchases while still maintaining control of purchases through the monthly reconciliation process as well as reducing the need for Council staff to use their private credit card to conduct Council business.

3.2 Issuing of Cards

The Chief Executive Officer has delegated authority to authorise the issuing of corporate credit cards to staff.

Name: Corporate Debit and Credit Card Policy	This Document is Uncontrolled when Printed	Responsible Officer: Director Business Strategy & Performance
Version: 1.1	Issue Date:	Next Review: Page 1/ 5

The Manager Corporate Services (Principal Accounting Officer) will be responsible for maintaining a register of the individual corporate debit and credit cards including their associated limits and expiry dates.

Before anyone can become a cardholder it will be necessary for that person to provide adequate proof of identity to satisfy bank requirements of at least 100 identification points. Details of documents that can be used for identification are available from the Manager Corporate Services.

The Bank requires that a "Corporate Debit or Credit Card New Cardholder Details" form is completed and applicants will be provided with this form by the Manager Corporate Services.

The Manager Corporate Services will be responsible for obtaining approval of the Chief Executive Officer for the issue of a card and this will be recorded on a "Cardholder Approval and Acknowledgement" form. Each cardholder will be required to sign this form on receipt of the corporate debit or credit card and acknowledge the applicable policies and procedures.

3.3 Monthly Limit and Authorisations

Each corporate debit and credit card will have a monthly limit on expenditure and the expenditure is to be authorised by the person as indicated in the following table:

Type of Card	Authorised Position	Monthly Limit	Restrictions
Credit Card	Payroll / Accounts Payable Officer	\$2,500	Yarriambiack Shire Council Official Business Only.
Debit Card	Director Business Strategy and Performance	\$2,500	Software subscriptions only

The credit limit of the individual cards is not to be exceeded.

3.4 Entitlement to Credit Card

The Mayor and Chief Executive Officer positions are entitled to a credit card. At this point in time, both positions are not issued with either debit or credit cards.

3.5 Restrictions on Use

Corporate debit and credit cards are not to be used for personal expenses under any circumstances and are to be utilised for Council official business only.

Corporate debit and credit cards are not to be used for purchases of fuel for Council vehicles. Staff should use their vehicle's fuel card for fuel purchases.

Use of the corporate debit or credit cards for purchases over the internet should be restricted to trusted secure sites (sites with padlocks).

The cardholder will be personally liable for expenditure that cannot be shown to be related to the business of the Yarriambiack Shire Council.

The corporate debit card has been established to purchase subscription software only. This card cannot be utilised for any other purposes.

The corporate credit card is to be utilised only on occasions when it is a once off purchase, or when the business will not accept purchase orders. Credit and debit card purchasing is Council's least preferred option to procure goods, services and works.

The corporate debit and credit card cannot be utilised for cash advances made from automatic teller machines, or over the counter teller services. The cards are also not to be utilised for BPay purchases.

The cards are not to be linked to any form of award points and any personal award card or membership should not be used in conjunction with the use of the corporate debit or credit cards.

3.6 How to Use a Corporate Debit and Credit Card

The [Credit Card and Debit Card Purchase Request Form](#) must be completed and approved prior to utilising the corporate debit or credit cards.

The Form along with the supporting tax invoice must accompany the monthly reconciliation debit and credit card reconciliations.

A tax invoice is required to be obtained for every purchase that is made on the corporate debit and credit card.

If a transaction is done by telephone or in rare instances by mail order, the cardholder will need to ensure that an appropriate tax invoice is obtained from the supplier and included with the monthly reconciliation.

The tax invoices must contain the following components to comply with taxation law and allow Council to claim an input tax credit for the GST paid:

- Name of creditor
- The Australian Business Number (ABN) of the creditor
- Date of issue
- The quantity and a brief description of what is being supplied
- The name Yarriambiack Shire Council (being the recipient)
- The words 'Tax Invoice'
- The GST as a separate component OR the invoice total with a statement that 'Total includes GST'

All details of the purchase, including tax invoices are required to be obtained and retained to support the appropriate allocation of purchases at the end of each month.

Use of a corporate debit and credit card will require the user to abide by Council's purchasing policies including purchasing from Council's preferred suppliers wherever possible.

3.7 Payment of Monthly Account

The outstanding balance of each corporate debit and credit card will be automatically debited to Council's bank account at the end of the month.

3.8 Reconciling Monthly Statements

- a) Each cardholder will be issued with a monthly statement listing all their transactions. It is the responsibility of the cardholder to match their supporting documentation to the monthly statement.
- b) Monthly statements must be reconciled and returned to the Corporate Services Department within seven days of receiving the statement. The statements must be signed and dated by the assigned Council Officer.
- c) When the monthly statement is received, a check is required to ensure all purchases are supported by a compliant tax invoice and where applicable a Credit Card and Debit Card Purchase Request Form.
- d) For FBT purposes, expenses relating to the provision of entertainment must provide details of the total number of staff who attended, and the total number of attendees.

- e) The Internal and/or External Auditor will include as part of their annual work plan, a periodical review of the supporting documentation in respect of the monthly corporate debit and credit card statements.

3.9 Overseas Transactions

Overseas transactions are permitted on the condition that currency conversion is considered on the purchase and the [Credit Card and Debit Card Purchase Request Form](#) and tax invoice reflects Australian currency and meets Australian taxation law requirements.

3.10 Disputed Purchases

Council is responsible for paying all accounts on the monthly corporate debit and credit card statements and the bank will debit this amount to the Council's bank account at the end of the month.

The cardholder will be personally liable for expenditure that cannot be shown to be related to the business of the Yarriambiack Shire Council.

The Corporate Services Department is to be notified of all disputed transactions.

When a dispute occurs, the cardholder should attempt to correct the situation with the merchant. In many cases a simple telephone call can clear up a problem without any delay. If unable to correct the situation, contact the Corporate Services Department who will attempt to resolve the matter and may have to contact the bank for assistance.

The bank can assist with resolving some disputes with merchants, particularly those involving duplicated charges, non-receipt of goods ordered or credits not processed after refund vouchers have been issued.

3.11 Terminating or Ceasing Employment

Cards should be returned to the Manager Corporate Services as soon as no longer required to be destroyed. If leaving the services of Council, cards should be returned, no later than the last day of employment.

3.12 Reporting Lost or Stolen Cards

If a card is lost or stolen it is the cardholder's responsibility to immediately telephone National Australia Bank to report the loss.

The Manager Corporate Services should be contacted immediately and advised by the next business day and the cardholder should then complete a "Lost or Stolen Cards" form and forward it to the Corporate Services Department.

A replacement card will be arranged and issued upon receipt from the bank.

3.13 Replacement Cards

The card is valid for the period shown on the face of the card and the Bank will automatically reissue replacement cards to the Corporate Services Department one month prior to the expiry date. The Corporate Services Department will then update the register details in regard to the replacement card and issue it to the cardholder.

3.14 Review of Policy

This policy is to undertake a review cycle every three years.

4 References

- a) Public Interest Disclosure Policy
- b) Public Interest Disclosure Procedure – Guidelines
- c) Procurement Policy
- d) Procurement Management Manual

Name: Corporate Debit and Credit Card Policy	This Document is Uncontrolled when Printed	Responsible Officer: Director Business Strategy & Performance
Version: 1.1	Issue Date:	Next Review: Page 4/ 5

- e) Finance and Payroll Management Manual
- f) Fraud and Corruption Prevention Policy.

Council Approved Policy

Policy Adopted:	30 June 2018		
Policy Reviewed:	Ordinary Meeting [date]	Minute Book Page [number]	

DRAFT

13.9 CEO and Directors Employment and Remuneration Policy

Prepared by Tammy Smith, Director Business Strategy and Performance

SUMMARY

On 24 March 2020, the Local Government Act 2020 received Royal Assent.

In accordance with section 45 of the *Local Government Act 2020*, Council is required to develop, adopt and keep in force a Chief Executive Officer (CEO) Employment and Remuneration Policy. The policy is to be adopted no later than the 31 December 2021.

RECOMMENDATION

That Council:

- a.** Rescind the CEO Employment and Remuneration Policy adopted on 28 August 2019;
- b.** Adopts the draft CEO and Directors Employment and Remuneration Policy as attached to this report.

ATTCHMENTS

[Attachment: Draft CEO and Executive Management Employment and Remuneration Policy](#)

DISCUSSION

Council engaged Maddocks Lawyers to assist with the development and review of the CEO and Executive Management Policy.

The Policy has been revised to incorporate the requirements of the new Act, and also includes further provisions on the recruitment of both the CEO and the Executive Management Team.

The reference to Senior Officers has been removed from the *Local Government Act 2020*. This means that the CEO has the ability to decide how Senior Officers (Executive Management) are engaged from 01 July 2021. The Chief Executive Officer has the ability to engage a Senior Officer on a fixed term contract up to five years, or alternatively on a permanent on-going contract. Permanent contracts were previously not available as an option for Senior Officers under the provisions of the *Local Government Act 1989*.

To clarify the process of engaging Senior Officers at Yarriambiack Shire Council, management has included a reference to Senior Officers (Directors) in the recently adopted Yarriambiack Shire Council Enterprise Agreement Number (9) Nine 2021 that was approved on 20 May 2021 and came into effect on 27 May 2021.

Council has also included the reference to the engagement of Directors in the draft policy.

Directors will remain on fixed term contracts with a maximum term up to five years. The positions will not be deemed permanent on-going positions, they will remain temporary/maximum term positions.

