

# Special Rate Area

## Dinner Plain



0 100 200 m

Coordinate System GDA94 MGA Zone 55

Created: 26/3/2018

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Alpine Shire

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# ALPINE

SHIRE COUNCIL

## Budget 2020/21



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## 1 Mayor and CEO's Introduction

There is no doubt that we have had a difficult beginning to 2020. Following the devastating impact of the bushfires early in the year, the Novel Coronavirus (COVID-19) has presented us all with a new set of pressing risks and challenges. It is critical that we maintain our flexibility to adapt and respond to the social and economic needs of the community over the course of the next financial year.

Council's 2020/21 budget provides a prudent financial position, enabling us to target the critical services and initiatives which support our community's resilience and vibrancy as conditions evolve.

Significantly Council is positioned to spend over \$1m on Bushfire Recovery in 2020/21, through a series of initiatives to boost our businesses and our community. In particular, we will be boosting our community grants program from \$80,000 to over \$500,000, and our events grants program will increase from \$200,000 to \$300,000, made possible through bushfire recovery funding. We will also be developing an Economic Development Strategy to ensure we have a strong foundation for the Shire's economy both in the near term and over the coming years.

In addition, all registration fees payable under the Food Act 1994, Public Health and Wellbeing Act 2008, Residential Tenancies Act 1997 and permit application fees made under the Community Local Law 2019 will be waived.

We will continue to maintain our vital civil assets to a standard that we are all proud of, from our roads, bridges and footpaths, to our buildings, public amenities, bins and recreational areas. Our planning, building, local laws and environmental health functions will continue to underpin our ability to support a safe, sustainable and highly liveable Shire.

We will continue to deliver our essential waste collection and waste management services and are pleased to announce a reduction in our general waste charge from \$89.20 to \$80 per premise. We will direct resourcing towards supporting Council's sustainability, aligning our services to the new Recycling Victoria policy, and developing a suite of climate action initiatives.

Whilst we may need to adapt to changing conditions, our budget provides full support for our diverse community facilities and activities, from our libraries, airports, swimming pools and visitor information centres, to our youth activities and maternal and child health services. We are well positioned to continue support for the Shire's economic and social development through a range of grant programs and initiatives.

Following Council elections in October we will have the opportunity to refresh our vision and key strategies. With community consultation, we will develop a new four-year Council Plan, as well as fresh Land Development and Events Strategies.

Our 2020/21 capital works pipeline will continue to develop and maintain our community assets, while balancing expenditure with long term financial sustainability. Notably nearly \$1m will be directed towards Dinner Plain Activation, and work on the Great Valley Trail connecting Bright and Harrietville will continue.

Planned works to renew the historical Myrtleford Memorial Hall and the Buckland Bridge will be completed, along with the Alpine Better Places program in Harrietville and Tawonga. Bright will benefit from the implementation of targeted car parking improvements and the Pioneer Park BMX Track.





The budget proposes a rate increase of 2.0% for 2020/21, compared with last year's increase of 2.5%, and in line with the Fair Go Rates System, which caps Victorian council rate increases in line with inflation. Council has worked hard to maintain underlying departmental costs at the same level as 2019/20; increases to electricity prices and insurance premiums have been offset by strong cost management and smart sourcing.

We are proud to serve an area which is known for its natural beauty, its vibrant communities and its many opportunities for both residents and visitors. We look forward to supporting the Alpine Shire in its ability to thrive for years ahead, and as always welcome your suggestions as to how we can make our region an even better place to live and to visit.

Cr Peter Roper  
Mayor

Charlie Bird  
Chief Executive Officer

## Financial Snapshot

Key Statistics	2019/20 Forecast	2020/21 Budget
Total Expenditure (\$000)	25,008	27,766
Underlying Operating Surplus (\$000)	7,816	2,259
Capital Works Program (\$000)	8,141	8,651
Staff Numbers (EFT)	105	112

Budgeted Expenditure by Strategic Objective	2020/21 Budget	% of Budget
A high performing organisation	9,892	36%
A responsible and sustainable organisation	1,926	7%
Incredible places for our community and visitors	8,651	31%
Infrastructure and open spaces that our community is proud of	2,475	9%
Highly utilised and well managed community facilities	4,698	17%
A well planned and safe community	410	1%
A thriving and connected community	2,509	9%

## 2 Link to Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework.

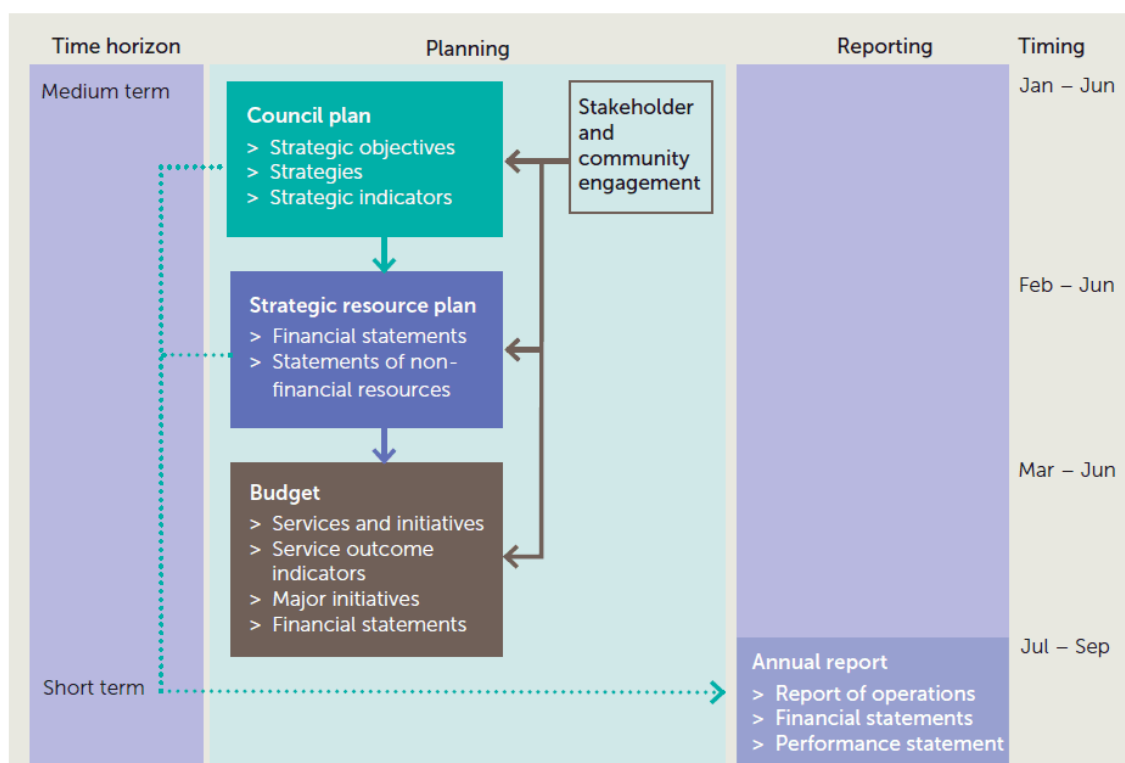
### 2.1 Background: Planning and Accountability Framework

The local government planning and accountability framework guides the Council in identifying community needs and aspirations, and determining how it will deliver upon them.

The foundation of the Council Plan is the 2030 Vision, which is an overarching intention statement of what the Council intends to deliver into the longer term. This then frames the medium-term Council Plan, which is developed following Council elections. 2020/21 marks Year 4 of the 2017-2021 Plan.

The four-year Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan.

The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning (formerly Department of Transport, Planning and Local Infrastructure)



## 2.2 Our Purpose

### 2030 Community Vision

“The Alpine Shire provides outstanding opportunities for its residents and visitors through sustainable growth in balance with the natural environment”.

The 2030 Community Vision was developed in consultation with our community in 2005 and revised in 2010. This vision identifies and articulates the long-term aspirations, needs and opportunities of our community and is also consistent with community sentiment expressed during the development of the Council Plan 2017-21.

## 2.3 Strategic Objectives

To achieve this vision, the Council focuses its efforts on delivering seven long term objectives as detailed in the Council Plan 2017-21. These objectives guide Council’s delivery of projects and services to the community over the course of the Council term.

Strategic Objectives	Strategies
1. A high performing organisation	<ul style="list-style-type: none"> <li>Communicate and engage with stakeholders.</li> <li>Advocate for the community on key issues.</li> <li>Lead and govern with integrity.</li> <li>Build a skilled organisation with a positive culture.</li> </ul>
2. A responsible and sustainable organisation	<ul style="list-style-type: none"> <li>Provide an excellent customer experience.</li> <li>Manage our financial resources sustainably.</li> <li>Identify and manage Council’s risk.</li> <li>Balance financial, environmental and community outcomes.</li> </ul>
3. Incredible places for our community and visitors	<ul style="list-style-type: none"> <li>Identify our community’s infrastructure aspirations.</li> <li>Deliver Council’s capital works program on time, to budget, and to the satisfaction of stakeholders.</li> </ul>
4. Infrastructure and open spaces that our community is proud of	<ul style="list-style-type: none"> <li>Manage and maintain Council infrastructure.</li> <li>Understand and plan for Council’s asset renewal requirements.</li> <li>Prepare for and respond to community emergency events.</li> <li>Maintain Council’s parks, trees and reserves.</li> </ul>
5. Highly utilised and well managed community facilities	<ul style="list-style-type: none"> <li>Soundly operate and manage community facilities.</li> <li>Deliver quality services for our community.</li> <li>Align services with community expectations.</li> </ul>
6. A well planned and safe community	<ul style="list-style-type: none"> <li>Plan for and manage development to enhance liveability.</li> <li>Raise awareness and educate our community about laws, regulations and codes.</li> <li>Enforce local laws, regulations and codes.</li> </ul>
7. A thriving and connected community	<ul style="list-style-type: none"> <li>Strengthen visitor attraction and the visitor experience.</li> <li>Support and encourage investment and enterprise.</li> <li>Improve healthy eating and physical activity.</li> <li>Stop family violence against women and children.</li> <li>Reduce the incidence of alcohol and other drug harm.</li> <li>Create socially connected and supported communities.</li> </ul>

### 3 Services, Initiatives and Service Performance Indicators

This section outlines how the Annual Budget will contribute to the strategic objectives outlined in the Council Plan 2017-21. It describes the major services and initiatives for key areas of Council's operation, and links them to the key service performance indicators which are prescribed for Local Government under the *Local Government (Planning and Reporting) Regulations 2014*. In line with legislation, Council will report against these services, initiatives and service performance indicators in the end-of-year Annual Report to support transparency and accountability.

#### 3.1 A High Performing Organisation

Following Council elections in October, a new Community Vision and Council Plan will be developed in consultation with the community, resetting the vision and strategies to guide Council's activities over the next four years.

Council will continue to invest in its workforce to ensure that our people have the skills and capabilities to deliver a high level of customer service in a safe and compliant manner. Increased human resource expenditure reflects Council's focus on sustainability, bushfire recovery and moving delivery of certain activities in-house.

Council will continue its strong program of advocacy to all levels of government and to key groups across the North East and Hume region.

##### 3.1.1 Services

Service area	Description of services provided		2019/20 Forecast \$'000	2020/21 Budget \$'000
Councillors and Executive	Includes all human resources support, marketing and communications activities, and advocacy activities. This area also includes remuneration for the Council workforce, the Mayor and the Councillors.	Exp	8,488	9,892
		Rev	6	0
		NET Expense (Revenue)	8,482	9,892

It is noted that the expenditure for this service area captures all employee costs across Council.

##### 3.1.2 Major Initiatives

- Community Vision
- Council Plan

##### 3.1.3 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community



## 3.2 A Responsible and Sustainable Organisation

Council will focus effort on implementing the new Local Government Act, representing the most comprehensive reform of local government in Victoria for 30 years. The Act will improve local government democracy, accountability and service delivery and is to be phased in four stages to June 2022.

Following a review of Council's business technology strategy, Council will continue work to upgrade its core technology applications to improve our customers' experience. New functionality will better enable timely and efficient handling of customer requests, and reduce manual effort, duplication and rework for staff. Council will also continue to improve its IT Governance to ensure that technology investments are prudent, prioritised and effective.

At the same time Council will renew its network infrastructure and review its IT controls to ensure that it remains adaptable and resilient given evolving technology needs and risks.

Council takes the health and safety of its people seriously and will continue to implement improvements to procedures to ensure that health and safety risks in our workplaces are mitigated.

### 3.2.1 Services

Service area	Description of services provided		2019/20 Forecast \$'000	2020/21 Budget \$'000
Corporate	Corporate manages the supporting functions to help Council to deliver services in an efficient, effective and safe manner. This includes financial control and planning, revenue collection, information technology, customer service, governance, and risk management.	Exp	1,671	1,926
		Rev	19,802	20,329
		NET Expense (Revenue)	(18,131)	(18,403)

### 3.2.2 Major Initiatives

- Local Government Act Implementation
- Business Systems Transformation Program

### 3.2.3 Service Performance Outcome Indicators

There are no prescribed service performance outcome indicators for this service.

## 3.3 Incredible Places for our Community and Visitors

In 2020/21 Council will deliver a steady pipeline of capital projects to renew, upgrade and develop the Shire's suite of capital assets. Council continues in its commitment to ensuring that our properties, plant and equipment, roads, bridges, footpaths, recreational areas, and the Rail Trail remain in a condition that we can be proud of.

Notably Council will spend \$0.9m on Dinner Plain Activation and will continue the significant program of work to construct the Great Valley Trail connecting Bright and Harrietteville.

Other notable projects include Alpine Better Places Harrierville and Tawonga, the renewal of Myrtleford Memorial Hall, and the delivery of Bright Car Parking Improvements.

### 3.3.1 Services

Service area	Description of services provided	2018/19 Forecast \$'000	2019/20 Budget \$'000
Asset Development	This area delivers the critical projects to renew and upgrade our community assets, and to develop new assets. The area is in part subsidised by recurrent and non-recurrent grants.		Refer to Capital Works budget

### 3.3.2 Major Initiatives

- Dinner Plain Activation
- Great Valley Trail
- Alpine Better Places Harrierville and Tawonga

Please refer to the Capital Works budget for the full project list.

### 3.3.3 Service Performance Outcome Indicators

There are no prescribed service performance outcome indicators for this service.

## 3.4 Infrastructure and Open Spaces that our Community is Proud Of

Council will continue to deliver its regular maintenance programs across our civil infrastructure and open spaces to ensure the every-day amenity and long lifespan of our assets.

Council will also invest in the governance of our heavy vehicle operations through continuing to implement recommendations from its Chain of Responsibility review.

In addition, Council will continue to undertake relevant actions in line with the Municipal Emergency Management Plan and the Road Management Plan.



### 3.4.1 Services

Service area	Description of services provided		2019/20 Forecast \$'000	2020/21 Budget \$'000
Local Roads, Bridges and Drainage	This area involves the maintenance of all Council's roads, and bridges. Council has 576km of roads, 120 bridges and over 40 major culverts. Spending in this area also covers roadside vegetation and drainage.	Exp	760	765
		Rev	18	18
		NET Expense (Revenue)	742	748
Footpaths	Maintenance of Council footpaths. Also includes snow grooming services for Dinner Plain.	Exp	86	86
		Rev	0	0
		NET Expense (Revenue)	86	86
Open Spaces	This service involves the maintenance of all of Council's open space areas such as playgrounds, parks, street trees, roundabouts and public reserves.	Exp	640	554
		Rev	22	22
		NET Expense (Revenue)	618	532
Building Maintenance	This service is responsible for the maintenance of all of Council's buildings. This includes operational buildings such as depots, administration buildings and libraries as well as community buildings such as halls, senior citizens centres and childcare centres. This area is also responsible for rectifying damage caused by vandalism.	Exp	293	230
		Rev	0	0
		NET Expense (Revenue)	293	230
Operations	Administration and management of Myrtleford, Bright and Mount Beauty works depots and plant maintenance and operational expenses.	Exp	719	772
		Rev	31	32
		NET Expense (Revenue)	688	740
Emergency Management	This covers the administrative costs of Council's Emergency Management Planning role, maintenance of various flood warning infrastructure, and additional coordination activities which are fully grant funded.	Exp	68	68
		Rev	86	98
		NET Expense (Revenue)	(18)	(30)

### 3.4.2 Major Initiatives

- Chain of Responsibility Solutions

### 3.4.3 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Roads	Satisfaction	Satisfaction with sealed local roads	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

### 3.5 Highly Utilised and Well Managed Community Facilities

During 2020/21 Council will implement its events waste management plan and invest in rehabilitating its Porepunkah and Myrtleford landfills to meet environmental obligations. Council will also upgrade its electronic waste infrastructure to better enable effective processing.

Council will direct resources towards improving its sustainability through Recycling Victoria and climate action initiatives. Council will also implement renewable energy upgrades for Council's buildings.

Council will continue to support its libraries, Visitor Information Centres, seasonal pools and sports centres for the benefit of our residents and visitors.

#### 3.5.1 Services

Service area	Description of services provided		2019/20 Forecast \$'000	2020/21 Budget \$'000
Airports	Provision and maintenance of aerodromes at Mount Beauty and Porepunkah.	Exp	40	40
		Rev	32	33
		NET Expense (Revenue)	8	8
Property Management	This service manages public amenity facilities across the Alpine Shire as well as the Bright Holiday Park.	Exp	690	696
		Rev	464	474
		NET Expense (Revenue)	226	222
Recreation	Council supports the development and maintenance of recreation reserves across the Shire and also supports recreation clubs and committees.	Exp	90	89
		Rev	0	0
		NET Expense (Revenue)	90	89
School Crossings	Council provides the school crossing supervisor function to schools within the Alpine Shire Council.	Exp	2	2
		Rev	37	37
		NET Expense (Revenue)	(36)	(36)
Swimming Pools	This service involves the running of Bright Sports Centre, the provision of outdoor seasonal pools at Myrtleford and Mount Beauty and lifeguarding at the Bright and Porepunkah river pools.	Exp	375	402
		Rev	214	210
		NET Expense (Revenue)	161	192
Visitor Information Centres	This service comprises visitor information services located at Bright, Mount Beauty and Myrtleford. Income is derived from the sale of souvenirs and the lease of the River-deck Café in Bright.	Exp	150	124
		Rev	180	156
		NET Expense (Revenue)	(30)	(32)
Waste and Recycling	Provision of waste management and recycling services across the Shire. This includes kerbside garbage and recycling collection services as well as the operation of the Myrtleford landfill and transfer stations at Mount Beauty and Porepunkah.	Exp	2,176	2,386
		Rev	3,213	3,273
		NET Expense (Revenue)	(1,037)	(888)



### 3.5.2 Services

Service area	Description of services provided		2019/20 Forecast \$'000	2020/21 Budget \$'000
Libraries	Libraries consist of the Alpine Shire library branches in Myrtleford, Bright and Mount Beauty and delivery of programs such as rhyme time, story time, school holiday programs and visiting authors. The Council also operates the High Country Library Network Hub, which undertakes the purchase and management of books and library materials for the Alpine Shire Council as well as neighbouring councils of Benalla, Mansfield and Wangaratta as a shared service.	Exp	666	632
		Rev	948	870
		NET Expense (Revenue)	(282)	(238)
Dinner Plain Facilities	Provision of specific waste collection and public facilities services for Dinner Plain.	Exp	332	328
		Rev	359	376
		NET Expense (Revenue)	(27)	(48)

### 3.5.3 Major Initiatives

- Events Waste Management Plan Implementation
- Porepunkah Landfill Rehabilitation
- Myrtleford Landfill Rehabilitation
- ~~Electronic Waste Infrastructure Upgrade~~
- ~~Renewable Energy Upgrade for Council Buildings~~

### 3.5.4 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Active library members	[Number of active library members / municipal population] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities	Number of visits to aquatic facilities / Municipal population

## 3.6 A Well Planned and Safe Community

Based on community consultation, Council will commence the development of a Land Development Strategy to ensure that our town planning framework is best able to support Alpine Shire's environmental, economic and community aspirations.

Council will also complete selected Planning Scheme Amendments to ensure that our planning scheme is in line with contemporary requirements.

Council will continue to ensure that environmental health is maintained through its regular food premise inspections and handling of wastewater applications. In addition, Council will align to legislation requiring the registration and inspection of swimming pools across the Shire.

In 2020/21 Council will be waiving fees for various registrations and permit applications in recognition of the difficult economic environment, notably including food premise registrations and business permits required under the Community Local Law 2019.

### 3.6.1 Services

Service area	Description of services provided		2019/20 Forecast \$'000	2020/21 Budget \$'000
Statutory Planning	This function covers the assessment of planning applications, the provision of advice to developers and property owners and representing Council at the Victorian Civil and Administrative Tribunal. The cost of this service is partially offset by income received as planning application fees.	Exp	128	70
		Rev	285	294
		NET Expense (Revenue)	(157)	(224)
Building Services	This service provides statutory building services to the community and includes processing of building applications, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works. The cost of this service is partially offset by income received as application permits.	Exp	36	36
		Rev	234	290
		NET Expense (Revenue)	(198)	(254)
Environmental Health	This service provides for the registration and inspection of all food premises, waste water applications, investigation of complaints in relation to noise, odours, dealing with infectious disease outbreaks and other health issues.	Exp	78	75
		Rev	181	26
		NET Expense (Revenue)	(103)	50
Local Laws	This area provides animal registrations, animal management, and local law enforcement.	Exp	49	49
		Rev	104	90
		NET Expense (Revenue)	(55)	(41)
Strategic Planning	Strategic planning prepares and reviews amendments to the Alpine Planning Scheme, structure plans, strategies, master plans, urban growth plans, frameworks and design guidelines.	Exp	190	180
		Rev	45	20
		NET Expense (Revenue)	145	160

### 3.6.2 Major Initiatives

- Land Development Strategy
- Planning Scheme Amendments



### 3.6.3 Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Animal Management	Health and safety	Animal management prosecutions	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100

## 3.7 A Thriving and Connected Community

In 2020/21 Council is positioned to spend over \$1m on Bushfire Recovery initiatives, strengthening the resilience and vibrancy of our businesses and our community. Most expenditure will be in this service area and a portion will be delivered through the direct employment of temporary staff (accounted for in A High Performing Organisation service area.)

