

COUNCIL MEETING AGENDA - 14 MAY 2024

Vision:

Indigo Shire - leading sustainable growth, community and cultural diversity, and climate action.

TO BE HELD: Tuesday, 14 May 2024 at 6.30pm

LOCATION: Council Chambers, 2 Kurrajong Way, Beechworth, and livestreamed on Council's website

ATTENDEES:	NAME	TITLE
	Cr Sophie Price	Mayor
	Cr Bernard Gaffney	Deputy Mayor
	Cr Peter Croucher	Councillor
	Cr Sue Gold	Councillor
	Cr Roberta Horne	Councillor
	Cr Diane Shephard	Councillor
	Cr Emmerick Teissl	Councillor
	Trevor Ierino	Chief Executive Officer
	Ian Ellett	Director Infrastructure Services
	Greg Pinkerton	Director Planning & Corporate Services
	Sally Rice	Director Community & Economic Development
	Annabel Harding	Governance Coordinator

Council meetings are live streamed and recorded. The voices and images of those participating in the meeting, and in the gallery, may be captured as part of this recording.

Acknowledgement of Country

Indigo Shire Council acknowledges the original custodians of these lands. The people of the rivers and the hills have walked these lands for thousands of years as well as today, and we pay respect to the elders of the past and present.

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1. WELCOME
2. ACKNOWLEDGEMENT OF THE TRADITIONAL OWNERS OF THE LAND
3. APOLOGIES AND LEAVE OF ABSENCE
4. DECLARATION OF CONFLICT OF INTEREST
5. OPEN FORUM

Responses given by Councillors and Council Staff during Open Forum are the opinion of the individual responders, and accurate at the time of response, to the best of their knowledge.

6. COMMUNITY AND COUNCIL ACHIEVEMENTS
7. CONDOLENCES
8. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING(S)

RECOMMENDATION

That the Minutes of the Council Meeting held on 23 April 2024, as published on Council's website, be confirmed.

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9. BUSINESS ARISING FROM PREVIOUS MINUTES

At the 26 March 2024 Council meeting, Council resolved that the Privacy Policy 2024 (Item 14.2) be placed on public exhibition for 30 days (ending on 26 April 2024), and if no submissions were received, that the policy be automatically adopted on 27 April 2024.

The policy received no submissions, therefore it is adopted as per the Council resolution.

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10. PETITIONS

Nil reports

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11. PLANNING & CORPORATE SERVICES

11.1 2024/25 DRAFT BUDGET

File No: 2024/335

Sharon Phillips - Acting Manager Finance

Planning & Corporate Services

For Decision

RECOMMENDATION

That Council;

1. Notes
 - a. That the Draft 2024/25 Budget proposes a rate increase within the 2.75% cap.
 - b. The Draft Budget proposes a total of \$18.657 million of capital works, made up of \$7.067 million of new works for 2024/25 and \$11.590 million of carry-forward capital works.
 - c. That Council will work with the Essential Services Commission to transition the Environmental Management Levy income to General Rates, and that it is anticipated that this will be achieved for the 2025/26 financial year.
2. Endorses the attached documents for public exhibition:
 - a. *2024/25 Draft Budget.*
 - b. *2024/25 Draft Ten Year Financial Plan.*
 - c. *2024/25 Draft Revenue and Rating Plan.*
 - d. *2024/25 Draft Operating Income and Expense by Service.*
3. Authorises the Chief Executive Officer to give public notice of the preparation of the draft budget.
4. Places the endorsed documents on public exhibition for a period of 21 days from Wednesday 15 May 2023 to close of business Tuesday 4 June, 2024.
5. Invites any person wishing to provide feedback on the exhibited documents to do so prior to 5pm, 4 June 2024.
6. Considers a recommendation to adopt the 2024/25 Budget at the June Ordinary Meeting of Council on 25 June 2024.

PURPOSE OF REPORT

The purpose of this report is to present the attached draft 2024/25 budget documents and seek Council's endorsement to proceed to community consultation.

BACKGROUND

The 2024/25 draft budget, along with its supporting documents, is the product of extensive collaboration between Councillors and staff. The process includes an extensive community consultation period (outlined below). Input from the community, gathered through formal budget consultations as well as ongoing feedback throughout the year, serves as a central factor in shaping the budget. This feedback is carefully considered by the organisation, with each Service Manager incorporating it into their 2024/25 draft budget and associated project proposals.

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The initial draft budget is developed by the organisation before undergoing a series of workshops and briefing meetings where Council's management team and Councillors review the community feedback and proposed budget to ensure it strikes an appropriate balance. This process is challenging due to the constraints placed on Council's ability to respond to all demands, limiting its capacity to address every new request or pressure identified. Nonetheless, the attached draft budget is deemed to represent an appropriate balance of these considerations for the 2024/25 financial year.

This budget has been crafted to ensure that Council can continue delivering the array and calibre of services expected by the community, spanning road construction, maternal and child health services, libraries, town planning, environmental conservation efforts, provision of leisure facilities, waste services, and more. Furthermore, it outlines the necessary expenditure to sustain and maintain critical assets and infrastructure.

DISCUSSION

The budget build commenced with management reviewing the budget principles for the upcoming budget that included a number of key financial objectives, including:

- No rate cap variation
- Cash to align with long term financial plan expectations.
- No new borrowings proposed in 2024/25.
- Low / Medium risk (as measured by the Victorian Auditor General's Office indicators).
- Maintain a level of own sourced expenditure on roads.
- Capital renewal expenditure aligned with Council's renewal needs.
- Total capital expenditure greater than total depreciation.
- Capital expenditure & income based on current 10-year Capital works program.
- Capital net cost to Council to be stable.
- No additional 'contingency' included in the capital budget.

Over the course of the last six months Council has built the attached draft budget based on the financial principles shown above. The draft budget has the following highlights:

- A total of \$18.657 million of capital works, made up of \$7.067 million of new works for 2024/25 and \$11.590 million of carry-forward capital works.
- \$465K to improve urban and rural drains.
- No new borrowings.
- Council maintains its low-medium risk, as assessed by the Victorian Auditor General's standardised measures.
- No rate cap variation. Council rates will be increased in line with the Minister's rate cap of 2.75%.

On 7/5/24 the Finance Committee passed a unanimous motion of support for the Draft Budget documents.

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Attached to this report are the following documents:

- 2024/25 Draft Budget.
 - This is the main budget document that contains the key information.
- 2024/25 Draft Ten Year Financial Plan.
 - A document that sets out Council's long-term financial strategy.
- 2024/25 Draft Revenue and Rating Plan.
 - Containing important information about how Council raised revenue and rates.
- 2024/25 Draft Operating Income and Expense by Service.
 - Income and expense details of each service area in Council.

The first three of these documents are required from all Victorian Councils as part of the budget process. Together they cover the full budget position of Council, with associated policy and strategy statements and acquit council's responsibilities under the Local Government Act and associated Regulations. The main budget document is created from the Victorian model budget, as published by the State Government. Whilst some additional information is added by Indigo Shire Council to improve project information, the core of the document is very close to that of the Victorian model. This is to assist with consistency between councils and ease of comparison between organisations and between years.

The budget documents are structured in a spreadsheet format, where many of the larger numbers are truncated or rounded for clarity. Consequently, some of the totals may not appear to add up accurately at first glance. This occasionally leads to feedback from the community questioning the precision of the budget papers. This discrepancy is a recognised and accepted limitation of the standard model utilized by Victorian Councils.

The attached document titled "Operating Income and Expense by Service" is voluntarily disclosed by the Indigo Shire Council to enhance transparency and comprehension of the budget details. This comprehensive data surpasses the set of documents mandated by the Local Government Act, showcasing Council's commitment to full transparency with the Indigo Shire Community.

Waste Management Charges

Indigo Shire sets its waste charges based on modelling that aims to recover only its projected costs over the long term. In any one year the financial result will vary depending on a number of factors including the estimated cost of landfill rehabilitation calculations. Council monitors this over several years to ensure an appropriate long-term position is maintained. Annual fluctuations can occur, therefore any one year may result in a surplus or a deficit position.

The Draft Budget proposes a number of adjustments to the waste fees. These changes are a result of a number of factors including the tendering and awarding of a new 10-year kerbside waste contract.

Charges for kerbside services in Council's budget align with the Local Government Minister's Good Practice Guidelines (the Guidelines) relating to waste service charges. For 2024/25 Budget a \$9.45 reduction per urban property, and an \$23.75 per property reduction per rural property is proposed.

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Indigo Shire also charges an “Environment Management Levy”. This covers the cost of waste management other than kerbside waste collection. This includes activities such as landfill rehabilitation, transfer station costs, street sweeping, street litter bins, event waste management. This levy has also been modelled to only cover the cost of these activities without making a surplus in the long run. It predates the inception of the “Rate Cap” by many years.

The Guidelines make other recommendations about linking waste management charges directly with those services provided directly to the property. It recommends that other waste related charges should be included in General Rates rather than waste management charges. In Indigo Shire’s case this means that the costs currently recovered by the Environment Management Levy should instead be included in General Rates.

Full compliance with the Guidelines will require the discontinuing of the current Environmental Management Levy and a transfer of this charge to the General Rates. Under the current Rate Capping system employed in Victoria this change will require an application to the Essential Services Commission (ESC) to ensure that the transition is appropriate and does not negatively impact ratepayers or Council. Also, under the Rate Capping system it is not possible to secure an approval by the ESC in time for inclusion in this 2024/25 Budget.

It is therefore proposed that an application be made to the ESC to transfer the Environmental Management Levy to General Rates, with no net change in revenue overall, in other words, no additional cost to ratepayers overall. It is also proposed that this transfer occur in 12 months’ time commencing with the 2025/26 Budget, at which point the Shire will be fully compliant with the Guidelines.

Rates and Valuations

The attached draft budget contains estimates for some property details that are not available at the time that the draft budget was published. For example, property valuations are not yet in their final form, and the Council’s end-of-financial-year figures needed for the detailed rate calculations are currently early estimates. These variables are important to the calculation of the rate in the dollar charge and cannot be precisely determined at this draft stage.

Council will finalise these calculations once the inputs are confirmed and will utilise the process prescribed by the Essential Services Commission to ensure compliance with the state government’s rate cap. Updated figures will be provided for the final budget adoption, with the final Essential Services Commission calculation contingent upon the Council’s receipt of end-of-financial-year inputs.

Options

As part of the draft budget build a number of different options have been considered by management, as well as through a series of budget workshops with Councillors. The draft budget is now ready to be presented to the community to gain feedback before Council considers final adoption of the 2024/25 budget at the June meeting.

STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.1 Our financial management is sound, responsible and effective.

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SOCIAL/COMMUNITY IMPLICATIONS

The annual budget provides funding for a wide range of programs and services that provide significant social and community benefits throughout Indigo Shire.

ENVIRONMENTAL IMPLICATIONS

The annual budget provides funding for several of Council's environmental programs and services.

FINANCIAL IMPLICATIONS

The adoption of Council's draft Budget is one of the most fundamental financial decision that the Council must make on an annual basis. It sets in place the framework by which officers can implement Council's strategic direction contained within the Council Plan, with Council having allocated appropriate resources.

In summary, the attached budget document details;

- Total income of \$43,745 million.
- Rates increasing by the 2.75% cap to a total rates and charges of \$20,292 million.
- Total expenses of \$44,450 million.
- The Draft Budget proposes a total of \$18.657 million of capital works, made up of \$7.067 million of new works for 2024/25 and \$11.590 million of carry-forward capital works.
- No new borrowings in 2024/25 and total borrowings at the end of 2024/25 of \$1.661 million.

On 7/5/24 the Finance Committee passed a unanimous motion of support for the Draft Budget documents.

LEGISLATIVE IMPLICATIONS

The preparation of Council's budget is guided by a strict and prescriptive set of rules including the *Local Government Act (2020)* and associated Finance and Reporting Regulations. This act ensures that Council's draft budget is provided to the community for a period of time and allows members of the community to make representations to Council on any particular area.

Local Government Act 2020. Requires for a *Revenue and Rating Plan* takes key information from the budget and presents it alongside the policy information from Council's Rating Strategy.

RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Final Risk Rating	Controls, treatments
Failure to meet legislative requirements of budget preparation	Unlikely	Minor	Low	The budget is prepared using a set process that complies with the Local Government Act requirements. Council use the standard budget

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Description	Likelihood	Consequence	Final Risk Rating	Controls, treatments
The adopted budget does not anticipate and provide for future demands.	Unlikely	Minor	Low	An extensive process has been used to develop this budget. Council also maintains ample cash reserves for unanticipated expenditure.
Failure to achieve budget throughout the year, or at the end of the year	Possible	Minor	Low	Monthly monitoring of all service budgets. Cash reserve.

Active management of Council's financial performance will include:

- Daily management of receivables and payables.
- Weekly oversight of cash and investments.
- Monthly management oversight at cost centre and account level.
- Reporting to Council's Finance Committee.
- Monthly reporting to Council's Ordinary Meeting.
- Quarterly reporting to Council's Audit Committee.
- Quarterly exception reporting to Council.
- Mid-year budget review and forecasting for 2nd half of the year.
- Annual close process and audit by VAGO.

The attached budget has been built to balance the needs of the community with the need to reduce operating costs. This has been achieved whilst keeping Council in the low risk category for financial sustainability.

Council has undertaken a 10-year financial plan which will inform and guide Council in addressing financial sustainability in the medium and long-term.

COMMUNITY ENGAGEMENT

Engagement undertaken

An online survey seeking community input into the development of Council's 2024/25 draft budget opened on 17 October 2023 and closed on 20 December 2023.

Using Council's new engagement platform, ENGAGED INDIGO, respondents were asked to prioritise the services they most value and believe contribute to a thriving community. They were also asked to prioritise capital investment and where Council should focus its advocacy efforts.

In addition, respondents were given the opportunity to share their thoughts/ideas on the key community issues or trends they think Indigo Shire should be paying attention to, as well as what projects and investment could make a difference to their town's livability and future prosperity.

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Survey promotion & engagement



65

days survey open



9

Editions promoting
survey



87

surveys completed



69,134

Impressions from 31-
day Facebook
advertising campaign*

*the number of times the ad was
seen on a screen

Promotion and advertising

- Facebook – organic and paid posts
- Website – Have your say page and banner on home page
- YOUR INDIGO - nine editions
- Posters – displayed in Customer Service Centres and Libraries
- Advisory Committee meetings
- Active Indigo EDM
- CEO Message to staff and posts to TONY
- Community forum – posters on tables at Wahgunyah

Engagement outcomes

There was a significant drop in the number of survey respondents, with 87 participating in the engagement, compared with 315 the previous year.

The feedback was collated into themes and a report presented to Councillors and budget managers for review and consideration into the development of the 2024/25 draft budget.

Engagement proposed

The draft budget documents will be placed on public exhibition from Wednesday 15 May until close of business on Tuesday 4 June (21 days). Promotion will be via Council's website www.indigoshire.vic.gov.au, Facebook, a media release, newspaper advertising, and displayed at Customer Services Centres.

Any person wishing to give feedback on the draft budget can do so online (links will be provided) or can address an email or letter to the CEO. Feedback must be received by 5 pm on Tuesday 4 June.

Budget feedback will be provided to Councillors for their information and the overall feedback will be summarised in the June Council report.

CONCLUSION

This report presents the draft budget documents to Council and explains the process by which the budget and accompanying 10-year Financial Plan projections are prepared. This process has included extensive community consultation as well as the work of Council staff and Councillors.

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DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Sharon Phillips - Acting Manager Finance
- Greg Pinkerton - Director Planning and Corporate Services
- Ian Ellett – Director Infrastructure Services
- Nathan Mullane– Manager Capital Projects and Waste
- Adam Kimball – Manager Assets and Property

Attachments

1. [1. Draft Budget - 2024-25](#)
2. [2. Draft Operating Income and Expense by Service Plan - 2024-2025](#)
3. [3. Draft Revenue and Rating Plan - 2024-2025](#)
4. [4. Draft Ten-Year Financial Plan - 2024-2032](#)

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12. COMMUNITY & ECONOMIC DEVELOPMENT

12.1 GET ACTIVE INDIGO GRANTS 2024

File No: 2024/360

Mark De Campo - Acting Manager Community
Development

Community & Economic Development

For Decision

RECOMMENDATION

That Council:

- Receives the Get Active Indigo Grants 2024 Assessment Panel Recommendation Report; and
- Endorses the distribution of funds as recommended by the Assessment Panel as follows:

Applicant	Project	Amount
Kiewa Sandy Creek Football Netball Club	Junior Netball equipment	\$1000
Rutherglen Golf Club	Par 3 golf course	\$3100
Indigo North Health	Dancing and yoga program	\$3000
Chiltern Tennis Club	Junior coaching program	\$1900
Beechworth Health Service	Come and try sport expo	\$3250
Beechworth Pickleball Club	Beechworth Pickleball competition	\$2000
Balance Beechworth	All ages yoga program	\$2300
Yackandandah Bowls Club	Junior and Female bowls sets	\$1500
Stanley Rural Community Incorporated	Community Basketball rings	\$2200
Rutherglen Football Club	Temporary female change upgrades	\$5000
Yack Tracks	Maintenance equipment storage	\$4000
	Total	\$30,000

PURPOSE OF REPORT

To present the recommendations from the Get Active Indigo Grants 2024 Assessment Panel for the distribution of funds.

BACKGROUND

As part of the implementation of Indigo Shire Councils Active Indigo Recreation Plan 2018 –2026 a community focussed grants program was established to encourage and enable residents of Indigo Shire to be more active more often.

The program objectives are to:

- Get more people moving more often;
- Provide access to funding for community groups who may be unable to generate their own revenue or secure funding through other grant streams and sources;
- Increase Indigo Shire residents' participation in physical activity;
- Improve Indigo Shire residents' access to physical activity opportunities;

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- Support local clubs, groups, committees and service providers in their efforts to improve residents' participation in physical activity;
- Trial innovative and localised project ideas by responding to place-based needs;
- Fund a diverse range of physical activity project ideas across the Shire; and
- Increase residents' awareness of opportunities to be physically active via targeted communications and promotion.

\$30,000 in funding is available through the Get Active Indigo Grants Program with a maximum grant amount of \$5,000 per application.

Council encourages applications from Indigo Shire based incorporated bodies as well as projects auspiced by an Indigo Shire based incorporated body. Council utilises the Smartygrants software to administer the Get Active Indigo Grants.

The Get Active Indigo Grants program opened on Monday 26 February and closed on Monday 25 March. A total of 20 applications were received.

Applications were assessed by the Get Active Indigo Grants Panel on Monday 8 April. The Get Active Indigo Grants Assessment Panel is an independent group comprised of the following:

- Indigo Shire Council Councilor (Chair – non-voting)
- Indigo Shire Council Community Development staff
- A representative from each of Beechworth Health Service and Indigo North Health
- A representative from Sport North East.

The Get Active Indigo Grants Assessment Panel assess the merits of applications against the criteria before providing an independent recommendation to Council on how to distribute the funding. Conflicts of interest from panel members are declared at the start of the meeting and managed; for details see 'declaration of conflict of interest section' later in this report.

DISCUSSION

The 20 applications represented a total funding request of \$62,323.99.

The Get Active Indigo Grants Assessment Panel recommends that Council provide funding to 11 of the 20 applicants. Of the 9 applications not recommended for funding, alternative funding streams and supports are available to progress project ideas and Council Officers along with other assessment panel members will assist with this.

The following projects have been recommended for funding:

Applicant	Project	Amount
Kiewa Sandy Creek Football Netball Club	Junior Netball equipment	\$1000
Rutherglen Golf Club	Par 3 golf course	\$3100
Indigo North Health	Dancing and yoga program	\$3000
Chiltern Tennis Club	Junior coaching program	\$1900
Beechworth Health Service	Come and try sport expo	\$3250
Beechworth Pickleball Club	Beechworth Pickleball competition	\$2000
Balance Beechworth	All ages yoga program	\$2300

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Applicant	Project	Amount
Yackandandah Bowls Club	Junior and Female bowls sets	\$1500
Stanley Rural Community Incorporated	Community Basketball rings	\$2200
Rutherglen Football Club	Temporary female change upgrades	\$5000
Yack Tracks	Maintenance equipment storage	\$4000
	Total	\$30,000

Three of the 11 recommended projects received their full amount. The remaining projects were partially funded with consideration given to their capacity to complete their project with reduced funding.

A summary of project applications are contained in a Confidential Attachment to this report.

STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	1. Communities
Strategic Objective	1.1 Our community members have access to support services to help them achieve and sustain physical and emotional health and wellbeing.
Strategic Action	1.1.3 Progress the key priorities of the Active Indigo Plan

SOCIAL/COMMUNITY IMPLICATIONS

The Get Active Indigo Grants Program assists Council in achieving a number of actions in strategic documents including the Council Plan, Municipal Health and Wellbeing Plan, Active Indigo Recreation Plan, Early Years and Youth Strategies.

In their decision making the assessment panel consider project location, target audience and sporting code to ensure participation can be maximised for people across Indigo Shire Council.

FINANCIAL IMPLICATIONS

	Approved Budget \$	This Proposal \$	Variance to Approved Budget \$	Comments
Revenue	30,000	30,000	0	
Expense	30,000	30,000	0	
Net Result	(30,000)	(30,000)	0	

LEGISLATIVE IMPLICATIONS

Liability insurance will be maintained by each group separately to ensure coverage against injury for participants.

RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Final Risk Rating	Controls, treatments
Project is not completed by group	Possible	Minor	Low	Council staff provide appropriate levels of support and capacity building where required.

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Description	Likelihood	Consequence	Final Risk Rating	Controls, treatments
Group rejects funding offer	Possible	Minor	Low	Panel reconsiders funding to projects not initially recommended or partially funded.
Criticism from unsuccessful applicants	Possible	Minor	Low	Unsuccessful letters sent to applicants offering additional feedback, alternative funding sources and support if required.
Assessment panel conflict of interest	Likely	Minor	Low	Identified and declared before meeting. Panel member leaves meeting when conflicted project assessed.

COMMUNITY ENGAGEMENT

Engagement undertaken

The Get Active Indigo Grants Program was promoted through various Council platforms including: social media, weekly update, website and electronic direct mail marketing (EDM).