The draft policy also includes changes to the engagement process at the conclusion of the CEO's contract, with the requirement that the position be advertised. This is consistent with the principles of merit-based recruitment and supports clause 48 of the *Local Government Act 2020*, which states that the CEO must adopt and maintain a recruitment policy that ensures that recruitment decisions are based on merit, supports transparency

in recruitment processes and the public advertising of positions; and has regard to the gender equity, diversity and inclusive measures specified in the workforce plan.

Whilst the Councillors have the ability to reappoint a current serving CEO without advertising, it is deemed best practice to test the market and ensure that the best possible candidate is appointed to the role to manage the operations of Council.

RELEVANT LAW

Local Government Act 2020

COUNCIL PLANS AND POLICIES

- Council Plan 2017-2021
- Transparency Policy

RELATED COUNCIL DECISIONS

CEO Employment and Remuneration Policy adopted on 28 August 2019.

OPTIONS

- In accordance with the Act, the Councillors are not required to advertise the CEO position at the end of a contract, if they wish to reappoint the current serving CEO. The Councillors may enter into an agreement to extend the CEO contract without formally advertising and undertaking the recruitment process.
- The Directors provisions included in the draft policy are not a requirement of the act. They have been included as a best practice for transparency.

SUSTAINABILITY IMPLICATIONS

- *Social* - The changes to the current policy will enhance community confidence in Council's decision making in regards to the recruitment and management of the Council's CEO.
- *Financial* - The appointment of the CEO is a significant financial investment for the Council. Whilst there are financial burdens imposed based on recruitment costs every five years, the benefit of attracting or retaining the best possible candidate for the CEO position far out ways the financial costs of advertising.

COMMUNITY ENGAGEMENT

The CEO and Directors Employment and Remuneration Policy will be available via Council's website and made available for inspection at the Council's main office, 34 Lyle Street, Warracknabeal.

GENDER IMPACT ASSESSMENT

The Gender Equality Act 2020 requires entities to conduct gender impact assessments on all new policies, programs and services that directly and significantly impact the public as well as those up for review.

Gender Impact Assessment (GIA)	Status
Does this Council report recommendation a. Introduce a new policy, program and/or service; or b. Is it a review of a policy, program and/or service; that directly and significantly impacts the public?	YES <input type="checkbox"/> A GIA has been completed. NO <input checked="" type="checkbox"/> A GIA is not required.

Link to Gender Impact Assessment	Not Applicable
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RISK

Utilising the Risk Management Framework the following assessment has been made:

<i>Strategic Risk Description and Residual Risk Level</i>	<i>Action to Mitigate/Reduce Risk</i>	<i>Does Action maintain or reduce Residual Risk Level</i>
Corporate Governance, Compliance and Liability Risk - Residual Risk Level Low	The policy has been developed to meet the requirements of the <i>Local Government Act 2020</i> and also includes additional measures to develop a greater governance framework regarding the recruitment of the CEO and Executive Management.	Maintains Residual Risk Level
Talent Management Risk - Residual Risk Level Low	The policy ensures the best possible candidate is recruited based on the principles of merit and the market is tested at minimum every five years.	Maintains Residual Risk Level
Reputational Risk - Residual Risk Level Low	This policy promotes transparent and accountable decision making.	Maintains Residual Risk Level

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

NIL

CONFLICT OF INTEREST

All officers involved in the preparation of this report have declared that they do not have a conflict of interest in the subject matter of this report.

Chief Executive Officer and Director Employment and Remuneration Policy

Yarriambiack Shire Council encourages a working environment which promotes gender equality and models non-violent and respectful relationships.

1. Purpose of Policy

This is the Chief Executive Officer Employment and Remuneration Policy (**Policy**) of Yarriambiack Shire Council (**Council**), made in accordance with section 45 of the *Local Government Act 2020*.

This Policy provides for the following matters which Council (and in respect of Directors, the Chief Executive Officer) is responsible for under the Act or as a requirement of this Policy:

- (a) the recruitment and appointment of the Chief Executive Officer;
- (b) the recruitment and appointment of a Director;
- (c) approving the Contract of Employment entered into between Council and the Chief Executive Officer;
- (d) the appointment of an Acting Chief Executive Officer;
- (e) the provision of independent professional advice in relation to the matters dealt with in the Policy;
- (f) the monitoring of the Chief Executive Officer's performance;
- (g) an annual review of the Chief Executive Officer's performance; and
- (h) determining the Chief Executive Officer's remuneration.

2. Date of Commencement and Review

- 2.1 This Policy commences operation on [insert date].

3. Definitions

- 3.1 In this Policy, unless the context suggests otherwise the following words and phrases mean:

Act means the *Local Government Act 2020* or its successor.

Annual Review Report has the meaning given in paragraph 12.1.

Chairperson means the chair of the CEO Employment and Remuneration Committee established under this Policy.

Chief Executive Officer or **CEO** means the Chief Executive Officer of Council.

Committee means the CEO Employment and Remuneration Committee established under this Policy.

Contract of Employment means the contract of employment between Council and the CEO, including any schedules.

Council means Yarriambiack Shire Council.

Councillors means the individuals holding the office of a member of Yarriambiack Shire Council.

Council meeting has the same meaning as in the Act.

Director has the meaning given in paragraph 15.

Executive Search Consultant means a consultant with specialist expertise in sourcing and evaluating candidates for senior executive roles.

Independent Advisor means the consultant appointed by Council from time to time to provide independent advice in accordance with section 45(2)(a) of the Act.

KPIs means Key Performance Indicators or performance criteria however described.

Mayor means the Mayor of Council.

Performance Plan means the annual performance plan setting out KPIs for the CEO.

Policy means this CEO Employment and Remuneration Policy adopted in accordance with section 45 of the Act.

Public Sector Wages Determination means any Determination that is currently in effect under section 21 of the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019* in relation to remuneration bands for executives employed in public service bodies.

Recruitment Policy means the recruitment policy adopted by the CEO under section 48(2) of the Act.

Regulations means the Regulations made under Division 7 of Part 2 of the Act.

Remuneration Package means the total gross remuneration package paid to the CEO pursuant to the Contract of Employment.

Resolution means a resolution of Council made at a properly constituted Council meeting.

Secretariat Support means a person nominated by the CEO to assist the Chairperson and the Committee by undertaking necessary administrative functions under this Policy (such as the compilation and distribution of meeting agenda and minutes).

Workforce Plan means the Workforce Plan that the CEO is required to develop under section 46(4)(a) of the Act.

4. Overview

- 4.1 This Policy outlines the mechanisms which support Council in fulfilling its obligations regarding the CEO's employment and under the Act. It also outlines the mechanism for the CEO to appoint and manage the employment of Council's Directors.
- 4.2 The aims of the CEO in relation to this Policy are to:
- 4.2.1 work collaboratively with the Committee in determining the Performance Plan on an annual basis;
 - 4.2.2 actively participate in the performance appraisal process as required by the Committee;
 - 4.2.3 make use of constructive feedback from Councillors and Committee Members in relation to performance appraisals;
 - 4.2.4 undertake professional development on an as needed basis, or as part of the Performance Plan;

- 4.2.5 promptly draw the Committee's attention to any situation where any variation of the Performance Plan may be required in light of the current circumstances; and
- 4.2.6 manage the employment of the Directors.
- 4.3 The aims of Council (including via the Committee) in relation to this Policy are to:
 - 4.3.1 establish the Committee;
 - 4.3.2 provide processes for the recruitment of a natural person, and their appointment, to the position of CEO;
 - 4.3.3 draft and approve the Contract of Employment entered into between Council and the CEO;
 - 4.3.4 seek and be guided by independent professional advice in relation to the matters dealt with in this Policy;
 - 4.3.5 provide processes for determining and reviewing the CEO's Remuneration Package;
 - 4.3.6 provide processes for the monitoring of the CEO's performance including setting the Performance Plan and conducting an annual review;
 - 4.3.7 determine, as required, whether any variations to the Remuneration Package and terms and conditions of employment of the CEO; and
 - 4.3.8 provide processes for the appointment of an Acting Chief Executive Officer.

5. **CEO Employment and Remuneration Committee**

- 5.1 Council will establish a CEO Employment and Remuneration Committee (**Committee**).
- 5.2 The Committee will be an advisory committee to Council.
- 5.3 The purposes of the Committee are to consider, and make recommendations to Council with respect to, the:
 - 5.3.1 selection and appointment of the Independent Advisor;
 - 5.3.2 independent advice received from time to time from the Independent Advisor;
 - 5.3.3 performance monitoring of the CEO, including with respect to achievement of the KPIs;
 - 5.3.4 annual review of the CEO's performance, including against the KPIs;
 - 5.3.5 CEO's remuneration;
 - 5.3.6 recruitment and appointment of a CEO, if required;
 - 5.3.7 provisions to be included in the Contract of Employment from time to time;
 - 5.3.8 appointment of an Acting CEO; and
 - 5.3.9 implementation of this Policy.
- 5.4 The Committee must include all Councillors at Council.