Council will also develop an Economic Development Strategy and Events Strategy to underpin the direction of our economy over the coming years.

Additionally, Council will undertake a refresh of the Disability Action Plan.

### 3.7.1 Services

Service area	Description of services provided		2019/20 Forecast \$'000	2020/21 Budget \$'000
Community Development	This service is concerned with building community capacity. Key areas include community resilience, the community grant program and implementing the Municipal Health and Wellbeing Plan.	Exp	143	847
		Rev	372	377
		NET Expense (Revenue)	(229)	470
Dinner Plain Services	Provision of specific services to Dinner Plain such as marketing and events of this alpine village, and the provision of the Dinner Plain to Mount Hotham winter bus service.	Exp	432	410
		Rev	97	0
		NET Expense (Revenue)	335	410

Service area	Description of services provided		2019/20 Forecast \$'000	2020/21 Budget \$'000
Economic Development	This service facilitates local and new business to develop and grow.	Exp	85	616
		Rev	2	15
		NET Expense (Revenue)	83	601
Festivals and Events	Events are a major contributor to the economy. Council has a role in facilitating the events agenda.	Exp	260	212
		Rev	15	0
		NET Expense (Revenue)	245	212
Tourism	This services provides destination marketing and aids in the development of the local industry. It develops and distributes tourism collateral including the Shire's Official Visitors Guide, trail brochures, maps and retail and dining guide.	Exp	320	328
		Rev	28	32
		NET Expense (Revenue)	292	296
Youth	Provision of specific services to youth in the community, including youth awards, youth activities and the Learner to Probationary (L2P) program.	Exp	100	97
		Rev	103	79
		NET Expense (Revenue)	(3)	18

### 3.7.2 Major Initiatives

- Bushfire Recovery
- Economic Development Strategy
- Events Strategy
- Disability Action Plan

### 3.7.3 Service Performance Outcome Indicators

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

## 4 Financial Statements

This section presents the following financial statements, prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*:

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

The financial statements supporting the budget for 2020/21 have been supplemented with updated projections to 2023/24.

### 4.1 Comprehensive Income Statement

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	Projections 2022/23 \$'000	2023/24 \$'000
<b>Income</b>					
Rates and charges	17,786	19,267	19,633	20,214	20,812
Statutory fees and fines	206	416	545	559	573
User fees	996	1,096	1,184	1,213	1,243
Contributions - cash	813	719	819	839	860
Contributions - non-monetary assets	210	214	219	224	230
Grants - Operating (recurrent)	4,605	4,639	2,660	4,841	4,963
Grants - Operating (non-recurrent)	3,989	334	-	-	-
Grants - Capital (recurrent)	710	710	710	710	728
Grants - Capital (non-recurrent)	2,581	1,885	1,475	500	500
Other income	928	745	876	1,089	1,123
<b>Total income</b>	<b>32,824</b>	<b>30,025</b>	<b>28,121</b>	<b>30,189</b>	<b>31,032</b>
<b>Expenses</b>					
Employee costs	7,932	9,293	9,187	9,339	9,524
Materials and services	11,188	12,597	11,240	11,314	11,623
Depreciation	4,925	4,969	5,068	5,301	5,498
Amortisation	-	-	43	38	34
Landfill rehabilitation	150	82	63	54	42
Other expenses	713	723	739	757	776
Net gain on disposal of property, infrastructure, plant and equipment	100	102	104	106	109
<b>Total expenses</b>	<b>25,008</b>	<b>27,766</b>	<b>26,444</b>	<b>26,909</b>	<b>27,605</b>
<b>Surplus (deficit) for the year</b>	<b>7,816</b>	<b>2,259</b>	<b>1,677</b>	<b>3,280</b>	<b>3,427</b>
<b>Other comprehensive income items that will not be reclassified to surplus or deficit:</b>					
Net asset revaluation increment /(decrement)	5,479	4,431	5,113	5,918	6,128
<b>Comprehensive result</b>	<b>13,295</b>	<b>6,690</b>	<b>6,790</b>	<b>9,198</b>	<b>9,555</b>



## 4.2 Balance Sheet

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual 2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	2,153	1,708	2,159	2,368	2,262
Trade and other receivables	2,242	1,899	1,697	1,867	1,917
Financial assets	21,000	21,000	17,000	17,000	17,500
Inventories	49	53	55	55	53
Other assets	267	263	260	254	261
<b>Total current assets</b>	<b>25,711</b>	<b>24,923</b>	<b>21,171</b>	<b>21,544</b>	<b>21,993</b>
<b>Non-current assets</b>					
Investment properties	3,260	3,260	3,260	3,260	3,260
Investments in shared services	98	120	142	165	189
Property, infrastructure, plant & equipment	227,544	233,456	242,869	251,287	259,915
Intangibles	-	425	382	344	310
Inventories	102	99	96	93	90
<b>Total non-current assets</b>	<b>231,004</b>	<b>237,360</b>	<b>246,749</b>	<b>255,149</b>	<b>263,764</b>
<b>Total assets</b>	<b>256,715</b>	<b>262,282</b>	<b>267,920</b>	<b>276,692</b>	<b>285,757</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	1,956	2,190	1,969	1,984	2,038
Trust funds and deposits	393	413	433	453	473
Provisions	2,330	2,979	2,521	2,655	2,149
Income received in advance	1,220	54	53	52	51
<b>Total current liabilities</b>	<b>5,899</b>	<b>5,636</b>	<b>4,976</b>	<b>5,144</b>	<b>4,711</b>
<b>Non-current liabilities</b>					
Provisions	4,014	3,208	2,768	2,227	2,221
Income received in advance	419	365	312	260	209
<b>Total non-current liabilities</b>	<b>4,433</b>	<b>3,573</b>	<b>3,080</b>	<b>2,487</b>	<b>2,430</b>
<b>Total liabilities</b>	<b>10,332</b>	<b>9,209</b>	<b>8,056</b>	<b>7,631</b>	<b>7,141</b>
<b>Net assets</b>	<b>246,383</b>	<b>253,073</b>	<b>259,864</b>	<b>269,061</b>	<b>278,616</b>
<b>Equity</b>					
Accumulated surplus	117,113	119,372	121,050	124,329	127,756
Reserves	129,270	133,701	138,814	144,732	150,860
<b>Total equity</b>	<b>246,383</b>	<b>253,073</b>	<b>259,864</b>	<b>269,061</b>	<b>278,616</b>

## 4.3 Statement of Changes in Equity

For the four years ending 30 June 2024

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2020</b>				
Balance at beginning of the financial year	233,088	109,680	121,457	1,951
Comprehensive result	13,295	7,816	5,479	-
Impact of adoption of new accounting standards				
Adjusted opening balance				
Transfer to reserves	-	(441)	-	441
Transfer from reserves	-	58	-	(58)
<b>Balance at end of the financial year</b>	<b>246,383</b>	<b>117,113</b>	<b>126,936</b>	<b>2,334</b>
<b>2021</b>				
Balance at beginning of the financial year	246,383	117,113	126,936	2,334
Comprehensive result	6,690	2,259	4,431	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	660	-	(660)
<b>Balance at end of the financial year</b>	<b>253,073</b>	<b>120,032</b>	<b>131,367</b>	<b>1,674</b>
<b>2022</b>				
Balance at beginning of the financial year	253,073	120,032	131,367	1,674
Comprehensive result	6,790	1,677	5,113	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>259,864</b>	<b>121,710</b>	<b>136,480</b>	<b>1,674</b>
<b>2023</b>				
Balance at beginning of the financial year	259,864	121,710	136,480	1,674
Comprehensive result	9,198	3,280	5,918	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>269,061</b>	<b>124,989</b>	<b>142,398</b>	<b>1,674</b>
<b>2024</b>				
Balance at beginning of the financial year	269,061	124,989	142,398	1,674
Comprehensive result	9,555	3,427	6,128	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>278,616</b>	<b>128,416</b>	<b>148,526</b>	<b>1,674</b>

## 4.4 Statement of Cash Flows

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	17,807	19,200	19,617	20,187	20,785
Statutory fees and fines	206	416	545	559	573
User fees	996	1,096	1,184	1,213	1,243
Contributions - monetary	813	719	819	839	860
Grants - operating	8,659	5,383	2,878	4,698	4,940
Grants - capital	3,291	2,595	2,185	1,210	1,228
Interest	306	163	281	479	497
Other receipts	1,919	(446)	738	758	780
Trust funds deposits taken	2,420	2,420	2,420	2,420	2,420
Trust funds deposits repaid	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
Employee costs	(7,840)	(8,947)	(9,213)	(9,300)	(9,478)
Materials and consumables	(11,745)	(12,945)	(12,392)	(11,790)	(12,171)
Other payments	(713)	(723)	(739)	(757)	(776)
Net cash provided by operating activities	13,719	6,531	5,923	8,116	8,502
<b>Cash flows from investing activities</b>					
Payments for property, plant and equipment	(7,350)	(7,063)	(9,561)	(7,999)	(8,201)
Proceeds from sale of property, plant and equipment	85	87	89	92	94
Proceeds from investments	(6,000)	0	4,000	-	(500)
Net cash used in investing activities	(13,265)	(6,976)	(5,472)	(7,907)	(8,607)
<b>Cash flows from financing activities</b>					
Finance costs	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-
Net cash provided by (used in) financing activities	-	-	-	-	-
<b>Net (decrease) increase in cash &amp; cash equivalents</b>	454	(445)	451	209	(105)
Cash and cash equivalents at beginning of the financial year	1,699	2,153	1,708	2,159	2,368
<b>Cash and cash equivalents at end of the financial year</b>	2,153	1,708	2,159	2,368	2,262



## 4.5 Statement of Capital Works

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>					
Land	-	353	-	-	-
Buildings	1,034	844	1,943	1,574	1,613
<b>Total property</b>	1,034	1,198	1,943	1,574	1,613
<b>Plant and equipment</b>					
Plant, machinery and equipment	632	502	390	392	393
Fixtures, fittings and furniture	-	-	-	-	-
Computers and telecommunications	102	148	113	113	113
Library books	81	79	79	80	82
<b>Total plant and equipment</b>	815	729	582	585	588
<b>Infrastructure</b>					
Roads	2,917	1,637	3,266	2,119	2,173
Bridges	845	1,462	304	311	318
Footpaths and cycleways	719	1,052	866	237	243
Drainage	245	335	239	244	250
Recreational, leisure and community facilities	540	87	179	183	188
Parks, open space and streetscapes	22	54	124	127	130
Waste	107	85	58	59	61
<b>Total infrastructure</b>	5,395	4,712	5,036	3,280	3,363
<b>Unallocated</b>	-	-	2,000	2,560	2,637
<b>Total capital works</b>	7,244	6,638	9,561	7,999	8,201
<b>Represented by:</b>					
New asset expenditure	1,433	2,418	-	-	-
Asset renewal expenditure	3,463	2,860	5,261	5,499	5,701
Asset upgrade expenditure	2,348	1,360	4,300	2,500	2,500
Asset expansion expenditure	-	-	-	-	-
<b>Total capital works expenditure</b>	7,244	6,638	9,561	7,999	8,201

## 4.6 Statement of Human Resources

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	7,932	9,293	9,187	9,339	9,524
Employee costs - capital	411	804	795	808	824
<b>Total staff expenditure</b>	<b>8,343</b>	<b>10,097</b>	<b>9,982</b>	<b>10,147</b>	<b>10,348</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	105	112	110	110	110
<b>Total staff numbers</b>	<b>105</b>	<b>112</b>	<b>110</b>	<b>110</b>	<b>110</b>

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

Department	Comprises				
	2020/21	Permanent		Casual	Temporary
		Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Asset Development	-	-	-	-	-
Asset Maintenance	3,162	2,839	74	26	223
Bushfire Recovery	202	-	-	-	202
Corporate	1,774	680	773	111	210
Councillor And Executive	873	559	257	14	43
Economic And Community Development	952	135	532	222	63
Facilities	1,209	315	461	210	223
Building And Amenity	735	257	407	-	71
Planning	588	334	81	-	173
<b>Total Staff Expenditure</b>	<b>9,293</b>	<b>5,119</b>	<b>2,585</b>	<b>583</b>	<b>1,208</b>
Capitalised Labour Costs	804				
<b>Total Expenditure</b>	<b>10,097</b>				

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

Department	Comprises				
	2020/21	Permanent		Casual	Temporary
		Full Time	Part time		
Asset Development	6	3	2	-	1
Asset Maintenance	39	35	-	-	4
Councillor And Executive	6	4	2	-	-
Bushfire Recovery	1	-	-	-	1
Corporate	21	8	9	1	3
Economic And Community Development	10	1	6	2	1
Facilities	15	3	6	3	3
Building And Amenity	8	3	4	-	1
Planning	6	4	-	-	2
<b>Total staff full time equivalent</b>	<b>112</b>	<b>61</b>	<b>29</b>	<b>6</b>	<b>16</b>

## 5 Notes to the Financial Statements

This section presents detailed information on material components of the financial statements.

### 5.1 Rates and Charges

This section presents information about the Council's rates and charges as prescribed for inclusion in the budget in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*:

- Rates and Charges Overview
- Detailed Rating Strategy and Policies
- Detailed Charges Strategy and Policies
- Rebates and Concessions
- Detail Rates and Charges Outcomes

#### 5.1.1 Rates and Charges Overview

In combination with grants, rates and charges are an important source of funding which support our ongoing ability to provide community facilities, services and capital works. They account for an estimated 64% of total revenue to be received by the Council in 2020/21. In assessing our rates and charges, we take into account:

- Our ability to deliver ongoing cost savings;
- Our ability to source revenue through other means, for example grants;
- Our ability to support community facilities and services;
- Our ability to deliver our capital works pipeline, now and into the future.

In 2020/21, we are proposing a 2.0% increase in average rates, compared to a 2.5% increase in 2019/20. This is in line with the State Government cap under the Fair Go Rates System, which allows local governments to raise rates in line with inflation.

In line with Victorian standards, each Ratepayer's rates are calculated by applying a standard 'rate in the dollar', which is multiplied by the ratepayer's property value ('Capital Improved Value' or CIV) to derive their rates bill.

It is noted that there are typically some variations in actual rates collected compared to the Budget due to:

- Supplementary valuations, whereby under the *Valuation of Land Act 1960* a ratepayer's CIV is adjusted due to (for example) improvement of the developments on their land;
- Ratepayer valuation appeals;
- Changes in land use, for example when rateable land becomes non-rateable, or when residential land becomes commercial / industrial or farm land, or vice versa.

Waste charges will continue to be charged according to a) the bins or waste services that each ratepayer has, and b) the overall cost of managing waste, for example developing, monitoring, managing and rehabilitating landfills; operating our transfer stations; and managing public place waste.

#### 5.1.2 Detailed Rating Strategy and Policies

This statement accompanies the Rates and Charges overview to outline the actual rating strategy of the Council. The purpose of the rating strategy is to identify the fairest and most equitable method of distributing rates across the Alpine Shire.



### 5.1.2.1 Level of Rates and Charges

The guiding principle for setting of the level of rates and charges is the long term sustainability of the Council, while enabling sufficient funding to deliver:

- Valued Council services,
- Critical capital renewal projects, and
- Works that create new and improved infrastructure for the benefit of residents and visitors.

The guiding documents that aid Council to assess this balance are the Council Plan, which is developed in consultation with the community every four years following general elections; and its associated medium and longer term financial plans, namely the Strategic Resource Plan and the Long Term Financial Plan.

Consideration is also given to financial risks such as inflationary risks and local economic risks.

### 5.1.2.2 Application of Rates to Properties

When levying rates, Council adheres to three overriding principles:

- **Equity:** including both horizontal and vertical equity in the basis of rating. Horizontal equity means that those in the same position, i.e. with the same property value, should be treated the same. Vertical equity demands that higher property values should attract a higher level of rates;
- **Efficiency:** that the rating system is easy to apply and is consistent with the major policy objectives of the Council;
- **Simplicity:** that the rating system is easy to understand. This ensures that the rating system is transparent and capable of being questioned and challenged by ratepayers.

In line with these principles, rates are applied in proportion to the Capital Improved Value (CIV) of each property, as is the standard for the majority of Victorian Councils. CIV is essentially the market value of a property which is easily understood by the average ratepayer. It has been used uniformly by the Alpine Shire Council since the 1995/96 financial year.

The formula for determining the rates payable on a property is: Capital Improved Value (CIV) multiplied by the rate in the dollar.

The rate in the dollar is adjusted as part of the annual budget process to ensure that the correct amounts of rates are raised to fund Council's operations.

In addition to this, the Alpine Shire Council applies a rating structure which includes a general rate, differential rates, and a special rate.

The general rate is the cornerstone of the Council's rating structure and is applied to every property unless the property falls into a specific differential rate category.

The *Local Government Act 1989* enables the Council to apply differential rates if the Council considers that they will contribute to the equitable and efficient carrying out of its functions, in line with local objectives. The Alpine Shire currently has two differential rates, namely the Farm Rate, and the Commercial / Industrial Rate.

The *Local Government Act 1989* also enables the Council to apply special rates and charges for funding initiatives which directly benefit specific segments of the community. Council can require a person to pay a special rate or charge, if it will defray the expense of an initiative of special benefit to





the person required to pay it. Council proposes one special rate to fund the special services at Dinner Plain Village, deemed the Dinner Plain Special Rate.

It is noted that the *Local Government Act 1989* also allows for a Municipal Charge, which is a flat charge per assessment that can be used to offset administrative costs of the Council and is in addition to general rates. Municipal Charges have the effect of flattening the rate burden making people in lower valued properties pay more. The Alpine Shire does not have a large number of low value properties as some other Councils do and to place a charge on the rate notice to cover the 'administrative costs' of Council, is unpopular and hard for the ratepayer to understand. Accordingly, this mechanism has been deemed to be unsuitable and is not applied to the Alpine Shire.

### 5.1.2.3 The Farm Rate Policy

#### Purpose

The objective of the farm rate policy is to *“to allow for a reduced rate on all land declared as farm land which will more equitably spread the general rate burden over the rate base of the municipality given the broad nature of services provided by Council and their availability to the farming community.”*

It is important to ensure that highly productive farming land is not rated at levels that force farmers to seek to subdivide and sell off parcels to remain viable.

#### Scope

The policy applies to Council when considering and determining the annual budget of rates and charges. It does not apply to land located in Bogong Village or the Dinner Plain Village.

#### Policy Details

A differential rate is applied to farm land at 73% of the general rate. An application must be made in writing to change the classification of a property to the differential farm rate. “Farm Land” means any rateable land which satisfies the following criteria:

- The land area must be of 8Ha or over; or
  - be 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 any kind or for any combination of those activities; and
  - show that the primary source of income is derived from the land; and
- The land must be used by a business:
  - that has a significant and substantial commercial purpose or 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 it is operating.

Any variations outside this policy require Council approval.

### 5.1.2.4 The Differential Commercial / Industrial Rate Policy

The objective of the Commercial / Industrial Rate Policy is *“to ensure equity in the application of the rating burden across the Shire. It provides for the higher costs of servicing commercial and industrial properties, specialist properties and undertaking economic development and tourism*



*strategies. This is reflected in the application of a rate in the dollar which is higher than the rate in the dollar for other land."*

The tourism industry is the largest industry within the Shire. Festivals and events are a critical driver for the Alpine Shire economy and Council delivers a coordinated program to facilitate a strong calendar of events.

A significant portion of the money raised is invested to undertake economic development and tourism strategies, to support the growth and future wellbeing of both tourism and economic development within the Shire.

Investment in tourism and economic development, along with the physical location and general nature of commercial/industrial properties, results in a higher servicing cost to Council. Therefore, a differential rate is applied to ensure equity.

### Scope

The policy applies to Council when considering and determining the annual budget of rates and charges. It does not apply to land located in Bogong Village or the Dinner Plain Village.

### Policy Details

A commercial/industrial differential rate of 143% of the general rate is applied to Commercial / Industrial land.

Commercial or Industrial Land means land which:

- is used primarily for commercial or industrial purposes (including but not limited to any accommodation premises, motel or hotel used primarily to accommodate travellers, tourists or other persons engaged in recreational pursuits); or
- is adapted or designed to be used primarily for commercial or industrial purposes (including but not limited to any accommodation premises adapted or designed to be used primarily for accommodating travellers, tourists or other persons engaged in recreational pursuits); or
- is located in a Commercial 1 Zone, Industrial 1 Zone or Industrial 2 Zone under the Alpine Planning Scheme; or
- has a dwelling constructed on it, which is not the principal place of residence of the owner and which is made available for commercial hire, lease or licence to tourists, persons engaged in recreational pursuits or other like persons (on either a casual or permanent basis). This is defined as a 'holiday house'.