Engagement outcomes

A total of 20 applications were received in 2024 up from 16 in 2023 and 17 in 2022.

Engagement proposed

Council Officers will prepare letters to all applicants advising them of the outcome of their applications. Unsuccessful applicants will be offered additional support to identify and source alternative funding streams or further assistance to progress their project ideas. Where required successful applicants will also be offered additional support to ensure their projects are delivered on time and to budget.

CONCLUSION

The Get Active Indigo Grants Assessment Panel has rigorously assessed applications against the criteria and provided an independent recommendation to Council on how to distribute the funding available through the Get Active Indigo Grants Program.

The recommended projects represent a strong geographical spread that improves access across the Shire as well as a diverse range of project activities to cater for a range of interests.

DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Sally Rice – Director Community and Economic Development
- Justin Forrester – Manager Community Development
- Mark De Campo – Community Development Coordinator
- An Indigo Shire Council staff member submitted an application on behalf of a community group they are involved with. The staff member had no involvement with the assessment process.

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While assessing the applications two Conflicts of Interest were declared by members of the panel. These were as follows:

1. The representative of Indigo North Health for the Indigo North Health application “dancing and yoga”
2. The representative of Beechworth Health Service for the Beechworth Health Service “coma and try sport expo”

When the Panel were assessing these two projects the representatives with the conflict of interest removed themselves from the room and were not involved in any discussion or recommendation about the relevant application.

CONFIDENTIAL ATTACHMENT

The attachment is confidential under section 3(f) of the *Local Government Act 2020* as it deals with personal information, being information which if released would result in the unreasonable disclosure of information about a person or their personal affairs.

This section applies because the information contains details of proposed grant contributions and scoring/comments on applications, both successful and unsuccessful, submitted by community members on behalf of their community organisations and it would unreasonably expose persons. The confidential attachment has been provided to Councillors under separate cover.

Attachments

1. Assessment - Get Active Indigo Grants 2024 (Confidential)

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12.2 FAIR ACCESS POLICY

File No: 2024/369

Mark De Campo - Acting Manager Community Development Community & Economic Development

For Decision

RECOMMENDATION

1. That Council endorses the draft Fair Access (for women and girls to participate in sport) Policy for public exhibition for a period of 14 days, from 14 May to 28 May 2024;
2. If no submissions are received during the public exhibition period, the policy is adopted from 29 May 2024; and
3. If submissions are received during public exhibition, the policy is to be brought to a future Council meeting for adoption.

PURPOSE OF REPORT

The purpose of this report is to introduce and present information about the draft Fair Access (for women and girls to participate in sport) Policy, (Policy). It provides details of the State Government's initiative to ensure a future where there is a level playing field for women and girls in sport and active recreation.

BACKGROUND

The Victorian Government is taking steps to ensure a future where there is a level playing field for women and girls in sport and active recreation, so they can fully participate in and enjoy the benefits of community sport right through to senior leadership roles.

The Fair Access Policy Roadmap is an Australia-first policy that aims to give women and girls better and fairer access to community sports infrastructure. Developed by the Office for Women in Sport and Recreation in partnership with VicHealth and Sport and Recreation Victoria, the policy requires all Victorian Councils to have in place a gender equitable access and use policy (or equivalent) by 1 July 2024 to remain eligible for state government community sports infrastructure funding.

DISCUSSION

The following four criteria aims to provide Council with guidance in developing an acceptable Fair Access Policy to meet the aforementioned funding eligibility requirement.

1. The policy will be adopted by Council.

The Fair Access Policy must be formally adopted by Council to ensure the governance, management, and integrity of its implementation. From 1 July 2024, any council without an adopted Policy will be considered ineligible for Victorian Government community sports Infrastructure funding.

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2. The policy aligns with the intent of the Fair Access Policy Roadmap.

The Fair Access Policy Roadmap aims to ensure community sporting environments are welcoming, accessible, and inclusive for everyone. How women and girls can access and use community sports infrastructure impacts their ability to fully participate and have a positive experience in community sport. A Fair Access Policy must demonstrate how Council will effectively drive gender equitable access and use of community sports infrastructure to improve the outcomes for women and girls.

3. The Policy is measurable.

Once the Policy is adopted a Fair Access Policy Roadmap will be developed. This will focus on a target that by 1 July 2027, more women and girls report gender equitable access to community sports infrastructure, and improved experiences when participating in community sport.

The Road Map will articulate specific, measurable, achievable, relevant and time-bound (S.M.A.R.T.) goals or targets as part of the implementation of the Policy, and then measure progress towards the goals or targets identified. The roadmap is critical to direct prioritisation efforts, and to understand the Fair Access Policy.

Local clubs and committees will be encouraged to participate in the development of this Roadmap.

4. The policy will be reviewed at regular intervals and amended (if required).

It is expected the Policy will be reviewed and amended (if required) on a regular basis (for example, at least every four years). This is to ensure the Policy will continue to achieve the best outcomes for the community, and future generations. It is expected that any amendments or reviews made to the Policy are approved in the same manner as the initial Policy was approved, including sharing with the Office for Women in Sport and Recreation for review.

Six Fair Access Principles have been developed to provide clear and defined lanes for Councils to build a gender equitable access and use policy. The principles reflect that there are both cultural and administrative elements that will drive the strongest, most sustained outcomes, as well as the opportunity to magnify and incentivise change by engaging community sporting clubs. The Principles are:

1. Community sports infrastructure and environments are genuinely welcoming, safe and inclusive.
2. Women and girls can fully participate in all aspects of community sport and active recreation, including as a player, coach, administrator, official, volunteer and spectator.
3. Women and girls will have equitable access to and use of community sport infrastructure:
 - a. of the highest quality available and most convenient
 - b. at the best and most popular competition and training times and locations
 - c. to support existing and new participation opportunities, and a variety of sports
4. Women and girls should be equitably represented in leadership and governance roles.
5. Encourage and support all user groups who access and use community sport infrastructure to understand, adopt and implement gender equitable access and use practices.

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6. Prioritise access, use and support to all user groups who demonstrate an ongoing commitment to gender equitable access and use of allocated community sport infrastructure.

Indigo Shire Councils draft Fair Access (for women and girls to participate in sport) Policy is attached to this report.

STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	1. Communities
Strategic Objective	1.2 Our community members have access to the services, activities and infrastructure that make it easy for them to stay connected and get involved in community life.
Strategic Action	1.2.4 Progress the key priorities of and review and update Council's Ageing Well Strategy, Youth Strategy, Tourism Strategy, Economic Development Strategy, Library Strategy and Early Years Strategy

SOCIAL/COMMUNITY IMPLICATIONS

Gender equitable access and use policies and processes will be a key driver for procedural and cultural change to ensure the full benefits of sport and recreation are available to all. With sport and active recreation being one of our most visible sectors, advancing gender equality here is a key lever to driving gender equality more broadly in our society.

LEGISLATIVE IMPLICATIONS

The Gender Equality Act 2020 requires Local Councils to take positive action towards achieving workplace gender equality. It also requires these organisations to consider and promote gender equality in their policies, programs, and services, and to conduct Gender Impact Assessments on policies, programs and services that have a direct and significant impact on the public.

The Fair Access Policy Roadmap links the requirements of the Gender Equality Act 2020 with steps shaped by extensive consultation to support local governments, other public land management groups and sport and recreation bodies to work together to progress gender equitable access and use of community sports infrastructure across Victoria through both procedural and cultural levers for change.

RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Final Risk Rating	Controls, treatments
Policy not adopted by Council by 1 July 2024.	Possible	Minor	Low	<ul style="list-style-type: none"> Officers proposed timeline will meet the 1 July 2024 deadline. Can be rescheduled to a future Council meeting if unavailable by deadline.

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Description	Likelihood	Consequence	Final Risk Rating	Controls, treatments
Local sports clubs / committees of management reject policy actions.	Unlikely	Minor	Low	<ul style="list-style-type: none"> Clubs and committees are involved in the development of the Road Map to ensure actions are achievable which will occur once the Policy is adopted. Clubs and committees are provided with ongoing support to implement their policy.

COMMUNITY ENGAGEMENT

Engagement undertaken

To date there has been no community consultation. Having a Policy will become a mandatory requirement for Councils to be eligible for State Government Funding for sporting facilities. The content of the Draft Policy is closely aligned to the resources provided by the Office of Women and Girls in Sport.

Engagement proposed

The Policy is available for public exhibition for a period of 14 days. Following the period of exhibition, the Policy will be recommended for adoption.

As mentioned above, once the Policy is adopted a Fair Access Policy Roadmap will be developed. Local clubs and committees will be encouraged to participate in the development of this Roadmap.

CONCLUSION

Sport is a highly visible and valued feature of Indigo Shire Council and our community's culture and identity. The sport and active recreation sector provide opportunities for enriching our communities through the promotion of respect, fair mindedness, and inclusion for all people, while also supporting the physical and mental wellbeing of all Victorians. As the closest level of Government to the community, Indigo Shire Council is well positioned to design and implement place-based, integrated action plans that progress gender equality in community sport.

This Policy establishes the expectation that gender equality is considered and prioritised in all current and future Indigo Shire Council's planning, policy, service delivery and practice as they relate to community sports infrastructure.

DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Sally Rice – Director Community & Economic Development
- Mark De Campo – Community Development Coordinator
- Kellie Sutherland – Access & Inclusion Officer

Attachments

1. [Fair Access Policy \(Draft\)](#)

COUNCIL MEETING AGENDA - 14 MAY 2024

13. INFRASTRUCTURE SERVICES

13.1 RUTHERGLEN CARAVAN PARK - PROPOSED LEASE

File No: 2024/263

Adam Kimball - Manager Assets & Property

Infrastructure Services

For Decision

RECOMMENDATION

That Council:

1. Notes that no submissions were received by the advertised deadline in response to the public notice advising of the proposed Rutherglen Caravan and Tourist Park lease;
2. Accepts the Expression of Interest and subsequent negotiations of lease terms and approves that a lease be put in place with HPM Australia Pty Ltd (The Trustee for Getaway Parks Group Unit Trust) for the operation of Rutherglen Caravan and Tourist Park at 72 Murray Street Rutherglen, commencing on 1 July 2024 and for a period of 21 years and with the following terms (with details provided in the confidential attachment):
 - a) The annual rental amount payable will be based on a percentage of the Caravan Park's annual revenue determined by the competitive EOI process including a minimum rent guarantee set at 70% of the predicted gross annual income;
 - b) The lessee will be required to invest into developing the park in line with the adopted Masterplan; and
 - c) Council commits to funding its share of capital works to support the implementation of Stage 1 of the Masterplan;
3. Notes that a Funding Agreement between both parties to the Lease detailing Council's financial commitment to implementing Stage 1 of the Masterplan will be developed and be an attachment to the final lease; and
4. Delegates authority to the CEO to finalise the details and execute lease documents (including the Funding Agreement) on its behalf.

PURPOSE OF REPORT

The purpose of this report is to seek Council's approval for a lease for the Rutherglen Caravan and Tourist Park following a public Expression of Interest (EOI) process to identify a suitable operator.

BACKGROUND

Indigo Shire is the appointed land manager for four caravan parks that are situated on crown land in Rutherglen, Yackandandah, Beechworth and Chiltern.

On 13 December 2022, Council adopted the Caravan Park Masterplans for each of the parks which included a 10-year aspirational plan and identified opportunities and options for the management, infrastructure, investment and economic/tourism benefits for each of the parks.

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The Rutherglen Caravan Park lease is due to expire on 30 June 2024. An Expression of Interest (EOI) process to identify a new lessee has been conducted by council officers as per Department of Energy Environment and Climate Action (DEECA) guidelines. The EOI process sought to identify experienced and suitable operators with a vision for improving the park and investing capital funds to develop it in line with the adopted masterplan.

DISCUSSION

The Expression of Interest (EOI) process to identify a new lessee for the park was publicly advertised in November 2023. This was open for a period of six weeks and closed on 21 December 2023.

As part of the competitive EOI process, applicants were required to specify the annual rental they proposed to pay for the lease, along with the proposed investment for park development in line with the Masterplan (by both the park operator and Council). They were also required to outline their experience in managing similar parks and their vision for park development and improved occupancy rates.

The proposal is for a percentage rent model, where the tenant will pay a percentage of the gross revenue from accommodation and site sales. This percentage will be calculated directly from the park's reservation system and independently audited as necessary. The proposed rent rate has been established through a competitive process and subsequent negotiation and was nominated in the EOI documentation as preferably in the range of 12 – 20% of annual gross revenue. To safeguard the interests of the council, a portion of the rent will be guaranteed, with the minimum rent being established at 70% of the anticipated rent (based on nominated revenue targets). The negotiated contractual detail is *Commercial in Confidence* and is provided separately in the confidential attachment

A review panel comprising the *Director Infrastructure Services*, the *Director Community & Economic Development*, the *Manager Tourism*, and the *Manager Assets & Property* evaluated the submissions received in response to the advertised EOI.

Expressions of Interest were evaluated on the following criteria as advertised in the EOI documentation:

- | | |
|--|-----|
| • Relevant Management Experience and Operating Model | 25% |
| • Financial Benefit to Council | 25% |
| • Completion of Masterplan | 40% |
| • Support of Park Vision | 10% |

The Panel evaluated each of the submissions received and shortlisted those that best responded to the above criteria. Shortlisted companies were invited to a follow-up interview where they were able to expand on their relevant experience and their commitment to investment into the Park and growing the Park's offering.

The Panel recommended that HPM Australia's submission was the best option and scored the highest when assessed against the evaluation criteria.

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Holiday Park Management Australia (HPM Australia) was established in 2019 and currently owns and manages two holiday parks (Wilsons Prom Holiday Park and Long Jetty caravan Park, both in Gippsland) along with a luxurious glamping retreat (Koondrook Retreat in northern Victoria). While HPMA is a relatively young entity, its directors all have substantial experience in owning, developing and managing holiday parks.

An Evaluation Report by the review panel is provided as a confidential attachment.

STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	3. Prosperity
Strategic Objective	3.2 Tourism is a major economic driver, critical to the long term sustainability of the Shire and leading the way in the post COVID-19 recovery phase and beyond
Strategic Action	3.2.4 Develop and implement the Caravan Park Masterplan

SOCIAL/COMMUNITY IMPLICATIONS

A focus of the EOI process is to attract an operator that will work with local businesses, the tourism sector and local community to maximise the benefits to the local economy.

FINANCIAL IMPLICATIONS

The adoption of Masterplans for the four parks (in December 2022) provided a platform for a significant shift in the financial performance of each of the parks moving forward as each lease renewal came up in turn. Rutherglen is the first of the four parks to have a lease expiry since the masterplans were adopted.

As outlined above, the EOI process and the draft lease have sought to identify Operators willing to invest in the park and increase turnover. The annual rental will be based on a nominated percentage of annual revenue, significantly increasing the annual rental payable.

The proposed lease also requires capital investment by both the Operator and Council. Council's estimated contribution will presumably be funded from borrowings (although not in Year 1). A Funding Agreement detailing the terms of this contribution will need to be developed and will be an attachment to the final lease.

LEGISLATIVE IMPLICATIONS

Terms of the lease will be checked by Legal representatives of both parties and submitted to DEECA for its approval before being signed.

RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Final Risk Rating	Controls, treatments
Inability to secure a lessee for the Park	Unlikely	Moderate	Medium	The EOI process conducted has provided the best opportunity to identify a suitable tenant.

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Description	Likelihood	Consequence	Final Risk Rating	Controls, treatments
This is a significant opportunity to see investment in the Rutherglen Caravan Park and to boost economic benefits	Likely	Moderate	High	Controls to be built into lease contract.

COMMUNITY ENGAGEMENT

Engagement undertaken

The process in developing the Caravan Park Masterplans involved significant community engagement. Through this process, residents, stakeholders, and interested parties were provided with a platform to voice their opinions, concerns, and ideas, ensuring a comprehensive understanding of the diverse needs of the community.

Prior to presenting this report, a public notice has been placed informing the community of the intention to enter into a new lease in accordance with the Community Engagement Policy. No submissions were received by the advertised deadline.

CONCLUSION

It is recommended that Council accepts the expression of Interest and subsequent negotiations of lease terms and approves that a lease be put in place with HPM Australia Pty Ltd (The Trustee for Getaway Parks Group Unit Trust) for the operation of Rutherglen Caravan and Tourist Park at 72 Murray Street Rutherglen, commencing on 1 July 2024 and for a period of 21 years.

DECLARATION OF CONFLICT OF INTEREST

During the course of the process, there has been some declarations of Conflict of Interest which have required management actions to be taken.

- Council's Buildings & Property Officer declared a conflict in relation to one of the companies who submitted an Expression of Interest. As a consequence, the officer removed themselves from having any involvement in the EOI process and lease negotiation and has had no involvement in the production of this report or any of the recommendations contained in it.
- Council's consultant, ODIN360 also declared a general conflict. ODIN360 was engaged in separate pieces of work over the journey of this project. The company was originally engaged to develop the Caravan Park Masterplans and also produced an Economic Modelling report for Council prior to the adoption of the Masterplans in 2022. More recently, ODIN360 was engaged to develop an EOI process and Draft lease for the operation of Rutherglen Caravan Park.

ODIN360's Lead Consultant declared a general conflict of interest when Expressions of Interest were open and he became aware of the potential of a company who had business dealings with ODIN360 to put in a submission.

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Consequently the consultant was not included on the evaluation panel and played no part in the production of this report or any of the recommendations contained in it. He continued to provide Council officers with general industry advice and assisted with the financial modelling but did not make any recommendations to staff in relation to the proposed lease.

- The recommended Operator (or lessee) HPM Australia Pty Ltd declared a potential conflict of Interest in their submission. They declared that they had previously had some involvement (as a sub consultant to ODIN360). This included giving feedback on the potential costs of the masterplan, and conducting an audit of the park that was presented to Council as part of the masterplan process and informing some aspects of the lease documents.

To ensure confidence in the management of the potential conflict of interest, legal advice was sought from Maddocks. The advice from Maddocks recognised that while HPMA were involved in the development of the masterplan and proposed lease, the processes conducted by Council in developing the masterplans and EOI documentation were appropriate as they accurately reflected Council's intentions with respect to improvements to the Park, and that HPMA were not materially advantaged. Consequently they found no reason to not support Council granting the lease to HPMA.

The advice has been provided confidentially to Councillors.

The advice from Maddocks also suggested that Council engage a different consultant to undertake a peer review of the EOI documents including the relevant Masterplan and the terms of the proposed lease to assess whether the documents were reasonable and consistent with expected industry practice. A "peer review" report was subsequently received from Urban Enterprise which concluded that the Masterplan development and EOI documents were reflective of common industry practice and that the proposed lease terms were reasonable.

The report from Urban Enterprise has also been provided confidentially to Councillors.

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Ian Ellett – Director Infrastructure Services
- Sally Rice – Director Community and Economic Development
- Nathan Mullane – Acting Director Infrastructure Services
- Adam Kimball – Manager Assets and Property
- Susannah Doyle – Manager Tourism

CONFIDENTIAL ATTACHMENTS

The attachment is confidential under section 3(g) of the *Local Government Act 2020* because it contains the private commercial information provided by tender applicants that, if released, would unreasonably expose the financial institutions to disadvantage.

- *3(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.*

This section applies because the matter concerns commercial contracts around which negotiations have not been finalised, and it would prejudice the Council's position in the negotiations.

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g. private commercial information, being information provided by a business, commercial or financial undertaking that—

(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage

This section applies because the information contains commercial details of applicants and it would unreasonably expose the business through providing an unfair advantage to their competitors. The confidential attachment has been provided to Councillors under separate cover.

Attachments

1. Tender Recommendation & Appendices - Leasehold Rutherglen Caravan Tourist Park (Confidential)

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14. EXECUTIVE MANAGEMENT

14.1 COUNCIL PLAN AND MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN 2021-2025 (YEAR 4)

File No: 2024/343

Melinda Collis - Executive Manager Customer Experience & Engagement Executive Management

For Decision

RECOMMENDATION

That Council:

1. Endorses the Council Plan and Municipal Public Health and Wellbeing Plan 2021-2025 (Year 4); and
2. Places both documents on public exhibition for 21 days from 15 May 2024 and invites submissions.

PURPOSE OF REPORT

To consider the final year of both the Council Plan 2021-2025 and Municipal Public Health and Wellbeing Plan (MPHW) Plan.

BACKGROUND

The Council Plan 2021-2025 which includes the MPHW Plan was adopted by Council on 29 June, 2021.

It is a requirement of the *Local Government Act 2020* that a Council must prepare and adopt a Council Plan for a period of at least four financial years after a general election in accordance with its deliberative engagement practices.

The Council Plan sets out the key priorities for Council to focus on over its term and guides decision making and prioritisation through the annual budget. The plan is reviewed annually to help inform capital works planning, service planning as well as budget and resource allocations.

The plan was developed in consultation with the community as well as the following:

- Current priorities identified by Councillors.
- Previous Council priorities and decisions, including adopted plans and strategies.
- Council's 10-Year Financial Plan.
- Opportunities and challenges and other influences.
- State and Federal Government Legislation.

DISCUSSION

There are no proposed changes to the Council Plan, with around 98% of actions either 'on track' or 'completed'.