- 5.4.1 The Chairperson of the Committee will be the Independent Advisor.
- 5.5 The Committee is to hold meetings as often as is necessary to:
- 5.5.1 prepare documentation relevant to the CEO's employment and remuneration, including Council reports and contractual documents, for the approval of Council;
 - 5.5.2 conduct and maintain appropriate records regarding performance reviews of the CEO; and
 - 5.5.3 review the Remuneration Package and conditions of employment of the CEO,
- provided that the Committee meets at least twice in each year.
- 5.6 The Chairperson is to distribute an agenda at least 72 hours in advance of each meeting to Committee members. The Mayor may provide suggested agenda items to the Chairperson at least one week in advance of each meeting.
- 5.7 The Secretariat Support is to prepare and distribute meeting minutes to the Committee, once approved by the Chairperson, within three working days of each meeting.
- 5.8 The Chairperson will provide a report to Council following each meeting describing its activities and making recommendations about any action to be taken by Council.
- 5.9 The Committee will determine its procedures at its first meeting, which will include:
- 5.9.1 the rules for its meetings, noting that meetings should be conducted with as little formality and technicality as appropriate to fulfil the Committee's purposes;
 - 5.9.2 quorum, provided that the quorum is not less than the Chairperson, Mayor and four Councillors; and
 - 5.9.3 means of attendance at Committee meetings (eg in person or electronically);
- and will communicate the procedures to Council.
- 6. Recruitment and reappointment of CEO**
- 6.1 The Committee will establish and manage the process to recruit or reappoint the CEO (**Process**), designed to ensure that Council can select the best available candidate from a short list of preferred candidates (with or without a recommendation from the Committee).
- 6.2 The Committee will determine, and make a recommendation to Council's Manager Organisational Performance, as to the Executive Search Consultant to be appointed to run the Process.
- 6.3 The Committee must liaise with the Executive Search Consultant in connection with the Process.
- 6.4 The Committee must have regard to Council's Recruitment Policy (or equivalent) when implementing the Process to:
- 6.4.1 ensure that the recruitment decision is based on merit;
 - 6.4.2 support transparency in the Process and the public advertising of the position; and
 - 6.4.3 ensure that regard is had to gender equity, diversity and inclusiveness.

- 6.5 The Committee must ensure that the Executive Search Consultant publicly advertises the CEO role. For the avoidance of doubt, the current CEO may apply for the role of CEO.
- 6.6 The Committee must direct the Executive Search Consultant to prepare, and provide to Council, a schedule of dates for key decisions to be made by resolution of Council throughout the Process.
- 6.7 The Committee must provide a report and recommendation to Council so that each key decision identified in the schedule prepared under paragraph 6.6 can be made by resolution of Council.

7. Appointment (or reappointment) of the CEO

- 7.1 Council will receive a report from the Committee on the completion of its role in the Process, and Council will proceed to decide on a preferred candidate with the support of the Committee to negotiate and finalise the Contract of Employment.
- 7.2 The Committee will provide a recommendation to Council on the provisions to be contained in the proposed Contract of Employment.
- 7.3 The appointment (or reappointment) of the CEO must be made by a resolution of Council.

8. Contract of Employment

- 8.1 The Contract of Employment is to be read in conjunction with this Policy (but the terms of the Policy are not incorporated into the Contract of Employment).
- 8.2 The Contract of Employment will, at a minimum, outline the following:
 - 8.2.1 the employment term, which must not exceed 5 years in accordance with section 44(2) of the Act;
 - 8.2.2 the responsibilities and duties of the position, including compliance with the Act and the Code of Conduct;
 - 8.2.3 the conflict of interest management requirements;
 - 8.2.4 the CEO's Remuneration Package and other entitlements;
 - 8.2.5 any legislative and contractual obligations, including those during and continuing after appointment;
 - 8.2.6 the CEO's leave entitlements;
 - 8.2.7 dispute resolution procedures;
 - 8.2.8 processes for managing unsatisfactory performance;
 - 8.2.9 processes for early termination, including notice of termination provisions, noting that the *Protecting integrity: Leading the Way* Report (February 2019) notes that the general view from the sector is the suggested range should be 6-12 months for termination for any reason, and the standard VPS Executive Contract provides for 4 months with notice of termination by Council being restricted to a maximum of six [6] months; and
 - 8.2.10 any other matters required to be contained in the Contract of Employment by the Regulations.

- 8.3 The Contract of Employment may only be varied by a resolution of Council and accepted by the CEO, recorded in a deed of variation.

9. Remuneration and Expenses

- 9.1 The Remuneration Package provided to the CEO will form part of the Committee's annual review, having regard to (in accordance with section 45(3) of the Act):
- 9.1.1 any statement of policy issued by the Government of Victoria which is in force with respect to its wages policy (or equivalent); and
 - 9.1.2 any Public Sector Wages Determination.
- 9.2 Remuneration will be reviewed on an annual basis, in accordance with the CEO's Performance Plan and contractual requirements.
- 9.3 Council will meet expenses incurred by the CEO in relation to:
- 9.3.1 membership and subscription fees payable to professional associations which are reasonably necessary in order to carry out duties;
 - 9.3.2 reasonable costs incurred where attending conferences, seminars or other networking functions; and
 - 9.3.3 reasonable costs incurred in performance of required duties.

10. Performance monitoring

- 10.1 Council will adopt an annual Performance Plan for the CEO, which will include KPIs. The Performance Plan must be developed collaboratively between the CEO and the Committee.
- 10.2 The CEO is to provide progress reports against the Performance Plan to the Committee on an annual basis.
- 10.3 The Committee may meet with the CEO following each progress report to discuss the matters contained in the progress report.
- 10.4 Following the initial 6 months of the CEO's term, a workshop with Councillors and the CEO should be coordinated so that:
- 10.4.1 the CEO can prepare and present an overview of their findings during the early months, and highlight any projections or forecasts of relevance to Council during their tenure;
 - 10.4.2 Councillors can provide feedback to the CEO on their perspective of the CEO's performance during the initial period; and
 - 10.4.3 Council and the CEO can agree to projects and priorities for inclusion in the CEO's Performance Plan and KPIs.
- 10.5 Nothing in this Policy prevents the Committee and/or Council from monitoring the CEO's performance on an ongoing basis.

11. Annual review

- 11.1 In preparation for Council's review, the Chairperson is required to submit an annual review report (**Annual Review Report**) to Council which includes recommendations on the following:
- 11.1.1 whether, and to what extent, the CEO has met the KPIs under the Performance Plan;
 - 11.1.2 whether any KPIs or other criteria ought to be varied under the Performance Plan;
 - 11.1.3 whether the Remuneration Package ought to be varied; and
 - 11.1.4 any other necessary matters.
- 11.2 The Chairperson will submit the Annual Review Report to Council only after meeting with the CEO to discuss the Committee's proposed recommendations.
- 11.3 Council shall, after receipt of the Annual Review Report, review the recommendations in the Annual Review Report and advise the CEO of the outcomes of the review process.

12. Acting CEO

- 12.1 Council must appoint an Acting CEO when there is a vacancy in the office of the CEO or the CEO is unable to perform their duties of the office of Chief Executive Officer.
- 12.2 The appointment of the CEO must be made by a resolution of Council unless the Acting CEO is appointed for a period not exceeding 28 days, in which case the CEO may appoint an Acting CEO under delegation from Council pursuant to section 11(3) of the Act.
- 12.3 The Committee may advise Council on the selection and appointment of an Acting CEO.

13. Independent advice

- 13.1 The Independent Advisor is responsible for providing independent professional advice in relation to the matters dealt with under this Policy in accordance with section 45(2)(a) of the Act.
- 13.2 The Independent Advisor will be appointed:
- 13.2.1 on the recommendation of the Committee following a process to seek experienced and suitably qualified persons but must not be the Executive Search Consultant appointed by Council to assist in the recruitment process; and
 - 13.2.2 for a one-year term with an option for a further two one-year term extensions by a Council resolution.
- 13.3 Council will determine the remuneration of the Independent Advisor.
- 13.4 Council, or the Committee with the approval of a Resolution, can, on an as needed basis, obtain additional independent professional advice in relation to the matters dealt with under this Policy.

14. Recruitment and appointment of a Director

- 14.1 A **Director** means an employee who is:

- 14.1.1 appointed to a position within Council on a contract of employment in accordance with section 95A of *Local Government Act 1989* (other than the Chief Executive Officer);
- 14.1.2 a Director (or otherwise named position) that is second level and forms part of the Executive Management Team in Council's workforce plan developed by the Chief Executive Officer in accordance with the Act.
- 14.2 A Director is to be appointed:
- 14.2.1 by the CEO;
- 14.2.2 for a maximum term of not more than 5 consecutive years (**Maximum Term**); and
- 14.2.3 pursuant to Maddocks' template executive contract of employment, as amended from time to time.
- 14.3 The CEO will be responsible for determining appropriate performance monitoring and the annual review process for the Director.
- 15. Interaction with Act and Regulations**
- 15.1 This Policy applies subject to any inconsistent obligations in the Act or the Regulations.
- 16. Confidentiality**
- 16.1 Council is not required to disclose any personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.
- 17. Delegations**
- 17.1 Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, however, it may delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days (sections 11(2)(d) and 11(3) of the Act).
- 17.2 Council must not delegate the power to make any decision in relation to the employment, dismissal or removal of the CEO (section 11(2)(e) of the Act).
- 18. Review of Policy**
- 18.1 This Policy will be reviewed at least every two years by the Audit and Risk Committee and within 12 months of each Council election, and the Committee will make a recommendation to Council with respect to any suggested changes.