### Method of Determination

The classification of which properties fall within the definition (excluding 'holiday houses') will be assigned by the Alpine Shire Contract Valuer, or the classification of which dwellings satisfies the definition of a 'holiday house' as stated above, will be assigned by the Manager Corporate and Director Corporate.

Any variations outside this policy require Council approval.

#### 5.1.2.5 The Dinner Plain Special Rate

Dinner Plain receives a number of services of special benefit to the Dinner Plain's Commercial and Industrial ratepayers. In 2020/21 this includes the Dinner Plain to Hotham winter bus service, roadways snow clearing, cross country trail grooming, marketing and event support undertaken specifically for Dinner Plain, and cable television maintenance.



The Dinner Plain Special Rate is applied to defray the expenses associated with these special services. The Special Rate is applied to Commercial and Industrial ratepayers in the Dinner Plain village in addition to the General Rate and Dinner Plain waste collection charges.

This Special Rate has been reducing over time and is now aligned to the rate applied to Commercial and Industrial land across the rest of the Alpine Shire.

#### 5.1.2.6 Cultural and Recreational Lands

Under the *Cultural Recreational Land Act 1963*, Council has the ability to charge a reduced amount of rates, or not charge rates, to lands that fall under this category. These may include, for example, tennis clubs, bowls clubs or golf clubs. In making this decision, Council needs to have regards to the services provided by the Council and the benefit to the community derived from the recreational lands.

Council individually considers community recreational lands that provide a community benefit as to whether they warrant a reduced or nil rate charge. These lands may still be required to pay service charges such as a waste and recycling collection on a user pays basis.

#### 5.1.2.7 Rates in Lieu

In line with the *Electricity Industry Act 2000*, the Council has a 'Rates In Lieu' arrangement with the AGL Hydro Partnership for its properties within the Alpine Shire. The amount paid is determined by a Victorian Government Gazette and is based on the power generating capacity of the operation, indexed annually in line with CPI. Discounts may be provided where the station operates at low capacity.

### 5.1.3 Detailed Charges Strategy and Policies

Service rates and charges may be declared for provision of water supply, collection and disposal of refuse and the provision of sewage services. A service rate or charge may be declared on the basis of any criteria specified by the Council.

The annual service rate or charge is applied according to the service delivered and is fully funded from this area. It is not funded by general rates, differential rates or special rates.

Alpine Shire Council levies the following annual waste service charges:

- Waste & Recycling Collection
- Dinner Plain Waste Collection
- Waste Management Charge

#### 5.1.3.1 Waste Services Charge Policy

##### Purpose

The purpose of this policy is to ensure that Council has a sound and equitable basis on which to determine the application of waste collection, recycling collection and waste management charges and ensure consistency with provisions of the *Local Government Act 1989*.

##### Scope

This policy applies to Council when considering and determining the annual budget of rates and charges. This policy does not apply to land located in Bogong Village.



## Policy Details – Waste and Recycling Collection

Council operates a waste and recycling kerbside collection service. The waste and recycling kerbside collection service is a compulsory charge to all ratepayers excluding the following:

- Dinner Plain ratepayers (refer to Dinner Plain Waste Collection); and
- Ratepayers who have been provided an exemption from the standard waste and recycling kerbside service.

An exemption may be granted on the waste and recycling kerbside collection service on the following basis:

- Properties not included on a collection service route;
- Undeveloped land; or
- An existing commercial service already in place.

The waste and recycling kerbside collection will be charged to ratepayers on the following basis:

- Sizes of bins supplied;
- Types of bins supplied (standard or recycling);
- Quantity of bins supplied; and
- Frequency of bin collection.

The waste and recycling kerbside collection charge operates on a total cost recovery basis which can be applied across multiple years to avoid yearly fluctuations in charges being passed onto ratepayers. If revenue raised from the waste and recycling kerbside collection charge exceeds that of expenditure incurred in a given year, then the balance will be transferred to a reserve, namely the 'Waste Reserve'. The Waste Reserve will then be used for future purposes. Balances retained in the Waste Reserve must be considered each year in determining any future waste kerbside collection charge with the aim of minimising increments being applied to ratepayers.

## Policy Details - Dinner Plain Waste Collection

Dinner Plain ratepayers are provided with a separate waste service under a separate waste collection contract due to the specific waste collection requirements of the village. The Dinner Plain waste service is charged on the following basis:

- Standard service; or
- Commercial service.

The commercial service is provided to properties that operate as businesses outside of normal residential property rentals. The Dinner Plain waste services charge is in lieu of the waste and recycling kerbside collection charge.

Any variations outside this policy require Council approval.

## Policy Details – Waste Management

Council operates three transfer stations and has a number of landfills which are closed and require remediation in the future as required by the Environmental Protection Authority Victoria (EPA). Council also provides a public place waste and recycling service. There are significant costs associated with the management of these sites and provision of these services. The waste management charge is raised to recover the costs incurred.



Expenditure included within the Waste Management Charge includes:

- Landfill rehabilitation expenditure;
- Landfill monitoring expenditure;
- Landfill and transfer stations capital works (renewal and development) expenditure;
- Transfer station operations;
- Waste diversion; and
- Public place bin renewals, purchases and service costs.

The Waste Management Charge will be charged to all rateable assessments on which a building adapted for separate occupancy exists.

The Waste Management Charge operates on a total cost recovery basis which can be applied across multiple years to avoid yearly fluctuations in charges being passed onto ratepayers. If revenue raised from the Waste Management Charge exceeds that of expenditure incurred in a given year, then the balance will be transferred to a reserve, namely the 'Waste Reserve'. The Waste Reserve will then be used for application to future waste related expenditure as specified above.

Balances retained in the Waste Reserve must be considered each year in determining any future Waste Management Charge with the aim of minimising increments being applied to ratepayers.

#### 5.1.4 Rebates and Concessions

The *Local Government Act 1989* provides for concessions applicable under the State Concessions Act 1986. Eligible pensioners may apply for a rate concession on their principle place of residence as funded by the State Government.

#### 5.1.5 Detailed Rates and Charges Outcomes

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

Type or class of land	2019/20 cents/\$CIV	2020/21 cents/\$CIV	Change %
General rate for rateable residential properties	0.4158	0.4038	(2.89)%
General rate for rateable Dinner Plain properties	0.4158	0.4038	(2.89)%
Differential rate for rateable commercial/industrial properties	0.5946	0.5774	(2.89)%
Differential rate for rateable farm properties	0.3035	0.2947	(2.90)%

5.1.5.2 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	2019/20 Number	2020/21 Number	Change Number	%
Residential	6,241	6,285	44	1%
Dinner Plain	542	542	0	0%
Commercial/Industrial	946	995	49	5%
Farm	1,078	1,048	-30	-3%
<b>Total number of assessments</b>	<b>8,807</b>	<b>8,870</b>	<b>63</b>	<b>1%</b>

5.1.5.3 The estimated total value of each type or class of land compared with the previous financial year. The basis of valuation is the Capital Improved Value (CIV).

Type or class of land	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
Residential	2,179,209	2,307,156	127,947	5.90%
Dinner Plain	171,498	180,453	8,955	5.20%
Commercial/Industrial	442,007	485,874	43,867	9.90%
Farm	786,315	806,293	19,978	2.50%
<b>Total value of land</b>	<b>3,579,029</b>	<b>3,779,776</b>	<b>200,747</b>	<b>5.60%</b>

5.1.5.4 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	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
Residential	9,061	9,316	255	2.8%
Dinner Plain	713	729	16	2.2%
Commercial/Industrial	2,628	2,805	177	6.8%
Farm	2,386	2,376	( 10 )	(0.4)%
<b>Total amount to be raised by general rates</b>	<b>14,788</b>	<b>15,227</b>	<b>439</b>	<b>3.0%</b>

5.1.5.5 Reconciliation of rates and charges to the Comprehensive Income Statement

	Forecast	Budget	Change	
	2019/20	2020/21	\$'000	%
	\$'000	\$'000		
General rates*	14,788	15,227	439	2.97%
Waste management charges	3,213	3,202	( 11 )	-0.34%
Special rates and charges	179	176	( 3 )	-1.68%
Supplementary rates and rate adjustments	139	160	21	15.11%
Rates rebate	( 870 )	-	870	-100.00%
Interest on rates and charges	59	80	21	35.59%
Revenue in lieu of rates	278	422	144	51.80%
<b>Total rates and charges</b>	<b>17,786</b>	<b>19,267</b>	<b>1,481</b>	<b>8.32%</b>

\* Includes the flow-through impact of 2019/20 supplementary development in the Shire.

#### 5.1.5.6 The rate in the dollar to be levied as special rates and under section 163 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2019/20 cents/\$CIV	2020/21 cents/\$CIV	Change %
Special rate for rateable Commercial/Industrial Dinner Plain properties (Airport not included)	0.1788	0.1736	(2.91)%

#### 5.1.5.7 The estimated total amount to be raised by special rates in relation to Dinner Plain properties compared with the previous financial year

Type or class of land	2019/20 \$'000	2020/21 \$'000	Change \$'000	%
Special rate for rateable Commercial/Industrial Dinner Plain properties (Airport not included)	179	176	-3	(1.7)%
<b>Total amount to be raised</b>	<b>179</b>	<b>176</b>	<b>-3</b>	<b>(1.7)%</b>

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

Type of Charge	Per Rateable Property 2019/20 \$	Per Rateable Property 2020/21 \$	Change \$	%
Waste - 80 litre bin - weekly	217.71	222.06	4.35	2.0%
Waste - 240 litre bin - weekly	482.70	492.35	9.65	2.0%
Waste - 240 litre bin - fortnightly	217.71	222.06	4.35	2.0%
Recycling - 140 litre - fortnightly	89.34	91.13	1.79	2.0%
Recycling - 240 litre - fortnightly	89.34	91.13	1.79	2.0%
Recycling - 360 litre - fortnightly	89.34	91.13	1.79	2.0%
Recycling - 240 litre - weekly	178.80	182.38	3.58	2.0%
Recycling - 360 litre - weekly	178.80	182.38	3.58	2.0%
Dinner Plain standard service	668.86	682.24	13.38	2.0%
Dinner Plain commercial service	1,471.06	1,500.48	29.42	2.0%
Waste management charge	89.20	80.00	( 9.20 )	-10.3%

### 5.1.5.9 The number of items in relation to each charge type compared to the previous financial year

Type of Charge	Bins 2019/20 #	Bins 2020/21 #	Change #
Waste - 80 litre bin - weekly	5,858	5,874	16
Waste - 240 litre bin - weekly	633	633	-
Waste - 240 litre bin - fortnightly	204	204	-
Recycling - 140 litre - fortnightly	395	395	-
Recycling - 240 litre - fortnightly	5,838	5,854	16
Recycling - 360 litre - fortnightly	502	502	-
Recycling - 240 litre - weekly	82	82	-
Recycling - 360 litre - weekly	65	65	-
Dinner Plain standard service	387	387	-
Dinner Plain commercial service	13	13	-
<b>Total number of bins</b>	<b>13,977</b>	<b>14,009</b>	<b>32</b>

Type of Charge	Assessments 2019/20 #	Assessments 2020/21 #	Change #
Waste management charge	7,645	7,688	43

### 5.1.5.10 The estimated total amount to be raised by each type of service rate or charge compared with the previous financial year

Type of Charge	2019/20 \$	2020/21 \$	Change %
Waste - 80 litre bin - weekly	1,275,345	1,304,380	2.3%
Waste - 240 litre bin - weekly	305,549	311,660	2.0%
Waste - 240 litre bin - fortnightly	44,413	45,301	2.0%
Recycling - 140 litre - fortnightly	35,289	35,996	2.0%
Recycling - 240 litre - fortnightly	521,567	533,475	2.3%
Recycling - 360 litre - fortnightly	44,849	45,747	2.0%
Recycling - 240 litre - weekly	14,662	14,955	2.0%
Recycling - 360 litre - weekly	11,622	11,855	2.0%
Dinner Plain standard service	258,849	264,027	2.0%
Dinner Plain commercial service	19,124	19,506	2.0%
Waste management charge	681,934	615,040	(9.8)%
<b>Total</b>	<b>3,213,203</b>	<b>3,201,942</b>	<b>-0.4%</b>

## 5.2 Grants

### 5.2.1 Grants – Operating

Operating grants are projected to reduce by \$2.5m compared to the forecast for 2019/20. This is primarily due to the receipt of Bushfire Recovery grants in 2019/20 which will fund a range of initiatives to boost community and economic resilience over the three years to 2021/22.

#### 5.2.1.1 Recurrent Operating Grants

Operating Grant Funding Type and Source	Forecast	Budget	Variance
	2019/20	2020/21	
	\$'000	\$'000	\$'000
<b>Recurrent - Commonwealth Government</b>			
Victorian Grants Commission	3,974	4,031	57
<b>Recurrent - State Government</b>			
Senior citizens	28	26	( 2 )
Youth services	68	62	( 6 )
School crossing supervisors	37	37	-
Maternal and child health	280	276	( 4 )
Libraries	159	154	( 5 )
Other	59	53	( 6 )
<b>Total recurrent grants</b>	<b>4,605</b>	<b>4,639</b>	<b>34</b>

Council allocates its Victorian Grants Commission (VGC) income to specific business functions which benefit the community. The table below sets out how the VGC income has been allocated.

Business Function	VGC Allocation
	\$'000
Airports	8
Building Maintenance	200
Community Development	300
Councillors and Executive	1,400
Economic Development	450
Festivals & Events	200
Footpaths	23
Libraries	50
Local Laws	50
Open Spaces	350
Operations	350
Property Management	120
Recreation	60
Strategic Planning	100
Swimming Pools	120
Tourism	250
<b>TOTAL</b>	<b>4,031</b>



### 5.2.1.2 Non-recurrent Operating Grants

Operating Grant Funding Type and Source	Forecast	Budget	Variance
	2019/20 \$'000	2020/21 \$'000	\$'000
<b>Non-recurrent - Commonwealth Government</b>			
Bushfire Recovery	1,225	-	( 1,225 )
<b>Non-recurrent - State Government</b>			
Bushfire recovery	2,200	-	( 2,200 )
Economic development and tourism	114	45	( 69 )
Community development	113	91	( 22 )
Emergency services	60	60	-
Flood restoration	189	118	( 71 )
Other	88	20	( 68 )
<b>Total non-recurrent grants</b>	<b>3,989</b>	<b>334</b>	<b>( 3,655 )</b>

### 5.2.2 Grants - Capital

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall, the level of capital grants will decrease by \$2.8m compared to the forecast for 2019/20. This is mainly as 2019/20 featured a large capital works program which is reducing to more typical levels in 2020/21 in order to maintain long term financial sustainability.

A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

#### 5.2.2.1 Recurrent Capital Grants

Capital Grant Funding Type and Source	Forecast	Budget	Variance
	2019/20 \$'000	2020/21 \$'000	\$'000
<b>Recurrent - Commonwealth Government</b>			
Roads to recovery	710	710	-
<b>Recurrent - State Government</b>			
Nil	-	-	-
<b>Total recurrent grants</b>	<b>710</b>	<b>710</b>	<b>-</b>

### 5.2.2.2 Non-Recurrent Capital Grants

Capital Grant Funding Type and Source	Forecast 2019/20 \$'000	Budget 2020/21 \$'000	Variance \$'000
<b>Non-recurrent - Commonwealth Government</b>			
Nil			
<b>Non-recurrent - State Government</b>			
Buildings	106	320	214
Roads	1,137	-	(1,137)
Bridges	578	1,165	587
Pathways	195	400	205
Recreational	266		(266)
Waste	299	-	(299)
<b>Total non-recurrent grants</b>	<b>2,581</b>	<b>1,885</b>	<b>(696)</b>

## 5.3 Borrowings

The Council continues to operate free from borrowings.

	2019/20	2020/21
Total amount borrowed as at 30 June of the prior year	-	-
Total amount to be borrowed	-	-
Total amount projected to be redeemed	-	-
<b>Total amount of borrowings proposed as at 30 June</b>	<b>-</b>	<b>-</b>

## 5.4 Capital Works Program

This section presents an overview of capital works expenditure and funding sources, as well as a listing of the capital works projects that will be undertaken for the 2020/21 financial year. Works are also disclosed as current budget or carried forward from last year.

### 5.4.1 2020/21 Budget Works

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
<b>Property</b>									
<b>Land</b>									
Nil Gully Flood Mitigation	326	326	-	-	-	-	-	326	-
<b>Buildings</b>									
Dinner Plain Activation	900	900	-	-	-	320	-	580	-
Electronic Waste Infrastructure Upgrade	60	60	-	-	-	-	-	60	-
Renewable Energy Upgrade For Council Buildings	150	150	-	-	-	-	-	150	-
Pool Chlorine Dosing System Renewal	50	-	50	-	-	-	-	50	-
Myrtleford Library External Timber Renewal	30	-	30	-	-	-	-	30	-
Myrtleford Pool Tile And Cover Renewal	35	-	35	-	-	-	-	35	-
Myrtleford Pool Vacuum Replacement	20	-	20	-	-	-	-	20	-
Bright Depot Fuel Tank Renewal	30	-	30	-	-	-	-	30	-
Bright Sports Centre Structural Repairs	100	-	100	-	-	-	-	100	-
Safe Roof Access	45	-	45	-	-	-	-	45	-
Myrtleford Soccer Facility Upgrades – Design	20	-	-	20	-	-	-	20	-
<b>Total property</b>	<b>1,766</b>	<b>1,436</b>	<b>310</b>	<b>20</b>	<b>-</b>	<b>320</b>	<b>-</b>	<b>1,446</b>	<b>-</b>

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Plant and equipment</b>									
<b>Plant, machinery and equipment</b>									
Large Plant Renewal	392	-	392	-	-	-	-	392	-
Small Plant And Equipment Renewal	35	-	35	-	-	-	-	35	-
Vehicle Renewal	42	-	42	-	-	-	-	42	-
L2P Vehicle Renewal	50	-	50	-	-	-	50	-	-
<b>Office furniture and equipment</b>									
Branch IT Network Renewal	68	-	68	-	-	-	-	68	-
Business Systems Transformation Project	269	-	200	69	-	-	-	269	-
Intranet Renewal	30	-	30	-	-	-	-	30	-
Server Infrastructure Renewal	80	-	80	-	-	-	-	80	-
Library Books	79	-	79	-	-	-	-	79	-
<b>Total plant and equipment</b>	<b>1,045</b>	<b>-</b>	<b>976</b>	<b>69</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>995</b>	<b>-</b>
<b>Infrastructure</b>									
<b>Roads</b>									
Asphalt Overlays	140	-	140	-	-	140	-	-	-
Gravel Resheeting	287	-	287	-	-	210	-	77	-
Kerb And Channel Renewal	45	-	45	-	-	-	-	45	-
Line Marking	75	-	75	-	-	-	-	75	-
Resealing	360	-	360	-	-	360	-	-	-
Road Stabilisation And Patching	150	-	150	-	-	-	-	150	-
Mountain Mist Drive Renewal	50	-	50	-	-	-	-	50	-
<b>Footpaths and cycleways</b>									
Great Valley Trail	860	860	-	-	-	400	-	460	-
Path Renewal	145	-	145	-	-	-	-	145	-

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Drainage</b>									
Drainage Renewal	126	-	126	-	-	-	-	126	-
McCullough Drainage Road Design	50	-	50	-	-	-	-	50	-
Porepunkah Drainage Strategy	70	-	70	-	-	-	-	70	-
<b>Recreational, leisure and community facilities</b>									
Pioneer Park Events Infrastructure	20	20	-	-	-	-	-	20	-
Fire Hydrant Renewal	100	-	100	-	-	-	-	100	-
Pioneer Park BMX Track	80	-	80	-	-	-	-	80	-
<b>Parks, open space and streetscapes</b>									
Myrtleford Piazza Lighting And Electrical Upgrade	25	-	-	25	-	-	-	25	-
Irrigation Renewal	50	-	50	-	-	-	-	50	-
Parks and Facilities Signage Upgrade	40	-	40	-	-	-	-	40	-
<b>Waste infrastructure</b>									
Kerbside Bins Renewal And New	35	-	35	-	-	-	-	35	-
Myrtleford Landfill Rehabilitation	65	-	65	-	-	-	-	65	-
Public Bins Renewal	50	-	50	-	-	-	-	50	-
Events and Emergency Management Equipment	42	42	-	-	-	42	-	-	-
<b>Total infrastructure</b>	<b>2,865</b>	<b>922</b>	<b>1,918</b>	<b>25</b>	<b>-</b>	<b>1,152</b>	<b>-</b>	<b>1,713</b>	<b>-</b>
<b>Capitalised wages</b>	<b>804</b>	<b>409</b>	<b>387</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>804</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>6,480</b>	<b>2,767</b>	<b>3,591</b>	<b>122</b>	<b>-</b>	<b>1,472</b>	<b>50</b>	<b>4,958</b>	<b>-</b>



## 5.4.2 Works Carried Forward from 2019/20

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
<b>Property</b>									
<b>Buildings</b>									
Mount Beauty Depot Upgrade	25	25	-	-	-	-	-	25	-
Myrtleford Memorial Hall Renewal	185	-	185	-	-	-	-	185	-
Bright Railway Museum Renewal	43	-	43	-	-	-	-	43	-
Riverside Park Barbeque Shelter Renewal	30	-	30	-	-	-	-	30	-
<b>Total property</b>	<b>283</b>	<b>25</b>	<b>258</b>	-	-	-	-	<b>283</b>	-
<b>Infrastructure</b>									
<b>Roads</b>									
Alpine Better Places Harrietville And Tawonga Road Reconstruction	100	-	-	100	-	-	-	100	-
Bright Car Parking Improvements - Stage 1	66	-	41	25	-	-	-	66	-
<b>Bridge</b>									
Buckland Bridge	1,165	-	965	200	-	1,165	-	-	-
Barwidgee Creek Rail Trail Bridge Renewal	12	-	12	-	-	-	-	12	-
<b>Waste</b>									
Porepunkah Landfill Rehabilitation	520	-	520	-	-	-	-	520	-
<b>Total infrastructure</b>	<b>1,888</b>	-	<b>1,538</b>	<b>350</b>	-	<b>1,165</b>	-	<b>723</b>	-
<b>Total capital works carried forward from 2019/20</b>	<b>2,171</b>	<b>25</b>	<b>1,796</b>	<b>350</b>	-	<b>1,165</b>	-	<b>1,006</b>	-



### 5.4.3 Summary of Works

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
Property	2,049	1,461	568	20	-	320	-	1,729	-
Plant and equipment	1,045	-	976	69	-	-	50	995	-
Infrastructure	5,557	1,331	3,843	383	-	2,317	-	3,240	-
<b>Total capital works</b>	<b>8,651</b>	<b>2,792</b>	<b>5,387</b>	<b>472</b>	<b>-</b>	<b>2,637</b>	<b>50</b>	<b>5,964</b>	<b>-</b>

## 5.5 Financial Performance Indicators

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

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan			Trend +/-
			Actual 2019/20	2020/21	Projections			
			2021/22	2022/23	2023/24			
<b>Operating position</b>								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue		14.0%	-2.0%	-3.2%	5.8%	6.1%	-
<b>Liquidity</b>								
Working Capital	Current assets / current liabilities		435.9%	442.2%	425.5%	418.8%	466.9%	-
Unrestricted cash	Unrestricted cash / current liabilities		364.2%	328.0%	388.5%	380.3%	424.1%	o
<b>Obligations</b>								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	1	0.0%	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.0%	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue		22.3%	16.6%	13.9%	10.8%	10.2%	-
Asset renewal	Asset renewal expenditure / depreciation		70.3%	57.6%	103.8%	103.7%	103.7%	o
<b>Stability</b>								
Rates concentration	Rate revenue / adjusted underlying revenue		59.2%	69.0%	74.3%	68.6%	68.7%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.5%	0.5%	0.5%	0.5%	0.5%	o
<b>Efficiency</b>								
Expenditure level	Total expenditure / no. of property assessments		\$2,819	\$3,130	\$2,981	\$3,034	\$3,112	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,609	\$1,642	\$1,691	\$1,743	\$1,795	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		10.7%	7.0%	7.0%	7.0%	7.0%	o

### Notes to indicators

**1 Loans and borrowings** – Council repaid all its borrowings in July 2015 and does not forecast to take out any further borrowings.