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A significant number of projects, strategies, plans and capital investment has been achieved in the first three years of the Council Plan. These include:

- Rutherglen Place Plan
- Rutherglen Destination Management Plan
- Indigo Creative Arts Strategy
- Reflect Reconciliation Action Plan
- Chiltern Land Precinct Plan
- Review of Local Laws 2 and 4
- Rutherglen Silos Art Precinct Master plan
- Chiltern Destination Playground concepts
- Beechworth Courthouse Kelly Trials Project
- Beechworth Historic Precinct Master Plan
- Caravan Park Master Plans x Four
- EV charging stations
- Progress emissions reduction plan
- New Community engagement Strategy
- Gender Equity Action Plan
- Recreation Master Plans – Allans Flat, Barkly Park, Yackandandah Sports Park, Coulston Park
- Indigo Epic Trail
- Chiltern Community Hub
- Beechworth to Yackandandah Rail Trail
- Kiewa Multipurpose Pavilion
- Wahgunyah Multipurpose hardcourts and lighting upgrade
- Beechworth Tennis Courts at Baarmutha Park
- Butson Park lighting upgrade
- Beechworth netball courts resurfacing
- Lake Moodemere Rowing Shed
- Barkly park lighting upgrade
- Wooragee Tennis Courts
- Indigo Creek Road upgrade
- Kiewa River Community Park masterplan
- Lake Sambell Precinct revitalisation
- Queen Victoria Park beautification
- Chiltern Athenaeum upgrades
- Bells Flat Road upgrade
- Barnawartha Netball and Tennis Courts

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- Traton Street footpath
- Changing Places facility Yackandandah
- Baarmutha Park toilets
- Kiewa Valley Bowling Club resurfacing
- Rutherglen Skate Park extension

Four actions, due to be started in Year 4, are either subject to funding, or will be included as part of a broader strategy. These are:

Communities

1.1.2 - Review way-finding signage, street lighting, seating, shade and pedestrian crossings across the Shire to encourage outdoor gatherings in town centres

1.1.7 - Undertake a feasibility study for a multi-purpose synthetic sports ground in Beechworth for hockey, soccer and general sports training

1.1.13 - Review town and Shire entry signage and develop an appropriate Upgrade Action Plan

Liveability

2.2.1 - Develop laneways and streetscapes with permanent seating options, shade and water bubblers, that encourages interaction across all age groups

Municipal Public Health and Wellbeing Plan Achievements

Preventing Family Violence

- Council staff participated in Gender Impact Assessment Training conducted by Women's Health Goulburn North East
- Council supported the 16 Days of Activism against Gender Based Violence through interactive workshops held at our libraries that focussed on consent
- Staff participated in online Gender Equity training

Improving Healthy Eating

- Infant (healthy eating and active play) and Respond (place based approach to improving wellbeing of children) programs delivered through MCH team and local health service providers.

Championing Active Living

- Facilitated the Get Active Indigo Grants program which aims to get more people, more active, more often.
- Secured grant funding to improve community sports infrastructure that will lead to improved participation in physical activity.
- Delivered the swimming pools contract and explore opportunities for programming i.e. learn to swim, Aqua Aerobics and Bush Nippers.

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Improving Mental Health

- Delivered the Creative Lands Festival that aims to improve the resilience of school aged children in our community.
- Delivered Sport and Life Training sessions that aim to improve awareness of mental health and simple strategies for self help.

Options

1. Endorse the Council Plan and MPHWP Plan 2021-2025 (Year 4) with no proposed amendments. (recommended)
2. Not endorse the Council Plan and MPHWP Plan 2021-2025 (Year 4) and propose further amendments.

STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.5 Our Councillors and organisation are committed to the highest level of governance practices and conduct.
Strategic Action	5.5.1 Develop and deliver an ongoing internal Integrity Program to ensure both staff and Councillors are aware of and carrying out their responsibilities with the highest levels of governance

SOCIAL/COMMUNITY IMPLICATIONS

The Council Plan reflects what the community expressed to Council it wants for Indigo Shire, both in the long term and immediate future. In developing the plan, community input and involvement was strongly encouraged. Through drop-in sessions, online feedback, submissions and surveys, Council received constructive and well considered feedback from almost 250 individuals and organisations which was used to shape the document.

Overwhelmingly, the community expressed the importance of a Shire united by a desire for sustainable living, care for the environment, action to address climate change along with progress, prosperity and community pride, but also for the Shire's towns and villages to be recognised for their individual character and charm and unique sense of identity.

ENVIRONMENTAL IMPLICATIONS

The Council Plan has a strong focus on addressing climate change. Theme 4 Environment, has a number of strategic objectives and actions that reinforce Council's commitment to ensuring that it considers mitigation and planning for climate change risks in any decisions that affect the economic, social and environmental sustainability of the Shire.

FINANCIAL IMPLICATIONS

The Council Plan is a central part of Council's integrated planning framework and the items in the action plan are identified for priority funding in each budget cycle. Year four actions in this plan have been included in the draft 2024/25 budget.

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LEGISLATIVE IMPLICATIONS

Council Plan

Under section 90 of the *Local Government Act 2020*:

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

RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Final Risk Rating	Controls, treatments
The Council Plan does not reflect the requirements of the Local Government Act	Unlikely	Minor	Low	The plan has been guided by the requirements of the Act

COMMUNITY ENGAGEMENT

Engagement undertaken

Extensive community and stakeholder engagement was undertaken in 2021 to help inform the Council Plan 2021-2025. Feedback from pre-budget surveys and other engagement opportunities has also been considered when undertaking annual reviews of the Council Plan.

Engagement proposed

It is proposed that following endorsement by Council, the Council Plan (including the MPHWP Plan) will be placed on public exhibition for 21 days from 15 May 2024 and submissions invited.

CONCLUSION

The Council Plan reflects both Council and community aspirations and guides the work Council does over its four-year term. Community feedback has been vital to ensure alignment between the services Council provides for residents and community aspirations.

DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

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- Trevor Ierino – Chief Executive Officer
- Melinda Collis – Executive Manager Customer Experience and Engagement
- Mark De Campo – Coordinator Community Development

Attachments

1. [Download](#) Council Plan 2021-2025 (Year 4)
2. [Download](#) Municipal Public Health and Wellbeing Plan

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14.2 ADVISORY COMMITTEE MINUTES

File No: 2024/321

Carla Hanlon - Executive Manager People & Governance

Executive Management

For Decision

RECOMMENDATION

That Council receives the attached unconfirmed meeting minutes for the following Advisory Committees:

1. Indigo Community Access Committee
2. Indigo Environment Advisory Committee

PURPOSE OF REPORT

The report provides the minutes, recommendations and accompanying officer comments from Council's advisory committees for Council noting and endorsement of Management Recommended Actions.

BACKGROUND

Council currently has seven advisory committees. The role of an advisory committee is to provide information and advice on issues relating to the committee's specific area of expertise (i.e., the Environment Committee provides advice on environmental issues).

Each advisory committee meets regularly (the frequency of which depends on the committee) and records minutes and resolutions for Council decision. Each resolution reported to this month's meeting is highlighted in the table below and has an accompanying officer comment.

DISCUSSION

COMMITTEE	DATE OF MEETING	RECOMMENDATION	MANAGEMENT RECOMMENDED ACTION
Indigo Environment Advisory Committee	3 April 2024	Nil	
Indigo Community Access Committee	8 April 2024	Nil	

Note: Minutes of Advisory Committee meetings may not be available at the time the agenda is published. Any Minutes not included will be reported in the following month.

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STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.5 Our Councillors and organisation are committed to the highest level of governance practices and conduct.

The provision of advisory committee minutes and resolutions to Council at the monthly meeting ensures that Council considers the advice of the committees. This allows transparent decision-making and highest level of governance practices and conduct.

FINANCIAL IMPLICATIONS

There are no financial implications with this report.

LEGISLATIVE IMPLICATIONS

Council's advisory committees are established by Council but do not have any delegated decision-making powers. Instead, they work under terms of reference and provide advice to Council. The advice occurs in a variety of forms, including advice to relevant Council departments, as well as advice contained within resolutions that are reported to Council.

Some advisory committee meetings are open to the public and some are closed, however all minutes are reported to Council (apart from the Audit & Risk Committee - these meetings are held 'in camera' and the minutes are not available to the public – reporting to Council occurs as per the requirements under the *Local Government Act 2020*).

RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Final Risk Rating	Controls, treatments
That advisory committee minutes and recommendations are not duly reported to Council, and the utility and confidence of the committees are undermined.	Unlikely	Insignificant	Low	Governance team follow up with officer secretariats to ensure that all meetings are reported to Council as soon as practicable.

CONCLUSION

The advisory committee minutes included in this report are presented to Council for noting.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130(2) of the *Local Government Act 2020* and *Governance Rule 24*, the following officers declare that they have no interests to disclose in providing this report:

- Carla Hanlon - Executive Manager People and Governance
- Annabel Harding - Governance Coordinator
- Emma O'Donnell – Governance Officer

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Attachments

1. [↓](#) Minutes -Indigo Environment Advisory Committee - 03 April 2024
2. [↓](#) Minutes - Indigo Community Access Committee - 08 April 2024

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14.3 INFORMAL MEETINGS OF COUNCILLORS RECORDS

File No: 2024/320

Carla Hanlon - Executive Manager People &
Governance

Executive Management

For Decision

RECOMMENDATION

That Council accepts the attached Informal Meetings of Councillors records.

This report tables the Informal Meetings of Councillors as required under Council's governance rules. Informal Meetings of Councillors Records are only required for meetings closed to the public.

PURPOSE OF REPORT

The report presents Informal Meetings of Councillors records to Council for recording in the minutes in accordance with Governance Rule 72(b)(iii).

BACKGROUND

Governance Rule 70 defines an Informal Meeting of Councillors as:

1. a meeting of an advisory committee of Council, if at least one Councillor is present, or
2. a planned or scheduled meeting of at least half the Councillors and one member of Council staff which considers matters that are intended or likely to be:
 - a. the subject of a decision of the Council; or
 - b. subject to the exercise of a function, duty or power of the Council that has been delegated to a person or a committee.

The Governance Rules specifically excludes the following meetings:

- Council Meetings
- Delegated Committee Meetings
- Community Asset Committee Meetings

Informal meetings of Councillors do not include meetings which are open to the public.

DISCUSSION

Under Governance Rule 72(b)(iii), the CEO is required to provide a summary of matters discussed at Informal meetings of Councillors, which is to be tabled at the next Scheduled Council meeting and is to be recorded in the minutes.

The attached Informal Meetings of Councillors records are presented to Council for acceptance as summarised in the following table.

COUNCIL MEETING AGENDA - 14 MAY 2024

MEETING	DATE
Councillor Budget Workshop	9 April 2024
CEO Remuneration and Employment Committee	16 April 2024
Council Briefing	16 April 2024
Council Briefing	23 April 2024

NOTE:

The timing of the agenda distribution will sometimes make it difficult to provide a complete month. Please note that any items not included will carry forward to the following month.

STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.5 Our Councillors and organisation are committed to the highest level of governance practices and conduct.

An Informal Meeting of Councillors record is a mechanism for Councillors and officers to openly declare and report any conflicts that may have arisen during a defined informal meeting of Councillors. This demonstrates to Council and the community that the meetings are conducted with transparency and good governance.

FINANCIAL IMPLICATIONS

There are no financial implications with this report.

LEGISLATIVE IMPLICATIONS

Informal Meetings of Councillors are dealt with under the Governance Rules.

RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Final Risk Rating	Controls, treatments
That a defined Informal Meeting of Councillors is not reported to Council, and public confidence in transparency is undermined.	Likely	Insignificant	Medium	Regular reminders to officers about the requirement to report defined meetings. Follow up of missing records for known meetings.

CONCLUSION

The Informal Meetings of Councillors records attached to this report are a true and accurate record of all defined meetings reported since the last report to Council.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130(2) of the *Local Government Act 2020 and Governance Rule 24*, the following officers declare that they have no interests to disclose in providing this report:

COUNCIL MEETING AGENDA - 14 MAY 2024

- Carla Hanlon – Executive Manager People & Governance
- Annabel Harding - Governance Coordinator
- Emma O'Donnell – Governance Officer

Attachments

1. [↓](#) Informal Meeting of Councillors Record - Councillor Budget Workshop - 9 April 2024
2. [↓](#) Informal Meeting of Councillors Record - CEO Remuneration and Employment Committee - 16 April 2024
 3. [↓](#) Informal Meeting of Councillors Record - Council Briefing - 16 April 2024
 4. [↓](#) Informal Meeting of Councillors Record - Council Briefing - 23 April 2024

COUNCIL MEETING AGENDA - 14 MAY 2024

14.4 CONTRACTS AWARDED UNDER CHIEF EXECUTIVE OFFICER DELEGATION - APRIL 2024

File No: 2024/346

Trevor Ierino - Chief Executive Officer

Executive Management

For Information

The following contract was awarded by the CEO under delegation, between the values \$250,000 and \$500,000, for the month of April 2024.

Date	Tenderer	Title	Project	Amount
3/4/24 (contract agreement dated 29/1/24)	Longford Civil	Supply and delivery of gravel road re-sheeting in the western area		\$278,430.23 (ex GST)

STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.5 Our Councillors and organisation are committed to the highest level of governance practices and conduct.
Strategic Action	5.5.2 Develop and maintain a Governance Schedule to give Council and Community visibility of future legislative requirements

DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Trevor Ierino – Chief Executive Officer
- Kathryn Baldock – Executive Assistant CEO & Councillors

Attachments
Nil

COUNCIL MEETING AGENDA - 14 MAY 2024

15. NOTICES OF MOTION

Nil reports

COUNCIL MEETING AGENDA - 14 MAY 2024

16. COUNCILLORS REPORT

16.1 MAYOR'S DIARY - APRIL 2024

For Information

Mayor Price attended the following functions/events/meetings in April 2024.

DATE	TIME	FUNCTION / EVENT / MEETING	LOCATION
2 April	10.00am	Meeting with CEO	Beechworth
6 April	9.30am	Opening of Main Stage at Off Grid Living Festival	Chiltern
8 April	10.00am	Meeting with CEO	Beechworth
8 April	1.00pm	Indigo Community Advisory Committee	Online
9 April	All day	Councillor Budget Workshop	Beechworth
15 April	11.00am	Meeting with CEO	Beechworth
16 April	9.30am	Preview of Courthouse Kelly Trials	Beechworth
16 April	11.00am	Reconciliation Action Plan (RAP) Working Group Meeting	Beechworth
16 April	1.00pm	CEO Employment and Remuneration Committee	Beechworth
16 April	2.30pm	Council Briefing	Beechworth
16 April	6.00pm	Finance Committee Meeting	Beechworth
19 April	9.30am	Opening of Dementia Friendly Sensory Garden	Chiltern
21 April	1.00pm	Barney Festival	Barnawartha
22 April	10.00am	Meeting with CEO	Beechworth
23 April	4.00pm	Council Briefing	Beechworth
23 April	6.30pm	Council Meeting	Beechworth
25 April	6.00am	ANZAC Day Dawn Service	Chiltern
25 April	10.00am	ANZAC Day Memorial Service	Barnawartha
25 April	11.00am	ANZAC Day Memorial Service	Chiltern
26 April	9.00am	Media – Interview with Radio 2AY	Phone
29 April	7.40am	Media – Interview with Radio ABC Goulburn Murray	Phone
29 April	10.00am	Meeting with CEO	Beechworth
29 April	10.45am	Meeting with CEO and the Hon Melissa Horne MP	Online
29 April	11.20am	Media – Interview with Prime	Beechworth Courthouse
29 April	11.30am	Official Opening – Beechworth Courthouse Kelly Trials Exhibition	Beechworth

COUNCIL MEETING AGENDA - 14 MAY 2024

DATE	TIME	FUNCTION / EVENT / MEETING	LOCATION
29 April	12.30pm	Media – Interview with Win News	Beechworth Courthouse
30 April	11.30am	Meeting with Executive Manager, Ovens & Murray Business Banking, Regional and Agribusiness - Commonwealth Bank	Beechworth
30 April	12.30pm	Meeting with Governance Coordinator	Online
30 April	2.30pm	Council Briefing	Beechworth
30 April	4.00pm	Meeting with CEO and representative from Minister Jaclyn Symes' Office	Online

Attachments

Nil

COUNCIL MEETING AGENDA - 14 MAY 2024

17. DECISIONS REGISTER

17.1 DECISIONS REGISTER

File No: 2024/359

Trevor Ierino - Chief Executive Officer

Executive Management

For Information

The report outlines actions from Council Resolutions as at 23 April 2024, including those not previously listed as completed, but not including resolutions to note a report.

Meeting date	Item	Name	Resolution	Status
28 Nov 23	12.4	Closed Circuit Television (CCTV) - Indigo Shire	That Indigo Shire Council purchase two CCTV cameras in the 2024/2025 budget at a cost of no more than \$5,000 per camera. These cameras will be available for installation by Victoria Police Local Area Command across the Shire to keep our communities safe.	Not yet able to be implemented. Hold in register until 24/25 Budget submitted to May 2024 Council meeting
23 April 2024	8	Confirmation of Minutes from Previous Meeting(s)	That the following Minutes be confirmed: 1. Minutes of the Council Meeting held on 26 March 2024, as published on Council's website; and 2. Confidential Minutes of the Council Meeting held on 26 March 2024, as provided to Councillors under separate cover.	Completed
23 April 2024	11.1	March Finance Report	That Council accepts the YTD March Finance Report noting the progress against Council's quarter 2 forecast.	Completed
23 April 2024	11.2	Draft Revenue and Rating Strategy	That Council; 1. Thanks the community for its input into the revenue and rating survey; 2. Thanks the community working group for its careful	Completed

COUNCIL MEETING AGENDA - 14 MAY 2024

Meeting date	Item	Name	Resolution	Status
			consideration and active participation; and 3. Endorses the attached <i>Draft Revenue and Rating Strategy</i> (2024) for the purpose of public exhibition until 28 June 2024.	
23 April 2024	11.3	Draft Financial Hardship Policy	That Council: 1. Thanks the community for its input into the Draft Hardship Policy; 2. Thanks the community working group for its careful consideration and active participation; and 3. Endorses the attached <i>Draft Hardship Policy</i> (2024) for the purpose of public exhibition until 28 June 2024.	Completed
23 April 2024	11.4	Planning Permit Application PP23-0089 - 645 Hellhole Creek Road, Kergunyah	That Council issues a notice of decision to refuse planning permit application PP23-0089 for a 2 lot re-subdivision at 645 Hellhole Creek Road, Kergunyah on the following grounds: 1. The proposal is contrary to the purpose and decision guidelines of the Farming Zone; 2. The proposal is contrary to the Municipal Planning Strategy and Planning Policy Framework, in particular clauses: a. 02-03-4 Natural resource management b. 14.01-1S Protection of agricultural land	Completed

COUNCIL MEETING AGENDA - 14 MAY 2024

Meeting date	Item	Name	Resolution	Status
			<ul style="list-style-type: none"> c. 14.01-1L-02 Subdivision in rural areas d. 14.01-2S Sustainable agricultural land use e. 14.01-2R Agricultural productivity – Hume; <p>3. The proposal is not supported by the decision guidelines at clause 65.01 and 65.02 of the <i>Indigo Planning Scheme</i>.</p>	
23 April 2024	12.1	Indigo Shire Council Public Art Policy	<p>That Council endorses the draft Public Art Policy for public exhibition for a period of 30 days, from 24 April to 24 May 2024;</p> <ul style="list-style-type: none"> 2. If no submissions are received during the public exhibition period, the policy is adopted from 25 May 2024; and 3. If submissions are received during public exhibition, the policy is to be brought to a future Council meeting for adoption. 	Completed
23 April 2024	13.1	March Capital Works Report	That Council notes the March Capital Works Report and year to date progress in the delivery of the Capital Works Program.	Completed
23 April 2024	13.2	Award Contract - Design and Construction of Indigo Creek Road Bridge and Associated Works 22/23-060-03Cottage	<p>That Council:</p> <ul style="list-style-type: none"> 1. Award a contract to Nelmac Pty Ltd, for a contract value of \$1,270,091 (excluding GST); 	Completed

COUNCIL MEETING AGENDA - 14 MAY 2024

Meeting date	Item	Name	Resolution	Status
		and Former Beechworth Railway Station	<ol style="list-style-type: none"> 2. Authorise the CEO to execute the contract documentation; and 3. Authorise the CEO the financial delegation to approve contract variations up to a total of 10 per cent of the signed contract value. 	
23 April 2024	14.1	Audit & Risk Committee - Biannual Report - March 2024	<p>The Council:</p> <ol style="list-style-type: none"> 1. Receives the Biannual Report of the Audit and Risk Committee; and 2. Thanks the Committee for its work. 	Completed
23 April 2024	14.2	Council Plan 2023/2024 - Quarter 3 Progress Report	That Council notes the Quarter 3 2023/2024 Council Plan Progress Report.	Completed
23 April 2024	14.3	Advisory Committee Minutes	<p>That Council receives the attached unconfirmed meeting minutes for the following Advisory Committees:</p> <ol style="list-style-type: none"> a) Finance Committee b) Indigrow Advisory Committee 	Completed
23 April 2024	14.4	Informal Meetings of Councillors Records	That Council accepts the attached Informal Meetings of Councillors records.	Completed

Attachments
Nil



COUNCIL MEETING AGENDA - 14 MAY 2024

18. GENERAL BUSINESS

Next Meeting: **Tuesday, 25 June 2024 at 6.30pm**

11.1

2024/25 DRAFT BUDGET

1	Draft Budget - 2024-25	52
2	Draft Operating Income and Expense by Service Plan - 2024-2025	125
3	Draft Revenue and Rating Plan - 2024-2025.....	276
4	Draft Ten-Year Financial Plan - 2024-2032	294

Draft Budget 2024/2025



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Disclaimer

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

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

In introducing the 2024/25 draft budget, we are pleased to present to the community a budget that meets Council's long-term financial sustainability goals.

We have again been able to achieve a draft budget that enables us to continue to deliver quality services, renew and maintain our assets and propose an ambitious capital works program.

Importantly we are staying within the rate cap, which has been set at 2.75%, there are no new borrowings and we are in a position to pass on savings achieved from our new waste contract to ratepayers for kerbside bin collection.

In preparing this budget, we've had to balance current economic factors that are beyond our control, such as inflation, with ensuring that we are meeting the needs of our community, largely expressed through our pre-budget community engagement.

We had 87 responses to our pre-budget survey, with the feedback being very similar to that received over the past two years. Respondents want Council to focus spending on maintaining and improving existing infrastructure (roads, drains, footpaths, community buildings) and to also prioritise community wellbeing.

We'd like to take the opportunity to thank everyone who contributed to the development of this budget. Responses were constructive and have helped Council better understand community priorities. To this end, Council is proposing to spend more than \$4M on roads, bridges, footpaths, drainage, community facilities, council buildings.

We are again proposing a huge capital works program of more than \$18.5M, of which \$11.3M is being carried forward from the current budget to complete projects already approved.

Indigo Shire has had great success in recent years in securing grant funding to enable the construction of new community facilities and recreation upgrades which could not possibly be funded any other way, such as the \$5M federal funded Rutherglen Loops project.

In anticipation of further success, we've set aside sufficient funds in the draft budget to help fund the following projects which are subject to grant funding.