Council Approved Policy

Policy Adopted:	Ordinary Meeting [date]	Minute Book Page [number]	
Policy Reviewed:			

CEO Approved Policy

Adopted:	CEO Approved Date	CEO Name	CEO Signature
Reviewed:			

14 REPORTS FOR DECISION – DIRECTORATE ASSETS AND OPERATIONS

Operations Responsibilities	Assets Responsibilities	Development Services Responsibilities
<ul style="list-style-type: none"> Town Maintenance Capital Works & Maintenance Programs- Roads, footpaths, kerb & Channel, Bridges & Culverts Parks & Gardens Gravel Pits Plant & Equipment 	<ul style="list-style-type: none"> Aerodromes Technical Services Asset Engineer Asset Inspectors Waste Services GIS Caravan Parks 	<ul style="list-style-type: none"> Planning Building Projects Sustainability

14.1 Capital Works Program 2020/2021 (June)

Prepared by Joel Turner, Manager Operations

RECOMMENDATION:

That the Capital Works Report as of June 2021 be received.

[Attachment: Capital Works Program 2020/2021 June](#)

CWP 2020/21 June Report - Prepared by Joel Turner

Work Type	Job No.	Road Name	Length	Start to End	Reference Point	Construction date & Comments	Budgeted Cost	Cost to Date
Southern Gravel Resheets	1	Ratray Rd	900	00-900	00 at Stawell W'beal Rd	Dec (complete)	\$27,000.00	\$25,720.58
	2	Ailsa Wheat Rd	110	9750-9860	00 at Dimboola Minyip Rd	Dec/Jan (complete)	\$3,300.00	\$2,960.67
		Mellis Rd	5720	1000-6720	00 at Stawell W'beal Rd	Mar/Apr	\$171,600.00	\$0
	3	Mellis Rd	3060	13670-16730	00 at Stawell W'beal Rd	May (complete)	\$123,400.00	\$71,024.71
	4	Daveys rd	2600	3800-6400	00 at Donald Murtoa Road	Nov/Dec (complete)	\$78,000.00	\$57,652.97
		Longerenong Warracknabeal Rd	1700	13610-17000	00 at Wimmera Highway (between Horsham Minyip Rd - Daveys Rd)	Mar/Apr	\$51,000.00	\$0
	5	Wards Road	1770	00-1770	00 at Blue Ribbon Road - Fitzgerald Road	Oct/Nov (complete)	\$53,100.00	\$31,244.18
	6	Carron Rd	2630	8850-11480	00 Rupanyup Road	Jan/Feb (complete)	\$78,900.00	\$54,446.15
	7	Drillers Rd	970	00-970	00 at Yarriambiack Creek - Longerenong W'beal Road	Oct/Nov (complete)	\$29,100.00	\$11,606.93
	8	Nitschke Rd	1000	2630-3630	00 at Mellis Road	Jan/Feb (complete)	\$30,000.00	\$16,894.86
	9	Moloneys Rd	1040	17780-18820	00 at Borung Highway	Jan/Feb (complete)	\$31,200.00	\$14,980.01
	10	Wynne Rd	1200	1400-2620	00 at Schaches Road - Banyena Pimpinio Road	Oct/Nov (complete)	\$36,000.00	\$13,296.82
	11	Albrechts Rd	1280	00-1280	00 at Dimboola Minyip Rd	Mar/Apr (complete)	\$38,400.00	\$20,145.17
		Kewell School Rd	1880	5820-7700	00 at Donald Murtoa Road	Mar/Apr	\$56,400.00	\$0
	12	Florence rd	3180	00-3180	00 at Stawell Warracknabeal rd	Mar/Apr (complete)	\$95,400.00	\$54,257.49
	13	Lawler rd	1500	800-2300	00 at end of seal Boolite Sheep Hills rd – Lawler Carron rd	Mar/Apr (complete)	\$43,600.00	\$28,158.23
	14	Hewitts Rd	1850	00-1850	00 at W'beal Birchip Road	Mar/Apr (complete)	\$55,500.00	\$26,269.65
	15	Walders Road	1950	00-1950	00 at Watchem Warracknabeal Road -	Mar/Apr (carted)	\$58,500.00	\$35,240.99

Northern Gravel Resheets	1	Erhardt's Rd	530	0-530	00 at Birchip Rainbow Rd	Jan/Feb (complete)	\$15,900.00	\$11,451.73
	2	Guleys Road	3490	00-3490	00 at Golf Hill Rd	Nov/Dec (complete)	\$104,700.00	\$69,641.76
	3	Kinkora Rd	1290	6030-7320	00 at Windy Ridge Rd	Aug/Sep (complete)	\$38,700.00	\$36,179.19
	4	Lascelles North Rd	1250	13280-14530	00 at Sea Lake Lascelles Rd	Mar/Apr	\$37,500.00	\$0
	5	Lascelles St (Rosebery)	180	300-480	00 at Oehm Street	July (complete)	\$5,400.00	\$5,171.67
	6	Maidavale Rd	480	0-480	00 at Henty Hwy	Aug/Sep (complete)	\$14,400.00	\$19,774.02
	7	Martins Road	1034	8936-9970	00 at Bangerang Rd	Mar/Apr (complete)	\$31,020.00	\$37,151.06
	8	McFarlanes Rd	1490	3700-5190	00 at Henty Hwy	Apr/May (complete)	\$44,700.00	\$23,937.85
	9	Roberts Rd 2	2000	1500-3500	00 at Sunraysia Hwy	Oct/Nov (complete)	\$60,000.00	\$46,776.36
	10	Rosebery East Rd	1455	11345-12800	00 at Henty Hwy	Mar/Apr (complete)	\$43,650.00	\$23,381.14
	11	Two Mile Rd	1020	4800-5820	00 at Henty Hwy	Jan/Feb (complete)	\$30,600.00	\$24,264.30
	12	Wardles Road East	1350	0-1350	00 at Sheep Hills Bangerang	Mar/Apr (carted)	\$40,500.00	\$4,669.87
	13	Frankel Rd	1340	0-1340	00 at Old Walpeup Rd	Mar/Apr (complete)	\$40,200.00	\$19,060.05
	14	Golf Hill Rd	390	7180-7570	00 at Henty Hwy	July (complete)	\$11,700.00	\$24,501.84
	15	Golf Hill Rd	1730	9320-11050	00 at Henty Hwy	July (complete)	\$51,900.00	\$34,327.75
	16	Lascelles East Rd	1000	9600-10600	00 at Sea Lake Lascelles Rd	Mar/Apr (complete)	\$30,000.00	\$29,886.24
	17	King Rd	2780	1240-4020	00 Geodetic Road	Mar/Apr (carted)	\$83,400.00	\$13,734.94
	18	Hancock Rd	200	00-200	00 at Geodetic Road	Oct/Nov (complete)	\$6,000.00	\$9,161.85
	19	Smiths Rd	2000	0-2000	00 at Elliot Rd	Jan/Feb (complete)	\$60,000.00	\$29,122.21
	20	McPhersons Rd	2030	10340-12370	00 at Henty Hwy	Jan/Feb (complete)	\$60,900.00	\$59,841.49
			58699			TOTAL	\$1,592,570.00	\$888,325.13

Hotmix	1	Golf Links Rd	50	Entrance from Henty hwy, hot mix up to railway line	Road ripped to pieces hot mix overlay will correct damage permanently	July (rolled to 2021/22)	\$14,700.00	\$0
	2	Hopetoun West, Hopetoun Yaapeet Intersection	50		Road intersection awkward to rehabilitate using council plant. Conditions requires rehabilitation hot mix will rectify. Contains many underground services.	July (rolled to 2021/22)	\$14,700.00	\$0
	3	Hopetoun Yaapeet-Yaapeet Kenmare Intersection	50		Road intersection awkward to rehabilitate using council plant. Conditions requires rehabilitation hot mix will rectify.	July (rolled to 2021/22)	\$14,700.00	\$0
	5	Warracknabeal Sheephills/Sheep hills Bangerang Intersection	80		Road intersection awkward to rehabilitate using council plant. Condition requires rehabilitation, hot mix will rectify.	July (rolled to 2021/22)	\$16,800.00	\$0
	6	R Learmonth Rd	360	2 Wimpak drives 30X6.4 each.	Road ripped to pieces hot mix overlay will correct damage permanently	Mar/Apr (rolled to 2021/22)	\$15,120.00	\$0

	7	Glenorchy Rd-Warranooke Rd Intersection	50			July (rolled to 2021/22)	\$16,800.00	\$0
	8	Simson Street	40	either side, centre of each driveway	Road awkward to rehabilitate using council plant. Condition requires rehabilitation, hot mix will rectify.	July (rolled to 2021/22)	\$6,720.00	\$0
			680	0	0		\$99,540.00	\$0
Shoulder Resheet	1	Minyip Dimboola Rd	1440	12770-14210	00 at Stawell W'beal Road	Aug/Sep (complete)	\$57,600.00	\$76,362.64
	2	Minyip Banyena Road	2215	00-2215	00 at Stawell W'beal Road	Oct/Nov (complete)	\$88,600.00	\$51,8782.48
	3	Boolite Sheep Hills Road	1463	11267-12730	00 at Sheep Hills Minyip	Aug/Sep (complete)	\$58,520.00	\$102.596.82
	5	Blue Ribbon Road	2800	5450-8250	00 at Borung Highway	Aug/Sep (complete)	\$112,000.00	\$141,593.98
	6	Banyena Pimpinio Road	800	27400-28200	East of Railway Line, 00 at Banyena Silo Rd	Sep/Oct (complete)	\$32,000.00	\$8,442.46
	7	Sea Lake Lascelles Road	1140 3040	10124-11264 15100-18300	East of Gama-Sea-Lake Rd	Jan/Feb (3km section complete)	\$121,600.00	\$9,129.01
	8	Centre Hill Road	1500	4840-6440	North from current resheet 00 at Hopetoun Sea Lake	Mar/Apr (complete)	\$60,000.00	\$10,247.26
	9	Ailsa Road	2010	9130-11140	00 at Borung Highway	July (complete)	\$80,400.00	\$39,220.27
	10	Aubrey Road	1690	1530-3220	00 at Jeparit Warracknabeal Road	Aug (complete)	\$67,600.00	\$106,705.75
	11	Aubrey Road	2515	11650-14165	00 at Jeparit Warracknabeal Road	Aug/Sep (complete)	\$100,600.00	As above (Combined)
	12	Blue Ribbon Road	1620	0-1620	00 at Borung Highway	July (complete)	\$64,800.00	\$141,593.98