Key to Forecast Trend:

- + Forecast increase in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecast reduction in Council's financial performance/financial position indicator



## 6 Fees

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

Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
<b>ASSET MAINTENANCE</b>									
Asset Maintenance	Operations	Application for Occupation/Works on Council Managed Land permit		Yes	free	free		per permit	No
<b>CORPORATE – FINANCE</b>									
Corporate	Finance	Land information certificate	Within 7 days	Yes	as per legislation	as per legislation		as per legislation	Yes
Corporate	Finance	Land information certificate	Within 24 hrs	Yes	\$50.00	\$50.00		per certificate	No
Corporate	Finance	Copy of rates notice	Post 1999	Yes	\$12.00	\$12.00		per notice per year	No
Corporate	Finance	Copy of rates notice	Pre 1999	Yes	\$41.00	\$42.00	\$1.00	per notice per year	No
Corporate	Finance	Rates debt recovery costs		Yes	Cost recovery from the ratepayer	Cost recovery from the ratepayer			Partial
Corporate	Finance	Freedom of information		Yes	as per legislation	as per legislation		as per legislation	Yes
Corporate	Finance	Records retrieval	5 years old or less	Yes	\$12.00	\$12.00		per item	No
Corporate	Finance	Records retrieval	over 5 years old	Yes	\$41.00	\$42.00	\$1.00	per item	No
Corporate	Finance	Disabled parking permit			free	free			No
<b>CORPORATE – LIBRARIES</b>									
Corporate	Libraries	Overdue fine > than 2 days	Adult	Yes	\$0.20	\$0.20		per day	No
Corporate	Libraries	Overdue fine > than 2 days	Junior	Yes	nil	nil		per day	No
Corporate	Libraries	Overdue fine > than 2 days	Inter library	Yes	\$0.50	\$0.50		per day	No
Corporate	Libraries	Overdue fine > than 2 days	Book Club	Yes	\$1.00	\$1.00		per day	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Corporate	Libraries	Overdue fine with lost status		Yes	\$5.00	\$5.00		per item	No
Corporate	Libraries	Printing/photocopying	Black & White A4	Yes	\$0.10	\$0.10		per page	No
Corporate	Libraries	Printing/photocopying	Colour A4	Yes	\$0.50	\$0.50		per page	No
Corporate	Libraries	Printing/photocopying	Black & White A3	Yes	\$0.20	\$0.20		per page	No
Corporate	Libraries	Printing/photocopying	Colour A3	Yes	\$1.00	\$1.00		per page	No
Corporate	Libraries	Maximum unpaid fines before borrowing privileges are suspended	Adults	Yes	\$12.50	\$12.50		per member	No
Corporate	Libraries	Maximum unpaid fines before borrowing privileges are suspended	Junior	Yes	n/a	n/a		per member	No
Corporate	Libraries	Minor damage to an item or barcode		Yes	\$2.20	\$2.20		per item	No
Corporate	Libraries	DVD or CD ROM replacement cover		Yes	\$2.20	\$2.20		per item	No
Corporate	Libraries	CDB covers		Yes	\$10.00	\$10.00		per item	No
Corporate	Libraries	Lost or damaged items, where price is known		Yes		Price of item		Per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Adult book	Yes	\$26.00	\$26.00		per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Junior book	Yes	\$14.00	\$14.00		per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Light romance	Yes	\$2.00	\$2.00		per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Periodical	Yes	\$9.00	\$9.00		per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Book on disk	Yes	\$100.00	\$100.00		per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Single disk	Yes	\$19.00	\$19.00		per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	DVD	Yes	\$27.00	\$27.00		per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Playaway	Yes	\$100.00	\$100.00		per item	No





Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Corporate	Libraries	Lost or damaged items, where price is unknown	MP3	Yes	\$105.00	\$105.00		per item	No
Corporate	Libraries	Replacement of lost or damaged cards		Yes	\$2.50	\$2.50		per card	No
Corporate	Libraries	Interlibrary loans (for loans outside of Victoria or from non-library institutions)		Yes	\$16.50	As determined by ALIA <sup>1</sup>		per item	No
Corporate	Libraries	Inter library loan strap/barcode		Yes	\$3.30	\$3.30		per item	No
Corporate	Libraries	Requests for photocopies not in stock and obtained on inter library loan		Yes	As charged by supplier	As charged by supplier		per item	No
Corporate	Libraries	Research fee		Yes	\$16.00	\$16.00		per half hour	No
Corporate	Libraries	Programs and activities		Yes	Free to minimal charge	Free to minimal charge		per attendee	No
Corporate	Libraries	Disc Cleaning		Yes	\$4.00	\$4.00		per item	No
<b>BUILDING &amp; AMENITY - HEALTH</b>									
Building & Amenity	Health	Class 1 food premises		No	\$537.00	free	-\$537.00	per annum	No
Building & Amenity	Health	Class 1 food premises - Charity and Community Groups		No	\$268.00	free	-\$268.00	per annum	No
Building & Amenity	Health	Class 2 food premises		No	\$466.00	free	-\$466.00	per annum (pro rata)	No
Building & Amenity	Health	Class 2 food premises - Charity and Community Groups		No	\$233.00	free	-\$233.00	per annum (pro rata)	No
Building & Amenity	Health	Class 3 food premises		No	\$266.00	free	-\$266.00	per annum (pro rata)	No
Building & Amenity	Health	Class 3 food premises - Charity and Community Groups		No	\$133.00	free	-\$133.00	per annum (pro rata)	No

<sup>1</sup> Australian Library and Information Association



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Health	Class 4 food premises		No	free	free		per annum	No
Building & Amenity	Health	Class 2 temporary food premises & mobile food vendors (Streatrader)		No	\$208.00	free	-\$208.00	per annum	No
Building & Amenity	Health	Class 2 temporary food premises & mobile food vendors, charitable and community groups (Streatrader)		No	\$54.00	free	-\$54.00	per annum	No
Building & Amenity	Health	Class 3 temporary food premises & mobile food vendors (Streatrader)		No	\$124.00	free	-\$124.00	per annum	No
Building & Amenity	Health	Class 3 temporary food premises & mobile food vendors, charitable and community groups (Streatrader)		No	\$30.00	free	-\$30.00	per annum	No
Building & Amenity	Health	New premises fee		No	50% of annual registration fee plus applicable registration fee	free		pro rata	
Building & Amenity	Health	Inspection and report fee		No	\$153.00	\$153.00		per registration	No
Building & Amenity	Health	Major non-compliance inspection fee		No	\$179.00	\$179.00		per inspection	No
Building & Amenity	Health	Major non-compliance inspection fee (where a notice has been issued)		No	\$241.00	\$241.00		per inspection	No
Building & Amenity	Health	Hairdresser premise registration		No	\$205.00	free	-\$205.00	per premise	No
Building & Amenity	Health	Beauty or skin penetration registration		No	\$164.00	free	-\$164.00	per annum	No
Building & Amenity	Health	Prescribed accommodation premise registration		No	\$215.00	free	-\$215.00	per annum	No
Building & Amenity	Health	Permit to install wastewater system		No	\$490.00	\$490.00		per application	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Health	Change to an existing wastewater permit		No	n/a	\$150.00		per application	No
Building & Amenity	Health	Permit to alter wastewater system		No	\$245.00	\$245.00		per application	No
Building & Amenity	Health	Health search		No	\$40.00	\$40.00		per hour or part thereof	No
Building & Amenity	Health	Caravan park registration		No	as per legislation	free		as per legislation	Yes
Building & Amenity	Health	Caravan park rigid annex approval fee		No	\$160.00	free		per approval	No
Building & Amenity	Health	Transfer registration fee		No	50%	free		of applicable annual registration fee	No
Building & Amenity	Health	Registration late penalty fee		No	30%	n/a		of original registration fee	No
<b>BUILDING &amp; AMENITY - STREET &amp; ROADS</b>									
Building & Amenity	Streets & Roads	Outdoor eating facility – footpath dining		No	\$153.00	free	-\$153.00	per annum	No
<b>BUILDING &amp; AMENITY - MEMORIALS</b>									
Building & Amenity	Memorials	Memorial plaque fee		Yes	n/a	\$60.00	\$60.00	per annum	No
<b>BUILDING &amp; AMENITY - ROADSIDE TRADING</b>									
Building & Amenity	Roadside Trading	Commercial participant – events		No	\$66.00	free	-\$66.00	per event	No
Building & Amenity	Roadside Trading	Business premises – footpath trading		No	\$153.00	free	-\$153.00	per annum	No
Building & Amenity	Roadside Trading	Approved site location – annual		No	\$236.00	free	-\$236.00	Per annum	No
Building & Amenity	Roadside Trading	Horse drawn vehicle / motorcycle tour operator		No	\$153.00	free	-\$153.00	per year	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Roadside Trading	Advertising sign		No	\$72.00	free	-\$72.00	per sign	No
Building & Amenity	Roadside Trading	Busking (adult)	Commercial	No	\$32.00	free	-\$32.00	per year	No
<b>BUILDING &amp; AMENITY - LOCAL LAWS</b>									
Building & Amenity	Local Laws	Dog registration	Full	No	\$84.00	\$90.00	\$6.00	per animal	Partially
Building & Amenity	Local Laws	Dog registration	Pensioner	No	\$43.00	\$42.00	-\$1.00	per animal	Partially
Building & Amenity	Local Laws	Dog registration	Reduced (Desexed/working dog)	No	\$33.00	\$30.00	-\$3.00	per animal	Partially
Building & Amenity	Local Laws	Dog Registration	Reduced Pensioner	No	\$17.00	\$16.50	-\$0.50	Per animal	Partially
Building & Amenity	Local Laws	Dog Registration	Declared Dog	No	n/a	\$90.00		Per animal	Partially
Building & Amenity	Local Laws	Cat registration	Full	No	\$84.00	\$90.00	\$6.00	per animal	Partially
Building & Amenity	Local Laws	Cat registration	Pensioner	No	\$43.00	\$42.00	-\$1.00	per animal	Partially
Building & Amenity	Local Laws	Cat registration	Reduced	No	\$33.00	\$30.00	-\$3.00	per animal	Partially
Building & Amenity	Local Laws	Cat registration	Reduced Pensioner	No	\$17.00	\$16.50	-\$0.50	Per animal	Partially
Building & Amenity	Local Laws	Domestic Animal Act infringements (e.g. Failure to Register Dog or Cat)		No	as per legislation	as per legislation		as per legislation	Partially
Building & Amenity	Local Laws	Animal registration tag replacement		Yes	\$7.00	\$5.00	-\$2.00	per tag	No
Building & Amenity	Local Laws	Pound release fee – animals	Registered	No	\$82.00	\$82.00		per animal	Partially
Building & Amenity	Local Laws	Pound release fee – animals	Unregistered	No	\$164.00	\$164.00		per animal	Partially
Building & Amenity	Local Laws	Impounded item release fee – all other items		Yes	n/a	\$60.00	\$60.00	Per movement	No
Building & Amenity	Local Laws	Animal sustenance fee		Yes	\$15.00	\$15.00		per animal per day	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Local Laws	Livestock impound fee – small stock		Yes	n/a	\$22.00	\$22.00	Per animal	No
Building & Amenity	Local Laws	Livestock impound fee – large stock		Yes	n/a	\$100.00	\$100.00	Per animal	No
Building & Amenity	Local Laws	Sustenance fee – small stock		Yes	n/a	\$10.00	\$10.00	Per animal per day	No
Building & Amenity	Local Laws	Sustenance fee – large stock		Yes	n/a	\$20.00	\$20.00	Per animal per day	No
Building & Amenity	Local Laws	Veterinary fees		Yes	n/a	Reasonable costs		Per animal	No
Building & Amenity	Local Laws	Cat trap hire deposit		No	nil	nil		per hire	No
Building & Amenity	Local Laws	Cat trap hire fee		Yes	nil	nil		per hire	No
Building & Amenity	Local Laws	Domestic animal business fee		No	\$130.00	free	-\$130.00	per year	Partially
Building & Amenity	Local Laws	Dinner Plain snowmobile permit		No	\$71.00	free	-\$71.00	per snowmobile	No
Building & Amenity	Local Laws	Parking infringement	Category 1 (e.g. Time Limit)	No	\$80.00	0.5 Penalty Unit		As per legislation	Partially
Building & Amenity	Local Laws	Parking infringement	Category 2 (e.g. Bus Zone)	No	as per legislation	0.6 Penalty Unit		as per legislation	Yes
Building & Amenity	Local Laws	Parking infringement	Category 3 (e.g. No Stopping Area)	No	as per legislation	1.0 Penalty Unit		as per legislation	Yes
Building & Amenity	Local Laws	Vehicle impound fee		No	\$112.00	\$112.00		per vehicle	No
Building & Amenity	Local Laws	Vehicle storage fee		Yes	\$15.00	\$15.00		per vehicle per day	No
Building & Amenity	Local Laws	Vehicle & livestock transport fee		Yes	n/a	Reasonable costs		Per movement	No
<b>BUILDING &amp; AMENITY - DEVELOPMENT</b>									
Building & Amenity	Development	Application for permit to work in a road reserve		No	as per legislation	as per legislation		as per legislation	Yes
<b>BUILDING &amp; AMENITY - BUILDING</b>									





Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Building	Commercial works <\$15,000	+ lodgement fee	Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Commercial works \$15,001 - \$40,000	+ lodgement fee	Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Commercial works >\$40,001		Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Carport, garage, sheds, veranda and other small extensions		Yes	\$580.00	\$580.00		minimum fee	No
Building & Amenity	Building	Swimming pool (in-ground)		Yes	\$697.00	\$697.00		minimum fee	No
Building & Amenity	Building	Swimming pool (above ground)		Yes	\$464.00	\$464.00		minimum fee	No
Building & Amenity	Building	Swimming pool / spa registration		No	n/a	as per legislation		Per property	Yes
Building & Amenity	Building	Swimming pool / spa document search fee		No	n/a	as per legislation		Per property	Yes
Building & Amenity	Building	Swimming pool / spa inspection		Yes	n/a	\$400.00		Minimum fee	No
Building & Amenity	Building	Restumping or demolition		Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Dwelling extensions and alterations		Yes	competitive quote	competitive quote		minimum fee plus applicable levies	No
Building & Amenity	Building	New dwelling		Yes	competitive quote	competitive quote		minimum fee plus applicable levies	No
Building & Amenity	Building	Multi-unit development		Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Extension of time for building permit		Yes	\$264.00	\$264.00		per extension	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Building	Place of public entertainment (POPE)		Yes	\$465.00	\$465.00		per application	No
Building & Amenity	Building	Minor amendment to building permit		Yes	\$132.00	\$132.00		per amendment	No
Building & Amenity	Building	Major amendment to building permit		Yes	\$264.00	\$264.00		per amendment	No
Building & Amenity	Building	Variation to ResCode (report and consent)		Yes	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Additional inspection or re-inspection		Yes	\$232.00	\$232.00		per inspection	No
Building & Amenity	Building	Additional inspection or re-inspection (remote area)		Yes	\$316.00	\$316.00		per inspection	No
Building & Amenity Planning	Building	Copy of building permit, endorsed plans or occupancy permit		Yes	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Legal point of discharge information		No	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Build over easement		No	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Building information certificate		No	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Essential service inspection and report		Yes	\$348.00	\$348.00		per inspection	No
Building & Amenity	Building	Non-mandatory inspection		Yes	\$232.00	\$232.00		per inspection	No
<b>PLANNING - PLANNING</b>									
Planning	Planning	Public notification	Notice to neighbours	Yes	\$66.50	\$66.50		per general notification	No
Planning	Planning	Public notification	Additional notices	Yes	\$8.00	\$8.00		per notice	No
Planning	Planning	Public notification	Notice on land	Yes	\$84.00	\$84.00		up to two signs	No
Planning	Planning	Public notification	Additional notices on land	Yes	\$13.00	\$13.00		each additional sign	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Planning	Planning	Public notification	Notice in papers	Yes	\$205.00	\$205.00		per notice	No
Planning	Planning	Planning advice in writing - cert of verbal advice		Yes	\$123.00	\$123.00		per advice	No
Planning	Planning	Sect 173 agreements		Yes	\$410.00	\$410.00		per agreement	No
Planning	Planning	Certificate of title and restrictions covenant		Yes	\$61.50	\$61.50		per certificate	No
Planning	Planning	Copy of planning permit, endorsed plans or occupancy permit		Yes	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Planning panel - proponent request amendment		Yes	cost of panel	cost of panel			Yes
Planning	Planning	Extension of time for planning permit certificate fee		No	\$123.00	\$123.00		per extension	No
Planning	Planning	Class 1 - Change of use only		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	<b>To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:</b>							
Planning	Planning	Class 2 - Dwellings \$10,000 to \$100,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 3 - Dwellings more than \$100,001		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	<b>To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:</b>							
Planning	Planning	Class 4 - \$10,000 or less		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 5 - \$10,000 to \$250,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 6 - \$250,000 to \$500,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 7 - \$500,000 to \$1,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 8 - \$1,000,000 to \$7,000,000		No	as per legislation	as per legislation		as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Planning	Planning	Class 9 - \$7,000,000 to \$10,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 10 - \$10,000,000 to \$50,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 11 - Over \$50,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 12 - Subdivide existing building		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 13 - Subdivide land into two lots		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 14 - To effect a realignment of a common boundary between lots or to consolidate two or more lots		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 15 - To subdivide land		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 16 - To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act 1987 but for the existence of the restriction		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 17 - To create, vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right of way		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 18 - To create, vary or remove an easement other than a right of way or to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Amend an application for a permit after notice has been given for every class of application (other than Class 4)		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Amend an application for a permit after notice has been given for every class of application (other than Class 5)		No	as per legislation	as per legislation		as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Planning	Planning	The fee for an application for any combination of the classes of application outlined above is the sum arrived at by adding the highest of the fees which would have applied if separate applications had been made plus 50% of each of the other fees which would have applied if separate applications had been made.			as per legislation	as per legislation			
Planning	Planning	Application to amend the planning scheme	Stage 1	No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Application to amend the planning scheme	Stage 2	No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Application to amend the planning scheme	Stage 3	No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Application to amend the planning scheme	Stage 4	No	as per legislation	as per legislation		as per legislation	Yes
<b>PLANNING - SUBDIVISION</b>									
Planning	Subdivision	Certification of a plan of subdivision	Fixed	No	as per legislation	as per legislation		per subdivision	Yes
Planning	Subdivision	Supervision of works		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Subdivision	Checking engineering plans		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Subdivision	Public open space contributions		No	<= 5.0%	<= 5.0%		subdivision value	Yes
<b>FACILITIES - WASTE</b>									
Facilities	Waste	Domestic putrescible and hard waste		Yes	\$45.50	\$45.50		per cubic metre	No
Facilities	Waste	Domestic putrescible and hard waste	minimum charge	Yes	\$7.00	\$8.00	\$1.00	per large bag	No
Facilities	Waste	Concrete and bricks		Yes	\$39.00	\$39.00		per cubic metre	No
Facilities	Waste	Cement sheeting, plaster board		Yes	\$45.50	\$54.50	\$9.00	per cubic metre	No
Facilities	Waste	Green waste		Yes	\$18.50	\$18.50		per cubic metre	No
Facilities	Waste	Raw organic timber		Yes	\$18.50	\$18.50		per cubic	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
								metre	
Facilities	Waste	Processed/treated timber		Yes	\$45.50	\$45.50		per cubic metre	No
Facilities	Waste	Whitegoods (all)		Yes	\$11.50	\$11.50		each	No
Facilities	Waste	Steel		Yes	\$12.00	\$12.00		per cubic metre	No
Facilities	Waste	Oil		Yes	free	free		per litre	No
Facilities	Waste	Plastic and metal oil containers			free (up to 20L)	\$0.80		per item	No
Facilities	Waste	Car bodies		Yes	\$25.50	\$25.50		per item	No
Facilities	Waste	Aluminium, cardboard, steel cans, plastic bottles and containers	1st 1/4 cubic metre free	Yes	\$12.50	\$15.00	\$2.50	per cubic metre	No
Facilities	Waste	Paint cans 10 litres and over of any size containing paint		Yes	\$3.60	\$3.60		per litre	No
Facilities	Waste	Car batteries		Yes	free	free		each	No
Facilities	Waste	LPG cylinders		Yes	\$6.00	\$6.00		each	No
Facilities	Waste	Tyres small/4WD		Yes	\$10.50	\$10.50		each	No
Facilities	Waste	Tyres large - truck		Yes	\$15.50	\$15.50		each	No
Facilities	Waste	Tyres large - tractor or truck		Yes	\$92.50	\$92.50		each	No
Facilities	Waste	E-waste - Small appliances		Yes	free	free		each	No
Facilities	Waste	E-waste - Medium appliances		Yes	free	free		each	No
Facilities	Waste	E-waste - Large appliances		Yes	free	free		each	No
Facilities	Waste	E-waste scheme exempt items		Yes	free	free		each	No
Facilities	Waste	Asbestos - Porepunkah only	Minimum charge \$5	Yes	\$77.00	\$100.00	\$23.00	per cubic metre	No
Facilities	Waste	Green organic mulch sales		Yes	free	free		per cubic metre	No
Facilities	Waste	Crushed concrete sales		Yes	\$39.00	\$39.00		per cubic	No





Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
								metre	
Facilities	Waste	Mattress - any size except cot		Yes	\$28.00	\$28.00		each	No
Facilities	Waste	Mattress - cot		Yes	\$28.00	\$10.00	-\$18.00	each	No
Facilities	Waste	Single seater couch		Yes	\$16.50	\$20.00	\$3.50	each	No
Facilities	Waste	Two seater, sofa or larger couch		Yes	\$27.00	\$29.00	\$2.00	each	No
Facilities	Waste	Skis or snowboards		Yes	\$5.80	\$6.00	\$0.20	per pair or board	No
Facilities	Waste	Silage wrap		Yes	\$3.50	\$3.50		per cubic metre	No
Facilities	Waste	Drum master		Yes	free	free			No
<b>FACILITIES - SWIMMING POOLS</b>									
Facilities	Swimming Pools	Adult daily		Yes	\$5.00	\$5.20	\$0.20	per person	No
Facilities	Swimming Pools	Child/concession daily		Yes	\$2.50	\$2.50		per person	No
Facilities	Swimming Pools	Supervising parent		Yes	\$4.00	\$4.00		per person	No
Facilities	Swimming Pools	Family season - early bird		Yes	\$89.00	\$89.00		per season	No
Facilities	Swimming Pools	Adult season		Yes	\$77.00	\$80.00	\$3.00	per season	No
Facilities	Swimming Pools	Child/concession season		Yes	\$41.00	\$42.50	\$1.50	per season	No
Facilities	Swimming Pools	Adult 10 visit pass		Yes	\$45.00	\$47.00	\$2.00	per 10 visits	No
Facilities	Swimming Pools	Child/concession 10 visit pass		Yes	\$22.50	\$23.00	\$0.50	per 10 visits	No
Facilities	Swimming Pools	Mount Beauty stadium hire		Yes	\$27.00	\$27.00		per hour	No
Facilities	Swimming Pools	Aqua fit/concession		Yes	\$7.50	\$7.50		per session	No
Facilities	Swimming Pools	Aqua fit/adult		Yes	\$10.50	\$10.50		per session	No
Facilities	Swimming Pools	Arthritis group		Yes	\$3.00	\$3.00		per hour	No
Facilities	Swimming Pools	Lane hire		Yes	\$29.00	\$30.00	\$1.00	per hour	No
Facilities	Swimming Pools	Learn to swim		Yes	\$17.00	\$17.50	\$0.50	one lesson	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Facilities	Swimming Pools	Learn to swim		Yes	\$54.00	\$55.00	\$1.00	private lesson	No
Facilities	Swimming Pools	Pool hire with lifeguard		Yes	\$102.00	\$105.00	\$3.00	per hour	No
Facilities	Swimming Pools	Seniors Hour		Yes	\$3.00	\$3.00		per hour	No
<b>FACILITIES - BRIGHT SPORTS CENTRE</b>									
Facilities	Bright Sports Centre	Centre Membership - all areas	Adult - 1 month	Yes	\$87.00	\$87.50	\$0.50	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Concession - 1 month	Yes	\$64.00	\$65.00	\$1.00	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Family - 1 month	Yes	\$154.00	\$155.00	\$1.00	per family	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Adult - 3 month	Yes	\$256.00	\$260.00	\$4.00	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Concession - 3 month	Yes	\$189.00	\$190.00	\$1.00	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Family - 3 month	Yes	\$460.00	\$465.00	\$5.00	per family	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Monthly Direct Debit Adult	Yes	\$72.00	\$73.50	\$1.50	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Monthly Direct Debit Concession	Yes	\$51.50	\$52.50	\$1.00	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Monthly Direct Debit Family	Yes	\$148.50	\$150.00	\$1.50	per family	No
Facilities	Bright Sports Centre	After Hours Access	Fob Charge	Yes	\$20.00	\$20.00		per fob	No
Facilities	Bright Sports Centre	Swimming pool only	Adult - 3 month	Yes	\$118.00	\$120.00	\$2.00	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Concession - 3 Month	Yes	\$77.00	\$77.50	\$0.50	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Family - 3 month	Yes	\$308.00	\$310.00	\$2.00	per family	No
Facilities	Bright Sports Centre	Swimming pool only	Adult casual visit	Yes	\$7.00	\$7.50	\$0.50	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Child/concession - casual visit	Yes	\$4.50	\$4.50		per person	No
Facilities	Bright Sports Centre	Swimming pool only	Family - Casual Visit	Yes	\$17.00	\$17.50	\$0.50	per family	No
Facilities	Bright Sports Centre	Swimming pool only	Adult 10 visit card	Yes	\$62.00	\$63.00	\$1.00	per card	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Facilities	Bright Sports Centre	Swimming pool only	Concession/child 10 visit card	Yes	\$40.00	\$40.00		per card	No
Facilities	Bright Sports Centre	Casual gym entry (includes gym and pool)	Adult Casual	Yes	\$14.50	\$15.00	\$0.50	per person	No
Facilities	Bright Sports Centre	Casual gym entry (includes gym and pool)	Concession - Casual	Yes	\$10.50	\$10.50		per person	No
Facilities	Bright Sports Centre	Casual gym entry (includes gym and pool)	Adult 10 visit card	Yes	\$131.00	\$135.00	\$4.00	per card	No
Facilities	Bright Sports Centre	Casual gym entry (includes gym and pool)	Concession 10 visit card	Yes	\$92.50	\$93.00	\$0.50	per card	No
Facilities	Bright Sports Centre	Hydro program		Yes	\$5.00	\$5.00		per person	No
Facilities	Bright Sports Centre	Learn to swim program		Yes	\$17.50	\$17.75	\$0.25	per person per session	No
Facilities	Bright Sports Centre	Learn to swim program - Early payment discount 10%		Yes				per person	no
Facilities	Bright Sports Centre	Learn to swim private lesson		Yes	\$55.00	\$56.00	\$1.00	per lesson	No
Facilities	Bright Sports Centre	Corporate membership 10% discount on membership prices		Yes					No
Facilities	Bright Sports Centre	Casual group exercise class entry	Regular Class - Non Member	Yes	\$11.00	\$11.50	\$0.50	per person	No
Facilities	Bright Sports Centre	Casual group exercise class entry	Active Seniors Class - Non Member	Yes	\$7.00	\$7.00		per person	No
Facilities	Bright Sports Centre	Casual group exercise class entry	Intro Seniors Class	Yes	\$6.00	\$6.00		per person	No
Facilities	Bright Sports Centre	Squash court	Adult	Yes	\$6.50	\$7.00	\$0.50	per person	No
Facilities	Bright Sports Centre	Squash court	Child/concession	Yes	\$4.50	\$4.50		per person	No
Facilities	Bright Sports Centre	Multi-purpose room hire		Yes	\$25.50	\$26.00	\$0.50	per hour	No
Facilities	Bright Sports Centre	Pool hire with lifeguard		Yes	\$102.50	\$105.00	\$2.50	per hour	No
Facilities	Bright Sports Centre	Shower Only		Yes	\$4.00	\$4.50	\$0.50	per person	No

### FACILITIES - COMMUNITY CENTRES



Department	Business Unit	Fee name	Fee - sub component	GST ?	2019/20 Fee	2020/21 Fee	\$ Change	Unit of measure	Regulated?
Facilities	Community Centres	Hall or kitchen only hire	Max \$160/day	Yes	\$16.00	\$16.00		per hour	No
Facilities	Community Centres	Hall and kitchen hire	Max \$260/day	Yes	\$26.00	\$26.00		per hour	No
Facilities	Community Centres	Bond		Yes	\$265.00	\$265.00		per hire	No
Facilities	Community Centres	Hall hire insurance (any hall)		Yes	\$36.00	\$36.00		per hire	No
<b>FACILITES – THE PAVILION, PIONEER PARK</b>									
Facilities	The Pavilion	Meeting room	max 10hr charge/day	Yes	\$15.00	\$15.00		per hour	No
Facilities	The Pavilion	Function Centre (no kitchen)	max 10hr charge/day	Yes	\$25.00	\$25.00		per hour	No
Facilities	The Pavilion	Function Centre incl. kitchen	max 10hr charge/day	Yes	\$45.00	\$45.00		per hour	No
Facilities	The Pavilion	Kitchen only	max 10hr charge/day	Yes	\$25.00	\$25.00		per hour	No
Facilities	The Pavilion	First Aid Room & Downstairs Toilets (2) Hire	Full day hire	Yes	\$150.00	\$150.00		per day	No
Facilities	The Pavilion	Entire Downstairs Area (Changerooms, First Aid Room, Toilets)	Full day hire	Yes	\$350.00	\$350.00		per day	No





# COUNCIL PLAN

Incorporating Municipal Public Health & Wellbeing Plan

2017-21

REVIEW 2020



# ALPINE

SHIRE COUNCIL







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# Message from the Mayor



I am pleased to introduce our Council Plan 2017-2021 for the final year of the current Council term. The Council Plan defines how Council will continue to deliver high quality projects and services to our community. To prioritise the health and wellbeing of our community, our Municipal Public Health and Wellbeing Plan (MPHWP) is included in the Council Plan. We have deliberately kept the strategic direction of the Council Plan constant during this term. This ensures that there is continuity for the community and for the organisation, while also allowing sufficient flexibility to deal with challenges as they arise..

The Council Plan outlines our objectives and strategies and explains how we are working towards these objectives and how they are measured. It sets the direction for the term of this Council and addresses the challenges we set out to face over the term, as well as addressing the exciting opportunities presenting to Council and the community.

Our aim is to build healthy, resilient, sustainable and connected communities, both physically and mentally. We will achieve this through establishing networks, developing great places to live and ensuring a true sense of community.

Council wants the people of Alpine Shire to prosper through vibrant retail and hospitality sectors, productive agricultural enterprises, excellent recreation facilities, suitable infrastructure and the nurturing of our enviable natural environment.

I look forward to continue working with my fellow councillors to see the plan delivered.

**Cr. Peter Roper**  
**MAYOR**

# 2030 Community Vision

**The Alpine Shire provides outstanding opportunities for its residents and visitors through sustainable growth in balance with the natural environment.**

The Alpine Shire 2030 Community Vision was developed in consultation with our community in 2005 and revised in 2010. We have decided to retain the original vision, as it is consistent with community sentiment expressed during the development of this Council Plan.

# Our commitment to the community

**We are beginning a new term of Council with a fresh and enthusiastic approach to deliver outcomes for our community over the next four years. We will continue to focus on the key functions of Council while delivering on our strategic initiatives and implementing policies and plans to support a healthy and well connected community.**

This term we have integrated our Municipal Public Health and Wellbeing Plan (MPHWP) into the Council Plan. This enables Council to strengthen the importance of health and wellbeing across our community and provide resources to achieve our desired community outcomes.

To achieve our 2030 Community Vision, Council will focus efforts on delivering its seven long term objectives. These objectives will guide Council's delivery of projects and services to the community over the next four years.



## 1. A HIGH PERFORMING ORGANISATION

We will strive to be a high performing council that will advocate for our community and communicate and engage with stakeholders. Council will take pride in its leadership and govern with integrity, while continuing to build a skilled organisation.

## 2. A RESPONSIBLE AND SUSTAINABLE ORGANISATION

Council is continuing its journey of financial sustainability and will actively seek savings to help minimise future rate rises while minimising our environmental footprint and continuing to develop community infrastructure. Council will build on the regional library hub, and review the Dinner Plain special rate. In addition, Council is committed to providing an exceptional customer experience.

## 3. INCREDIBLE PLACES FOR OUR COMMUNITY AND VISITORS

We will continue to identify and plan for our community's infrastructure aspirations, and deliver our capital works program on time, to budget, and to the satisfaction of stakeholders. Key projects to be delivered for this Council term include the Myrtleford Indoor Stadium Expansion, Alpine Better Places Project in Myrtleford, as well as the McNamara Reserve Netball and Tennis Facility.

## 4. INFRASTRUCTURE AND OPEN SPACE THAT OUR COMMUNITY IS PROUD OF

Council will manage and maintain Council's infrastructure (roads, bridges, paths, drainage, buildings) and parks, trees and reserves to a standard that makes the community proud. Importantly, Council must understand and plan for its asset renewal requirements to ensure service standards can be maintained. It must prepare for and assist in the response to emergency events, especially in an increasingly variable climate.

## 5. HIGHLY UTILISED AND WELL MANAGED COMMUNITY FACILITIES

Well used, managed and maintained community facilities are key to the delivery of successful services, programs and activities. Our facilities are vital to our community and we will continue to maintain them to levels that align with community expectations. In addition, Council will undertake a review of kerbside collection services including the transport and deposit of both bulk waste and recycling materials.

## 6. A WELL PLANNED AND SAFE COMMUNITY

A healthy and safe community requires planning and regulations to be understood, embraced and implemented. Council and the community have a responsibility to ensure local laws, legislation, and regulations are adhered to and respected. This will include progressing amendments to the planning scheme and preparing a new Land Development Strategy.

## 7. A THRIVING AND CONNECTED COMMUNITY

Council is committed to the development of a prosperous, connected and culturally diverse community. Council will support festivals and events and provide a welcoming environment for both visitors and businesses, and encourage investment and strengthen our economy, while maintaining the liveability of our community. Council will also continue to support cultural pursuits and provide additional support for our ageing population, particularly in relation to the volunteer base in the Alpine Shire.

# Our council



CR PETER ROPER  
MAYOR



CR SARAH NICHOLAS  
DEPUTY MAYOR



CR RON JANAS



CR JOHN FORSYTH



CR KITTY KNAPPSTEIN



CR TONY KEEBLE



CR DARYL PEARCE

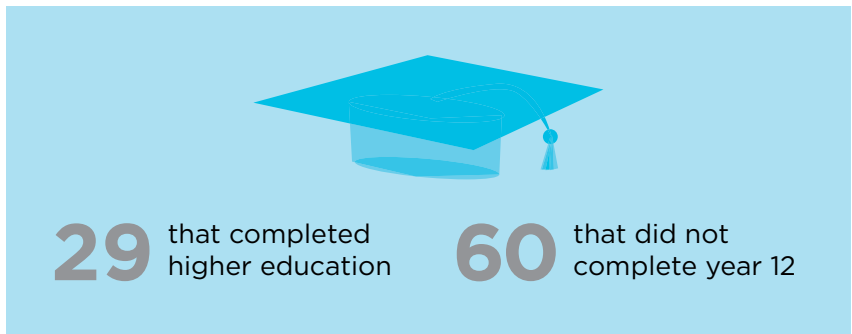
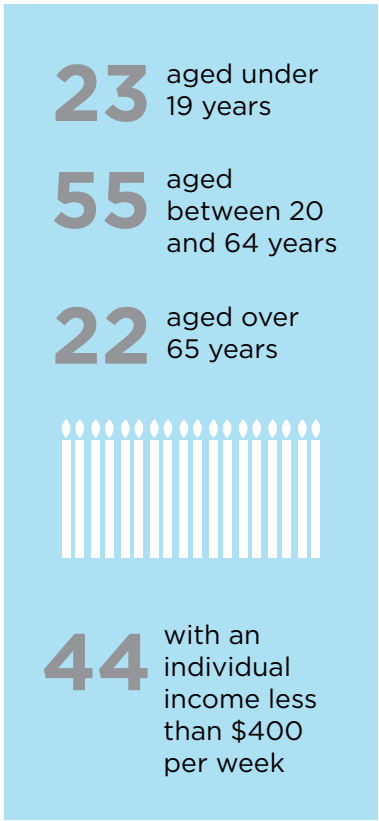
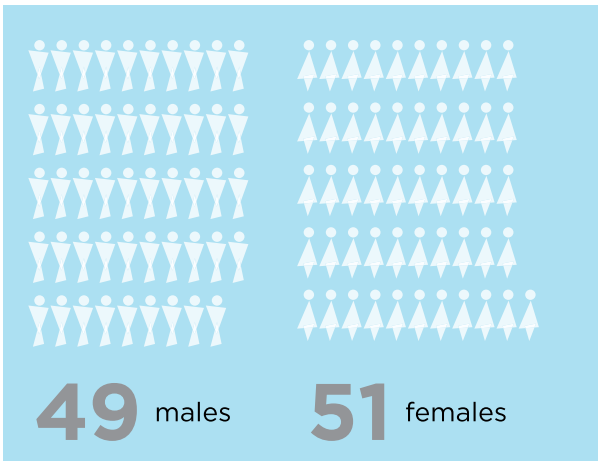


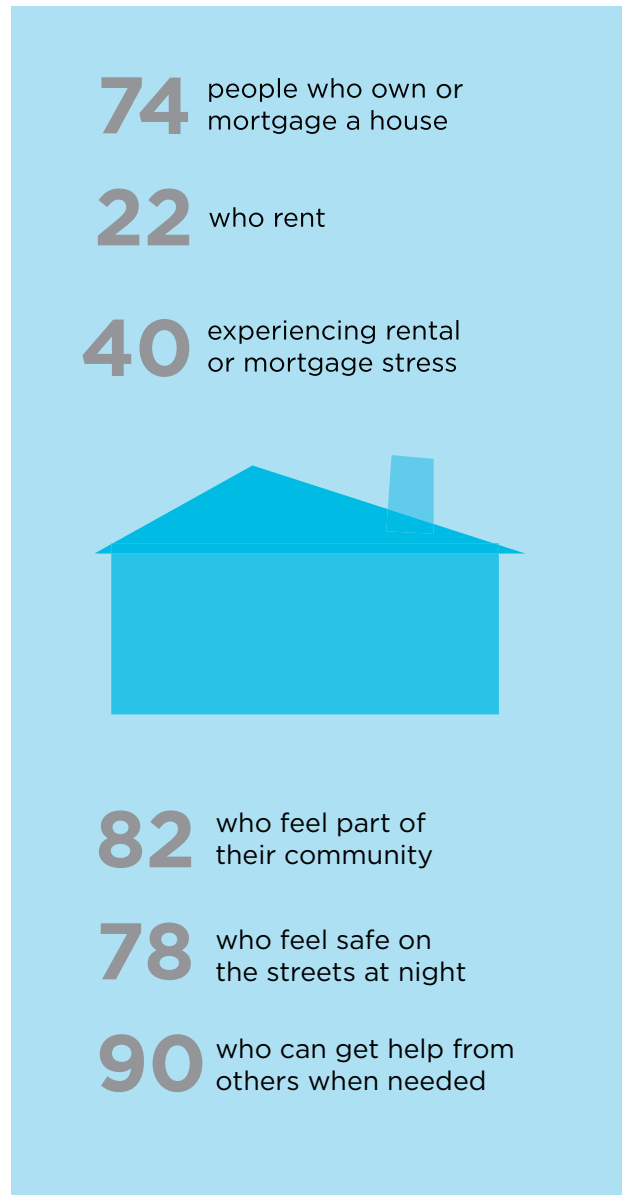
# Council values

- ACCOUNTABLE** We are accountable and responsible for our decisions and actions, and the impacts of these on our community and the organisation.
- LEADERSHIP** We demonstrate leadership by being informed, applying innovative thinking and solutions and making fair and timely decisions in the best interests of our community and the organisation for now and the future.
- PRODUCTIVE** We are productive by focusing on delivering efficient and high quality services and projects that respond to the needs and priorities of our community and the organisation.
- INTEGRITY** We have integrity by being committed, truthful and transparent in our decision making and our interactions with our community and the organisation.
- NURTURE** We nurture the relationships, contributions and strengths of our community and the individuals of the organisation.
- ENGAGED** We are engaged with our community, and within the organisation, to build strong and effective relationships and inform our choices.