- Yackandandah Scout Hall heating upgrade
- Rutherglen Visitor Information Centre heating upgrade
- Tangambalanga Active Park playground improvements
- Wahgunyah Rail Reserve playground improvements
- Beechworth Mountain Bike Park shelter
- Allans Flat waterhole amenities upgrade
- Barnawartha Recreation Reserve new playground
- Butson Park Yackandandah new netball changerooms

The capital works program also includes:

- \$2M to upgrade rural and urban roads (patching, sealing, gravel re-sheeting)
- \$1.4M to upgrade existing female change rooms at Barkly Park
- \$604K to upgrade Boorhaman East Road Bridge
- \$305K to improve urban and rural drains

There's good news for ratepayers with a 3% reduction overall in charges for bin collection, the direct result of savings being passed on from our new waste kerbside collection contract.

We believe this draft budget reflects strong prudent financial management that meets the targets set out in our Long-Term Financial Plan ensuring our long-term financial sustainability.

We thank council staff for their efforts in developing this budget and to our Councillors who have also worked hard to ensure we can deliver a positive budget in these ongoing challenging times.

Cr Sophie Price
Mayor



Trevor Ierino
Chief Executive Officer

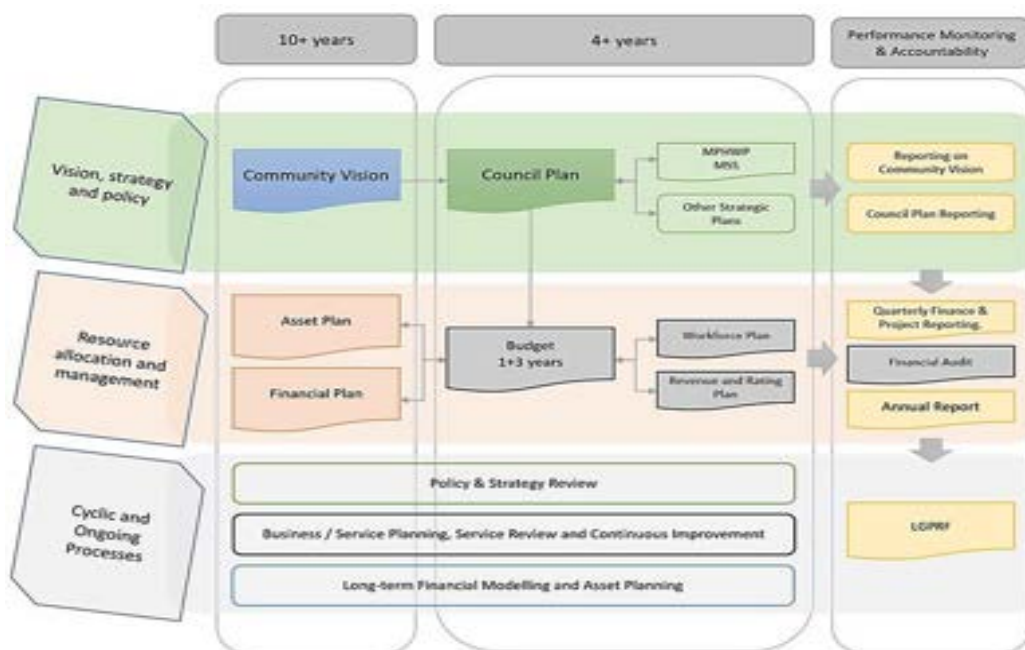


G2**1. Link to the Integrated Strategic Planning and Reporting Framework**

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

G3**1.1 Legislative planning and accountability framework**

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



Source: Department of Jobs, Precincts and Regions

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

1.1.2 Key planning considerations**Service level planning**

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

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

G4

1.2 Our purpose

Our Vision

We will work with our communities to secure a healthy, sustainable and progressive future for all

Our Guiding Principles

We champion sustainable action

We lead our community in sustainability, thorough planning, policy setting and development that balances environmental, economic and social impact. We have declared a climate emergency, and we undertake all our activities through this lens.

We are community-centred

We exist to service our communities and support them to achieve their vision. We are active listeners who purposefully and thoughtfully engage with all of our diverse communities to deliver the infrastructure, services and facilities that will help them grow and prosper, as well as take care of the environment and each other.

We are strategic and proactive

We are responsive and adaptable, with a strong foundation of strategic planning and objective-setting, and proactive management and improvement of our region. We foster a culture of action and innovation, encouraging progressive ideas, collaborative approaches and new ways of working.

We are responsible and accountable

We act with integrity and intention, are customer focused and we do what we say we will do. We plan with an innovation mindset, and act with prudent responsibility. We are strong financial managers, using our budget to maintain, improve and enhance our region to the standards expected by our communities.

We are future-fit

We use our past to inform our future. We consider how our actions will impact our region today, tomorrow and in the years to come. We use our Council and Community Vision as the benchmark for our values:

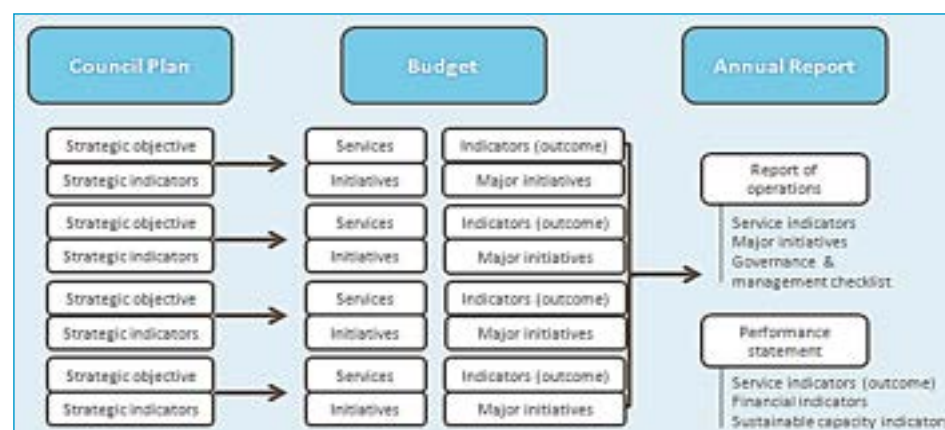
- * Community Involvement
- * Leadership
- * Honesty & integrity
- * Respect
- * Professionalism & teamwork
- * Accountability

G5**1.3 Strategic objectives**

Strategic Objective	Description
1 Communities	Our communities are strong, resilient, diverse, and inclusive and our people feel safe, valued and connected, both physically and socially.
2 Liveability	Our townships and places are connected, inviting and attractive and we adopt a balanced multi-generational approach to growth across the Shire, supported by infrastructure, planning and development that is sensitive to our unique character and changing climate.
3. Prosperity	Our economy is strong and diverse, attracting new investment and job opportunities. Renowned as a must visit destination offering a range of experiences that showcase our rich history and culture and breathtaking natural landscapes, the Shire is also a much sought after location for new residents.
4. Environment	Our climate emergency declaration reflects a strong commitment to protecting, maintaining and enhancing our natural environment and to promoting sustainable living, particularly the adoption of renewable energy. Our communities are self-sufficient and we are well prepared to mitigate and adapt to the impacts of climate change.
5. Accountability	We are committed to the highest level of governance, transparent decision making, sound financial management and keeping the community engaged and well informed. We have a high-performing workforce committed to customer service excellence and continuous improvement.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2024/25 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



2.1 Strategic Objective 1: Communities

- 2.1.1 Our community members have access to support services to help them achieve and sustain physical and emotional health and wellbeing.
- 2.1.2 Our community members have access to the services, activities and infrastructure that make it easy for them to stay connected and get involved in community life.
- 2.1.3 Our young people are supported and encouraged to contribute to their communities
- 2.1.4 Our Aboriginal and Torres Strait Islander people are valued, respected and their contributions recognised
- 2.1.5 Our communities are enriched by a thriving and diverse arts and creative sector.
- 2.1.6 Diversity within our communities is welcomed, valued and respected.
- 2.1.7 Our preparedness to respond and recover from increasing natural disasters is well planned and executed.

Service performance indicators for each of the business areas as described below.

Services

Service area	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Ageing Well	The purpose of this service is to: Implement actions from Indigo Shire's Ageing Well Strategy & the Disability Action Plan Plan for our ageing population, Develop projects and initiatives that promote ageing well, <u>Advocate for ageing well issues.</u>	<i>Inc</i> <i>Exp</i> <i>Surplus / (deficit)</i>	31 103 (71)	12 96 (83)	5 129 (124)
Carlyle Cemetery	The purpose of this service is to: Manage all functions associated with cemetery services Perform all tasks in accordance with requirements of the Cemeteries Act Strategically plan for and implement actions to meet needs of contemporary cemetery services	<i>Inc</i> <i>Exp</i> <i>Surplus / (deficit)</i>	49 34 15	32 33 (1)	47 49 (1)
Community Development	The purpose of this service is to be: A key community liaison area within Indigo Shire Council. This service is responsible for developing and maintaining strong relationships with community groups and empowering community leaders to proactively identify projects and initiatives to support their communities in partnership with Council.	<i>Inc</i> <i>Exp</i> <i>Surplus / (deficit)</i>	94 630 (535)	637 1,004 (367)	60 591 (531)
Early Years	The purpose of this service is to: Support groups and agencies to provide early years' services to the Indigo Shire community Provide Maternal and Child Health services (Universal and Enhanced) and Immunisation services to the Indigo Shire community. Assist with Early years/Maternal and Child Health building maintenance/upkeep	<i>Inc</i> <i>Exp</i> <i>Surplus / (deficit)</i>	388 617 (229)	488 711 (224)	369 622 (253)
Environmental Health Services	This service protects the community's health and wellbeing by Coordinating food safety, support programs to: manage and deliver Council's statutory duties under the provisions of the Food Act 1984 (food safety), <i>Public Health and Wellbeing Health Act 2008</i> , <i>Environment Protection Act 1970</i> , <i>Tobacco Act 1987 and other associated Acts and Regulations</i> through appropriate policy development, planning and service delivery	<i>Inc</i> <i>Exp</i> <i>Surplus / (deficit)</i>	389 303 86	485 405 79	420 437 (18)
Creative Communities	This service provides public library services which: Provides the community with four permanent libraries at Beechworth, Chiltern, Rutherglen and Yackandandah; provides a variety of out-reach programs and services to all other communities and towns; provides access to the other educational and recreational needs of all members of the community.	<i>Inc</i> <i>Exp</i> <i>Surplus / (deficit)</i>	175 997 (822)	175 1,174 (999)	150 1,170 (1,020)

Services (cont.)

Service area	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Recreation	The purpose of this service is to: Plan for the future recreational needs of the community; and support the community in the provision of recreation facilities and services, identification of funding opportunities, preparation and submission of funding applications, working with committees of management in the development of master plans. This service provides outdoor swimming pool facilities to 5 communities and provides the community with access to aquatic facilities, services and programs.	<i>Inc</i>	175	175	0
		<i>Exp</i>	997	1,174	865
		<i>Surplus / (deficit)</i>	(822)	(999)	(865)
Young People	The purpose of this service is to provide and extend the range and quality of services available to young people aged between 12-25 years in the Indigo Shire by working with Service providers, schools and community groups. In particular; FreeZa events lengage programs L2P program	<i>Inc</i>	334	406	246
		<i>Exp</i>	340	431	293
		<i>Surplus / (deficit)</i>	(5)	(25)	(48)

Initiatives

- 1) New Municipal Public Health and Wellbeing Plan
- 2) Progression of Council's Reconciliation Plan
- 3) Life Stages Plan Development

2.2 Strategic Objective 2: Liveability

- 2.2.1 Our townships and land management are well planned and sustainable with a balanced approach to population growth
- 2.2.2 Our built environment, streetscapes, facilities, amenities and open spaces are safe, inviting, attractive and well maintained, contributing to a sustainable sense of place and pride
- 2.2.3 Our infrastructure is renewed using sound asset management practices and expanded to meet the changing needs of our communities and the impact of climate change.
- 2.2.4 Our heritage and cultural assets are highly valued and protected and we celebrate our unique place in Australia's rich history.
- 2.2.5 Our network of cycleways and pathways are expanded and connected, providing safe and improved cycling and walking opportunities across the Shire.
- 2.2.6 Our network of sealed roads is expanded to improve the road surface and amenity on our highest priority roads in both urban and rural areas.

These objectives will be achieved by our focus on the services, initiatives, major initiatives and service performance indicators for each business

Services

Service area	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Asset Management	The purpose of this service is to: Provide asset management services for Council-owned infrastructure (including roads, bridges, buildings, plant and fleet, footpaths etc.); Review and manage Council's Road Management Plan; and Provide GIS and associated services, including mapping and road and street numbering.	<i>Inc</i>	0	0	0
		<i>Exp</i>	317	297	283
		<i>Surplus/ (deficit)</i>	(317)	(296)	(283)
Building Control Services	The purpose of this service is to fulfil the obligations required by Local Councils within the <i>Building Act (1993) and the Building Regulations 2006</i> : By issuing building permits which promote safe and sustainable development; Monitoring Places of Public Entertainment; and Inspecting, monitoring and controlling unsafe structures after accidents or acts of nature.	<i>Inc</i>	489	490	513
		<i>Exp</i>	576	682	662
		<i>Surplus/ (deficit)</i>	(87)	(192)	(149)
Buildings & Property	The purpose of this service is to: Provide maintenance services to Council-owned and Council managed buildings, and manage Council's property portfolio including lease, sales and the management of arrangements with caravan park operators at Beechworth, Chiltern, Rutherglen and Yackandandah Manage the maintenance and upkeep, including cleaning of public toilets.	<i>Inc</i>	317	168	167
		<i>Exp</i>	1,193	1,281	1,266
		<i>Surplus/ (deficit)</i>	(876)	(1,114)	(1,099)
Buller Gas	The purpose of this service is to: Manage the Buller Gas contract, which provides a reticulated LP Gas service on Mount Buller which is sold to commercial and residential customers on Mt Buller. Facilitate bulk LPG deliveries to large tanks on site and distribute throughout the village via a pipe reticulation system; and Maintain the reticulated pipe network to the customer including the metres, regulators and associated service and pipe network.	<i>Inc</i>	3,795	3,121	3,729
		<i>Exp</i>	3,086	2,482	3,050
		<i>Surplus/ (deficit)</i>	708	639	679
Capital Works Management	The purpose of this service is to: Manage the delivery of the annual Capital Works program.	<i>Inc</i>	0	0	0
		<i>Exp</i>	265	360	377
		<i>Surplus/ (deficit)</i>	(265)	(360)	(377)

Services (cont.)

Service area	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Development Engineering	The purpose of this service is to: Provide engineering support to developers and community members looking to develop or subdivide land; Fulfill the role of Engineering referral authority for Indigo Shire Council's Planning Scheme - providing conditions and ensuring Council's Planning Scheme - providing conditions and ensuring compliance with standards for planning permits; and provide internal engineering and standards support for Infrastructure Services staff.	<i>Inc</i> <i>Exp</i> <i>Surplus/ (deficit)</i>	4 142 (138)	49 139 (90)	54 138 (84)
Drainage	The purpose of this service is to: Investigate stormwater drainage issues; and maintain drainage infrastructure	<i>Inc</i> <i>Exp</i> <i>Surplus/ (deficit)</i>	7 125 (118)	8 77 (69)	10 46 (36)
Emergency Management Works	The purpose of this service is to: Plan for emergency events which may impact on our community; assist in the response and recovery from emergency events; maintain appropriate emergency management capabilities	<i>Inc</i> <i>Exp</i> <i>Surplus/ (deficit)</i>	463 893 (430)	1,637 1,201 436	2,000 2,525 (525)
Local Laws & animals	The purpose of this service is to: Provide a safe and orderly environment for residents, visitors and the public; and to provide amenity and minimise risks to both the community and to Council, as a business, alike. To achieve this through the unit using both State Legislation and Local Laws to guide the public, these Laws have enforcement provisions that are applied when other methods fail, the Legislation/Regulations/Local Laws used include: Local Laws 1,2,4 and 5; <i>Domestic Animal Act 1994</i> to support animal management Prevention of Cruelty to Animals Act 1986; Impounding of Livestock Act 1994; Road Safety Act 1986; CFA Act 1958; Summary Offences Act 1966; Graffiti Prevention Act 2007	<i>Inc</i> <i>Exp</i> <i>Surplus/ (deficit)</i>	233 226 7	262 275 (13)	238 312 (74)
Non Indigo Shire council owned assets	This area of the budget represents project work on infrastructure not owned or managed by Council.	<i>Inc</i> <i>Exp</i> <i>Surplus/ (deficit)</i>	382 1,226 (844)	1,125 1,190 (65)	1,028 1,290 (263)
Parks & Gardens	The purpose of this service is to preserve and maintain all Council managed parks and gardens throughout the Shire. This includes: Ongoing routine maintenance and operations of Councils 33 parks, gardens, sports ovals, arboretums and rural reserve areas located throughout the Shire; Inspection and maintenance of playgrounds; and cleaning and maintenance of BBQ's, shelters and park furniture; Town centre street gutter and footpath sweeping; and maintenance of wetland at Lake Anderson Chiltern and Lake Sambell Beechworth.	<i>Inc</i> <i>Exp</i> <i>Surplus/ (deficit)</i>	8 840 (832)	4 890 (886)	0 907 (907)

Services (cont.)

Service area	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Pathways	The purpose of this service is to manage the maintenance of Council's urban footpaths and recreational shared paths to ensure they are safe and serviceable for residents and visitors of Indigo Shire	<i>Inc</i>	0	0	0
		<i>Exp</i>	92	266	259
		<i>Surplus/ (deficit)</i>	(92)	(266)	(259)
Planning	The purpose of the statutory planning service is to: Process all planning applications; act as the Planning Authority and responsible Authority for the administration of the Indigo Planning Scheme as required of Council by State Government; and undertake the development and provision of land use policy in keeping with the Municipal Strategic Statement and Indigo Planning Scheme	<i>Inc</i>	436	576	350
		<i>Exp</i>	1,231	1,469	1,389
		<i>Surplus/ (deficit)</i>	(795)	(893)	(1,039)
Plant, Equipment & Fleet	The purpose of this service is to ensure that: Plant, equipment and fleet assets are suitable for Council's operational requirements; and plant, equipment and fleet assets are well maintained, safe and effective; This area of the Budget includes the operating and depreciation costs of all of Council's heavy and small plant, fleet and equipment.	<i>Inc</i>	60	44	42
		<i>Exp</i>	1,733	1,672	1,962
		<i>Surplus/ (deficit)</i>	(1,672)	(1,627)	(1,920)
Quarries	The purpose of this service is to: produce crushed rock suitable for use in maintaining Council's gravel road network; maintenance of the Horseshoe Quarry property. Horseshoe Quarry is owned by Council and in addition to using the crushed rock on its own roads, some material is also sold to neighbouring LGA's at a market rate.	<i>Inc</i>	136	90	90
		<i>Exp</i>	207	172	157
		<i>Surplus/ (deficit)</i>	(71)	(82)	(67)
Roads & Bridge Maintenance	The purpose of this service is to: preserve and maintain Indigo Shire Council's roads and associated infrastructure including: sealed and unsealed road pavements; bridges and major culverts; bus shelters; traffic signs and road furniture; and street lighting. inspect and respond to customer enquiries including after hours call outs and emergency management operations; and repair and replace traffic sign, guideposts and repaint line marking of council managed roads and carparks.	<i>Inc</i>	2,860	213	2,281
		<i>Exp</i>	1,984	1,986	1,925
		<i>Surplus/ (deficit)</i>	876	(1,773)	355
Tree Services	The purpose of this service is to: preserve and maintain Indigo Shire Council's many and significant street and park trees; and plan for and implement a replacement planting program.	<i>Inc</i>	(4)	166	1
		<i>Exp</i>	648	755	641
		<i>Surplus/ (deficit)</i>	(653)	(589)	(640)

Initiatives

- 1) Additional funding for building compliance activities
- 2) Asbestos audit for Council's properties
- 3) Signage Strategy Development

2.3 Strategic Objective 3: Prosperity

2.3.1 Our economy is strong and sustainable and local businesses and industry are supported in the post COVID-19 recovery phase and beyond

2.3.2 Tourism is a major economic driver, critical to the long term sustainability of the Shire and leading the way in the post COVID-19 recovery phase and beyond.

These objectives will be achieved by our focus on the services, initiatives, major initiatives and service performance indicators for each business areas as described below.

Services

Service area	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Economic Development	The economic development service assists the organisation to; Identify areas/opportunities for growth; strengthen small town retail precincts; assess Council's impact on economic development encourage and support agriculture and viticulture activity and; inform strategic Council purchasing. Delivery of place-making initiatives. Completion of the Economic Development Strategy.	<i>Inc</i>	8	348	0
		<i>Exp</i>	260	674	210
		<i>Surplus/ (deficit)</i>	(253)	(325)	(210)
Information Technology	The purpose of this service is to: Ensure all Council's Information Communications Technology (ICT) systems and infrastructure is running efficiently and effectively, fit for purpose in supporting Council staff in their jobs now and moving forward with high availability and uptime; provide a high level of user support and training to staff and Councillors; and support Council's objectives as described in the Council Plan via strategic implementation of ICT.	<i>Inc</i>	80	670	0
		<i>Exp</i>	1,370	2,234	1,681
		<i>Surplus/ (deficit)</i>	(1,290)	(1,564)	(1,681)
Tourism Development	The purpose of this services is to: Be responsible for the marketing and promotion of Indigo Shire's tourism destinations; support the range of tourism festivals and events; support the development of new and existing tourism product; assist industry development through skills workshops and tools; and increase the economic benefit to the community through tourism. Completion of the Tourism Strategy	<i>Inc</i>	157	0	0
		<i>Exp</i>	802	640	758
		<i>Surplus/ (deficit)</i>	(645)	(640)	(758)

Services (cont.)