	13	Blue Ribbon Road	2410	5450-7860	00 at Borung Highway	Aug/Sep (complete)	\$96,400.00	As above (combined)
	14	Gama Sea Lake Road	1425	3690-5115	00 at Sunraysia Highway	Jan/Feb (complete)	\$57,000.00	\$20,876.50
	15	Minyip Banyena Road	1080	2215-3295	00 at Stawell W'beal Road	July (complete)	\$43,200.00	\$51,782.48
	16	Minyip Rich Avon Road	994	14286-15280	00 at Stawell W'beal Road	July (complete)	\$39,760.00	\$22,800.00
			27002				\$1,080,080.00	\$586,233.00
Rural Rehab	1	Minyip Banyena Rd	2000	4800-new segment (last rehab towards Minyip)	Widening seal, road meets AADT requirements for a 6.6m seal and road condition requires rehabilitation.	Apr/May (50% complete)	\$396,000.00	\$212,029.22
	2	Rosebery Rainbow Rd	740	7650-8390	Road condition requires rehabilitation. 4m seal 8m pavement.	Jan/Feb (complete)	\$88,800.00	\$95,521.62
	3	Gama Sea Lake Rd	1680	8520-10200	Road condition requires rehabilitation. 4m seal 8m pavement.	Mar/Apr (30% complete)	\$201,600.00	\$20,215.50
	4	Banyena Pimpinio Rd	869	24380-25249	Widening seal, road meets AADT requirements for a 6.6m seal and road condition requires rehabilitation.	Oct/Nov (complete)	\$172,062.00	\$169,727.55
	5	Sea Lake Lascelles Rd	1000	12264-13264	Widening seal, road meets AADT requirements for a 6.6m seal and road condition requires rehabilitation.	Mar/Apr (90% complete)	\$200,000.00	\$137,210.96

	6	Glenorchy Rd	1810	3520-5330	Widening seal, road meets AADT requirements for a 6.6m seal and road condition requires rehabilitation.	Mar/Apr (90% complete)	\$358,000.00	\$286,181.69
	7	Hopetoun Yaapeet Rd	2000	16385-18385	Widening seal, road meets AADT requirements for a 6.6m seal and road condition requires rehabilitation.	Jan/Feb (complete)	\$396,000.00	\$292,419.20
	8	Warranooke rd	850	3900-4750	Road condition requires rehabilitation. 4m seal 8m pavement.	Mar/Apr (complete)	\$200,000.00	\$131,170.24
							\$2,012,462.00	\$1,344,475.98
Urban Rehab	1	Morris Street	200	Mills St - Church St		Aug/Sep (complete)	\$55,440.00	\$128,233.37
	2	Mill Street	700	Change (end of seal) - Stawell W'beal Rd		Oct/Nov (complete)	\$194,040.00	\$161,236.10
	3	Cemetery Rd	100		Car park in front of cemetery North side (in between two cemetery entrance)	Mar/Apr (complete)	\$22,500.00	\$23,549.10
	4	R Learmonth Rd	270		Stabilised from Wimpak through to South street along East side.	June	\$80,190.00	\$0
			1270					

Footpath	1	Dodgshun st from Lascelles st to school and up to school, crossing landing on school side	200		Footpath leading to school and hospital made from old asphalt with large cracks needs replacing. Footpath hierarchy needs checking to ensure path is a high category.	Aug/Sep (complete)	\$42,600.00	\$49,050.60
	2	Munro St, Murtoa Hamilton street to school	350		Footpath leading to both schools, made of of asphalt large cracks and dangerous needs replacing. Footpath hierarchy needs checking to ensure path is a high category.	Oct/Nov (complete)	\$74,550.00	\$41,055.97
			550					
Bridge	1	Minyip Banyena Rd Box Culverts	3.6m x 9m	5.5km from Stawell W'beal Road	00 at Stawell W'beal Road	Widening bridge to meet Australian Standards as it has deteriorated and requires urgent repair. Speed has been reduced.	\$100,000.00	\$0
							\$100,000.00	\$0
Reseal	1	Nandaly Tempy Rd	1610	0-1610	00 at Sunraysia Hwy	Nov/Dec (complete)	\$43,470.00	\$25,811
	2	Glenorchy Rd	579	5330-5909	00 at Wimmera Hwy	Nov/Dec (complete)	\$32,134.50	\$55,279.40
	3	Banyena Pimpinio Rd	1358	26834-28192	00 at Banyena Silo Road	Jan (complete)	\$101,850.00	\$26,222.82
	4	Dyer St	234	443-677	McIntosh Ave- Sweetman St	Mar/Apr (complete)	\$15,795.00	\$14,377.30
	5	Dyer St	304	1250-1554	Change - Wimmera Hwy	Mar/Apr (complete)	\$15,504.00	\$14,377.30
	6	Boolite-Sheephills Rd	2380	3310-5690	00 at Sheep Hills Minyip	Jan (complete)	\$66,045.00	\$42,182.32
	7	Duncan St	344	424-768	Breen Street-Comyn Street	Jan (complete)	\$21,328.00	\$20,037.52
	8	Friend St	200	00-200	Lake Street - Lloyd Street	Jan (complete)	\$12,750.00	\$11,152.96
	9	Webb St	193	35-228	Munro Street - Change	Jan (complete)	\$14,909.25	\$10,985.80
	10	Taylor St	107	406-513	Walter Street - North end	Mar/Apr (complete)	\$8,025.00	\$11,744.05
	11	Thomas St	524	00-524	Gardiner St - Franklin St	Nov/Dec (complete)	\$21,615.00	\$39,033.74

	12	Devereux St	242	357-599	Lyle to Woolcock	June	\$39,204.00	\$-
	13	Milbourne St	132	129-261	Jamouneau St - Scott St	Nov/Dec (complete)	\$5,445.00	\$15,173.72
	14	Gardiner St	231	00- 231	Anderson St- Scott St	Dec (complete)	\$19,057.50	\$29,312.58
	15	Minyip Rich Avon Rd	285	15610-15895	00 at Stawell Warracknabeal	Nov/Dec (complete)	\$7,908.75	\$14,430.64
	16	Turriff West Rd	520	00-520	00 at Sunraysia Highway	Nov/Dec (complete)	\$21,450.00	\$29,750.16
	17	Horsham Lubeck Rd	1410	12330-13740	00 at Stawell W'beal Rd	Nov/Dec (complete)	\$69,795.00	\$52,279.40
	18	Rupanyup Road	1800	Hepworth Road and Kent Road	00 at Donald Murtoa Rd	Nov/Dec (complete)	\$83,700.00	\$93,308.27
	20	Soldiers Ave	160	495-655	Change - Comyn Street	Jan (complete)	\$12,000.00	\$10,391.60
	21	Walter Str	81	200-281	Cromie St - Stewart St	Jan (complete)	\$3,341.25	\$7,375.00
	22	Gibson Str	938	00-938	Start to End	Jan (complete)	\$61,556.25	\$25,130.16
	23	Wood St	141	243-384	Dyer St - Cromie St	Jan (complete)	\$5,816.25	\$12,533.40
	24	Simpson Ave	212	0-212	Dyer St - Ron Lingham Drive	Mar/Apr (complete)	\$12,402.00	\$10,201.48
	25	Molyneaux St	288	00-288	Gardiner St - Arnold St	Nov/Dec (complete)	\$11,880.00	\$21,889.98
	26	McLean St	178	00-178	Start (Creek Side) - Hudgson St	Mar/Apr (complete)	\$9,211.50	\$7,593.32
	27	South St	125	00-125		June	\$6,375.00	\$0
	28	Boree St	187	0-187	Wychunga st - Quandong St	Nov/Dec (complete)	\$7,713.75	\$21,446.06
	29	Toole St	161	382-543	Austin St - Murdoch St	Mar/Apr (complete)	\$12,316.50	\$9,739.76
	30	Connolly Parade				June	\$5,000.00	\$6,921.25
	31	Myall St				June		\$8,594.64
	32	Brim West Rd				June		\$33,760.32
	33	Foundry St				June		\$10,743.59
	34	Harrison St				June		\$14,129.92
	35	Hopetoun Aerodrome Rd				June		\$69,726.80
	36	Kernot St				June		\$11,761.26
	37	Racecourse Rd				June		\$13,098.60
	38	Strachan St				June		\$10,960.00
	39	Yenolom St				June		\$12,582.80
	40	Mandeville St				June		\$29,447.73
	41	Jamouneau ST				June		\$14,377.22
	42	Craig Ave				June		\$19,173.57

	43	Sheep Hills Warracknabeal Rd				June		\$41,331.08
	44	Glenorchy Rd				June		\$55,279.40
Kerbing	1	Petering Street	215	00-215	Mill St to Church St	July (rolled to 2021/22)	\$32,250.00	\$0
	2	Jamouneau Street	240	Woolcock St to Phillips St	Right side from Woolcock St towards Phillips St	July (rolled to 2021/22)	\$66,000.00	\$290.03
	3	Devereux Street	204			July (rolled to 2021/22)	\$100,000.00	\$0
	4	Bowman Street	25			July (rolled to 2021/22)	\$12,000.00	\$0
			684				\$210,250.00	\$290.03
Stabilisation	1	Carroll Street	202	370-572		June	\$22,725.00	\$0
	2	Ashens Jackson rd	300			June	\$74,250.00	\$0
			502				\$96,975.00	\$0

14.2 Permits issued by Assets and Operations Department – May 2021

RECOMMENDATION:

That Council note the permits issued by Council between 1 May 2021 and 31 May 2021.