# Our community

If Alpine Shire consisted of 100 people, there would be:





SOURCE

LGA PROFILES, 2015, Department of Health & Human Services [www2.health.vic.gov.au/about/publications/data/hume-region-2015](http://www2.health.vic.gov.au/about/publications/data/hume-region-2015)  
 ABS CENSUS 2011 [www.censusdata.abs.gov.au/census\\_services/getproduct/census/2011/communityprofile/LGA20110?opendocument&navpos=220](http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/communityprofile/LGA20110?opendocument&navpos=220)

## HEALTH AND WELLBEING ISSUES

PHYSICAL ACTIVITY  
AND HEALTHY EATING

- Consumption of fruit and vegetables has improved from 2013 to 2015, though still almost half of the population are not meeting the guidelines;
- Women are more likely to be overweight (34.1%) compared to Victorian women (24.6%);
- Women are less likely to participate in physical activity in Alpine Shire (66% not meeting the guidelines), compared to Victorian women (54.6%); and
- Males are more likely to be obese in Alpine (25.9%) than Victoria (17.4%).

PREVENTING FAMILY VIOLENCE  
AGAINST WOMEN AND CHILDREN

- Alpine Shire has a lower rate of family violence incidents (6.4 reports per 1,000 population) compared to Victoria (12.4 reports per 1,000 population).
- Alpine child protection investigations are higher than the Victorian rate (24.9 per 1,000 compared to 19.4 respectively);
- Child FIRST assessments for vulnerable children are higher in Alpine (16.3 per 1,000 population) compared to Victoria (10.1 per 1,000 population); and
- Rates of family violence reports are increasing at half the rate as regional and metropolitan areas.





## HARMFUL ALCOHOL AND DRUG USE

- Alpine Shire has higher presentation of alcohol related hospital admissions (49.4 per 10,000 population) compared to Victorian rates (43.1 per 10,000 population);
- People in the Alpine Shire are at increased risk of alcohol-related harm on one single occasion of drinking (56.1%) compared to the Victorian average (42.5%); and
- 19.9% of females in the Shire are currently smokers, compared to the 16.9% of Victorian women.

## SOCIALLY CONNECTED AND SUPPORTED COMMUNITIES

- Alpine Shire has a higher proportion of people over the age of 55 years (38.2%) compared to Victorian percentage (25.6%);
- Alpine Shire has high levels of social engagement. Compared to Victorian results, Alpine Shire residents are more likely to be able to get help from neighbours, feel valued by society, feel safe walking alone in the day and the night, and participate as a volunteer, and belong to a community group;
- High number of people with individual income less than \$400 per week (44.8%) compared to the Victorian average (39.9%);
- Median household income is below the State average (\$829 compared to \$1,219);
- Alpine has a higher proportion of people experiencing mortgage stress (14.9%) than the Victorian measure (11.4%);
- Alpine residents are almost half as likely to have completed a higher education qualification (29.6%) compared to Victoria (45.7%);
- Strong anecdotal evidence showing poor transport options throughout the Shire; and
- Aboriginal life expectancy was estimated to be 10.6 years lower than that of the non-Indigenous population. Closing the Gap report highlights the target is not on track to being met.



# Planning framework

**Council has many plans and strategies which fit together to form our planning framework. Some of our plans and strategies are required by legislation or funding agreements and others are initiatives of Alpine Shire Council. In general, all of our plans are guided by four high-level plans: our 2030 Community Vision, our Council Plan, our Municipal Public Health and Wellbeing Plan, and our Municipal Strategic Statement.**

## 2030 COMMUNITY VISION

The 2030 Community Vision identifies and articulates the long-term aspirations, needs and opportunities of our community. It was developed in 2005 and revised in 2010.

## COUNCIL PLAN AND MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN

Alpine's Council Plan and Municipal Public Health and Wellbeing Plan 2017-21 (MPHWP) sets out the strategic direction of Council to work towards a healthier community. This will prioritise health and wellbeing in our planning framework, optimise resourcing and contribute to an active, healthy and connected community. The Plan provides direction for staff, help with decision making; and measures the performance of the organisation and staff.

## Council Plan

The Council Plan describes what Council can do in the four-year period and how resources will be allocated to do this. The components of the Plan which highlight Council's direction are the strategic objectives, the strategies, strategic indicators and the Strategic Resource Plan.

The strategic objectives are Council's long-term goals for meeting the 2030 Community Vision. The strategies are the four-year focus of the plan. We measure achievement of our strategic objectives and strategies through indicators. To provide more context about our direction, major projects and services are listed under each strategic objective.

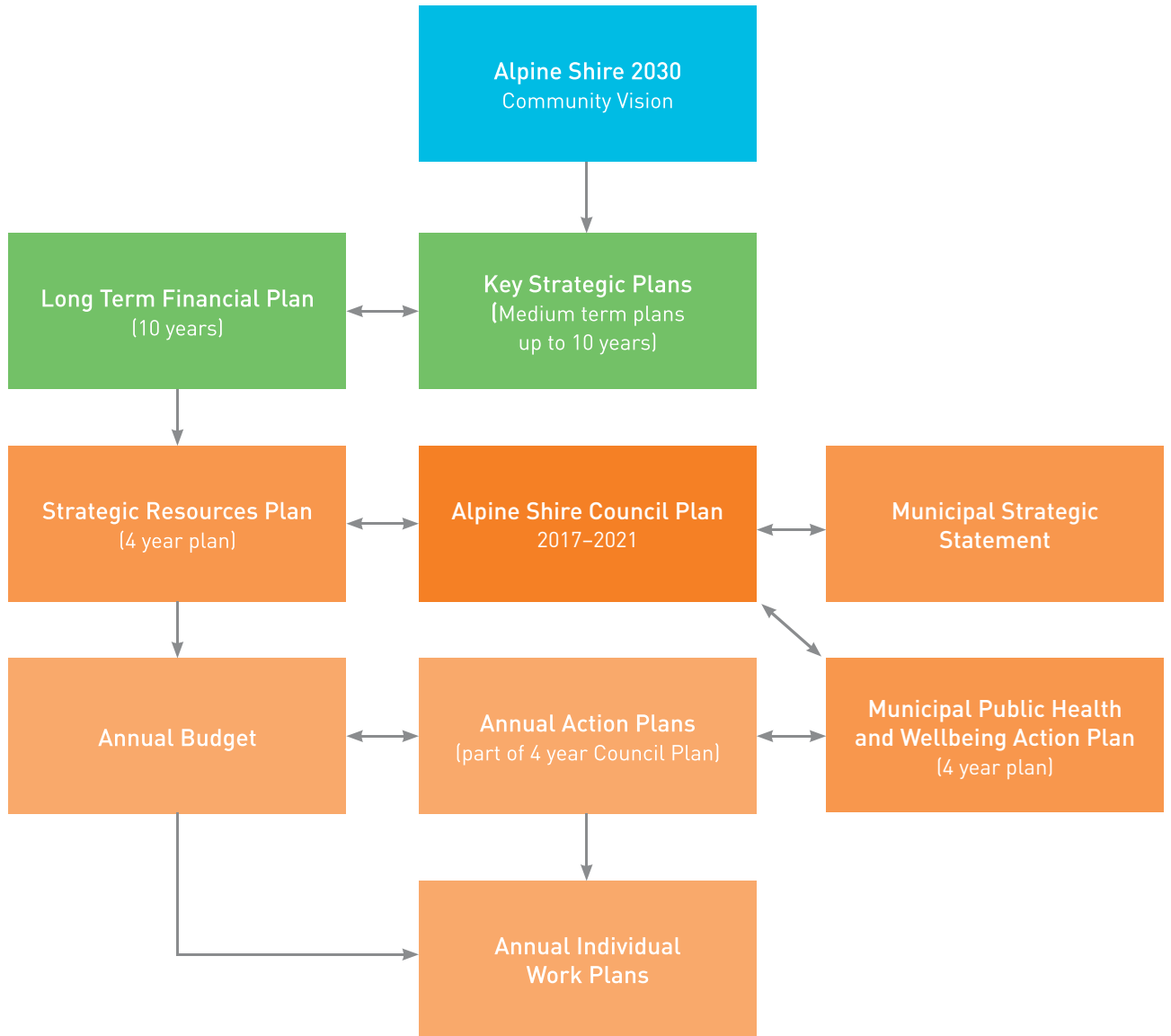
The Strategic Resource Plan outlines a four-year financial plan that details the resources required to deliver the Council Plan. The projects and services outlined in the Council Plan directly link to the items in the Annual Budget.

## Municipal Public Health and Wellbeing Plan

Council is committed to protecting, improving and promoting public health and wellbeing within Alpine Shire. The plan draws together information about the health and wellbeing concerns of the community and the actual evidence of health and wellbeing issues within Alpine Shire. This information has been used to identify priority areas, goals and objectives to improve the health and wellbeing of Alpine residents.

## MUNICIPAL STRATEGIC STATEMENT

The Municipal Strategic Statement sets the local strategic context of our Shire including land use and development objectives and strategies.





# Health and wellbeing



**Alpine Shire Council plays an important role in the guidance and organisation of public health initiatives. Fostering strong partnerships within Council and with external stakeholders is a key priority for addressing health and wellbeing within the municipality. Our MPHWP is included in this Council Plan and builds on the successes of the Liveability Plan 2013-17.**

To create a MPHWP that addresses the unique health and wellbeing needs of our community we have:

- Undertaken an examination of health data and prepared the Alpine Health and Wellbeing Profile;
- Engaged with key partners in the local community to prioritise health and wellbeing issues for Alpine Shire; and
- Considered the evidence when developing goals and strategies to address health and wellbeing issues.

## COUNCIL'S ROLE

As a local government, Alpine Shire Council is well placed to contribute to a healthier community by:

- Maintaining current knowledge on health status and health determinants.
- Leading by example and working together across the organisation to improve community health and wellbeing.
- Developing partnerships to facilitate public health planning processes at the local government level.
- Advocating to other levels of government, organisations and the community for support to make long terms changes to health and wellbeing.
- Promoting health and wellbeing messages.
- Educating the community to improve health and wellbeing outcomes.
- Creating an environment which supports the health of members of the local community.
- Developing and enforcing up-to-date public health standards and intervening if the health of people within the Shire is affected.
- Coordinating and providing immunisation services to children.

## PARTNERS

Council aims to achieve a coordinated approach to improving community health and wellbeing by working together with our partners.

Our partners in the development, implementation and evaluation of the MPHWP are: Central Hume Primary Care Partnership; Alpine Primary Care Partnership; Alpine Health; Gateway Health; Women's Health Goulburn North East; Alpine Children's Services; and the Alpine Shire Community.

The MPHWP was developed by engaging with our partners to identify and align our health and wellbeing priorities for the community. Council maintains an open dialogue with our partners to locally determine ways to accomplish the goals and strategies identified in the MPHWP. The Alpine Primary Care Partnership will support the governance of the Municipal Public Health and Wellbeing Plan by taking an active role in implementing and monitoring the plan.

## GOALS AND STRATEGIES

### PRIORITY 1 PHYSICAL ACTIVITY AND HEALTHY EATING

#### GOAL **Improve healthy eating and physical activity**

Strategies

- Encourage a decrease in the consumption of sweet drinks and unhealthy food.
- Promote opportunities for people to be physically active in the community.
- Enhance the built environment and council assets to enable people to be physically active.
- Promote the benefits and availability of fresh fruit and vegetables.

### PRIORITY 2 PREVENTING FAMILY VIOLENCE AGAINST WOMEN AND CHILDREN

#### GOAL **Stop family violence against women and children**

Strategies

- Improve access to information, programs and services for those impacted by family violence.
- Increase awareness of family violence prevalence, impacts and effective ways to respond as a bystander.
- Advocate for gender equality.

### PRIORITY 3 HARMFUL ALCOHOL AND DRUG USE

#### GOAL **Reduce the incidence of alcohol and other drug related harm**

Strategies

- Reduce the harms caused by alcohol and drug misuse in the community.
- Advocate for a safe drinking culture.

### PRIORITY 4 SOCIALLY CONNECTED AND SUPPORTED COMMUNITIES

#### GOAL **Create socially connected and supported communities**

Strategies

- Advocate for employment opportunities for our people.
- Advocate for public and community transport options within the Shire.
- Promote and support health and wellbeing activities in the community.
- Create opportunities for social connection through infrastructure and community facilities.



# Our plan

## STRATEGIC OBJECTIVE

## 1. A high performing organisation

### STRATEGIES

- Communicate and engage with stakeholders.
- Advocate for the community on key issues.
- Lead and govern with integrity.
- Build a skilled organisation with a positive culture.

### STRATEGIC INDICATORS

We will track our performance in terms of:

- Community satisfaction with community consultation and engagement.
- Percentage of councillors in attendance at ordinary and special Council meetings.
- Staff turnover as a percentage of permanent staff numbers.
- Percentage of Council decisions made at meetings closed to the public.

### PROJECTS AND SERVICES

During this Council term, we will:

- Review our 2030 Community Vision.
- Improve communication with all sectors of the community.
- Develop and support our workforce.
- Position Alpine Shire Council as a great place to work.
- Build strong relationships with our community, other stakeholders, and all levels of government.

STRATEGIC  
OBJECTIVE

## 2. A responsible and sustainable organisation

## STRATEGIES

- Provide an excellent customer experience.
- Manage our financial resources sustainably.
- Identify and manage Council's risk.
- Balance financial, environmental and community outcomes.

STRATEGIC  
INDICATORS

We will track our performance in terms of:

- Community satisfaction with customer service provided.
- Overall financial sustainability risk rating.
- Available revenue: Adjusted underlying surplus (or deficit) as a percentage of underlying revenue.
- Working Capital: Current assets as a percentage of current liabilities.
- Ability to pay debts: Non-current liabilities as a percentage of own source revenue.
- Lost time injury frequency rate.
- Percentage of planned hazard inspections undertaken.

PROJECTS  
AND SERVICES

During this Council term, we will:

- Review the Dinner Plain special rate.
- Understand our customer expectations and develop an integrated customer experience that meets their needs and long term interests.
- Develop and implement activities that promote a customer centric culture.
- Review health and safety processes and improve our Safety Management System.
- Review the risk management framework, including the policy system and financial governance processes.
- Drive value through a focus on efficient management of our internal functions.





**STRATEGIC  
OBJECTIVE**

## 3. Incredible places for our community and visitors

**STRATEGIES**

- Identify our community's infrastructure aspirations.
- Deliver Council's capital works program on time, to budget, and to the satisfaction of stakeholders.

**STRATEGIC  
INDICATORS**

We will track our performance in terms of:

- Ratio of capital works program actually delivered compared to budgeted.
- Community access to our project pipeline.

**PROJECTS  
AND SERVICES**

During this Council term, we will deliver the following major capital projects:

- Alpine Better Places.
- Alpine Events Park.
- Myrtleford Indoor Sports Stadium Expansion.
- McNamara Reserve Netball and Tennis Facility.
- Mount Beauty Skate Park Upgrade.



**STRATEGIC  
OBJECTIVE**

## 4. Infrastructure and open space that our community is proud of

**STRATEGIES**

- Manage and maintain Council infrastructure.
- Understand and plan for Council's asset renewal requirements.
- Prepare for and assist in the response to emergency events.
- Maintain Council's parks, trees, and reserves.

**STRATEGIC  
INDICATORS**

We will track our performance in terms of:

- Audit of the Municipal Emergency Management Plan.
- Community satisfaction with sealed local roads.

**PROJECTS  
AND SERVICES**

During this Council term, we will:

- Deliver maintenance programs for our civil infrastructure (roads, bridges, footpaths and kerb).
- Deliver maintenance programs for our parks, trees and reserves.
- Deliver maintenance programs for our buildings and facilities.
- Maintain the Municipal Emergency Management Plan and respond to emergency events in line with the Plan.
- Maintain our Road Management Plan.



STRATEGIC  
OBJECTIVE

## 5. Highly utilised and well managed community facilities

## STRATEGIES

- Soundly operate and manage community facilities.
- Deliver quality services for our community.
- Align services with community expectations.

STRATEGIC  
INDICATORS

We will track our performance in terms of:

- Number of visits to aquatic facilities per head of municipal population.
- Percentage of the population that are active library members.
- Cost of indoor aquatic facilities per visit.
- Cost of outdoor aquatic facilities per visit.
- Cost of library service per visit.
- Kerbside collection waste diverted from landfill.
- Kerbside collection bins missed per 10,000 households.

PROJECTS  
AND SERVICES

During this Council term, we will:

- Review both our kerbside collection services and the transport of bulk waste and recycling materials.
- Cease landfill operations at Myrtleford.
- Deliver municipal waste and recycling services.
- Review the operation and management of Myrtleford Holiday Park.
- Deliver library services.
- Operate visitor information centres; seasonal pools and sport centres.





STRATEGIC  
OBJECTIVE

## 6. A well planned and safe community

## STRATEGIES

- Plan for and manage development to enhance liveability.
- Raise awareness and educate community about laws, regulations and codes.
- Enforce local laws, regulations and codes.

STRATEGIC  
INDICATORS

We will track our performance in terms of:

- Percentage of planning applications processed within 60 statutory days.
- Time taken to decide planning applications.
- Percentage of required food safety assessments undertaken.

PROJECTS  
AND SERVICES

During this Council term, we will:

- Review Local Laws number 2 - Municipal Places, 4 - Livestock, 5 - Amenity, 6 - Streets and Roads, and 7 - Murray to the Mountains Rail Trail.
- Progress amendments to the Alpine Planning Scheme including Dinner Plain Design Guidelines, Upper Ovens and Kiewa Valley land subject to inundation, and bulk water extraction.
- Develop a Land Development Strategy.
- Deliver the immunisation program.
- Enforce compliance with environmental and food safety regulations, statutory planning regulations and local laws.
- Issue and monitor permits relevant to statutory planning, building, wastewater, and local laws.

STRATEGIC  
OBJECTIVE

## 7. A thriving and connected community

## STRATEGIES

- Strengthen visitor attraction and experience.
- Support and encourage investment and enterprise.
- Improve healthy eating and physical activity.
- Stop family violence against women and children.
- Reduce the incidence of alcohol and other drug related harm.
- Create socially connected and supported communities.

STRATEGIC  
INDICATORS

We will track our performance in terms of:

- Percentage of people who volunteer in the community.
- Participation in the Maternal Child Health service.
- Number of permitted festivals and events in the Alpine Shire.
- Visitor numbers.
- Increase in small business and light industry in the Shire.

PROJECTS  
AND SERVICES

During this Council term, we will:

- Build strong partnerships to implement the Municipal Public Health Wellbeing Plan Action Plan.
- Deliver the Learners to Probationary (L2P) driving program.
- Review Maternal and Child Health Service.
- Support events and community programs.
- Promote Alpine Shire as a destination of choice for visitors.
- Provide support and advice to encourage investment and strengthen our economy.
- Deliver the Community Grants Program.





# Strategic resource plan

The Strategic Resource Plan (SRP) details the financial and non-financial resources required over the Council Plan period to implement the strategic objectives detailed in the Council Plan. It is prepared in accordance with the requirements of the *Local Government Act 1989* (the Act) and includes a four year financial estimate based on the economic and financial information available at the time of its preparation.

The SRP is revised annually as a part of the Annual Budget process to account for variable financial conditions, with updates recorded in the Annual Report. In preparing the SRP, Council must take into account services and initiatives contained in any plan adopted or proposed to be adopted by Council.

As well as establishing a financial framework for the implementation of key strategies, the SRP assists with ensuring that council complies with sound financial management principles, as outlined in s136 of the Act, and formulates a basis by which Council's adherence to policies and strategies can be measured.

## KEY ASSUMPTIONS AND STRATEGIES

There are a number of assumptions and strategies underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the SRP. These assumptions have been derived from the following sources:

- Assessment of the current financial position;
- Scan of the external economic environment;
- Forecast changes in population and demographics;
- Advice from officers responsible for service and capital works planning and delivery; and
- Services and initiatives contained in plans adopted or proposed to be adopted by Council.



The key strategies underlying the preparation of this plan are as follows:

### RATES STRATEGY

In developing the long-term financial plan, rates and charges are identified as an important source of Council revenue, accounting for approximately 64% of the total operating revenue forecast by Council in the 2020/21 Budget. Planning for future rate movement is therefore an important component of the long-term financial planning process.

The Victorian Government requires any increases in local government rates to be capped through the Fair Go Rates System. The cap on increases for the 2020/21 year is set at 2%; and our Council rates have been increased by 2% for 2020/21 for the purpose of the SRP.