Service area	Description of services provided	2022/23	2023/24	2024/25	
		Actual \$'000	Forecast \$'000	Budget \$'000	
Visitor Experience & Museums	The purpose of this service is to: Operate Visitor Information Centres in Beechworth, Rutherglen and Yackandandah, and support Chiltern; encourage economic growth through maximising visitor spend; deliver information, retail sales and accommodation/tour/ and event bookings to visitors; operate a customer service area open to the public; provide assistance to operators through mentoring and workshops to grown their businesses and professional skills; collate and provide inspiring informative communications through digital, print and social mediums; and support destination marketing campaigns. The purpose of this service is to: Collect, conserve and preserve the unique and nationally significant story of Beechworth and District; display the collection for interpretation and education, to make it accessible for researches and interested tourists alike; promote and support knowledge sharing amongst other museums in the shire; make accessible for research; academic historians, genealogical researchers; maintain the historic and make it accessible to visitors; and to be a key driver for local tourism	Inc	417	371	443
		Exp	1,601	1,587	1,767
		Surplus/ (deficit)	(1,184)	(1,216)	(1,324)

Initiatives

- 1) Increased funding for Economic Development activities
- 2) Goldfield project (subject to grant funding)

2.4 Strategic Theme 4: Environment

2.4.1 Lead our community through advocacy, planning and action to address the Climate Emergency and mitigate its impact on the health of our community, environment and the planet.

2.4.2 Council to have zero net greenhouse gas emissions by 2035 and to support reduction in community emissions.

2.4.3 Our streetscapes, parks and gardens are sustainably managed and planted with species of trees and vegetation that maintain the character of our towns, support biodiversity and are adaptable to a changing climate.

2.4.4 Our natural environment, including our biodiversity and waterway habitats, are protected and improved, and our water resource is valued and conserved.

2.4.5 Waste to landfill is minimised through greater recycling and reuse, and the environment is protected from the effects of landfill.

These objectives will be achieved by our focus on the services, initiatives, major initiatives and service performance indicators for each business areas as described below.

Service area	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Environment & Sustainability	The purpose of this service is to initiate and drive a range of environmental and sustainability programs to promote improved natural resource management and efficient resource use within Council operations and the community.	<i>Inc</i>	48	48	49
		<i>Exp</i>	370	404	422
		<i>Surplus/ (deficit)</i>	(322)	(356)	(373)
Waste Management	The purpose of this service is to manage the provision of a range of waste and recycling services including: Kerbside waste, recycling and organics collection services to reduce waste to landfill; an annual hard waste service; the provision of public place waste/recycle disposal facilities; and support for festival and event waste/recycle disposal facilities.	<i>Inc</i>	250	230	245
		<i>Exp</i>	1,292	3,856	3,860
		<i>Surplus/ (deficit)</i>	(1,042)	(3,625)	(3,615)

Waste Management Charges**Service Performance Outcome Indicators**

Service area	Indicator	2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Waste Collection	WC5: Waste diversion Kerbside collection waste diverted from landfill	66.40%	67.0%	68.0%

2.5 Strategic Theme 5: Accountability

- 2.5.1 Our financial management is sound, responsible and effective.
- 2.5.2 Council advocates on issues, priorities and needs that matter to our community.
- 2.5.3 Our community is well informed and engaged.
- 2.5.4 Our workforce is collaborative, customer-focused, engaged and high performing.
- 2.5.5 Our Councillors and organisation are committed to the highest level of governance practices and conduct.

These objectives will be achieved by our focus on the services, initiatives, major initiatives and service performance indicators for each business areas as described below.

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

Service area	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Communications	The purpose of this service is to: Keep the community, staff, councillors, stakeholders, other agencies and the media informed about Council decisions; initiatives and achievements; provide strategic advice to council staff and Councillors on communication and media-related issues; support the delivery of a range of community engagement activities; Manage digital communication and social media platforms such as Facebook and the corporate website.	<i>Inc</i>	0	0	0
		<i>Exp</i>	198	319	361
		<i>Surplus/ (deficit)</i>	(198)	(319)	(361)
Customer Experience	The purpose of this service is to provide our residents and community with high quality and efficient customer service delivery from our offices in Beechworth, Chiltern, Rutherglen and Yackandandah.	<i>Inc</i>	0	90	0
		<i>Exp</i>	552	614	580
		<i>Surplus/ (deficit)</i>	(552)	(524)	(580)
Executive Management	The purpose of this service is to: Oversee and manage the day-to-day operations and affairs of the council; Implement the decisions and policies of Council in a timely manner; advise and report to Council on any of the functions of Council prescribed in the Local Government act 2020 (LGA); monitor, manage and report to Council on Council's performance and; prepare plans, policies, strategies, budgets and procedures for consideration by Council in accordance with the LGA and other legislation.	<i>Inc</i>	1	0	0
		<i>Exp</i>	1,657	1,577	1,703
		<i>Surplus/ (deficit)</i>	(1,656)	(1,577)	(1,703)
Financial Services	The purpose of this service is to: Deliver all core accounting and finance functions; management and compliance of all finance related statutory, legal and taxation obligations; and provide financial support to staff and Council. This service also receipts rates & charges.	<i>Inc</i>	5,490	717	4,533
		<i>Exp</i>	697	723	728
		<i>Surplus/ (deficit)</i>	4,793	(6)	3,805
Governance	This service has the responsibility to provide governance support to Council by: Provision of good governance to the community including making and implementing decisions with reference to community engagement, policy frameworks and agreed practice and in compliance with relevant legislation, key performance indicators, including the State Government's Local Government Performance Reporting Framework; oversight of Council's election process including the production and compliance of voter rolls; and support to Council, Councillors, staff and Council committees in matters of governance.	<i>Inc</i>	1	1	2
		<i>Exp</i>	147	193	365
		<i>Surplus/ (deficit)</i>	(145)	(192)	(362)

(continued)

Service area	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
People & Culture	The purpose of this service is to: Oversee the full spectrum of employee/volunteer lifecycle events including attraction, recruitment, retention training, performance management, professional development and employee health and wellbeing. Drive, influence and support cultural change across the organisation; Support and coach line managers and supervisors in supporting, engaging, developing and motivating their staff. Provide for the health, safety and wellbeing of our employees including continual monitoring and reporting of Council's incidents, accidents and near misses including investigations, corrective action, WorkCover management and supporting employees to return to work safely.	<i>Inc</i>	0	1	0
		<i>Exp</i>	790	744	862
		<i>Surplus/ (deficit)</i>	(790)	(743)	(862)
Rates & Property Services	The purpose of this service is to: Manage the forthcoming biannual property valuation process; prepare all property rating requirements for the shire including calculations, rate notices, collections etc.; manage debt collection for outstanding rates Debtors; manage the Vote role updates for election years; and preparation and adoption of Revenue and Rating Strategy.	<i>Inc</i>	50	52	51
		<i>Exp</i>	224	232	225
		<i>Surplus/ (deficit)</i>	(174)	(180)	(174)
Information Management	The purpose of this service is to: Administer and support Council's electronic records management system (TRIM) including regular reviews and strategies to increase the levels of staff usage and effectiveness; and Ensure document disposal and retention requirements.	<i>Inc</i>	1	0	0
		<i>Exp</i>	153	151	192
		<i>Surplus/ (deficit)</i>	(152)	(151)	(192)
Risk Management	This service provides a range of governance, risk, insurance, occupational health and safety, statutory and corporate support services.	<i>Inc</i>	3	2	0
		<i>Exp</i>	681	877	1,014
		<i>Surplus/ (deficit)</i>	(678)	(875)	(1,014)

Initiatives

- 1) Council election and Councillor inductions
- 2) Development a new 4-year Council Plan
- 3) Revision of Procurement Policy
- 3) Enterprise agreement negotiation
- 4) Revision of 4-year Workforce Plan

Service Performance Outcome Indicators

Service area	Indicator	2022/23 Actual	2023/24 Forecast	2024/25 Budget
Governance	G2: Satisfaction with community consultation and engagement	52%	54%	56%
Financial Efficiency	E2: Expenses per property assessment	\$4,025	\$4,877	\$4,349
Financial Stability	S1: Rates compared to adjusted underlying revenue	50.6%	50.0%	50.0%
Financial Liquidity	L1: Current assets compared to current liabilities	1.78	1.50	1.50
Financial Obligations	O5: Asset renewal compared to depreciation	67.70%	80.0%	100%

2.6 Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Income / Revenue
	\$'000	\$'000	\$'000
Communities	(2,858)	4,108	1,250
Liveability	(6,163)	14,712	8,549
Prosperity	(3,974)	4,417	443
Environment	(4,513)	6,807	2,294
Accountability	(1,444)	6,030	4,586
Total	(18,952)	36,073	17,121
Expenses added in:			
Depreciation	8,295		
Finance costs	82		
Others	0		
Surplus/(Deficit) before funding sources	(27,329)		
Funding sources added in:			
Rates and charges revenue	16,559		
Waste charge revenue	3,733		
Total funding sources	20,292		
Operating surplus/(deficit) for the year	(7,037)		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2024/25 has been supplemented with projections to 2027/28

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

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

Comprehensive Income Statement

For the four years ending 30 June 2028

		Forecast Actual	Budget	Projections		
		2023/24	2024/25	2025/26	2026/27	2027/28
NOTES		\$'000	\$'000	\$'000	\$'000	\$'000
Income / Revenue						
Rates and charges	4.1.1	19,749	20,292	20,749	21,216	21,693
Statutory fees and fines	4.1.2	1,262	1,268	1,287	1,306	1,326
User fees	4.1.3	3,555	4,243	4,339	4,436	4,536
Grants - operating	4.1.4	6,224	10,660	9,750	9,714	9,932
Grants - capital	4.1.4	11,270	5,588	5,718	4,578	5,178
Contributions - monetary	4.1.5	209	108	848	919	885
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		59	345	193	264	230
Other income	4.1.6	1,497	1,241	1,099	1,090	1,111
Total income / revenue		43,825	43,745	43,983	43,523	44,892
Expenses						
Employee costs	4.1.7	14,605	15,480	15,828	16,184	16,508
Materials and services	4.1.8	16,433	17,280	12,295	9,982	9,496
Depreciation	4.1.9	6,937	8,895	9,128	9,335	9,335
Amortisation - intangible assets	4.1.10	0	0	0	0	0
Depreciation - right of use assets	4.1.11	17	33	2	0	0
Borrowing costs		31	82	42	82	72
Finance costs - leases		1	0	0	0	0
Other expenses	4.1.12	3,033	2,681	2,741	2,803	2,866
Total expenses		41,057	44,450	40,035	38,385	38,276
Surplus/(deficit) for the year		2,769	(705)	3,948	5,138	6,616
Other comprehensive income						
Net asset revaluation gain /(loss)		4,589	4,724	4,864	5,007	5,155
Total other comprehensive income		4,589	4,724	4,864	5,007	5,155
Total comprehensive result		7,358	4,020	8,812	10,145	11,770

Balance Sheet

For the four years ending 30 June 2028

		Forecast Actual	Budget	Projections		
	NOTES	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Assets						
Current assets						
Cash and cash equivalents		7,441	5,004	5,527	5,555	5,598
Trade and other receivables		3,947	3,875	4,146	4,437	4,747
Other financial assets		5,702	5,702	5,702	5,702	5,702
Inventories		341	330	330	330	330
Other assets		281	281	281	281	281
Total current assets	4.2.1	17,712	15,192	15,987	16,306	16,659
Non-current assets						
Property, infrastructure, plant & equipment		319,702	321,379	334,743	345,801	355,487
Right-of-use assets	4.2.4	11	25	0	0	0
Investment property		0	0	0	0	0
Intangible assets		0	0	0	0	0
Total non-current assets	4.2.1	319,714	321,403	334,743	345,801	355,487
Total assets		337,425	336,596	350,730	362,107	372,145
Liabilities						
Current liabilities						
Trade and other payables		3,851	3,851	3,932	4,014	4,098
Trust funds and deposits		247	161	161	161	161
Provisions		3,151	3,151	3,350	3,562	3,788
Interest-bearing liabilities	4.2.3	312	173	182	192	203
Lease liabilities	4.2.4	2	2	1	0	0
Total current liabilities	4.2.2	7,563	7,338	7,627	7,929	8,249
Non-current liabilities						
Provisions		6,754	4,985	5,119	5,256	5,397
Trust funds and deposits		321	321	321	321	321
Interest-bearing liabilities	4.2.3	1,661	1,488	1,306	1,114	911
Lease liabilities	4.2.4	2	0	0	0	0
Total non-current liabilities	4.2.2	8,739	6,795	6,746	6,691	6,629
Total liabilities		16,302	14,132	14,373	14,620	14,878
Net assets		321,123	322,463	336,358	347,486	357,267
Equity						
Accumulated surplus		160,255	156,846	164,203	168,537	173,839
Reserves		160,868	165,617	172,155	178,949	183,428
Total equity		321,123	322,463	336,358	347,486	357,267

Statement of Changes in Equity

For the four years ending 30 June 2028

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2024 Forecast Actual					
Balance at beginning of the financial year		315,666	159,412	155,556	698
Surplus/(deficit) for the year		869	869	0	0
Net asset revaluation gain/(loss)		4,589	0	4,589	0
Transfers to other reserves		-	(25)	-	25
Balance at end of the financial year		321,123	160,255	160,145	723
2025 Budget					
Balance at beginning of the financial year		321,123	160,255	160,145	723
Surplus/(deficit) for the year		(3,384)	(3,384)	-	-
Net asset revaluation gain/(loss)		4,724	-	4,724	-
Transfers to other reserves	4.3.1	-	(148)	-	148
Balance at end of the financial year	4.3.2	322,463	156,723	164,869	872
2026					
Balance at beginning of the financial year		322,463	156,723	164,869	872
Surplus/(deficit) for the year		7,382	7,382	-	-
Net asset revaluation gain/(loss)		6,512	0	6,512	-
Transfers to other reserves		0	(50)	0	50
Balance at end of the financial year		336,358	164,055	171,381	922
2027					
Balance at beginning of the financial year		336,358	164,055	171,381	922
Surplus/(deficit) for the year		4,359	4,359	0	0
Net asset revaluation gain/(loss)		6,770	0	6,770	-
Transfers to other reserves		0	(25)	0	25
Balance at end of the financial year		347,486	168,389	178,151	947
2028					
Balance at beginning of the financial year		347,486	168,389	178,151	947
Surplus/(deficit) for the year		5,328	5,328	0	0
Net asset revaluation gain/(loss)		4,454	0	4,454	-
Transfers to other reserves		0	(25)	0	25
Balance at end of the financial year		357,267	173,691	182,604	972

Statement of Cash Flows

For the four years ending 30 June 2028

	Notes	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		19,749	20,292	20,749	21,216	21,693
Statutory fees and fines		1,262	1,268	1,287	1,306	1,326
User fees		3,555	4,243	4,339	4,436	4,536
Grants - operating		6,224	10,660	9,750	5,717	5,408
Grants - capital		11,270	5,588	5,718	4,578	5,178
Contributions - monetary		209	108	848	919	885
Interest received		547	342	180	150	150
Other receipts		950	899	919	940	961
Employee costs		(14,605)	(15,480)	(15,828)	(16,184)	(16,508)
Materials and services		(16,433)	(17,280)	(12,295)	(9,982)	(9,496)
Other payments		(2,800)	(2,498)	(2,645)	(2,705)	(2,766)
Net cash provided by/(used in) operating activities	4.4.1	9,927	8,142	13,022	10,392	11,368
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(11,683)	(16,150)	(12,253)	(10,234)	(11,310)
Proceeds from sale of property, infrastructure, plant and		0	345	193	264	230
Net cash provided by/ (used in) investing activities	4.4.2	(11,683)	(15,805)	(12,060)	(9,970)	(11,080)
Cash flows from financing activities						
Finance costs		(31)	(82)	(42)	(82)	(72)
Proceeds from borrowings		1,000	0	0	0	0
Repayment of borrowings		(485)	(395)	(395)	(312)	(173)
Interest paid - lease liability		(1)	0	0	0	0
Repayment of lease liabilities		(29)	0	(2)	0	0
Net cash provided by/(used in) financing activities	4.4.3	455	(476)	(438)	(394)	(245)
Net increase/(decrease) in cash & cash equivalents		(1,301)	(8,139)	524	28	43
Cash and cash equivalents at the beginning of the financial		14,444	13,143	5,004	5,527	5,555
Cash and cash equivalents at the end of the financial year		13,143	5,004	5,527	5,555	5,598

Statement of Capital Works

For the four years ending 30 June 2028

	NOTES	Forecast Actual	Budget	Projections		
		2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Property						
Land		5	0	0	0	0
Land improvements		50	0	0	0	0
Total land		55	0	0	0	0
Buildings		1,738	770	1,120	1,196	1,375
Heritage buildings		1,078	0	0	0	0
Total buildings		2,816	770	1,120	1,196	1,375
Total property		2,871	770	1,120	1,196	1,375
Plant and equipment						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		985	1,020	937	985	930
Fixtures, fittings and furniture		140	79	103	113	126
Computers and telecommunications		415	410	475	325	475
Library books		152	86	94	96	104
Total plant and equipment		1,692	1,595	1,609	1,519	1,635
Infrastructure						
Roads		7,186	1,994	2,436	2,565	2,384
Bridges		1,516	664	144	247	626
Footpaths and cycleways		5,314	150	296	320	283
Drainage		536	305	464	367	321
Recreational, leisure and community facilities		1,450	299	1,850	600	1,000
Parks, open space and streetscapes		1,850	0	158	138	110
Other infrastructure		598	0	4,178	3,281	3,576
Total infrastructure		18,450	3,412	9,524	7,519	8,301
Total capital works expenditure	4.5.1	23,012	5,777	12,253	10,234	11,310
Represented by:						
New asset expenditure		14,315	593	6,028	3,881	4,576
Asset renewal expenditure		4,630	5,089	5,388	5,438	5,954
Asset upgrade expenditure		4,067	95	837	915	779
Total capital works expenditure	4.5.1	23,012	5,777	12,253	10,234	11,310
Funding sources represented by:						
Grants		13,832	1,736	5,718	4,578	5,178
Contributions		500	5	1,198	419	835
Council cash		8,680	3,691	5,337	5,237	5,297
Other		-	345	-	-	-
Total capital works expenditure	4.5.1	23,012	5,777	12,253	10,234	11,310 -

Statement of Human Resources

For the four years ending 30 June 2028

	Forecast Actual	Budget	Projections		
	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	14,605	15,480	15,828	16,184	16,508
Employee costs - capital	463	1,419	1,702	1,741	1,780
Total staff expenditure	15,069	16,898	17,530	17,925	18,288
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	156.62	152.71	152.71	152.71	152.71
Total staff numbers	156.62	152.71	152.71	152.71	152.71

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

Department	Budget 2024/25 \$'000	Comprises			
		Permanent		Casual	Temporary
		Full Time \$'000	Part time \$'000	\$'000	\$'000
Community and economical services	4,292	2,279	1,629	383	-
Infrastructure Services	4,439	3,771	554	114	-
Office of the CEO	3,177	2,323	739	115	-
Planning and Corporate Services	3,572	2,891	487	194	-
Total permanent staff expenditure	15,480	11,264	3,409	806	-
Capitalised labour costs	1,419				
Total expenditure	16,898				

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

Department	Budget 2024/25	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
Community and economical services	40.68	20.47	16.24	3.96	-
Infrastructure Services	44.52	37.90	5.56	1.06	-
Office of the CEO	24.13	16.00	7.75	0.38	-
Planning and Corporate Services	30.29	24.00	3.89	2.40	-
Capitalised labour costs	13.10	12.70	0.40		-
Total staff	152.71	111.07	33.84	7.80	-

**Summary of Planned Human Resources Expenditure
For the four years ending 30 June 2028**

	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Community & Economic Development Services				
Permanent - Full time	2,279	2,331	2,383	2,431
Women	1,536	1,570	1,606	1,638
Men	744	760	778	793
Persons of self-described gender	0	0	0	0
Permanent - Part time	1,629	1,666	1,703	1,738
Women	1,543	1,578	1,613	1,646
Men	86	88	90	92
Persons of self-described gender	0	0	0	0
Total Community & Economic Development Services	3,909	3,997	4,087	4,168
Infrastructure Services				
Permanent - Full time	3,771	3,855	3,942	4,021
Women	246	251	257	262
Men	3,525	3,604	3,685	3,759
Persons of self-described gender	0	0	0	0
Permanent - Part time	554	566	579	591
Women	153	156	160	163
Men	401	410	419	427
Persons of self-described gender	0	0	0	0
Total Infrastructure Services	4,324	4,422	4,521	4,612
Office of the CEO				
Permanent - Full time	2,323	2,375	2,429	2,477
Women	1,512	1,546	1,581	1,612
Men	811	829	848	865
Persons of self-described gender	0	0	0	0
Permanent - Part time	739	756	773	788
Women	655	669	684	698
Men	84	86	88	90
Persons of self-described gender	0	0	0	0
Total Office of the CEO	3,062	3,131	3,201	3,265
Planning and Corporate Services				
Permanent - Full time	2,891	2,957	3,023	3,084
Women	968	990	1,012	1,033
Men	1,923	1,967	2,011	2,051
Persons of self-described gender	0	0	0	0
Permanent - Part time	487	498	509	519
Women	329	336	344	350
Men	158	162	165	169
Persons of self-described gender	0	0	0	0
Total Planning and Corporate Services	3,378	3,454	3,532	3,603
Casuals, temporary and other expenditure	806	824	843	860
Capitalised labour costs	1,418			
Total staff expenditure	16,898	15,828	16,184	16,508

Summary of Planned Human Resources Expenditure (continued)
For the four years ending 30 June 2028

	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE
Community & Economic Development Services				
Permanent - Full time	20.46	20.46	20.46	20.46
Women	15.46	15.46	15.46	15.46
Men	5.00	5.00	5.00	5.00
Persons of self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	16.24	16.24	16.24	16.24
Women	15.22	15.22	15.22	15.22
Men	1.03	1.03	1.03	1.03
Persons of self-described gender	0.00	0.00	0.00	0.00
Total Community & Economic Development Services	36.70	36.70	36.70	36.70
Infrastructure Services				
Permanent - Full time	37.90	37.90	37.90	37.90
Women	2.40	2.40	2.40	2.40
Men	35.50	35.50	35.50	35.50
Persons of self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	5.56	5.56	5.56	5.56
Women	1.70	1.70	1.70	1.70
Men	3.86	3.86	3.86	3.86
Persons of self-described gender	0.00	0.00	0.00	0.00
Total Infrastructure Services	43.46	43.46	43.46	43.46
Office of the CEO				
Permanent - Full time	16.0	16.00	16.00	16.00
Women	12.0	12.00	12.00	12.00
Men	4.0	4.00	4.00	4.00
Persons of self-described gender	0.0	0.00	0.00	0.00
Permanent - Part time	7.8	7.75	7.75	7.75
Women	6.8	6.79	6.79	6.79
Men	1.0	0.96	0.96	0.96
Persons of self-described gender	0.0	0.00	0.00	0.00
Total Office of the CEO	23.8	23.75	23.75	23.75
Planning and Corporate Services				
Permanent - Full time	24.00	24.00	24.00	24.00
Women	9.00	9.00	9.00	9.00
Men	15.00	15.00	15.00	15.00
Persons of self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	3.89	3.89	3.89	3.89
Women	3.26	3.26	3.26	3.26
Men	0.63	0.63	0.63	0.63
Persons of self-described gender	0.00	0.00	0.00	0.00
Total Planning and Corporate Services	27.89	27.89	27.89	27.89
Casuals and temporary staff	7.80	7.80	7.80	7.80
Capitalised labour	13.10	13.10	13.10	13.10
Total staff numbers	152.71	152.71	152.71	152.71

4. Notes to the financial statements

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

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

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

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

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2024/25 the FGRS cap has been set at 2.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.75% in line with the rate cap.