Reference No	Description	Address	Date of Issue
Building Permits			
BP 23-21	Farm Sheds	Beulah	03/05/2021
BP 38-21	Alterations to Stadium	Warracknabeal	11/05/2021
BP 31-21	Carport	Warracknabeal	26/05/2021
BP 50-21	Farm Shed	Brim	26/05/2021
Planning Permits			
TP 19-21	Carport	Warracknabeal	14/05/2021
TP 14-21	Dwelling	Warracknabeal	14/05/2021
TP 20-21	Garage	Warracknabeal	25/05/2021
TP 22-21	Farm Shed	Wallup	21/05/2021
TP 24-21	Verandah	Rupanyup	21/05/2021
Road Reserve Works & Asset Protection Permits			
13-2021	Special Disability Facility Construction	Warracknabeal	12/05/2021
14-2021	Erection of Temporary Sign	Warracknabeal	19/05/2021

15 REPORTS FOR DECISION – DIRECTORATE COMMUNITY DEVELOPMENT AND WELLBEING

Community Health Responsibilities	Community and Economic Development Responsibilities
<ul style="list-style-type: none"> Local Laws (including infringement and animal management) Sale Yards Environmental Health Sports and Recreation Positive Ageing (Commonwealth Home Support Program, Brokered & Packaged care) Leisure Centre Kindergartens Playgroup Maternal Child Health (including enhanced services) Immunisation Program 	<ul style="list-style-type: none"> Libraries Economic Development Community Development Tourism Housing Youth Stakeholder Engagement

15.1 Permits issued by Community Development and Wellbeing Department May 2021

RECOMMENDATION

That Council note the permits issued by Council between 1 May 2021 and 30 May 2021.

Reference No	Name / Location	Description	Date of Issue
Local Laws Permits			
10/21	Wimmera Legacy	Street Trade Permit	31/05/2021
Firewood collection Permits			
	Hopetoun	Roadside Firewood Collection	03/05/2021
	Lascelles	Roadside Firewood Collection	17/5/2021
	Lascelles	Roadside Firewood Collection	24/5/2021
	Brim	Roadside Firewood Collection	27/5/2021
	Lascelles	Roadside Firewood Collection	31/5/2021
Septic Tank Permits			

15.2 Rescind Communication Consultation and Engagement Strategy

Report by Gavin Blinman, Director Community Development and Wellbeing

SUMMARY

The Communication Consultation and Engagement strategy approved by Council in 2017, is due to expire in 2021, the introduction of the new Community Engagement policy replaces the strategy.

RECOMMENDATION

That Council: Rescind the Communication Consultation and Engagement strategy.

ATTACHMENTS

[Attachment: Communication Consultation and Engagement Strategy 2017-2021.](#)

DISCUSSION

With the passing of the Local Government act 2020 council was required to develop a Community Engagement policy. The new policy provides council with deliberative engagement strategy and feedback mechanisms to ensure the community of Yarriambiack Shire Council is involved in Councils decision making process and meets the requirements of the new act.

The previous policy is now out of date and not in keeping with the new act or deliberative engagement process.

RELEVANT LAW

Local Government Act 2202 Part 3 Division 4 section 55 Community Engagement

RELATED COUNCIL DECISIONS

Adoption of Community Engagement policy 2021.

OPTIONS

Nil

SUSTAINABILITY IMPLICATIONS

- *Social:* Community Engagement is now deliberative and takes into account community input.

COMMUNITY ENGAGEMENT

The Community Engagement policy was part of the extensive engagement process undertaken in February March 2021.

GENDER IMPACT ASSESSMENT

The Gender Equality Act 2020 requires entities to conduct gender impact assessments on all new policies, programs and services that directly and significantly impact the public as well as those up for review.

Gender Impact Assessment (GIA)		Status
Does this Council report recommendation m) Introduce a new policy, program and/or service; or n) Is it a review of a policy, program and/or service; that directly and significantly impacts the public?		YES <input type="checkbox"/> A GIA has been completed. NO <input checked="" type="checkbox"/> A GIA is not required.
Link to Gender Impact Assessment		Not applicable

RISK

Utilising the Risk Management Framework the following assessment has been made:

Strategic Risk Description and Residual Risk Level	Action to Mitigate/Reduce Risk	Does Action maintain or reduce Residual Risk Level
Corporate Governance, Compliance and Liability Risk - Residual Risk Level Low	Adoption of Community Engagement policy meets LG Act 2020	Reduces Residual Risk Level
Reputational Risk - Residual Risk Level Low	New policy has Deliberative engagement has the centrepiece to be inclusive of community need and input	Reduces Residual Risk Level

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Local Government Act 2020

CONFLICTS OF INTEREST

All officers involved in the preparation of this report have declared that they do not have a conflict of interest in the subject matter of this report.



**YARRIAMBIACK SHIRE
COUNCIL**

**COMMUNICATION,
CONSULTATION
&
ENGAGEMENT**

STRATEGY

2017 – 2020

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- 19. CONCLUSION**

Yarriambiack Shire Council encourages a working environment which promotes gender equality and models non-violent and respectful relationships.

1 INTRODUCTION

This document outlines a framework for Yarriambiack Shire Council to achieve effective communication with its target audiences. It is imperative that communication is planned, strategic, relevant and beneficial. Yarriambiack Shire Council considers an effective Communication Strategy to be an integral part of its corporate management. The effective dissemination of information and communication is a vital and essential element in building a positive identity for Council through the greater community awareness and appreciation of its services, activities, achievements and resources.

2 COUNCIL VISION

In consultation with our communities, Yarriambiack Shire Council aims to provide for a viable sustainable and vibrant future.

3 COUNCIL MISSION

Through strong leadership, transparency and strategic planning, Councillors and staff in partnership with the community will achieve our vision.

4 OBJECTIVES

The objectives of the Communications Strategy are to:

- Communicate effectively with Yarriambiack Shire Council's 'target audience'
- Raise awareness levels of, and community support for Yarriambiack Shire Council activities
- Support community groups and committees and build partnerships with these groups and committees to ensure Yarriambiack Shire Council's community services are understood, supported and implemented
- Promote Yarriambiack Shire Council as a progressive, active and positive organisation that provides quality service and information
- Create new opportunities through improved delivery of services

- Report key achievements to communities and state and federal governments
- Effectively manage negative issues
- Ensure that internal communication is a key factor within the workplace
- Ensure Yarriambiack Shire Council is a responsible, accessible and service focused orientated organisation
- Communicate effectively so the entire shire community feels a part of, and a sense of ownership of the shire
- Yarriambiack Shire Council encourages all community members to endorse Council's action and to say 'no' to violence against women in all forms including physical, verbal, sexual, emotional, discriminative, financial and psychological abuse
- Respecting relationships within the workplace and across the community.

5 TARGET AUDIENCE

The target audiences (*not necessarily in priority order*) for the Communications and Engagement Strategy are:

- Key groups working towards improved shire service delivery, including the general community, Progress Associations, Schools, Businesses, Service Clubs, Senior Citizen Centres, Youth Centres, Sporting and Recreation Organisations, visitors to the area, Churches, special interest groups, and other community-based groups involved in shire activities:
- All shire residents and rate payers
- Potential residents of Yarriambiack Shire
- Consultative Committees/Progress Associations/Community Groups
- Yarriambiack Shire Councillors
- Employees of Yarriambiack Shire Council
- Visitors to Yarriambiack Shire
- Customers seeking services, information or assistance from Council
- State and Federal Government Agencies
- Industry & Business Groups
- Prospective investors and developers

- Special Interest Groups including – Environmental, Sporting and Recreational, Church, Senior Citizens and Youth, Schools, Service Clubs etc
- Local, regional and national media

6 COMMUNITY ENGAGEMENT OVERVIEW

Community engagement needs to be a crucial part of democratic governance in Yarriambiack Shire. This section endeavours to provide an over view of the consultation and engagement process and a framework for the future. Community engagement is a key step towards enhanced decision making.

Effective consultation and engagement leads to community ownership of a decision as a consequence of the access of the community to the decision making process.

This strategy aims to provide the Yarriambiack Shire community with a precise understanding of the importance of consultation and engagement in democratic governance. It also aims to be a practical document to assist Council to undertake effective communication with the residents of Yarriambiack Shire.

7 DEFINITION OF COMMUNITY ENGAGEMENT

A broad term that refers to any process, project or initiative that involves the community, or requires community input, in order to make a decision or solve a problem. It includes all levels and ways of including the community in decision-making.