In the long term, it must be acknowledged that Council rate levels need to be assessed and maintained at levels appropriate to deliver the volume and quality of services required. Therefore the figures within the SRP are currently premised on rate increases in line with Melbourne CPI as forecast by the Victorian Department of Treasury and Finance.

The rating differentials on which the SRP is predicated are as follows:

DESCRIPTION	% OF GENERAL RATE
Residential rate	100%
Farm rate	73%
Commercial/Industrial rate	143%
Dinner Plain special rate	43%

### BORROWING STRATEGY

The Strategic Resource Plan provides for no new loan borrowings. This is in line with Council's strategy to manage our financial resources sustainably.

### FEES AND CHARGES STRATEGY

Council reviews fees and charges annually to ensure the costs associated with services are in line with the level of service delivered. Future years fees and charges are premised on an actual cost increase in line with the forecast for Melbourne CPI.

### GRANTS AND OPERATING CAPITAL

It is assumed that Victorian Grants Commission funding increases in line with Melbourne CPI for the life of the Strategic Resource Plan and that operating grants are based on confirmed funding levels.

In addition, Council receives both recurrent and non-recurrent government funding for capital works projects. Capital works in the SRP that are predicated on unconfirmed capital grants will not proceed until the capital grant has been confirmed.

### GOODS AND SERVICES COSTS

Council reviews likely actual goods and services costs for the upcoming year annually. Future year goods and service costs are premised on an actual cost increase in line with Melbourne CPI.

### DEPRECIATION

Depreciation expense is based on annual asset revaluations being a function of current unit rates and rotating review of asset condition assessments over a three to five year cycle.

# Financial statements

## COMPREHENSIVE INCOME STATEMENT

For the four years ending 30 June 2024

	FORECAST		STRATEGIC RESOURCE PLAN		
	ACTUAL	BUDGET	PROJECTIONS		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME</b>					
Rates and charges					
Statutory fees and fines					
User fees					
Contributions - cash					
Contributions - non-monetary assets					
Grants - Operating (recurrent)					
Grants - Operating (non-recurrent)					
Grants - Capital (recurrent)					
Grants - Capital (non-recurrent)					
Other income					
<b>Total income</b>					
<b>EXPENSES</b>					
Employee costs					
Materials and services					
Depreciation and amortisation					
Landfill rehabilitation					
Other expenses					
Net gain/(loss) on disposal of property, infrastructure, plant and equipment					
<b>Total expenses</b>					
<b>Surplus (deficit) for the year</b>					
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit:</b>					
Net asset revaluation increment / (decrement)					
<b>Comprehensive result</b>					

Contents will be updated following adoption of the 2020/21 Budget

The above comprehensive income statement should be read in conjunction with the accompanying other information.

## BALANCE SHEET

For the four years ending 30 June 2024

	FORECAST		STRATEGIC RESOURCE PLAN		
	ACTUAL	BUDGET	PROJECTIONS		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents					
Trade and other receivables					
Financial assets					
Inventories					
Other assets					
<b>Total current assets</b>					
<b>Non-current assets</b>					
Investment properties					
Investments in shared services					
Property, infrastructure, plant & equipment					
Inventories					
<b>Total non-current assets</b>					
<b>Total assets</b>					
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Trade and other payables					
Trust funds and deposits					
Provisions					
Income received in advance					
<b>Total current liabilities</b>					
<b>Non-current liabilities</b>					
Provisions					
Income received in advance					
<b>Total non-current liabilities</b>					
<b>Total liabilities</b>					
<b>Net assets</b>					
<b>EQUITY</b>					
Accumulated surplus					
Reserves					
<b>Total equity</b>					

Contents will be updated following adoption of the 2020/21 Budget

The above comprehensive income statement should be read in conjunction with the accompanying other information.



## STATEMENT OF CHANGES IN EQUITY

For the four years ending 30 June 2024

	TOTAL	ACCUMULATED SURPLUS	REVALUATION RESERVE	OTHER RESERVES
	\$'000	\$'000	\$'000	\$'000
<b>2020</b>				
Balance at beginning of the financial year				
Comprehensive result				
Transfer to reserves				
Transfer from reserves				
<b>Balance at end of the financial year</b>				
<b>2021</b>				
Balance at beginning of the financial year				
Comprehensive result				
Transfer to reserves				
Transfer from reserves				
<b>Balance at end of the financial year</b>				
<b>2022</b>				
Balance at beginning of the financial year				
Comprehensive result				
Transfer to reserves				
Transfer from reserves				
<b>Balance at end of the financial year</b>				
<b>2023</b>				
Balance at beginning of the financial year				
Comprehensive result				
Transfer to reserves				
Transfer from reserves				
<b>Balance at end of the financial year</b>				

Contents will be updated following adoption of the 2020/21 Budget

The above comprehensive income statement should be read in conjunction with the accompanying other information.

## STATEMENT OF CASH FLOWS

For the four years ending 30 June 2024

	FORECAST		STRATEGIC RESOURCE PLAN		
	ACTUAL	BUDGET	PROJECTIONS		
	2019/20	2020/21	2021/221	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>			Contents will be updated following adoption of the 2020/21 Budget		
Rates and charges					
Statutory fees and fines					
User fees					
Contributions - cash					
Grants - operating					
Grants - capital					
Interest					
Other receipts					
Trust funds deposits taken					
Trust funds deposits repaid					
Employee costs					
Materials and consumables					
<b>Net cash provided by operating activities</b>					
<b>Cash flows from investing activities</b>					
Payments for property, plant and equipment					
Proceeds from sale of property, plant and equipment					
Proceeds from investments					
<b>Net cash used in investing activities</b>					
<b>Cash flows from financing activities</b>					
Finance costs					
Proceeds from borrowings					
Repayment of borrowings					
Net cash provided by (used in) financing activities					
<b>Net (decrease) increase in cash and cash equivalents</b>					
Cash and cash equivalents at beginning of the financial year					
<b>Cash and cash equivalents at end of the financial year</b>					

The above comprehensive income statement should be read in conjunction with the accompanying other information.

## STATEMENT OF CAPITAL WORKS

For the four years ending 30 June 2024

	FORECAST		STRATEGIC RESOURCE PLAN		
	ACTUAL	BUDGET	PROJECTIONS		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PROPERTY</b>					
Land					
Buildings					
<b>Total property</b>					
<b>PLANT AND EQUIPMENT</b>					
Plant, machinery and equipment					
Fixtures, fittings and furniture					
Computers and telecommunications					
Library books					
<b>Total plant and equipment</b>					
<b>INFRASTRUCTURE</b>					
Roads					
Bridges					
Footpaths and cycleways					
Drainage					
Recreational, leisure and community facilities					
Parks, open space and streetscapes					
Waste					
<b>Total infrastructure</b>					
Unallocated					
<b>Total capital works</b>					
<b>REPRESENTED BY:</b>					
New asset expenditure					
Asset renewal expenditure					
Asset upgrade expenditure					
Asset expansion expenditure					
<b>Total capital works expenditure</b>					

Contents will be updated following adoption of the 2020/21 Budget

The above comprehensive income statement should be read in conjunction with the accompanying other information.

## BUDGETED STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2024

	FORECAST		STRATEGIC RESOURCE PLAN		
	ACTUAL	BUDGET	PROJECTIONS		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000

### STAFF EXPENDITURE

Employee costs - operating

Employee costs - capital

### Total staff expenditure

Contents will be updated following adoption of the 2020/21 Budget

### STAFF NUMBERS

Employees

### Total staff numbers

The above comprehensive income statement should be read in conjunction with the accompanying other information.

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

### DEPARTMENT

Asset Development	
Asset Maintenance	
Corporate	
Councillor And Executive	
Economic And Community Development	
Facilities	
Building And Amenity	
Planning	
<b>Total Staff Expenditure</b>	
Capitalised Labour Costs	
<b>Total Expenditure</b>	

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

Asset Development	
Asset Maintenance	
Corporate	
Councillor And Executive	
Economic And Community Development	
Facilities	
Building And Amenity	
Planning	
<b>Total staff full time equivalent</b>	

## SUMMARY OF PLANNED HUMAN RESOURCES EXPENDITURE

For the four years ending 30 June 2024

	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
<b>EXECUTIVE</b>				
Permanent full time				
Permanent part time				
<b>Total Executive</b>				
<b>CORPORATE</b>				
Permanent full time				
Permanent part time				
<b>Total Corporate</b>				
<b>ASSETS</b>				
Permanent full time				
Permanent part time				
<b>Total Assets</b>				
Casual and other				
<b>Total staff expenditure</b>				

Contents will be updated following adoption of the 2020/21 Budget

	2020/21	2021/22	2022/23	2023/24
	FTE	FTE	FTE	FTE
<b>EXECUTIVE</b>				
Permanent full time				
Permanent part time				
<b>Total Executive</b>				
<b>CORPORATE</b>				
Permanent full time				
Permanent part time				
<b>Total Corporate</b>				
<b>ASSETS</b>				
Permanent full time				
Permanent part time				
<b>Total Assets</b>				
Casual and other				
<b>Total staff expenditure</b>				

The above comprehensive income statement should be read in conjunction with the accompanying other information.









# OTHER INFORMATION

## 1. SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2021

Capital Works Area	ASSET EXPENDITURE TYPE					SUMMARY OF FUNDING SOURCES			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2020</b>									
<b>PROPERTY</b>									
Land									
Buildings									
<b>Total property</b>									
<b>PLANT AND EQUIPMENT</b>									
Plant, machinery and equipment									
Fixtures, fittings and furniture									
Computers and telecommunications									
Library books									
<b>Total plant and equipment</b>									
<b>INFRASTRUCTURE</b>									
Roads									
Bridges									
Footpaths and cycleways									
Drainage									
Recreational, leisure and community facilities									
Parks, open space and streetscapes									
Waste									
<b>Total infrastructure</b>									
<b>Total capital works expenditure</b>									

Contents will be updated following adoption of the 2020/21 Budget

## 2. SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2022

Capital Works Area	ASSET EXPENDITURE TYPE					SUMMARY OF FUNDING SOURCES			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2021</b>	Contents will be updated following adoption of the 2020/21 Budget								
<b>PROPERTY</b>									
Land									
Buildings									
<b>Total property</b>									
<b>PLANT AND EQUIPMENT</b>									
Plant, machinery and equipment									
Computers and telecommunications									
Library books									
<b>Total plant and equipment</b>									
<b>INFRASTRUCTURE</b>									
Roads									
Bridges									
Footpaths and cycleways									
Drainage									
Recreational, leisure and community facilities									
Parks, open space and streetscapes									
Waste									
<b>Total infrastructure</b>									
Unallocated									
<b>Total capital works</b>									



### 3. SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2023

Capital Works Area	ASSET EXPENDITURE TYPE					SUMMARY OF FUNDING SOURCES			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2022</b>									
<b>PROPERTY</b>									
Land									
Buildings									
<b>Total property</b>									
<b>PLANT AND EQUIPMENT</b>									
Plant, machinery and equipment									
Fixtures, fittings and furniture									
Computers and telecommunications									
Library books									
<b>Total plant and equipment</b>									
<b>INFRASTRUCTURE</b>									
Roads									
Bridges									
Footpaths and cycleways									
Drainage									
Recreational, leisure and community facilities									
Parks, open space and streetscapes									
Waste									
<b>Total infrastructure</b>									
Unallocated									
<b>Total capital works</b>									

Contents will be updated following adoption of the 2020/21 Budget

## 4. SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2024

Capital Works Area	ASSET EXPENDITURE TYPE					SUMMARY OF FUNDING SOURCES			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2023</b>	Contents will be updated following adoption of the 2020/21 Budget								
<b>PROPERTY</b>									
Land									
Buildings									
<b>Total property</b>									
<b>PLANT AND EQUIPMENT</b>									
Plant, machinery and equipment									
Fixtures, fittings and furniture									
Computers and telecommunications									
Library books									
<b>Total plant and equipment</b>									
<b>INFRASTRUCTURE</b>									
Roads									
Bridges									
Footpaths and cycleways									
Drainage									
Recreational, leisure and community facilities									
Parks, open space and streetscapes									
Waste									
<b>Total infrastructure</b>									
Unallocated									
<b>Total capital works</b>									







## GLOSSARY OF TERMS

<b>ACT</b>	the Local Government Act 1989.
<b>ALPINE SHIRE</b>	the Local Government Area subject of this Council Plan.
<b>ANNUAL REPORT</b>	a report of the activities of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
<b>ASSET EXPANSION EXPENDITURE</b>	expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
<b>ASSET EXPENDITURE TYPE</b>	the following types of asset expenditure: a. asset renewal expenditure; b. new asset expenditure; c. asset upgrade expenditure; d. asset expansion expenditure.
<b>ASSET RENEWAL EXPENDITURE</b>	expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
<b>ASSET UPGRADE EXPENDITURE</b>	expenditure that: a. enhances an existing asset to provide a higher level of service; or b. increases the life of the asset beyond its original life.
<b>AUSTRALIAN ACCOUNTING STANDARDS (AASB)</b>	the accounting standards published by the Australian Accounting Standards Board.
<b>BUDGET</b>	a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives in the council plan.
<b>CAPITAL WORKS EXPENDITURE</b>	expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade.
<b>CHIEF EXECUTIVE OFFICER (CEO)</b>	Chief Executive Officer of Alpine Shire Council.
<b>COUNCIL</b>	the Alpine Shire Council (the organisation)
<b>COUNCIL PLAN</b>	a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years.
<b>FINANCIAL RESOURCES</b>	income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget.
<b>FINANCIAL STATEMENTS</b>	the financial statements and notes prepared in accordance with the Australian Accounting Standards as they apply to the general purpose financial reports of local governments and a statement of capital works and included in the annual report.
<b>FINANCIAL YEAR</b>	the period of 12 months ending on 30 June each year.
<b>HUMAN RESOURCES</b>	the staff employed by a council.
<b>INITIATIVES</b>	actions that are one-off in nature and/or lead to improvements in service.
<b>MAJOR INITIATIVES</b>	significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.

<b>MATERNAL CHILD HEALTH (MCH)</b>	the service provided by Council to support the health and development of early childhood and families.
<b>MINISTER</b>	the Minister for Local Government.
<b>MODEL BUDGET</b>	the Victorian City Council Model Budget prepared annually by the Institute of Chartered Accountants in Australia.
<b>MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN (MPHWP)</b>	a plan required by Council under the Public Health and Wellbeing Act 2008.
<b>NEW ASSET EXPENDITURE</b>	expenditure that creates a new asset that provides a service that does not currently exist.
<b>NON-FINANCIAL RESOURCES</b>	the resources other than financial resources required to deliver the services and initiatives in the budget.
<b>NON-RECURRENT GRANT</b>	a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's strategic resource plan.
<b>PLANNING AND ACCOUNTABILITY FRAMEWORK</b>	the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
<b>PERFORMANCE STATEMENT</b>	a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
<b>RECURRENT GRANT</b>	a grant other than a non-recurrent grant.
<b>REGULATIONS (LGR)</b>	the Local Government (Planning and Reporting) Regulations 2014.
<b>REPORT OF OPERATIONS</b>	a report containing a description of the operations of the council during the financial year and included in the annual report.
<b>SERVICES</b>	assistance, support, advice and other actions undertaken by a council for the benefit of the local community.
<b>STRATEGIC INDICATOR</b>	what will be measured to assess performance.
<b>STRATEGIC OBJECTIVES</b>	the outcomes a council is seeking to achieve over the next four years and included in the council plan.
<b>STRATEGIC RESOURCE PLAN</b>	a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan.
<b>STRATEGIES</b>	high level actions directed at achieving the strategic objectives in the council plan.
<b>STATEMENT OF CAPITAL WORKS</b>	a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared accordance to the model statement of capital works in the Local Government Financial Report.
<b>STATEMENT OF HUMAN RESOURCES</b>	a statement which shows all council staff expenditure and numbers of full time equivalent council staff.
<b>STATEMENTS OF NON-FINANCIAL RESOURCES</b>	a statement which describes the non-financial resources including human resources.
<b>SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE</b>	a summary of capital works expenditure in relation to non-current assets classified according to the model statement of capital works in the Local Government Financial Report, by asset expenditure type and funding source.

# Review and evaluation

**The Council Plan and integrated Municipal Public Health and Wellbeing Plan will be implemented by its linkages with the Strategic Resource Plan and resourced through the Annual Budget.**

## COUNCIL PLAN GOVERNANCE

The achievement of our Council Plan strategic objectives will be measured according to the strategic indicators outlined in this plan. A report will be prepared for State Government, Council and the community via the Annual Report between July and September. This will include the report of operations, financial statement and performance statement.

The Council will periodically have the opportunity to evaluate and assess whether targets and projects will be met according to their strategic indicators.

## MPHWP GOVERNANCE

Council will be responsible for monitoring, evaluating and reporting on the achievements of the MPHWP. The Alpine Primary Care Partnership will be the forum for regular monitoring and reporting across partner agencies.

Responsibility for implementing MPHWP strategies to achieve our health and wellbeing goals runs across a number of agencies. Council's challenge will be to ensure that our health and wellbeing goals inform the strategic plans of partner agencies; and that the progress of implementation of strategies by the various agencies is monitored and reported annually to Council and the Department of Health.

Our MPHWP goals will be incorporated into the Council Plan reporting and monitoring processes.





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**ALPINE**  
SHIRE COUNCIL



# High Country Library Network Shared Service Agreement

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## 1. Introduction

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Alpine Shire Council (**Alpine**), Benalla Rural City Council (**Benalla**), Mansfield Shire Council (**Mansfield**) and Wangaratta Rural City Council (**Wangaratta**) (collectively **the Members**) have established a shared service Library Network known as the High Country Library Network (**the Network**).

- The public library branches within each council's municipal district share a common Library Management System and library collection.
- The Members have agreed to receive collection, cataloguing and support services relating to the High Country Library Network through a hub (the Hub) located in Myrtleford and operated by Alpine. The costs associated with the Hub will be shared by each Member based on the cost attribution formula outlined in this Shared Service Agreement (the Agreement).
- The Members acknowledge that it is essential to the success of this Agreement that there is a co-operative partnership approach and that this will require a strategic and flexible approach to the delivery of Library Hub services.
- All parties have committed to strive to develop and improve systems and service delivery within the budget constraints. There will be a focus on achieving the services outlined in this Agreement to ensure improved outcomes for the community.
- In operating the Hub, Alpine has committed to provide high quality services to the other Members. The service will support the Members to:
  - Encourage and promote optimal use by the community of library services;
  - Develop and maintain customer service standards comparable to the best in Australia; and
  - Develop and maintain a diverse collection which meets the needs of the community.

## 2. Membership

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### 2.1 Members

The Members of the Network are:

- Alpine Shire Council;
- Benalla Rural City Council;
- Mansfield Shire Council; and
- Wangaratta Rural City Council.

The value of the contribution of each Member is outlined in the Cost Attribution Formula at Appendix A. The Network collection is owned by and recognised in each council's financial statements and is not owned by the Members jointly.



The Members of the Network have the joint authority to appoint Associate Members to the Network to partake of a subset of the services offered by the Hub. Only Councils from within the North East region are eligible to be appointed, and any appointment may only be made at the discretion of and according to the terms agreed by the Members.

## 2.2 Branches

Library branches that receive services from the Hub are:

- Bright library;
- Mansfield library;
- Mount Beauty library;
- Myrtleford library;
- Sir Edward 'Weary' Dunlop Learning Centre (Benalla library); and
- Wangaratta library.

For contact details of all branches refer to Appendix B.

## 3. Library Management Group

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### 3.1 Statement of purpose

The purpose of the Library Management Group is to:

- Provide a forum to facilitate the exchange of ideas and experiences which enhance the quality of library services in the Members municipalities;
- Provide a forum to examine and discuss trends and issues in services in Victorian public libraries;
- Develop and monitor guidelines for the management of the Network collection;
- Monitor Key Performance Indicators related to the operation of the services and set out in the second column of Appendix C, most specifically the performance of Alpine in the operation of the Hub;
- Monitor issues and concerns between the Members and Alpine; and
- Monitor and oversee the library collection in accordance with the Collection Management Policy and Plan.

### 3.2 Membership

The Library Management Group comprises:

- The Hub Coordinator (Secretariat);
- One Council manager with overall responsibility for library services from each council; and
- One Library Coordinator representative - selected from the Member libraries to represent all coordinators.

The Group must annually appoint among the representatives a Chairperson who will hold office for a term of one (1) year but is eligible for reappointment for a further term, unless he/she resigns (in which case the Group must appoint a new Chairperson to chair the meetings). No person may be the Chairperson for more than two (2) consecutive years.

In the event that the appointed Chairperson is absent from a meeting the representatives present at the Library Management Group meeting must appoint an acting Chairperson, who must preside over that meeting or until the Chairperson is present.

The Coordinator Group must annually appoint a Library Coordinator Representative who will represent the Coordinator Group at the Library Management Group meetings. This person may only hold the position for one (1) year. No consecutive terms are allowable.

A quorum of 50% plus 1 must exist for any decisions to be binding.

<b>Role</b>	<b>Member</b>	<b>Voting rights</b>
Secretariat	Hub Coordinator	No
Chairperson	Nominated annually from within Council Managers	Yes - as a "Member" - not an additional vote.  Has the deciding vote if a tie exists.
Member	Council Managers – one from each Council	Yes
Coordinator representative	Nominated annually from within Council Library Coordinators	Yes –on behalf of Coordinators

### 3.3 Meetings of the Library Management Group

The Library Management Group must meet not less than four (4) times per year at a geographically central location.