For the draft budget these figures are based on the latest available data, noting that property valuations had not been received by the time this section was completed for the draft. Further updates will be required when the Valuer General's office releases the 2024 valuation data and the final budget will contain the 2024 valuations. This will impact many important figures including property values, property numbers, rate in the dollar calculations, Municipal Charge amount and Municipal Charge total.

This will raise total rates and charges for 2024/25 to \$20.153 Million.

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

	2023/24 Forecast Actual \$'000	2024/25 Budget \$'000	Change \$'000	%
General rates*	12,993	13,373	380	2.92%
Municipal charge*	2,958	3,047	89	3.01%
Service rates and charges	2,925	2,955	30	1.03%
Special rates and charges	748	778	30	4.01%
Supplementary rates and rate adjustments	125	139	14	11.20%
Total rates and charges	19,749	20,292	543	2.75%

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

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

Type or class of land	2023/24 cents/\$CIV*	2024/25 cents/\$CIV*	Change
General	0.001993	0.002047	2.72%
Residential Vacant	0.003987	0.004095	2.72%
Rural 1	0.001495	0.001536	2.72%
Rural 2	0.001794	0.001843	2.72%
Commercial/Industrial	0.002691	0.002764	2.72%

(* Use CIV or NAV depending on the valuation basis used by the Council)

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

Type or class of land	2023/24 \$'000	2024/25 \$'000	Change \$'000	%
General	7,108	7,308	200	2.81%
Residential Vacant	438	472	34	7.76%
Rural 1	3,378	3,466	88	2.61%
Rural 2	1,342	1,380	38	2.83%
Commercial/Industrial	727	747	20	2.75%
Total amount to be raised by general rates	12,993	13,373	380	2.92%

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

Type or class of land	2023/24 Number	2024/25 Number	Change Number	%
General	6,189	6,271	82	1.32%
Residential Vacant	353	305	(0)	-13.60%
Rural 1	1,439	1,443	4	0.28%
Rural 2	877	895	18	2.05%
Commercial/Industrial	394	399	5	1.27%
Total number of assessments	9,252	9,313	61	0.66%

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

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

Type or class of land	2023/24 \$'000	2024/25 \$'000	Change \$'000	%
General	3,567	3,622	55	1.54%
Residential Vacant	110	96	(13)	-12.27%
Rural 1	2,260	2,242	(18)	-0.79%
Rural 2	748	756	8	1.02%
Commercial/Industrial	270	273	3	1.18%
Total value of land	6,955	6,989	34	0.49%

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

Type of Charge	Per Rateable Property 2023/24 \$	Per Rateable Property 2024/25 \$	Change \$ %	
Municipal	339.10	348.40	9	2.74%

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

Type of Charge	2023/24 \$	2024/25 \$	Change \$ %	
Municipal	2,957,630	3,046,978	89,348	3.02%

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

Type of Charge	Per Rateable Property 2023/24 \$	Per Rateable Property 2024/25 \$	Change \$ %	
General	126.90	108.85	- 18	-14.22%
Residential Vacant	215.30	184.65	- 31	-14.24%
Rural 1	98.20	105.10	7	7.03%
Rural 2	180.70	182.40	2	0.94%
Commercial/Industrial	85.80	88.15	2	2.74%
Total	706.90	669.15	(38)	-5.34%

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

Type of Charge	2023/24 \$	2024/25 \$	Change \$ %	
Domestic Garbage Collection (Urban)	719,712	631,182	(88,530)	-12.30%
Domestic Garbage Collection (Rural)	460,629	403,968	(56,661)	-12.30%
Recycling Collection	750,709	843,753	93,044	12.39%
Organics Collection	994,168	1,076,160	81,992	8.25%
Environmental Management Contribution	748,262	778,276	30,014	4.01%
Total	3,673,480	3,733,339	59,859	1.63%

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

	2023/24 \$'000	2024/25 \$'000	Change \$'000 %	
Rates	12,993	13,373	380	2.93%
Municipal Charge	2,958	3,047	89	3.02%
Garbage, recycling, and environmental contribution	3,673	3,733	60	1.63%
Total Rates and charges	19,624	20,154	529	2.70%

4.1.1(l) Fair Go Rates System Compliance

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

	2023/24	2024/25
Total Rates	\$ 15,968,749	\$ 16,478,307
Number of rateable properties	9,252	9,313
Base Average Rate	1726	1769.387593
Maximum Rate Increase (set by the State Government)	3.50%	2.75%
Capped Average Rate	\$ 1,727	\$ 1,769
Maximum General Rates and Municipal Charges Revenue	\$ 15,980,779	\$ 16,478,307
Budgeted General Rates and Municipal Charges Revenue	\$ 15,980,779	\$ 16,420,249
Budgeted Supplementary Rates	\$ 135,000	\$ 51,186
Budgeted Total Rates and Municipal Charges Revenue	\$ 16,115,779	\$ 16,471,435

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

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

- The making of supplementary valuations (2024/25: estimated \$138,778 and 2023/24: \$135,062)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

Over the last few years, council have undertaken several reviews of the Council Rating Strategy in accordance with the Council Plan. Council adopted a Rating Strategy on 26 April 2016. The strategy is being reviewed and updated during this calendar year. The 2023/24 Budget is predicated on the rating differentials defined in the adopted Rating Strategy.

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

- A rate of 0.2047% (0.2474 cents in the dollar of CIV) for all rateable general properties;
- A rate of 0.4095% (0.4095 cents in the dollar of CIV) for all rateable residential vacant properties;
- A rate of 0.1536% (0.1536 cents in the dollar of CIV) for all rateable rural 1 properties;
- A rate of 0.1843% (0.1843 cents in the dollar of CIV) for all rateable rural 2 properties;
- A rate of 0.2764% (0.2764 cents in the dollar of CIV) for all rateable commercial/industrial properties.

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

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions.

Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

General Rate to provide an equitable rate for owners of all property not elsewhere described.

Residential Vacant Rate to provide an equitable rate for owners of residential type land that currently does not contain buildings but has the potential to be utilised for residential type accommodation or development that will place a similar demand for Council's services as the other residential type classifications.

Rural 1 {>40ha} Rate to provide an equitable rate for large-scale primary producers.

Rural 2 {8<40ha} Rate to provide an equitable rate for small-scale primary production.

Commercial/Industrial Rate to provide an equitable rate for commercial and industrial use land which reflects capacity of the property and for which Council may provide additional services. This may include Home Industry type properties.

4.1.2 Statutory fees and fines

	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Infringements and costs	60	40	(20)	-33.62%
Registrations	495	450	(45)	-9.09%
Permits	506	574	68	13.51%
Other	200	204	4	1.93%
Total statutory fees and fines	1,261	1,268	7	0.55%

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

Statutory fees that are not mandated by other Government authorities and are set by Council are generally in the order of a 1.5% - 2.0%

Total Statutory fees are forecast to increase by 0.55% when compared to 2023/24 Forecast

4.1.3 User fees

	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Buller Gas Income	3,048	3,664	617	20.24%
Visitor Experience and Museums	137	203	67	48.93%
Other Fees and charge	371	376	4	1.14%
Total user fees	3,555	4,243	688	19.35%

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services & LPG sales for Buller Gas. These include visitors service centres and other community facilities. User charges are projected to increase by 19.35% over 2024/25. Main reasons being assumed improved snow season which has seen the budget set for Buller gas sales based on regular snow season and increase in Rental fees with renewed rental agreements.

A detailed customer listing of fees and charges is available at the end of this document, on Council's website and inspected at Council's service centres.

4.1.4 Grants

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

	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	4,859	7,490	2,631	54%
State funded grants	12,231	4,513	(7,718)	-63%
Total grants received	17,090	12,002	(5,087)	-30%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	270	6,422	6,152	2276%
Recurrent - State Government				
Ageing Well	1	3	2	199%
Early Years	304	304	(0)	0%
Environmental Health Services	5	0	(5)	-100%
Local Laws and Animals	15	14	(1)	-8%
Young People	110	70	(40)	-37%
Roads and Bridge Maintenance	26	12	(14)	-53%
Total recurrent grants	732	6,825	6,093	833%
Non-recurrent - State Government				
Ageing Well	11	2	(9)	-86%
Community Development	567	60	(507)	-89%
Creative Communities	132	111	(22)	-16%
Customer Experience	90	0	(90)	-100%
Early Years	184	65	(119)	-64%
Economic Development	348	0	(348)	-100%
Emergency Management Works	1,637	2,000	363	22%
Environment and Sustainability	47	48	1	2%
Environmental Health Services	40	5	(35)	-87%
Information Technology	670	0	(670)	-100%
Non ISC Owned Assets	1,125	1,369	244	22%
Planning	160	0	(160)	-100%
Recreation	29	0	(29)	-100%
Tree Services	160	0	(160)	-100%
Visitor Experience and Museums	16	0	(16)	-100%
Young People	275	176	(99)	-36%
Total non-recurrent grants	5,492	3,835	(1,657)	-30%
Total operating grants	6,224	10,660	4,436	71%

	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Change \$'000 %	
(b) Capital Grants				
<i>Recurrent - Commonwealth Government</i>				
Roads to recovery	1,905	1,068	(837)	-44%
Total recurrent grants	1,905	1,068	(837)	-44%
<i>Non-recurrent - Commonwealth Government</i>				
Rural Roads Maintenance	2,684	0	(2,684)	-100%
<i>Non-recurrent - State Government</i>				
Bridges	1,242	0	(1,242)	-100%
Buildings	811	25	(786)	-97%
Drainage	0	100	100	100%
Flood Repairs (Natural Disaster)	598	0	(598)	-100%
Footpaths	2,655	3,463	808	30%
Openspace	74	60	(14)	-18%
Plant and Equipment	65	871	806	1241%
Recreation Reserves	1,237	0	(1,237)	-100%
Total non-recurrent grants	9,365	4,520	(4,846)	-52%
Total capital grants	11,270	5,588	(5,683)	-50%
Total Grants	17,494	16,248	(1,247)	-7%

4.1.5 Contributions

	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Change \$'000 %	
Monetary	209	50	(159)	-76.07%
Total contributions	209	50	(159)	-76.07%

Operating Contributions are projected to decrease by 76.07% compared to 2023/24 Forecast

4.1.6 Other income

	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Interest	342	108	(235)	-68.52%
Interest on Rates	205	234	29	14.19%
Sale of Quarry Material	162	166	4	2.41%
Merchandise Sales	200	220	20	10.11%
Sale of Recyclables	76	115	39	51.81%
Building services - private	204	172	(32)	-15.45%
Environmental Health services - private	138	148	10	7.14%
Fire service levy	46	48	2	3.54%
Reimbursements	137	77	(61)	-44.19%
Other	148	118	(30)	-20.13%
Total other income	1,659	1,407	(253)	-15.22%

Other revenue relates to a range of items such as private works, recoup of various costs and other miscellaneous income. Includes interest revenue on investments and rate arrears. Other income is forecast to decrease by 15.22% compared to 2023/24 Forecast. This decrease is complimented by Increase in sale of recyclables and interest income. This is then offset by a reduction in reimbursement income over various line items and other income.

4.1.7 Employee costs

	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Wages and salaries	11,838	12,455	617	5.21%
WorkCover	403	350	(54)	-13.34%
Superannuation	1,134	1,340	206	18.15%
Annual and Longservice Leave	1,229	1,334	105	8.54%
Total employee costs	14,605	15,480	874	5.99%

Employee benefits include all labour-related expenditure such as wages, salaries and on-costs (allowances, leave entitlements, employer, superannuation and work cover). Employee costs are forecast to increase by \$874k in total compared to the 2023/24 forecast position. This increase is attributed mainly to the savings in the 2023/24 year due to staff vacancies, as well as an EBA increase and band increments. Council's current three (3) enterprise agreement is due to expire 31 December 2024.

4.1.8 Materials and services

	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Change \$'000 %	
Building maintenance	158	150	(8)	-5.26%
General maintenance	542	594	52	9.58%
Contract Payments	7,603	7,584	(18)	-0.24%
Utilities	567	628	61	10.67%
Office Administration	64	62	(2)	-3.24%
Information Technology	694	923	229	33.01%
Insurance	785	831	46	5.86%
Waste Collection	2,997	3,030	33	1.10%
Buller Gas Purchases	2,097	2,620	523	24.93%
Other	1,492	1,485	(7)	-0.49%
Total materials and services	17,000	17,907	907	5.34%

Materials and services include the purchases of consumables (including LPG purchases for Buller Gas) and payments to contractors for the provision of services. Materials and services are forecast to increase by 5.34%.

Natural Disaster Works still have an impact on contract services, this is expected to be completed in the new year.

4.1.9 Depreciation

	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Change \$'000 %	
Property	1,027	992	(35)	-3.42%
Plant & equipment	788	925	137	17.35%
Infrastructure	5,121	6,978	1,857	36.25%
Total depreciation	6,937	8,895	1,958	28.23%

Depreciation is an accounting measure, which attempts to allocate the value of an asset over its useful life.

This includes Council's property, plant and equipment and infrastructure assets such as roads and drains.

4.1.11 Depreciation - Right of use assets

	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Change \$'000 %	
Right of use assets	17	33	17	100.01%
Total depreciation - right of use assets	17	33	17	100.01%

4.1.12 Other expenses

	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Contributions from Council	416	418	2	0.49%
Plant and vehicle maintenance	445	311	(134)	-30.03%
Landfill and quarry rehabilitation provisions	233	182	(50)	-21.64%
Councillor's allowance	243	256	13	5.27%
Rent and Leasing	29	31	2	7.70%
Subscription and licencing	352	174	(177)	-50.44%
Advertising	197	188	(9)	-4.33%
Legal costs	81	38	(43)	-52.71%
Auditing costs	80	84	5	5.79%
Other	391	369	(22)	-5.60%
Total other expenses	2,466	2,053	(413)	-16.75%

Other expenses relate to a range of unclassified items including contributions to community groups, advertising, legal costs, subscriptions, motor vehicle registrations and maintenance and other miscellaneous expenditure.

4.2 Balance Sheet**4.2.1 Assets**

Cash and equivalents include cash and investments such as cash held in the bank and at the value of investments in deposits or liquid investments with short-term maturities. The value of these assets is projected to decrease on the back of a large capital works program. Trade and other receivables are monies owed to Council by ratepayers and others. Short-term debtors are minor and run similarly from year to year. The majority of Inventory relates to the value of quarry material held in stockpile and Buller Gas LPG gas held in tank at year-end. It also contains smaller amounts for parts and fuels held in stores for use. The value of Inventory is projected to be similar to last years figure.

Other assets include items such as prepayments for expenses that Council has paid in advance of service delivery and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, plant, vehicles, equipment, etc. which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the 2023/24 Capital Works Program, plus Asset Revaluations for the year less depreciation of assets, less the Written Down Value of assets disposed of during the year.

4.2.2 Liabilities

Trade and payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain at last years levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements fluctuate from year to year in line with salary movements. Landfill rehabilitation provision has been adjusted and increased based on current market expectation for rehabilitation of landfills.

4.2.3 Borrowings

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

	Forecast Actual 2023/24 \$	Budget 2024/25 \$	Projections		
			2025/26 \$	2026/27 \$	2027/28 \$
Amount borrowed as at 30 June of the prior	1,368	1,973	1,661	1,488	1,306
Amount proposed to be borrowed	1,000	0	0	0	0
Amount projected to be redeemed	(395)	(312)	(173)	(182)	(192)
Amount of borrowings as at 30 June	1,973	1,661	1,488	1,306	1,114

4.2.4 Leases by category

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

	Forecast Actual 2023/24 \$	Budget 2024/25 \$
Right-of-use assets	-	-
Vehicles	11	25
Total right-of-use assets	11	25
Lease liabilities		
Current lease liabilities		
Vehicles	2	2
Total current lease liabilities	2	2
Non-current lease liabilities		
Vehicles	2	-
Total non-current lease liabilities	2	-
Total lease liabilities	4	2

4.3 Statement of changes in Equity

4.3.1 Reserves

Statutory reserves

These funds must be applied for specified statutory purposes in accordance with various legislative requirements, e.g., car parking.

While these funds earn interest revenue for Council, the funds are not available for other purposes.

4.3.2 Equity

Total equity is made up of the following components:

Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations;

Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.

Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

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

As has been the norm in recent prior years. Council has continued the practice within the 2024/25 Budget to include Capital Grant funding and associated projects within the Capital Works program that have had grant funding confirmed.

Overall, the level of Operating Grants are expected to decrease compared to 2023/24 Forecast
Rates and charges are expected to increase by \$0.543 million because of the capped rate increase of 2.75%.

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

4.4.2 Net cash flows provided by/used in investing activities

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

The increase in payments for investing activities represents the forecast increase in capital works expenditure versus 2023/24.

4.4.3 Net cash flows provided by/used in financing activities

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

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2024/25 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	Change \$'000	%
Property	2,060	2,043	(18)	-0.87%
Plant and equipment	1,568	3,537	1,969	125.63%
Infrastructure	8,055	10,769	2,714	33.69%
Total	11,683	16,348	4,665	39.93%

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Other \$'000
Property	2,043	465	1,070	508	0	25	0	2,018	0
Plant and equipment	3,537	361	2,775	401	0	448	5	2,739	345
Infrastructure	10,769	6,094	3,993	682	0	5,116	0	5,653	0
Total	16,348	6,919	7,839	1,590	0	5,589	5	10,409	345

In addition to the capital projects, Council is also undertaking major capital work on assets that are not owned or controlled by Council. Whilst similar in their nature these, non-Indigo projects are shown separately due to their accounting treatment (expensed in the year of expenditure).

NON-Indigo Shire Assets (\$2,308,315) including carry forwards

Total Capital (\$16,348,209) including carry forwards

Total Capital and NON-Indigo (\$18,656,524) including carry forwards

4.5.2 Current Budget

Capital Works Area		Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Other	
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
PROPERTY										
Buildings										
Beechworth Bowling Club Roof	Replacement of existing corrugated iron roof that is at end of life	130		130					130	
Yackandandah Scout Hall Heating	Replacement of existing gas heating with energy efficient electric	25		25			13		13	
	Total Project Budget \$25,000 (Grant funding \$12,500 Council funds 12,500) (subject to successful grant application)									
Public Toilet Priorities	Improvements to public toilets. Priorities to be confirmed by the Public Toilets Strategy	220	220						220	
Air Conditioning / Heating system Renewal	Priority Heating/Cooling system renewal works, Shire-wide	20		20					20	
Caravan Parks Renewal	Renewal of Caravan park infrastructure on an as needed basis	20		20					20	
Caravan Parks	Implementation of Rutherglen Caravan Park Masterplan	75		75					75	
Energy Efficiency Improvements	Energy efficiency improvements for Council owned buildings	10	10	0					10	
Renewal Works for pools	Refurbishment and renewals of major pool plant and equipment, based on condition assessments	75		75					75	
Heritage buildings										
Pines Office Internal Refit	Refit of Pines office. Scope to be discussed and confirmed.	40		40					40	
Rutherglen Visitor Information Centre	Replacement of existing gas heating with energy efficient electric . Total Project Budget \$25,000 (Grant funding \$12,500 Council funds 12,500) (subject to successful grant application)	25		25			13		13	

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(continued)

Capital Works Area		Project Cost	Asset expenditure types				Summary of Funding Sources			
		\$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Other \$'000
Heritage Building Renewal	Renewal of Heritage Buildings assets informed by Heritage Building Report that will be compiled first quarter 2024	100		100					100	
Yackandandah Public Hall	Construction of air conditioner platform and replacement roof over foyer	30		30					30	
TOTAL PROPERTY		770	230	540	0	0	25	0	745	0
PLANT AND EQUIPMENT										
Plant, Machinery and Equipment										
Fleet Replacement	Replacement of fleet items as per strategic replacement program	230		230					115	115
Plant Replacement	Replacement of heavy plant items as per strategic replacement program	750		750					520	230
Minor plant	Renewal of small plant and equipment (chainsaws, brush cutters, blowers, hand tools etc.)	40		40					40	
Fixtures, Fittings and Furniture										
Playground Equipment replacement	Renewal of priority playground assets, including accessibility improvements and shade sails	42		42					42	
Street and Park Furniture renewal	Priority Park and Street Furniture replacement	27		27					27	
Office Furniture	Replacement and renewal of furniture for Council offices and facilities. Also to cover request for new furniture from different departments	10		10					10	

(continued)

Capital Works Area		Project Cost	Asset expenditure types					Summary of Funding Sources		
		\$'000	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Computers and Telecommunications										
IT Renewal Priorities	Annual replacement of server and network hardware	200		200						200
IT Computer Replacement	Annual replacement of I.T. hardware	80		80						80
IT Cyber Uplift - Upgrade of Cyber Security capabilities	Upgrade of Cyber Security capabilities	30			30					30
GIS System Replacement	Replacement of existing GIS system that has become unfit for purpose	100		100						100
Library books										
Library Stock Items	Premiers reading challenge	10		10						10
Library Stock Items	Replacement of old library books	76		76			60	5		11
TOTAL PLANT AND EQUIPMENT		1,595	0	1,565	30	0	60	5	1,185	345