8 PREREQUISITES OF COMMUNITY ENGAGEMENT

Yarriambiack Shire Council believes that appropriate consultation and engagement is a key feature in the relationship between the community and council. Engagement with the community is considered to be vital as it provides council with an opportunity to impart information to key stakeholders and conversely seek the views, opinions, concerns, reactions and suggestions from the community as individuals or groups. By involving the community, community engagement enables/assists people to understand issues and to have a sense of ownership in a project or program.

In order for the community engagement/consultation process to be considered effective, the public must feel as though they have the opportunity to express an opinion or make a submission and must have the assurance that this will be properly considered.

Effective engagement and consultation incorporates the following prerequisites.

Council needs to be:

- Clear and open in respect to its intentions and actions
- Prepared to listen to individuals and groups
- Establish proper processes for wider information gathering and public exchange
- Accept criticism
- Support the structures and processes for community participation and consultation.

9 INTENTION OF COMMUNICATION & ENGAGEMENT STRATEGY

The intention of the Communication and Engagement Strategy is to create and foster a consultative culture within Yarriambiack Shire Council.

Strong Democratic Practice	Strengthen and improve Council decision making by obtaining input from the people who are likely to be affected by – or are interested – in particular decisions.
	Enable Council to represent the community and provide leadership in decision making.
	Strengthen the advocacy role of Council.
Independence, Accountability and Innovation	Provide a framework within which Council will work to consult with the community, so that Council staff carrying out consultation are able to approach each consultation from a similar basis.
	Build processes that uphold a commitment to consult and communicate with the people who are affected by particular decisions.
Justice and Equity	Strengthen and develop the community.
	Offer participation for the community.
Sustainability	Enhanced public consultation and engagement has meant that the decisions on sustainability have widespread public support.
A vibrant and dynamic economy	Improve economic development of the Yarriambiack Shire community through enhanced and responsive decision making that takes into account and balances the interest and needs of both business and the wider community.

10 FOUNDATION PRINCIPLES

The following foundation principles will be applied to all Yarriambiack Shire Council communications processes:-

Inclusiveness

- Engagement and consultation will encourage the participation of people affected by or interested in a decision.
- Everyone will be provided with an equal opportunity to participate in consultation.
- Consultation will be sensitive to the needs of particular groups to maximise their ability to contribute.
- Council will actively encourage/promote people to attend community engagement events

Focus

- Engagement and consultation must have a clear purpose.
- Chosen engagement methods will be appropriate for the task.
- Need to clearly identify what the intention of the engagement and consultation is to achieve.
- Need to clearly identify the role of Council and the role of the other participants.
- Internal co-ordination will ensure Council ownership of the engagement and consultation outcomes.

Responsiveness

- Council will consider and respond to contributions from all participants.
- Engagement will be transparent. Everyone involved will have a clear understanding about how their input and comments are to be used.
- Maintain openness. Consider new or alternative points of view and be flexible to change the course of actions if required.
- Ensure respect for the diverse range of interests that may be represented during engagement.

- Make reasonable attempts to resolve conflicts if they arise and reach a suitable solution.

Providing Information

- Information relating to the consultation will be readily available to enable participants to make informed and timely contributions.
- Relevant information will be presented in as easily understood format as practical.
- There may be occasions when commercially sensitive information or information of a personal regard may not be able to be fully disclosed to the public.

Implementation and Evaluation

- All engagement and consultation processes will be evaluated after the decision making they contributed to is completed.
- Participants will receive feedback in respect to ideas/concerns received and how the final determination was reached.
- If a difference occurs between the ideas/concerns and the final determination the reasons will be documented.
- As a part of its commitment to the effectiveness of community engagement, Council's associated decision making processes will be evaluated after a final decision has been made.

11 ISSUES FOR ENGAGEMENT AND CONSULTATION

The principles require that Council consult on issues of community concern or interest. Engagement and consultation methods will vary according to the issue. Site specific issues will require a lower level of consultation to obtaining community view on state wide or national issues or a national issue that may require a Council position. Basically five issue types exist that will require different methods of consultation:

Strategic Planning

Establishing the decision making framework of Council. This would include the Council Plan, Annual Plan, Public Health & Wellbeing Plan and the Municipal Strategic Statement.

Policy Development

To develop or improve policies for Council's position on particular matters. Policies may affect the entire community.

Area Improvement

Matters that affect people in the various townships, farming properties and business centres.

Service Planning

To develop, improve or discontinue a Council provided service. This could have an impact on the entire municipality.

Major Projects/Strategic Issues

Projects of significance that may impact on the finances or future of the municipality.

12 CORPORATE IDENTITY

The corporate identity must express Council's approach to business, its culture and also its values. Council needs to present a consistent and uniform visual image to ensure that its values are effectively and positively portrayed. Visual symbols include the correct use of Council's logo and corporate colours, and the use of consistent fonts and layouts in all publications and promotional material, including stationery, Council documents such as the Annual Report Budget, Policies and advertising and display materials.

13 MEDIA RELATIONS

Council will endeavour to establish and maintain a positive and co-operative working relationship with the local and regional media outlets. It is necessary for Council to provide accurate, timely and cost effective information to media outlets that promotes Council in a positive way.

Media activities carried out by Council are predominantly undertaken by the Mayor and/or Chief Executive Officer including the distribution of media release, organization of photo opportunities, contacting the media with the intent of gaining new publicity about, or originated by Council, development of media kits and responding to media requests for information.

Council regularly issues media release and advertisements which must be authorized by the Chief Executive Officer prior to distribution. All media releases and advertisements should be presented to the Chief Executive Officer for distribution and must be presented on the media template. The Chief Executive Officer will determine the most effective media channels for reaching targeted audiences upon distribution. All media releases and advertisements are to be placed on Council's website.

It is strongly recommended that non-verbal resources are sourced to complement media releases such as photographs, images, graphs and maps to strengthen messages. The supply of images to the media can positively assist in the explanation of a difficult situation and greatly increase the likelihood of the media using the article.

The Mayor and the Chief Executive Officer are Council's official spokespersons.

The spokespersons are to make public comments at public speaking engagements, on radio and television, and views expressed in letters to newspapers or books, journals and notices, where it might be expected that the publication or circulation of the comment will spread to the community at large.

Staff should only speak to the media after first consulting with the Chief Executive Officer or being requested to speak to the media by the Chief Executive Officer and the information provided should be restricted to factual information only.

Staff must not discuss sensitive, confidential or political matters with the media, in particular current court cases or confidential legal advice. The Mayor may ask other Councillors or the Chief Executive to speak with the media.

14 CRISIS COMMUNICATION STRATEGY

Advance preparation is critical when dealing with potential crises or controversies.

To prevent the likelihood of controversies, management in consultation with employees need to identify, in advance issues that may or potentially impact significantly on the community. Such issues may be identified internally or through the monitoring of media or correspondence. Council must be proactive in communicating to the community the key facts of the issue in a positive but factual manner so that the issue does not become a crisis.

Appropriate communication methods may be the distribution of a media release, an interview with the media or communication directly with the effected parties – depending on the situation. All media and correspondence must be monitored to gauge public feeling and highlight any further issues.

Occasionally an unforeseen crisis occurs and the following steps may help management to deal with the issue in an effective way.

- Identify a single spokesperson, usually Mayor or Chief Executive Officer, and ensure that they are available to talk to the media and that they are well briefed on the issue
- Be prepared and forthright. Be prepared with a response to media inquiries with all facts and figures ready. If Council is unable to respond to media enquiries, let the media know when an answer will be available.
- Never say 'no comment' as this equates to guilty in the eyes of the community. Endeavour to develop a response that puts the public first, takes responsibility, is honest, shows genuine sympathy (if applicable or appropriate) and states the who, when, what, where and why of the situation. Outline the steps that have been taken to rectify the situation and promise a full inquiry into the situation if applicable.
- Be accessible and familiar with media needs, requirements, deadlines and expectations.
- Monitor media coverage and correspondence.

15 CUSTOMER SERVICE

The way in which Council receives, answers and responds to telephone calls, letters, faxes, and email combined with face to face contact with customers, has the greatest impact on how Council is perceived by the community. It is absolutely critical that Council ensures that correct, effective, efficient and customer orientated responses are generated to develop and maintain a positive reputation for the Council.

16 EMPLOYEE RELATIONS

Council's elected members and employees are its most effective public relations ambassadors. It is vital that all employees and Councillors are receive timely, relevant, consistent and user friendly information to ensure that they are adequately informed on Council activities, minimising the likelihood of misinformation. Effective internal communication also encourages a participatory approach to change management practices, increase employee morale and encourages more effective communication between employees across department and management levels.

Strategies utilized by Council to ensure adequate communication to its employees include:-

- New employee induction process ensures an appropriate understanding of the workings of Council
- Fortnightly Senior Management meetings

- Regular departmental staff meetings
- Access to Council documents including policies and procedures and minutes etc and on Councils website and intranet
- Key message and events on staff notice boards
- Utilization of group emails to quickly and efficiently distribute key information and messages
- End of year function
- Periodic staff BBQ's
- Staff Long Service recognition
- Staff Social Club

17 METHODS OF COMMUNITY CONSULTATION

There are various forms of consultation that Council can undertake to communicate with its community with the basic intention of all forms of communication being to ensure that the community is provided with appropriate information in a timely manner.

Write a Letter

This is a personally addressed letter to all affected households. It outlines the issues and invites comment.

Survey

This is a non addressed flyer or leaflet that summarises the issues and invites feedback to Council.

Council Newsletter – Up the Creek

This is a regular publication of Council. It can promote/highlight information and provide an opportunity for community feedback.