The Library Management Group may appoint sub-committees as it determines necessary, including the appointment of the Collections Group.

In all other respects, the Library Management Group may regulate its own proceedings.

### 3.4 Reporting

The Secretariat of the Library Management Group must produce the Agenda and Minutes in consultation with the Chairperson. The Agendas and Minutes of meetings will be provided to each member of the Library Management Group.

### 3.5 Execution of Duties

Each member of the Library Management Group will be responsible for exercising their delegated powers and for the reporting back to their respective Council upon the exercise of those powers.

## 4. The Hub

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### 4.1 Location

The Hub is located in the former Council Chambers in Myrtleford opposite the Myrtleford library. The Stack collection is located in the meeting rooms and strong room of the Myrtleford library.

### 4.2 Address

The address of the Hub is:

Cnr Standish St & O'Donnell Ave

Myrtleford VIC 3737.

### 4.3 Operating hours

The operating hours of the Hub are 8.30 am to 5.00 pm, Monday to Friday (public holidays excepted).

### 4.4 Services provided to the branches

The Hub will operate as a processing facility operated by Alpine. It will provide the following services (as outlined in Appendix C – Agreed Services Provided by the Hub):

- A team of Hub employees to ensure network branches are dealt with efficiently, courteously and in accordance with this Agreement;
- Liaison with branch Managers/Coordinators across the Network to ensure a detailed understanding of branch requirements is known and understood;
- Development and implementation of policies and procedures for managing the regional collection as recommended by the Library Management Group;
- Management of the Network collection in accordance with the Collection Management Policy;
- Provision of secretariat support for the Library Management Group;
- Provision of reports to the Members in accordance with the Agreement;

- Management of the Library Management System.
- Maintenance of the Network website;
- Preparation of quarterly and annual data for the Local Government Performance Reporting Framework;
- Ordering and purchasing of books and materials;
- Cataloguing of books and materials;
- Management of the courier service of books between branches and ensure delivery meets the requirements of this Agreement;
- Processing of books and materials to shelf ready standards;
- Maintenance of magazine subscriptions;
- Maintenance of inter library loans and Libraries Victoria Shared Services processes; and
- Monitoring of usage of online resources to ensure they are relevant and provide training to branches where necessary.

#### **4.5 Hub assets**

Alpine will occupy the premises from which the Hub will operate. A rental component, based on the market rental, will form part of the financial contribution payable by the Members.

Alpine provides assets such as desks & bookshelves to allow staff to deliver services to the network. These assets remain the property of Alpine Shire.

## **5. The Agreement**

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### **5.1 Purpose of this Agreement**

This Agreement sets out in specific and measurable terms the services to be provided by Alpine to the other Members and allocation of roles and responsibilities for the Hub and Network services, as well as consequential other matters.

### **5.2 Administration of the Agreement**

The administration of this Agreement will be overseen by the Library Management Group, as outlined in this Agreement.

### **5.3 Term of the Agreement**

#### **5.3.1 Initial Term**

This Agreement will be for 3 years commencing on 1 July 2020 and concluding on 30 June 2023.

#### **5.3.2 Options for further terms**

Two further consecutive options each of three years.

#### **5.3.3 Exercising options for further terms**

The unanimous agreement of Members is required to exercise options for further terms.

The Library Management Group is required to notify Members of the intent to renew this agreement in writing by no later than 1 April 2023.

#### **5.4 Exit of Member(s)**

If a Member wishes to exit the Network:

- The Member must give a minimum of 6 months' notice.
- The portion of the net assets to which the exiting Member is entitled must be calculated according to the value of the assets as disclosed by the financial statements and will be the same portion as outlined in the Cost Attribution Formula outlined in this Agreement.
- The portion of net assets to which the exiting Member is entitled may be taken in such combination of property and cash as is agreed between the Members. If it is agreed that the exiting Member is entitled to materials, then the removal of those materials will be at the cost of the exiting Member.
- Any redundancy or change in operation costs occasioned as a result of a Member exiting the Network will be determined by a review undertaken just prior to the notified exit date to assess the reduced function of the Hub. The review will consider:
  - The reduced number of materials being processed by the Hub as a result of the Member exiting;
  - The reduced number of crates being transported to and from the Hub as a result of the Member exiting;
  - The number of hours required to undertake operations and processing functions for the remaining Members;
  - Entry of new Members to the Network; and
  - Recommendations by the Library Management Group.
- Any redundancy or change in operation costs will be incurred by all Members based on the Cost Attribution Formula.
- The exiting Member will take its portion of the Collection based on the following:
  - The value of the exiting Members collection as recognised in the Member Council's financial statements.
  - Books and library items purchased during the term of this Agreement to the value based on the Cost Attribution Formula.
  - The exiting Member is entitled to books and library items that belong to its local collection and history as per adopted policies.
  - A review of the Cost Attribution Formula will be undertaken to determine if the current method (as outlined in Appendix A) is appropriate for the remaining Members.

#### **5.5 The Network and Financial Obligations**



At the conclusion of each financial year for the term of this Agreement and, regardless of whether the Members agree to extend its term or to enter a new agreement, Alpine must provide to each of the other Members:

- An Income Statement for the financial period (1 July – 30 June);
- A Balance Sheet for the financial period (as at 30 June);
- A readable copy of all audited records, in an appropriate format, associated with the operations of the Hub during the term of this Agreement; and
- A current asset valuation at year end (as at 30 June).

Each Member must:

- Make an annual contribution towards the cost of the services and maintenance of the Network, in accordance with the Annual Budget and the Cost Attribution Formula;
- Contribute to the share of the net assets or net liabilities as determined in the final Balance Sheet in accordance with the percentages specified in the Cost Attribution Formula;
- Remove materials apportioned to it under the Cost Attribution Formula at each Member's own cost;
- Surplus from previous financial year is credited towards the next year's invoice; and
- Shortfalls from one financial year is added to next year's invoice as per the Cost Attribution Formula.

## 5.6 Dispute Resolution

If there is a dispute or difference between the Members in relation to this Agreement, the parties undertake to use all reasonable endeavours to settle the dispute or difference by negotiation. If the parties cannot settle the dispute within 21 days, the matter must be determined as a dispute under the *Commercial Arbitration Act 2011* and the arbitrator's decision shall be final and binding on the parties. The costs of any arbitration shall be borne equally by Members involved in the arbitration.

## 5.7 Review of the Agreement

This Agreement must be reviewed annually by 30 June by the Library Management Group. The effectiveness, accuracy and relevance of Agreement will be reviewed as will the accuracy of specified services to ensure a true reflection of actual activities being undertaken. This Agreement may also be reviewed at any other time at the request of any current Member. Should this Agreement require amendment outside the scheduled review cycle, this review must be conducted through the Library Management Group.

Circumstances that can lead to a review include:

- A change in the level of service required;
- Changes that affect Alpine's ability to deliver the stated services; and
- Changes in the services required by two or more Members.

Reviews will cover:

- The scope of the services being delivered and their appropriateness;

- The appropriateness of frequency measures;
- The roles and responsibilities of both Alpine and the other Members; and
- The assessment of the delivery of services against the Key Performance Indicators as contained in the second column in Appendix C.

### **5.8 Variations to Agreement**

- The unanimous agreement of the parties is required to any variations to this Agreement; or
- To any costs incurred as a result of a variation which will be apportioned based on the Cost Attribution Formula.
- Any such agreement must be in writing, executed by the parties.

## **6. Financial Information**

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### **6.1 Financial contributions**

Financial contributions under the Agreement are determined based on:

- The Cost Attribution Formula outlined in Appendix A;
- The Annual Budget;
- Variances to budget, which will be shared among the Members based on the Cost Attribution Formula outlined in Appendix A; and
- Variances to budgeted expenditure, which will not exceed 10% unless agreed by the Library Management Group.

The Cost Attribution Formula is based on the population as per the most recent Australian Bureau of Statistics reports per Member Local Government Area. The Cost Attribution Formula is updated at the beginning of each 3-year formal agreement review.

Contributions will be made by Members in full, up front at the commencement of each financial year.

### **6.2 Financial principles of Agreement**

The Principles on which this Agreement is based and will operate are:

- No surprises;
- Process improvement;
- Minimising costs to Members;
- Reporting quarterly;
- Recommendations to Members by the Library Management Group; and
- The Library Management Group reviewing the final operating result and making a recommendation to the Members on how a variance to budget will be treated.

### 6.3 Budget

Alpine will develop a Budget for the Hub operations annually, in line with the financial year ending 30 June. The Annual Budget will be drafted by March annually to be presented to and endorsed by the Library Management Group prior to being presented to the Member Councils for adoption.

### 6.4 Financial reports

Financial reports will be prepared quarterly as follows:

- YTD Income Statement v YTD Budget;
- YTD Balance Sheet;
- Forecast Income Statement v Forecast Budget;
- Valuation report
- Forecast Balance Sheet; and
- Within 3 weeks of quarter end.

### 6.5 Financial management

Alpine will:

- Administer and account to the Members in accordance with the method set out in the Annual Budget or per 6.3 and 6.4 of the Agreement;
- Provide to the Members annually in advance a tax invoice for the amount owing in accordance with the Annual Budget; and
- Ensure that all financial activity in relation to the operation of the Hub is audited and reported in accordance with its usual processes.

### 6.6 Third party providers

A number of third party vendors which provide services for the Network that are within the scope of this Agreement will be managed by Alpine on behalf of the Members. The services of all third party vendors will be procured in accordance with the *Local Government Act 1989*. Any breach of the Act is the responsibility of Alpine.

## 7. Insurance and Indemnity

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### 7.1 Public Liability Insurance

The Members warrant that they are members of the MAV Insurance Scheme (the Scheme) and are bound by the rules of the Scheme. In the event that any of the Members cease to be members of the Scheme they will immediately, pursuant to Section 76A of the Local Government Act 1989, effect public liability insurance. Members agree that this public liability insurance will be for a minimum level of cover of \$20,000,000.

### 7.2 Work-Cover

Hub employees are employed by Alpine and are covered under Alpine's WorkCover policy of insurance. Should an employee be injured, any WorkCover costs (e.g. insurance excess, top up salary and backfill) will be shared among the Members based on the Cost Attribution Formula.

### 7.3 Indemnity

Each Member (**the Indemnifying Member**) agrees to indemnify each other Member and keep indemnified the other Members, their servants and agents, and each of them against any and all liability and all actions, suits, proceedings, damages, claims, costs and expenses connected with any breach of this Agreement by the Indemnifying Member or related to any wilful or neglect conducted on the part of the Indemnifying Member. The indemnifying Member's liability to indemnify the other Members shall be reduced proportionally to the extent that any act or omission of the other Members contributed to the loss or liability.

## 8. Service Delivery

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Services must be delivered in accordance with this Agreement as outlined in Appendix C.

Any services not listed under the Agreed Services in Appendix C are beyond this Agreement. If the Network requires additional services, then these services will be negotiated and agreed upon individually.

Alpine will not be held responsible or legally liable for any unplanned delay or interruption in service caused by third party providers such as SirsiDynix, website hosts, book suppliers, book processing, carriers, newsagents supplying newspapers and/or carriers. Any planned outages will be advised to those within the network who will be affected and progress with resolution will be advised in a timely fashion. Alpine will operate in a way which minimises interruption and work with third party suppliers to ensure continual supply where possible.

## 8.1 Service Delivery Principles

- Alpine will ensure that all service delivery outputs in relation to this Agreement are delivered in a timely, accurate and consistent manner.
- All outputs will be delivered in accordance with the specified service levels as outlined in this Agreement and Appendices.
- Members will deliver accurate and timely inputs to enable Alpine to deliver the services in the most effective manner possible.
- Members will raise any issues in relation to provision of information or services so that these can be addressed promptly.
- Services will be delivered from the Hub located at the Myrtleford library.
- Concerns relating to the delivery of the services within this Agreement should be raised initially with the Library Management Group.
- The quality of services delivered under this Agreement will be monitored by Members through the Library Management Group.
- Any deficiencies identified between the Agreed Services and those delivered will be addressed immediately. Feedback on the services received will be monitored in the following ways:
  - Discussions between the day-to-day contacts;
  - Escalation discussions;
  - Library Management Group meetings; and
  - Advice and suggestions from Client staff members.

If identified issues cannot be resolved within the specified timeframe, dispute resolution will commence in accordance with Section 5.7.

## 8.2 Collection management

The Hub will provide the following collection management services:

- Report on progress against the Collection Management Policy and stated collection management principles;
- Maintenance and application of the Network collection and related policies;
- Strategic procurement of shelf-ready collection resources;
- Maintenance of the Network online catalogue;
- Movement of library materials both within the region and through the Libraries Victoria Consortium; and
- Provision of Library Management System management reports.

### 8.3 Member responsibilities

The responsibilities of each Member and branch includes:

- Managing and supporting their own office applications to support its library service, such as public access, staff email and staff network access;
- Ensuring its library staff are appropriately trained in the use of the Library Management System;
- Ensuring Application Security in line with the Members standard operating procedures;
- Logging all fault calls, help requests and queries for the Library Management System to the help desk system;
- Providing resources as requested to assist in user testing, projects and other activities related to the Library services;
- Providing input into the preparation of the quarterly reports for the Library Management Group;
- Adhering to the adopted Network policies and procedures;
- Engaging with the Network in active planning for growth and the future direction; and
- Providing localised training for new employees.

### 8.4 Alpine Responsibilities

Alpine will:

- Manage and maintain the hardware and software to operate the Library Management System for the Hub;
- Manage and maintain the hardware and software to operate the Network website, which at the commencement of this Agreement was [www.hclc.vic.gov.au](http://www.hclc.vic.gov.au);
- Assist in the planning for capacity, growth and aligning service delivery with Member needs;
- Preparation of quarterly reports for the Library Management Group;
- Develop and align procurement policy and procedures in consultation with Members;
- Adhere to the Network's policies and procedures as they relate to Hub operations;
- Coordinate training for new applications, modules and databases;
- Provide the Members with at least two (2) normal working day's-notice of any scheduled downtime as per the agreed process;
- Manage third party suppliers as they relate to the Library Management System and the responsibilities of operation of the Hub;
- Provide Secretariat support for the Library Management Group;
- Develop and maintain library policies specific to library services but not specific to each Member;



## 8.5 Collection databases

The Hub will manage the online databases provided to the Network. The online databases will be reviewed annually to ensure they remain relevant and are being used by the Members.

## 8.6 Operational management

The Hub will seek productivity and service improvements wherever possible.

Procurement and Contract Management Skills will be developed in all staff involved with these functions.

Procurement Policy and procedures will be maintained in alignment with best practise and where possible incorporate Members Council policy.

An annual supplier review will ensure best value and continual service improvement.

The Hub will maintain engagement with Local Government Victoria to seek support, guidance and resources, primarily in relation to shared procurement.

The Hub will actively engage agency arrangements and/or State Purchase Contracts and Whole of Victorian Government Contracts.

**THIS AGREEMENT** was made

on.....2020

**SIGNED** for and on behalf of **ALPINE** )  
**SHIRE COUNCIL** by ..... as delegate, in)  
the presence of: )

.....  
Signature of Witness

.....  
Name of Witness

**SIGNED** for and on behalf of **BENALLA** )  
**RURAL CITY COUNCIL** by ..... as delegate, in)  
the presence of: )

.....  
Signature of Witness

.....  
Name of Witness

**SIGNED** for and on behalf of **MANSFIELD** )  
**SHIRE COUNCIL** by ..... as delegate, in )  
the presence of: )

.....  
Signature of Witness

.....  
Name of Witness

**SIGNED** for and on behalf of **WANGARATTA** )  
**RURAL CITY COUNCIL** by ..... as delegate, in )  
the presence of: )

.....  
Signature of Witness

.....  
Name of Witness

## Appendix A – Cost Attribution Formula

The membership of each Member is based on a Cost Attribution Formula. That formula is determined by the population of each Member as stated by the Australian Bureau of Statistics. At the commencement of this Agreement the Member cost attribution was outlined as follows:

<b>Council</b>	<b>Population *</b>	<b>% Network membership</b>
Alpine	12,730	19.5%
Benalla	14,024	21.5%
Mansfield	8,979	14%
Wangaratta	29,087	45%
	<b>64,820</b>	<b>100%</b>

\* ABS population statistics 2018

## Appendix B – Branch Contact Details

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Council	Branch
Alpine Shire Council	Bright Library 14 Ireland St, Bright VIC 3741 brightlibrary1@alpineshire.vic.gov.au Phone: 03 5755 1540 Fax: 03 5755 1540
Alpine Shire Council	Mount Beauty Library 61 Lakeside Avenue, Mt Beauty VIC 3699 mtblibrary@alpineshire.vic.gov.au Phone: 03 5754 4305
Alpine Shire Council	Myrtleford Library Cnr Standish St & O'Donnell Ave, Myrtleford VIC 3737 myrtllibrary@alpineshire.vic.gov.au Phone: 03 5751 1591
Benalla Rural City Council	Sir Edward 'Weary' Dunlop Learning Centre (Benalla Library) 2 Fawckner Drive, Benalla VIC 3672 email: library@benalla.vic.gov.au Phone: 03 5762 2069
Mansfield Shire Council	Mansfield Library 2 Collopy Street, Mansfield VIC 3722 library@mansfield.vic.gov.au Phone: 03 5775 8621
Wangaratta Rural City Council	Wangaratta Library 21 Docker Street, Wangaratta VIC 3677 email: library@wangaratta.vic.gov.au Phone: 03 5721 2366

## Appendix C – Agreed Services Provided by the Hub

Below is a detailed listing of the services provided by the Hub and how the services will be measured.

Agreed Services	Performance indicator
Development and management of Budget.	Initial draft budget produced by February LMG meeting. Final draft budget adopted in April LMG meeting.
Reporting on financial performance.	Reporting quarterly to Library Management Group within 4 weeks of end of quarter end.
Management, raising and payment of all Network invoices	Raising and payment of all Network invoices in accordance with terms.
Maintenance and application of the Network's Collection Management Policy and other related policies.	Policies reviewed and endorsed annually as a standing agenda item at the LMG.
Procurement and administration of collection resources.	Following receipt of items at the Hub, new library materials will be catalogued and available on shelves no later than: <ul style="list-style-type: none"> <li>• One week for periodicals.</li> <li>• One week for items requested by patrons or purchased to fill reservations</li> <li>• Eight weeks for all other items</li> </ul>
Shelf-ready processing of donated items not funded from Hub collection resources budget: <ul style="list-style-type: none"> <li>• Processing of donations equalling up to a limit of 2% of total number of new items allocated in the previous year.</li> </ul> All donations are only accepted in accordance with the Collection policies and to maintain a high level of quality of the overall collection.	<ul style="list-style-type: none"> <li>• 100% of donations processed within 12 weeks of receipt and report generated for any exceptions to this.</li> </ul>
Maintenance of the Network online catalogue.	Items entered within four weeks of receipt.



Movement of library materials both within the region and through the Libraries Victoria consortium	Ready for despatch from Hub within 24 hours of arrival Supply of inter-library loans is dependent on availability from the library of origin
Support of Library Management System	LMS procedural guides provided to Members. LMS hardware and software managed and maintained in accordance with Alpine Shire Council and system operational requirements on an annual and ongoing basis. Licences are maintained in support of LMS operations on an annual basis by Alpine Shire Council. Hub will advise of pending upgrades to be implemented by each member.
Quarterly reporting to meet Local Government Performance Reporting Framework (LGPRF) requirements of loans.	Hub Coordinator will prepare all management reports.
Website updates and site support and maintenance	Material is current and sites functional
Participate in the strategic planning for the Network. Managing the preparation of quarterly reports for the Library Management Group.	Hub Coordinator will participate in the strategic planning for the Network.
Support for Library Management Group	Meetings held quarterly, outcomes recorded and provided to Members.
Gather relevant industry information and distribute to LMG and library coordinators.	Library Management Group is kept informed on important industry news and events.
Provision of databases	Report on usage of databases
Review of electronic databases to be completed on an annual basis.	Recommendation provided on each database.
Provision of training in online databases as required.	Delivery as required
Local Government Planning and Reporting Regulations	Report quarterly and at end of financial year within 3 weeks of quarter-end.
ASC to maintain Hub IT infrastructure and provide network support to hub.	Effective service of network

Annual supplier performance reports and recommendations presented to LMG in April meeting.	Commercially advantageous supplier agreements and service improvements
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## Appendix D – Budget 2020-21

The following budget reflects the first year (2020-21) of operation and will be reviewed annually in line with the financial requirements of this Agreement. This budget excludes discretionary library resource purchasing budgets which are directly controlled by each respective Council.

INCOME	FY20/21 Budget
Alpine Operations Contribution	71,982
Alpine Collection Contribution	70,112
Benalla Operations Contribution	79,364
Benalla Collection Contribution	77,303
Mansfield Operations Contribution	51,679
Mansfield Collection Contribution	50,337
Wangaratta Operations Contribution	166,112
Wangaratta Collection Contribution	161,796
<b>TOTAL</b>	<b>\$ 728,684</b>

EXPENSES	FY20/21 Budget
Collection	\$ 359,547
Freight	\$ 45,000
Library Management System	\$ 25,176
Operations	\$ 63,928
Rent and Overheads	\$ 35,755
Hub Workforce	\$ 199,278
<b>TOTAL</b>	<b>\$ 728,684</b>