INFRASTRUCTURE**Roads**

Kerb and Channel replacement	Replacement of priority sections of kerb based on recent condition assessment	130		130						130
New Kerb and Channel	New kerb and channel in priority locations	40	40							40
Resealing program	Resealing Council roads	600		600						600
Final Seals program	Finals sealing of sealed roads that have previously received their initial seal coat	50		50						50
Gravel Resheeting Program	Resheeting of gravel roads	680		680						680
Sealed pavement rehabilitation	Rehabilitation of sealed road pavements	230		230						230
Roads Major Patching	Major patching of sealed road pavements	110		110						110
Road design and planning	Road designs and planning to support future works	60		60						60
Roads to Recovery Income	Income from Roads to Recovery funding program						1,068		(1,068)	
Gentle Road Tangambalanga	From current end of seal to end of subdivision (approx. 350m)	94	94							94

(continued)

Capital Works Area		Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Bridges										
Bridge Major Renewal Works	Boorhaman East Road Bridge Replacement Total Project Budget \$604,143 (Grant funding \$483,314 Council funds \$120,829). (subject to successful grant application)	604		604			483		121	
Bridge Minor Renewal Works	Minor works to bridge elements including guard rail that has been damaged by vehicles that have been identified through 2023 level two bridge audits	60		60					60	
Footpaths and Cycleways										
Footpath Renewals (Shire wide)	Renewal works to existing footpaths shire wide based on asset condition data and inspections	125		125					125	
Blanche Street, Wahgunyah	New footpath to link Traton St to Foord Street	25	25						25	
Drainage										
Rural Road Drainage	Upgrading of rural drainage infrastructure, including road culverts, roadside table drain construction	60		60					60	
Urban Drainage	Urban drainage upgrade identified through recent flood events	245		245					245	
Recreational, Leisure & Community Facilities										
Recreation Projects	Funding to support Recreation Plan project development and grant applications	95	95						95	

(continued)

Capital Works Area		Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Parks, Open Space and Streetscapes										
Reserves, playing surfaces and ovals renewal	Renewal of existing playing surfaces and ovals	30		30					30	
Tangambalanga Active Park	Playground improvements to existing Park. (Tiny Towns Grant) Total Project Budget \$65,000 (Grant funding \$50,000 Council funds \$15,000) (subject to successful grant application)	65	65				50		15	
Wahgunyah Rail Reserve Playground	Upgrade to existing playground on Vic Track Land (Tiny Towns Grant) Total Project Budget \$65,000 (Grant funding \$50,000 Council funds \$15,000) (subject to successful grant application)	65			65		50		15	
Community and Tourism Projects	Funding to support project development of Community and Tourism Projects and grant applications	44	44						44	
TOTAL INFRASTRUCTURE		3,412	363	2,984	65	0	1,651	0	1,761	0
TOTAL NEW CAPITAL WORKS		5,777	593	5,089	95	0	1,736	5	3,691	345

NON-ISC Owned Asset Works (non-capital)		Project Cost	Asset expenditure types				Summary of Funding Sources			
		\$'000	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-ISC Assets Works (non-capital)										
Barkly Park	Upgrade of existing female change rooms at Barkly Park, Rutherglen. (Multi-year project - first stage) Total Project Budget \$1,400,000 (Grant funding \$1,000,000 Council funds \$400,000)	350					250		100	
Beechworth Mountain Bike Park Shelter	New shelter at the Beechworth Mountain Bike Park (LSIF grant) Total Project Budget \$300,000 (Grant funding \$225,000 Council funds \$50,000 MTB Club Funds \$25,000) (subject to successful grant application)	300	300				225	25	50	
Allans Flat Waterhole Enhancements	Upgrades to existing BBQ's, seating and a new shelter. Total Project Budget \$65,000 (Grant funding \$50,000 Council funds \$15,000) (subject to successful grant application)	65					50		15	
Barnawartha Recreation Reserve	New playground on recreation reserve Total Project Budget \$100,00 (Grant funding \$100,000) (subject to successful grant application)	100					100			
Barnawartha Recreation Reserve Flood Lights	New flood lights for recreation reserve Total Project Budget \$350,000 (Grant funding \$250,000 Council funds \$75,000 Committee funds \$25,000) (subject to successful grant application)	350					250	25	75	

(continued)

NON-ISC Owned Asset Works (non-capital)		Project Cost	Asset expenditure types				Summary of Funding Sources			
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Butson Park Yackandandah Changerooms	New netball changerooms (multi year project) Total Project Budget \$1,250,000 (Grant funding \$1,000,000 Council funds \$225,000 Committee funds \$25,000) (subject to successful grant application)	125					100	3	23	
Total NON ISC Owned Assets 2024-25		1,290	300	0	0	0	975	53	263	0

4.5.3 Capital works carried forward from the 2023/24 year

Capital Works Area		Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
PROPERTY										
Land Improvements										
Transfer Station Monitoring Bores	Installation of groundwater testings bores at Transfer Stations	20				20				20
Building Improvements										
Public Toilet Renewals	Refurbishment work to public toilets. Priorities to be confirmed by the Public Toilet Strategy	20		20						20
Chiltern kindergarten playground and external works	Supply and installation of new kindergarten playground and external works	200	200							200
Chiltern Senior Citizens Clubrooms	Universal design improvements to bathrooms, entrances, kitchen and stage.	76				76				76
Rutherglen Senior Citizens Clubrooms	Universal design improvements to bathrooms, entrances and window furnishings.	9				9				9
Changing Places, Chiltern	Construction of a stand-alone CP facility	165				165				165
Rutherglen Maternal Child Health Centre	Universal design improvements to bathrooms, entrances, internal spaces and furniture to support sensory needs and access	55				55				55
Yackandandah Public Hall	Refurbishment and repairs of Roof over foyer area	15		15						15
Rutherglen Memorial Town Hall Roof	Roof replacement	450		450						450
Swimming Pool Renewal Works	Refurbishment and renewal of major pool plant and equipment, based on condition assessments	25		25						25
Swimming Pool Renewal Works	Refurbishment and renewal of major pool plant and equipment, based on condition assessments	20		20						20
Key Security System Renewal & Compliance	Replace existing, non-compliant master key system and upgrading building access security systems - all shire buildings	60				60				60
Beechworth Office Energy Efficiency Improvements.	Installation of solar panels to reduce electricity consumption and cost	23				23				23
		49								

(continued)

Capital Works Area		Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Yackandandah Office - Lower Level Storage	Provide lining and fit out for downstairs at Yackandandah Office to improve storage and office space, include lighting and external cladding	60			60				60	
Energy Efficiency Improvements Program	Additional solar and battery at Burke Museum. Additional solar at Council depots. Yackandandah office and Rutherglen Library.	35	35						35	
Heritage buildings									0	
Beechworth Burke Museum	Display cabinetry and equipment upgrades to Beechworth's Burke Museum. Additionally the grant allows for enhance collection and precinct security outcomes. This is a fully grant funded project	40			40				40	
TOTAL PROPERTY		1,273	235	530	508	0	0	0	1,273	0
PLANT AND EQUIPMENT										
Plant, Machinery and Equipment										
Fleet Replacement	New vehicles in accordance with forward replacement program	100		100					100	
Plant Replacement	New Plant and Equipment in accordance with forward replacement program	1,000		1,000			388		612	
Computers and Telecommunications										
IT Renewal Priorities	Annual replacement of server and network hardware	51		51					51	
Computer Replacement Program	Annual replacement of IT hardware	51	51						51	
IT refresh for Finance Systems	Implementation of new finance IT System	250	250						250	
Human Resource Information System RFP	Procurement effort for new HR Information System for implementation in 2023-24	60		60					60	
Project Management Online	New Project Management software	60	60						60	
Datascape		150			150				150	
Electronic Timesheets		150			150				150	
Other IT priorities	IT priorities to be carried forward into next years budget build.	71			71				71	
TOTAL PLANT AND EQUIPMENT		1,942	361	1,211	371	0	388	0	1,554	0

(continued)

Capital Works Area		Project Cost	Asset expenditure types				Summary of Funding Sources			
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE										
Roads										
Drainage improvements to High Street Rutherglen	Drainage improvements works on and around High Street - south of Ready St, Rutherglen	20		20						20
Havelock Street Barnawartha	New kerb and channel and drainage works including general tidy up of Havelock Street and town entrance	30	30							30
Kerb and channel replacement	Continue with priorities in Chiltern & Rutherglen based on condition assessments	40		40						40
Twist Creek Road, Yackandandah	Sealing of Twist Creek Road from McIntosh Lane to the Nelmac Precast business entrance	95			95					95
Road design and planning	Design development of future capital projects - individual project values vary annually	53			53					53
Sealed Pavement Rehabilitation	Rehabilitation sealing works to priority roads. Additional funding from Local Roads & Community Infrastructure Program (LRCIP) - Round 4B	514		514						514
Taylor Street Beechworth	Urban Rd Sealing - Taylor St, Buckland Gap Rd to Crawford St	24			24					24
Gordon Street, Chiltern	Urban Rd Sealing - North End to Chiltern-Rutherglen Intersection	22			22					22
Tangambalanga Streetscape Development	Planning , engagement, design and development of plans for streetscape refurbishment of Tangambalanga Kiewa East Road	50		50						50
Bridges										0
Indigo Creek Road Bridge	Construction of new bridge over Indigo Creek, to replace failed corrugated culverts	1,403	1,403							1,403

(continued)

Capital Works Area		Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bridge Renewal Works	Reconstruction, strengthening and component renewal at key bridges, as per priorities in Level 2 & 3 Bridge Assessments - potential to be supported by Bridges Renewal Program grants. Includes bridges replacement at Boorhaman East Road, and High Street Barnawartha bridge strengthening	329		329						329
Footpaths and Cycleways										
Epic Mountain Bike Track	Construction of an iconic mountain bike track joining, the towns of Beechworth and Yackandandah. The project will provide an all season internationally recognised Epic grade track traversing through an area of significant gold mining historical value and natural beauty	14	14							14
Rutherglen Wine Walk Cycle Trail	Creation of a ~48km riding, walking trail through the Rutherglen and Wahgunyah wine region connecting wineries and areas of significant environmental and historic value	3,465	3,465				3,465			
Footpath Renewals	Replacement of priority sections of footpath (Shire wide) based on asset condition and inspections	40		40						40
Beechworth to Yackandandah Rail Trail - SECTION 7 - Kibell Lane	Approximately 4.9km of new trail within the Kibell Lane road / rail reserve	100	100							100
Drainage										
Urban Drainage Improvements	Shire wide - priority projects to be determined from review of recent flooding events. Additional late \$70k to budget, included in operational budget	100			100					100
Recreational, Leisure & Community Facilities										
Rutherglen Skate park extension works	Rutherglen skate park development	65	65							65
Caravan Park Renewal	Priority asset renewals at Caravan Parks	6		6						6
Lake Sambell Caravan Park Cabin	Replacement of Flood damaged cabin	10		10						10
Chiltern Tennis Courts	Chiltern Tennis Courts Improvements	200			200					200
		52								

(continued)

Capital Works Area		Project Cost \$'000	Asset expenditure types					Summary of Funding Sources		
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Baarmutha Park Cricket Nets	Replacement of Baarmutha Cricket nets (Stage 1) including associated services and road works	340	340							340
Tangambalanga Pump Track	Construction of a new sealed surface pump track in the Kiewa Valley Park	100	100							100
Wahgunyah Pump Track	Construction of a new sealed surface pump track in the Rail Reserve Park	100	100							100
Baarmutha Park Lighting	Installation of four floodlight poles, with new compliant 150 LUX LED floodlighting , at the sports field at Baarmutha Park, Beechworth	123			123					123
Parks, Open Space and Streetscapes										
Water Bubblers	Supply and installation of water bubblers in priority locations across the Shire	0	0							
Kiewa River Land	Planning and minor site works to facilitate safe public access to the Kiewa river	114	114							114
TOTAL INFRASTRUCTURE		7,357	5,731	1,009	617	0	3,465	0	3,892	0
TOTAL CARRIED FORWARD CAPITAL WORKS 2023/24		10,571	6,326	2,750	1,495	0	3,853	0	6,719	0

4.5.3 - NON ISC Owned asset works carry forward from 2023-24

NON ISC Owned Assets		Project Cost	Asset expenditure types				Summary of Funding Sources			
		\$'000	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-ISC Assets Works (non-capital)										
Kergunyah Hall Upgrade	Major renewal works to the Kergunyah Hall including design, demolition, new interior, roofing, wall linings, flooring and other works.	164					69			
Yackandandah Golf Club	Yackandandah Golf Club facility improvements	514							75	
Barkly Park - Female change rooms	Upgrade of existing female change rooms at Barkly Park, Rutherglen.	340							250	
TOTAL CARRIED FORWARD NON-ISC Asset works 2023/24		1,018	0	0	0	0	69	0	325	0
TOTAL CARRIED FORWARD CAPITAL WORKS and NON-ISC Owned asset works) 2023/24		11,590	6,326	2,750	1,495	0	3,922	0	7,044	0

Summary of Planned Capital Works Expenditure
For the years ending 30 June 2026, 2027 & 2028

2025/26	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land	0	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0	0
Buildings	1,120	0	1,060	0	60	1,060	0	0	1,060	0
Total Buildings	1,120	0	1,060	0	60	1,060	0	0	1,060	0
Total Property	1,120	0	1,060	0	60	1,060	0	0	1,060	0
Plant and Equipment										
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	937	0	937	0	0	937	0	183	754	0
Fixtures, fittings and furniture	103	0	103	0	0	103	0	0	103	0
Computers and telecommunications	475	0	275	0	200	475	0	0	475	0
Library books	94	0	94	0	0	94	60	5	29	0
Total Plant and Equipment	1,609	0	1,409	0	200	1,609	60	188	1,361	0
Infrastructure										
Roads	2,436	0	1,984	0	452	2,436	1,118	0	1,318	0
Bridges	144	0	144	0	0	144	0	0	144	0
Footpaths and cycleways	296	0	170	0	126	296	0	0	296	0
Drainage	464	0	464	0	0	464	0	0	464	0
Recreational, leisure and community facilities	1,850	1,850	0	0	0	1,850	540	1,000	310	0
Waste management	158	0	158	0	0	158	0	10	148	0
Parks, open space and streetscapes	4,178	4,178	0	0	0	4,178	4,000	0	178	0
Other infrastructure	0	0	0	0	0	0	0	0	0	0
Total Infrastructure	9,524	6,028	2,919	0	577	9,524	5,658	1,010	2,856	0
Total Capital Works Expenditure	12,253	6,028	5,388	0	837	12,253	5,718	1,198	5,277	0

Summary of Planned Capital Works Expenditure (continued)
For the years ending 30 June 2026, 2027 & 2028

2026/27	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	1,196	0	1,136	0	60	1,196	0	0	1,196	0
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
Total Buildings	1,196	0	1,136	0	60	0	0	0	0	0
Total Property	1,196	0	1,136	0	60	1,196	0	0	1,196	0
Plant and Equipment										
Plant, machinery and equipment	985	0	985	0	0	985	0	264	721	0
Fixtures, fittings and furniture	113	0	113	0	0	113	0	0	113	0
Computers and telecommunications	325	0	125	0	200	325	0	0	325	0
Library books	96	0	96	0	0	96	60	5	31	0
Total Plant and Equipment	1,519	0	1,319	0	200	1,519	60	269	1,190	0
Infrastructure										
Roads	2,565	0	2,050	0	515	2,565	1,218	0	1,347	0
Bridges	247	0	247	0	0	247	0	0	247	0
Footpaths and cycleways	320	0	180	0	140	320	0	0	320	0
Drainage	367	0	367	0	0	367	0	0	367	0
Recreational, leisure and community facilities	600	600	0	0	0	600	300	150	150	0
Parks, open space and streetscapes	138	0	138	0	0	138	0	0	138	0
Other infrastructure	3,281	3,281	0	0	0	3,281	3,000	0	281	0
Total Infrastructure	7,519	3,881	2,983	0	655	7,519	4,518	150	2,851	0
Total Capital Works Expenditure	10,234	3,881	5,438	0	915	10,234	4,578	419	5,237	0

Summary of Planned Capital Works Expenditure (continued)
For the years ending 30 June 2026, 2027 & 2028

2027/28	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Building	1,375	0	1,167	0	207	1,375	0	0	1,375	0
Total Buildings	1,375	0	1,167	0	207	1,375	0	0	1,375	0
Total Property	1,375	0	1,167	0	207	1,375	0	0	1,375	0
Plant and Equipment										
Plant, machinery and equipment	930	0	930	0	0	1,160	0	230	930	0
Fixtures, fittings and furniture	126	0	126	0	0	126	0	0	126	0
Computers and telecommunications	475	0	275	0	200	475	0	0	475	0
Library books	104	0	104	0	0	104	60	5	39	0
Total Plant and Equipment	1,635	0	1,435	0	200	1,865	60	235	1,570	0
Infrastructure										
Roads	2,384	0	2,104	0	280	2,384	1,118	0	1,266	0
Bridges	626	0	626	0	0	626	300	0	326	0
Footpaths and cycleways	283	0	191	0	92	283	0	0	283	0
Drainage	321	0	321	0	0	321	0	0	321	0
Recreational, leisure and community facilities	1,000	1,000	0	0	0	1,000	300	600	100	0
Parks, open space and streetscapes	110	0	110	0	0	110	0	0	110	0
Other infrastructure	3,576	3,576	0	0	0	3,576	3,400	0	176	0
Total Infrastructure	8,301	4,576	3,352	0	372	8,301	5,118	600	2,583	0
Total Capital Works Expenditure	11,310	4,576	5,954	0	779	11,540	5,178	835	5,527	0

5a. Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted performance indicators - Service

Indicator	Measure	Notes	Actual 2022/23	Forecast 2023/24	Target 2024/25	Target Projections			Trend +/-
						2025/26	2026/27	2027/28	
Governance									
Consultation and engagement (Council decisions made and implemented with community input)	Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	52	54	56	57	58	59	+
Roads									
Condition (sealed local roads are maintained at the adopted condition standard)	Sealed local roads below the intervention level Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	100	100	100	100	100	100	o
Statutory planning									
Service standard (planning application processing and decisions are in accordance with legislative requirements)	Planning applications decided within the relevant required time Number of planning application decisions made within the relevant required time / Number of planning application decisions made	3	33.9	35	40	45	50	55	+

(continued)

Indicator	Measure	Notes	Actual 2022/23	Forecast 2023/24	Target 2024/25	Target Projections			Trend
						2025/26	2026/27	2027/28	+/-

Waste management

Waste diversion (amount of waste diverted from landfill is maximised)	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	4	66%	67%	68%	68%	69%	69%	+
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Targeted performance indicators - Financial

Indicator	Measure	Notes	Actual 2022/23	Forecast 2023/24	Target 2024/25	Target Projections			Trend
						2025/26	2026/27	2027/28	+/-

Liquidity

Working Capital (sufficient working capital is available to pay bills as and when they fall due)	Current assets compared to current liabilities Current assets / current liabilities	5	178%	150%	150%	150%	150%	150%	+
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Obligations

Asset renewal (assets are renewed as planned)	Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation	6	68%	80%	100%	100%	100%	100%	o
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Stability

Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	7	51%	50%	50%	50%	50%	50%	+
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Efficiency

Expenditure level (resources are used efficiently in the delivery of services)	Expenses per property assessment Total expenses / no. of property assessments	8	\$4,025	\$4,877	\$4,349	\$4,129	\$4,076	\$4,137	+
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5b. Financial performance indicators

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

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

Indicator	Measure	Notes	Actual 2022/23	Forecast 2023/24	Budget 2024/25	Projections 2025/26	2026/27	2027/28	Trend +/-
Operating position									
Adjusted underlying result (an adjusted underlying surplus is generated in the ordinary course of business)	Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	0.43%	-13.31%	-3.73%	2.09%	4.45%	4.11%	+
Liquidity									
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	Unrestricted cash compared to current liabilities Unrestricted cash / current liabilities	10	-46%	51%	56%	54%	52%	50%	o
Obligations									
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings compared to rates Interest bearing loans and borrowings / rate revenue	11	7%	12%	12%	11%	10%	9%	+
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings repayments compared to rates Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.90%	6.7%	4.69%	3.50%	3.00%	2.90%	+
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)	Non-current liabilities compared to own-source revenue Non-current liabilities / own source revenue		24%	19%	20%	19%	19%	18%	+

(continued)

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	+/-
Stability									
Rates effort (rating level is set based on the community's capacity to pay)	Rates compared to property values Rate revenue / CIV of rateable properties in the municipal district	12	0.34%	0.52%	0.53%	0.54%	0.54%	0.55%	o
Efficiency									
Revenue level (resources are used efficiently in the delivery of services)	Average rate per property assessment General rates and municipal charges / no. of property assessments	13	\$1,677	\$1,644	\$1,664	\$1,685	\$1,706	\$1,727	+

6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory (State Government) or non-statutory (Council) nature which will be charged in respect to various goods and services during the financial year 2024/25.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or State legislation. The statutory fee unit for the 2024/2025 financial year is \$16.33 (reference: Victoria Gazette No S225 07/05/2024).