Advertisements in Local Newspapers

Advertisements in the news sections of the local newspapers (except for statutory requirements) are an important means of advising the community about the matter and how they can have their say.

Media

This involves issuing media releases and articles to local and regional radio stations and television networks with a preparedness to undertake interviews.

Community Leaders

Community groups have their own systems of communication. In any consultation, the leaders of those community groups play an integral role in circulating information and receiving feedback.

Personal Briefings

These are conducted at the request of a member or members of the local community to discuss a particular issue with either a responsible officer or councillor or both.

Focus Groups

These are discussion groups consisting of around 5 – 20 people. The participants are invited because they are residents or because they have a particular interest, involvement or stake in the subject being discussed. The intention is to find out the range of opinions that exist on a particular topic.

A Meeting called by the Community

With some issues the community may determine to call its own meeting as part of the consultation process.

Public Meeting

This may be held at a community venue, at the site of the matter under consultation, or at the Municipal Offices. Invitations will be sent by one or more of the following methods:-

- Advertisement in the local newspapers
- Letterbox drop
- Media release or telephone contact with community leader
- Radio interview

18 OTHER COMMUNITY CONSULTATION / ENGAGEMENT TOOLS

Council Visitations

All Councillors, Chief Executive Officer, Senior Management and relevant staff members to visit each ward or specific towns in the Shire a minimum of once per year. This 'meet and greet' should involve either a BBQ or finger food, refreshments, presentation from community representatives and when appropriate, a tour of the ward. These visits are to be promoted internally through council meetings and forums and internal reports and externally through Up the Creek, media releases/photographs, posters and personal invitations. This process will involve:

- Negotiate a suitable date, time and venue that will suit community members
- Send invitation to Progress Association and other community groups in ward
- Advertise in local print media of intention to visit
- Include invitation/media release in Up the Creek and Council website.

The Internet/Website

Council must ensure that an update to date, clear and concise website on Council and its activities is maintained as a convenient information source and valuable customer service tool for all its stakeholders. The website is a cost efficient and effective information source which can be accessed by anyone, anyway, at anytime that is convenient to the user. Regular communications and marketing initiatives must be maintained by Council to encourage stakeholders to use the website for Council and community information.

19 CONCLUSION

Enhanced decision making is the primary reason why we consult. This is based on the recognition that if we communicate effectively and appropriately with community members and individuals affected by a Council decision, they are likely to provide you with an array of information and insight about a situation or proposal.

Appropriate community consultation processes, send a positive message to the community and identifies that Council appreciates and values their perspective, input and involvement. It also contributes to the community having a positive involvement and a sense of ownership of Yarriambiack Shire.

15.3 Community Activation Social Initiative (CASI) Grant Round

Prepared by Gavin Blinman, Director Community Development and Wellbeing

SUMMARY

The Victorian State Government during COVID crisis 2020 /21 has provided funding of \$130,000 towards aiding socially isolated and vulnerable people in our communities to reconnect as the COVID crisis eases. Minimal expenses have been incurred by operational staffing costs to date, so permission has been given for Yarriambiack Shire Council to use funds remaining to hold a community grant round to encourage community groups to become involved in the project.

RECOMMENDATION

That Council: Approve a grant totalling \$98,362 to support 30 projects across Yarriambiack Shire Council to reconnect people in their communities being:

Ref Number	Group	Town	Amount
CASI 1	West Wimmera Health	Across Shire 7 towns	\$4,980
CASI 2	Active Farmers	Warracknabeal	\$2,290
CASI 3	Southern Mallee Giants	Hopetoun	\$5,000
CASI 4	Beulah Memorial Hall	Beulah	\$2,600
CASI 5	Gateway Beet	Hopetoun	\$5,000
CASI 6	Hopetoun Golf Club	Hopetoun	\$4,117
CASI 7	Hopetoun Lake Committee	Hopetoun	\$5,000
CASI 8	Hopetoun NHH	Hopetoun	\$5,000
CASI 9	Minyip 150 Committee	Minyip	\$5,000
CASI 10	Murtoa Hall Committee	Murtoa	\$4,800
CASI 11	Murtoa Historical Society	Murtoa	\$3,670
CASI 12	Murtoa NHH	Murtoa	\$4,500
CASI 13	Murtoa Progress Association	Murtoa	\$1,200
CASI 14	Murtoa Events Committee	Murtoa	\$4,500
CASI 15	Destination Rupanyup Incorporated	Rupanyup	\$5,000
CASI 16	Rupanyup Seniors	Rupanyup	\$2,850
CASI 17	Rupanyup Community Gardens Inc	Rupanyup	\$1,000

CASI 18	U3A Dunmunkle Minyip	Minyip	\$950
CASI 19	U3A Dunmunkle Rupanyup	Rupanyup	\$875
CASI 20	Warracknabeal Band	Warracknabeal	\$5,000
CASI 21	Warracknabeal Ladies Probus	Warracknabeal	\$1,980
CASI 22	Warracknabeal Scouts	Warracknabeal	\$4,700
CASI 23	Woomelang CWA	Woomelang	\$1,000
CASI 24	Woomelang Seniors	Woomelang	\$1,000
CASI 25	Yaapeet Community Club	Yaapeet	\$2,000
CASI 26	Minyip and District Historical society	Minyip	\$1,000
CASI 27	Rupanyup PS Parents club	Rupanyup	\$2,000
CASI 28	Patchewollock Progress Association	Patchewollock	\$1,800
CASI 29	Brim Bowling Club	Brim	\$1,550
CASI 30	Warracknabeal Action Group	Warracknabeal	\$3,000
TOTAL			\$93,362
Ineligible	Warracknabeal Rotaract	Warracknabeal	\$5,000
Alternate funding	Murtoa Big Weekend Committee	Murtoa	\$4,992

ATTACHMENTS

Nil

DISCUSSION

The CASI program Community Activation Social Initiative was activated during the 2020 lockdown to assist Council with re-engage people back into normal life after COVID. Despite our coordinator working with groups, the extended impacts of lockdown resulted in an understandable reluctance of engagement by the elderly in particular therefore Council only used \$6996 of the funding.

Following discussion at a MAV /Dept of Health meeting with Council, permission has been given to use CASI funds in a community grant round.

Council was given a grant of \$130,000 to use and has allocated \$100,000 for this grant round.

32 applications from across the Shire were received totalling \$103,354 in funding requests.

Most of the applications addressed the CASI outcomes of reconnecting communities, however one application from Rotaract Warracknabeal sought funding for specific goods that were not in line with the acquittal requirements of the CASI funding.

Murtoa Big weekend also sought funds, however their event funding will be sourced from the Flagship Event funding Council received from Regional Development Victoria, not CASI funding.

Surplus funds not allocated in the grant round will be allocated by Council towards community events such as the seniors week concert to transport older adults to the concert and lunch, funding will also be allocated towards activities to get young people back into their communities particularly in small towns.

RELEVANT LAW

Part 2 Division 1 Section 9b Local Government Act 2020 - Council making decisions achieving the best outcomes for the community.

COUNCIL PLANS AND POLICIES

Community Grants Policy 2019

RELATED COUNCIL DECISIONS

Share Community Grant Rounds 1 and 2 ,2020.

OPTIONS

Council could decide to run events using officers to run across Shire although our resources would be stretched and would need further community engagement.

SUSTAINABILITY IMPLICATIONS

Discuss whether the subject matter of the report raises any sustainability implications.

- *Economic:* Funded externally by the state government
- *Social:* Reconnection of communities across the shire will improve mental health and re-establish community networks.
- *Financial:* External funds at no costs to council.

COMMUNITY ENGAGEMENT

As part of the CASI initiative Council has been communicating with community groups over the past 8 months on developing programs to reconnect our communities.

GENDER IMPACT ASSESSMENT

Gender Impact Assessment (GIA)	Status
Does this Council report recommendation o) Introduce a new policy, program and/or service; or p) Is it a review of a policy, program and/or service; that directly and significantly impacts the public?	YES <input type="checkbox"/> A GIA has been completed. NO <input checked="" type="checkbox"/> A GIA is not required.
Link to Gender Impact Assessment	Not Applicable

RISK

Utilising the Risk Management Framework the following assessment has been made:

<i>Strategic Risk Description and Residual Risk Level</i>	<i>Action to Mitigate/Reduce Risk</i>	<i>Does Action maintain or reduce Residual Risk Level</i>
Reputational Risk - Residual Risk Level Low	Grants allocated across shire will reduce risks as even spread of funding for programs	Reduces Residual Risk Level
Financial Risk - Residual Risk Level Medium	Fully Funded external no council funds required	Reduces Residual Risk Level
Political Risk - Residual Risk Level Low	All parties support community reconnection recognise value to mental and physical wellbeing of people in our shire	Reduces Residual Risk Level

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

State Level Covid recovery planning

CONFLICTS OF INTEREST

All officers involved in the preparation of this report have declared that they do not have a conflict of interest in the subject matter of this report.

16 OTHER BUSINESS**16.1 Questions from Councillors****17 CLOSED SESSION – Reports for Decision****17.1 Proposed Extension of Kerbside Recyclable Collection Service Contract to 30 June 2022 (C189/2015)****17.2 Warracknabeal Courthouse Funding – non-compliance with Procurement Policy****17.3 2021/22 Flocon Truck Replacement****17.4 2021/22 Jetpatcher Truck Replacement****18 Next Meeting**

28 July 2021

CLOSE_____ **Mayor**