Description of Fees and Charges	Unit(s)	2023/24 Fee Inc GST \$	2024/25 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Building Services						
Note:-						
<i>a) Statutory fees as prescribed by the Building Regulations shall be applied in addition to the fees listed below.</i>						
Residential (Domestic) Works						
Extensions/Alterations: Cost/200 - min \$1200	Per Application	As per formula	As per formula	-	0.0%	Non Statutory
Internal Alterations: Cost/200 - min \$750	Per Application	As per formula	As per formula	-	0.0%	Non Statutory
New Dwellings: Cost/200 - min \$1750	Per Application	As per formula	As per formula	-	0.0%	Non Statutory
Multi Unit Development: Cost/200	Per Application	As per formula	As per formula	-	0.0%	Non Statutory
Minor Works						
Demolitions (any height class 1 or 10)	Per Application	399.00	520.00	121.00	30.3%	Non Statutory
Demolitions (any other building \$ per storey)	Per Application	694.00	900.00	206.00	29.7%	Non Statutory
Removals	Per Application	399.00	520.00	121.00	30.3%	Non Statutory
Non Habitable Garages, carports, verandahs, pergolas, restump <\$5,000	Per Application	393.00	520.00	127.00	32.3%	Non Statutory
Non Habitable Garages, carports, verandahs, pergolas, restump , \$5,000 - \$10,000	Per Application	544.00	700.00	156.00	28.7%	Non Statutory
Non Habitable Garages, carports, verandahs, pergolas, restump , \$10,000 - \$20,000	Per Application	622.00	900.00	278.00	44.7%	Non Statutory
Non Habitable Garages, carports, masts, restump \$20,000 - 50,000	Per Application	694.00	900.00	206.00	29.7%	Non Statutory
Non Habitable Garages, carports, masts, restump > \$50,000	Per Application	756.00	900.00	144.00	19.0%	Non Statutory
Swimming Pools (inground)	Per Application	746.00	900.00	154.00	20.6%	Non Statutory
Swimming Pools (above ground)	Per Application	228.00	300.00	72.00	31.6%	Non Statutory
Swimming Pools fence only	Per Application	228.00	300.00	72.00	31.6%	Non Statutory
Note: Fees may be reduced at the discretion of the Municipal Building Surveyor.						
New Fees						
Amendment to Building Permit - Simple	Per Application	134.50	200.00	65.50	48.7%	Non Statutory
Amendment to Building Permit - Major		274.50	400.00	125.50	45.7%	Non Statutory
Extension of Time Building Permit		134.50	150.00	15.50	11.5%	Non Statutory
2nd extension of time - Building Permit		134.50	300.00	165.50	123.0%	Non Statutory
3rd extension of time - Building Permit		134.50	600.00	465.50	346.1%	Non Statutory
Private Building Surveyor Inspection fees						
Within 25km of Beechworth/Yackandandah		466.00	478.80	12.80	2.7%	Non Statutory
Over 25km less than 1 hour travel		368.00	400.00	32.00	8.7%	Non Statutory
Over 1 hour travel		508.00	550.00	42.00	8.3%	Non Statutory
Title Search/Retrieval						
Certificate of Title search	Per Title	42.30	60.00	17.70	41.8%	Non Statutory
Records Search- Provision of Permits/Insurance under 10 years old		54.50	60.00	5.50	10.1%	Non Statutory
Records Search- Archive Retrieval (additional may be charged for large copies)		103.50	120.00	16.50	15.9%	Non Statutory
Commercial Works						
> \$0 to \$100,000 {cost x 0.0125 +240 + GST} Min \$950		As per formula	As per formula	-		Non Statutory
> \$100,000 to \$499,000 {cost x 0.003 + \$1340 + GST}		As per formula	As per formula	-		Non Statutory
> \$500,000 and over {cost x 0.0016 + \$2290 + GST}		As per formula	As per formula	-		Non Statutory
Services						
Non mandatory & additional reinspections		311.00	319.50	8.50	2.7%	Non Statutory
Requested Pool Compliance Inspection - "Maximum two inspections " (includes Report)		450.00	462.40	12.40	2.8%	Non Statutory
Occupancy Permits						
POPE (Place of Public Entertainment) Permits - Small event		684.00	702.80	18.80	2.7%	Non Statutory
POPE (Place of Public Entertainment) Permits - 5000 -10000 people		477.00	490.10	13.10	2.7%	Non Statutory
POPE (Place of Public Entertainment) Permits - 10000 + people		844.00	867.00	23.00	2.7%	Non Statutory
		1,585.00	1,628.60	43.60	2.8%	Non Statutory
Building Compliance						
Building compliance - fee { Cost + 100% } Min \$750		As per formula	As per formula	-		Non Statutory
Building Fees						
Building Lodgement Fee (Regulation 45) SFR > \$5000	8.23	130.85	134.40	3.55	2.7%	Statutory
Building Levy Permits > \$10,000 up to 0.128% value of works		As per formula	As per formula			Statutory
Non Statutory Consent and Report (Building Reg Part 5, Reg 153 & 154) as per Statutory set fee	19.61	311.80	320.25	8.45	2.7%	Statutory
Requests for Building Information (Regulation 52)	3.19	50.70	52.10	1.40	2.8%	Statutory
Swimming Pools						
Application for Registration	2.15	34.20	35.10	0.90	2.6%	Statutory
Information Search Fee	3.19	50.70	52.10	1.40	2.8%	Statutory
Lodgement of Certificate of pool barrier compliance	1.38	21.90	22.55	0.65	3.0%	Statutory
Lodgement of Certificate of pool barrier non compliance	26	413.40	424.60	11.20	2.7%	Statutory

Description of Fees and Charges	Unit(s)	2023/24 Fee Inc GST \$	2024/25 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Environmental Health Services						
Annual Food Registration (Calendar Year)						
- Indigo Shire Non Statutory Municipal Area						
Class 1						
Annual Registration - Businesses selling food to vulnerable groups eg. Hospitals		658.00	676.10	18.10	2.8%	Non Statutory
Class 2						
Large Manufacturers (> 500 Staff)		1,078.00	1,107.65	29.65	2.8%	Non Statutory
Handling of unpackaged, potentially hazardous food - includes restaurants, pubs, cafes, delicatessens, and most manufacturers.		613.00	629.85	16.85	2.7%	Non Statutory
Class 3						
Annual Registration - Selling of lower risk food / pre-prepacked higher risk food		308.50	317.00	8.50	2.8%	Non Statutory
Annual registration of a small scale/occasional food premises (e.g. part time home based, winery [with no food, no export, volume?, low risk & small scale manufacturing, before and after school care (not school run)]) - 50%	New		200.00			Non Statutory
Class 3A						
Annual Registration - Ready-to-eat meals provided with accommodation - or - Home occupations doing 'hot-fill' products (eg jam & condiments)		301.00	309.30	8.30	2.8%	Non Statutory
Class 4						
Businesses selling low risk packaged foods - or - Alcohol and low risk drinks	No charge	No charge		-		Statutory
Temporary & Mobile Food Premises - Annual Registration						
Class 2		317.00	325.70	8.70	2.7%	Non Statutory
Class 3 and 3A		148.25	152.30	4.05	2.7%	Non Statutory
Community Groups or Class 4 Notifications	No charge	No charge		-	-	Non Statutory
**If you are registering more than one temporary or mobile food business fees are charged at 50 percent for 2nd and subsequent premises						
New Premises Fee - Indigo Shire fee	Annual registration fee + 50%		Annual registration fee + 50%			
Food Sampling Fee - Cost of Retesting	New		150.00			
Pro-Rata Annual Food Registration - All Classes						
Registration Fee after July 1 - 60% of applicable annual fee	New		60% of applicable annual fee			
Prescribed Accommodation and Health Fees						
Transfer Fee - Hair, Beauty and Prescribed Accommodation only.	50% of annual fee		50% of annual fee			Non Statutory
Late fee (registration not received by the 1 March)	50% of annual fee		50% of annual fee			Non Statutory
Annual Registration - Prescribed Accommodation		343.00	352.45	9.45	2.8%	Non Statutory
Health Premises, Beauty Parlor Tattooist - Annual Registration		169.00	173.65	4.65	2.8%	Non Statutory
Hairdressing Only - One-off Registration Fee		169.00	173.65	4.65	2.8%	Non Statutory
Aquatic Facilities - Category 1 (3-year registration - registration expires 31/12/2027)						
Annual Registration	New		200.00			Non Statutory
Registration Transfer	50% of annual fee		50% of annual fee			
Microbiological Water Sampling - Request for Test and Re-test	New		150.00			Non Statutory
Caravan Parks						
Registration Fee - dependent on number of sites - max. 1095 fee units	As per formula		As per formula			Statutory
Registration Transfer Fee	79.50		81.65	2.15	2.7%	Statutory
Transfer Inspection Fee - 50% of Registration Fee	50% of registration fee		50% of registration fee			Non Statutory
Septic Tanks						
Permit Fee - Construct, install or alter - (Includes 2 inspections, 3rd inspection incurs a re-inspection fee)		777.20	798.20	21.00	2.7%	Statutory
Minor Alteration Fee		592.30	608.30	16.00	2.7%	Statutory
Amend a permit (Reg 198)		165.00	169.50	4.50	2.7%	Statutory
Renew a permit		132.10	135.70	3.60	2.7%	Statutory
Re-Inspection Fee		150.00	154.10	4.10	2.7%	Non-Statutory
Transfer a permit		157.90	162.15	4.25	2.7%	Statutory
Review application for exemption (Reg 199) - Variable Fee: Fee units min 14.67 /max 61.41	per hour		per hour	-	-	Statutory
Commercial Installations - Variable fee dependant on complexity: Fee Units min 14.67/max 61.41	As per formula		per hour	-	-	Statutory

Description of Fees and Charges	Unit(s)	2023/24 Fee Inc GST	2024/25 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
		\$	\$	\$	%	
Environmental Health Services (continued)						
Alpine Resort Areas						
Class 1						
Businesses selling food to vulnerable groups e.g.. Hospitals, Childcare		720.00	739.80	19.80	2.7%	Non Statutory
Class 2						
Businesses selling unpacked potentially hazardous foods		715.00	734.70	19.70	2.8%	Non Statutory
Class 3						
Businesses selling lower risk food - or - prepackaged higher risk food		421.00	432.60	11.60	2.8%	Non Statutory
Private Members Only Lodge providing Breakfast or Storing High Risk Food		203.00	208.60	5.60	2.8%	Non Statutory
Class 3A						
Ready-to-eat meals provided with accommodation - or - Home occupations doing 'hot-fill'		301.00	309.30	8.30	2.8%	Non Statutory
Class 4						
Businesses selling low-risk packaged foods only - or - alcohol and low risk drinks	Free - per legislation	Free - per legislation	-	-		Statutory
Prescribed Accommodation and Health Fees						
Up to 20 persons accommodated		399.00	410.00	11.00	2.8%	Non Statutory
21 to 40 persons accommodated		518.00	532.30	14.30	2.8%	Non Statutory
41 to 60 persons accommodated		586.00	602.15	16.15	2.8%	Non Statutory
61 or more persons accommodated		661.00	679.20	18.20	2.8%	Non Statutory
Non Commercial Accommodation (includes Members Only/Members & Guest Lodges)		225.00	231.20	6.20	2.8%	Non Statutory
Health Premises, Beauty Parlor Tattooist (Annual fee)		192.50	197.80	5.30	2.8%	Non Statutory
Hairdressing Only - Ongoing after Initial Registration		192.50	197.80	5.30	2.8%	Non Statutory
Other Fees						
New Premises Fee (Alpine Resort area)	Annual Registration Fee + 50%	Annual Registration Fee + 50%				
Fast Track Fee - Application or inspection	New	250.00				
Urgent Transfer inspection (required within 2 business days)		599.00	615.50	16.50	2.8%	Non Statutory
Transfer Fee - or - Pre-purchase Inspections - all registered premises		303.50	311.85	8.35	2.8%	Non Statutory
Food premises - specific inspection request		264.00	271.30	7.30	2.8%	Non Statutory
Additional inspections after 2 non-compliance inspections			275.00			
Camping Permit Fee (per Local Law #2)						
Camping Permit fee. - 6 month period only.		634.00	651.45	600.00	2.8%	Non Statutory
Museums and Historical Sites						
ADMISSION CHARGES						
Individual - Museum and Walking Tours						
Adult		7.00	7.20	0.20	2.9%	Non-Statutory
Children		5.00	5.10	0.10	2.0%	Non-Statutory
Concession		5.00	5.10	0.10	2.0%	Non-Statutory
Family (Up to 2 adults & 3 children)		18.00	18.50	0.50	2.8%	Non-Statutory
Individual - Courthouse Kelly Trials Experience (New for 23/24)						
Adult		10.00	10.20	0.20	2.0%	Non-Statutory
Children		8.00	8.20	0.20	2.5%	Non-Statutory
Concession		8.00	8.20	0.20	2.5%	Non-Statutory
Family (Up to 2 adults & 3 children)		27.00	27.75	0.75	2.8%	Non-Statutory
Group Bookings (Min 15 people)						
Guided Walking Tour		4.50	4.60	0.10	2.2%	Non-Statutory
Burke Museum Entry		4.50	4.60	0.10	2.2%	Non-Statutory
Courthouse Kelly Trials Experience		7.00	7.20	0.20	2.9%	Non-Statutory
Education Session		6.00	6.15	0.15	2.5%	Non-Statutory
Precinct Pass School Group (Guided Walking Tour, Education Session & Courthouse Kelly Trial Experience)		15.00	15.40	0.40	2.7%	Non-Statutory
Precinct Pass General Group (Guided Walking Tour, Burke Museum Entry & Courthouse Kelly Trial Experience)		15.00	15.40	0.40	2.7%	Non-Statutory
OTHER PRECINCT SERVICES						
Microfilm use & research at the Museum (patron conducts own research)	No charge	No charge				Non-Statutory
Research conducted by Museum Staff (per hr)	45.00	46.25	1.25	2.8%		Non-Statutory
Reproduction Fees						
Image Reproduction - Non Commercial	No charge	No charge				Non-Statutory
Image Reproduction - Commercial	50.00	51.35	1.35	2.7%		

Description of Fees and Charges	Unit(s)	2023/24 Fee Inc GST \$	2024/25 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Museums and Historical Sites (ccntinued)						
VENUE HIRE						
Beechworth Town Hall						
<i>Note: Charges may be reduced or waived for charitable/not-for-profit use of the hall - please contact Council for eligibility details</i>						
Standard Booking pricing						
Hourly day rate (9am to 5pm)		45.00	46.25	1.25	2.8%	Non-Statutory
Combined Evening & Day (24 hours)		250.00	256.90	6.90	2.8%	Non-Statutory
Beechworth Community NFP pricing						
Hourly day rate (9am to 5pm)	New		22.50			Non-Statutory
Combined Evening & Day (24 hours)	New		125.00			Non-Statutory
Burke Museum						
Combined venue hire & "Street of Shops" (Avail 5pm-10pm)		550.00	565.15	15.15	2.8%	Non-Statutory
Beechworth Courthouse						
Night Rate per hour (Avail 5pm-10pm)		550.00	565.15	15.15	2.8%	Non-Statutory
Police Paddocks						
<i>Note: Charges apply to commercial hires. Charges may be waived for local community groups and not for profit organisations (registered with the ANC or Incorporated Groups) on written application to Council. Bond payments will still apply.</i>						
<i>Note: All permits must be obtained by Hirer and submitted with forms</i>						
<i>Note: Special rules apply to deposits - if the deposit is refunded no GST is payable, however if a deposit is forfeited GST becomes applicable</i>						
Day Rate (8am to 5pm)		250.00	256.90	6.90	2.8%	Non-Statutory
Bond - all buildings/grounds attract a bond		500.00	513.75	13.75	2.8%	Non-Statutory
Day/Night (24 hours)		400.00	411.00	11.00	2.8%	Non-Statutory
Events						
Event Bins - Collection		9.30	9.55	0.25	2.7%	Non-Statutory
Bike Hire (Rutherglen VIC)						
Half Day (4 hours)						
> Single		25.00	25.65	0.65	2.6%	Non-Statutory
> Tandem		50.00	51.35	1.35	2.7%	Non-Statutory
Full Day (9 - 5pm)						
> Single		40.00	41.10	1.10	2.8%	Non-Statutory
> Tandem		65.00	66.80	1.80	2.8%	Non-Statutory
Two Day						
> Single		50.00	51.35	1.35	2.7%	Non-Statutory
> Tandem		80.00	82.20	2.20	2.8%	Non-Statutory
Three Day						
> Single		65.00	66.80	1.80	2.8%	Non-Statutory
> Tandem		95.00	97.60	2.60	2.7%	Non-Statutory
Four Day						
> Single		80.00	82.20	2.20	2.8%	Non-Statutory
> Tandem		110.00	113.00	3.00	2.7%	Non-Statutory
Five Day						
> Single		95.00	97.60	2.60	2.7%	Non-Statutory
> Tandem		125.00	128.45	3.45	2.8%	Non-Statutory
Child Carrier or Tag-along Bike						
> Full Day		15.00	15.40	0.40	2.7%	Non-Statutory
> Extra Day		10.00	10.30	0.30	3.0%	Non-Statutory
Swimming Pools						
Casual						
Child under 10 years - supervised (per entry)		3.10	3.15	0.05	1.6%	Non-statutory
Adult (per entry)		5.15	5.30	0.15	2.9%	Non-statutory
Spectator		-	-	-	0.0%	Non-statutory
Concession /Student		4.65	4.75	0.10	2.2%	Non-statutory
Family		19.15	19.65	0.50	2.6%	Non-statutory
Season Tickets						
Child under 10 years - supervised		97.35	100.00	2.65	2.7%	Non-statutory
Adult		129.50	133.00	3.50	2.7%	Non-statutory
Family		224.80	231.00	6.20	2.8%	Non-statutory
Concession / Student		96.30	99.00	2.70	2.8%	Non-statutory
Concession family		164.75	169.30	4.55	2.8%	Non-statutory
<i>*Family pass is 2 adults and up to the number of children listed on the medicare card</i>						
Out of Hours Bookings - Lifeguard Fee (excluding School usage)						
0-2 hours - Lifeguard Fee		50.20	51.55	1.35	2.7%	Non-statutory
2 hours or more - Lifeguard Fee		75.25	77.30	2.05	2.7%	Non-statutory

Description of Fees and Charges	Unit(s)	2023/24 Fee Inc GST \$	2024/25 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Swimming Pools (continued)						
School Usage						
Lifeguard fee (per hour, per lifeguard)	No Charge	No Charge	No Charge	-	-	Non-statutory
School provided swim teacher	No Charge	No Charge	No Charge	-	-	Non-statutory
Students (each)		3.60	3.70	0.10	2.8%	Non-statutory
<i>*Annual membership does not cover student entry for school bookings</i>						
Community Usage (Out-of-hours booking)						
Lifeguard fee (per hour, per lifeguard)	New		51.55	-	0.0%	Non-statutory
Entry	New		No charge	-	0.0%	Non-statutory
<i>*Minimum 2 life guards required</i>						
Swimming Club Usage						
Lifeguard fee (per hour, per lifeguard)	New		51.55	-	0.0%	Non-statutory
Swimming Pennants (per entry)	New		2.70	-	0.0%	Non-statutory
<i>*Minimum 2 lifeguards required</i>						
Customer service and administration						
Yackandandah Senior Citizens Centre						
> Half Day		67.35	69.20	1.85	2.7%	Non-statutory
> Full Day		122.25	125.60	3.35	2.7%	Non-statutory
> Weekend (same as weekdays)						
Meetings		23.80	24.45	0.65	2.7%	Non-statutory
Deposit		105.50	108.40	2.90	2.7%	Non-statutory
Rutherglen Youth Centre						
Day Rate		63.00	64.75	1.75	2.8%	Non-statutory
Half Day		31.00	31.85	0.85	2.7%	Non-statutory
Casual Hire (under 4 hours)		25.25	25.95	0.70	2.8%	Non-statutory
Casual Hire Premium		31.00	31.85	0.85	2.7%	Non-statutory
Bond		105.00	107.90	2.90	2.8%	Non-statutory
Per term (based on discussions)		276.20	283.80	7.60	2.8%	Non-statutory
HALL HIRE CHARGES						
Rutherglen Memorial Hall - Main Hall, Supper Room & Kitchen						
Per Day		422.00	433.60	11.60	2.7%	Non-statutory
Upstairs Stalls in Main Hall		143.00	146.95	3.95	2.8%	Non-statutory
Decorating only day		29.00	29.80	0.80	2.8%	Non-statutory
Rehearsals						
Stage per day		99.50	102.25	2.75	2.8%	Non-statutory
Main Hall Only						
Per Day		310.00	318.50	8.50	2.7%	Non-statutory
Supper Room Only						
Per Day		163.00	167.50	4.50	2.8%	Non-statutory
Supper Room & Kitchen						
Per Day		273.50	281.00	7.50	2.7%	Non-statutory
Kitchen Only						
Per Day		94.00	96.55	2.55	2.7%	Non-statutory
Rutherglen Memorial Hall - Main Hall, Supper Room & Kitchen						
*Discount for Consecutive Days (Room Hire Only)						
10% discount for hire on 2 consecutive days						
20% discount for hire on 3 consecutive days						
30% discount for hire on 4 consecutive days						
50% discount for hire on 5-7 consecutive days						
<i>*Discount only applies if cleaning is not required during the consecutive days hiring</i>						
Refundable Hall Security Deposits						
Key (Bond) deposit - per key		39.00	40.00	1.00	2.6%	Non-statutory
Damage/security deposit for Main Hall/Kitchen		425.00	436.70	11.70	2.8%	Non-statutory
Damage/security deposit for Supper Room only		248.00	254.80	6.80	2.7%	Non-statutory
Rutherglen Rural Transaction Centre						
Old Council Chamber (Upstairs) - Per Day		98.00	100.70	2.70	2.8%	Non-statutory
President's Room (Upstairs) - Per Day		44.50	45.70	1.20	2.7%	Non-statutory
Back Office (Downstairs) - Per Day		98.00	100.70	2.70	2.8%	Non-statutory
PHOTOCOPYING						
B&W A4 size - per copy		0.20	0.20	-	0.0%	Non-statutory
B&W A3 size - per copy		0.40	0.40	-	0.0%	Non-statutory
Colour A4 size - per copy		0.80	0.80	-	0.0%	Non-statutory
Colour A3 size - per copy		1.20	1.20	-	0.0%	Non-statutory

Description of Fees and Charges	Unit(s)	2023/24 Fee	2024/25 Fee	Fee Increase	Fee	Basis of Fee
		Inc GST	Inc GST	/ (Decrease)	Increase / (Decrease)	
		\$	\$	\$	%	
Carlyle Cemetery Fees						
Search of cemetery records - Administration fee - per 15 minutes		35.00	35.00	-	0.0%	Statutory
Lawn Section						
Interment administration		230.00	260.00	30.00	13.0%	Statutory
Interment services - out of standard hours		285.00	295.00	10.00	3.5%	Statutory
Right of Interment bodily remains - At Need - First interment - Adult		1,130.00	1,175.00	45.00	4.0%	Statutory
Right of Interment bodily remains - At Need - First interment - Child		1,130.00	1,175.00	45.00	4.0%	Statutory
Right of Interment cremated remains - At Need - Single		1,130.00	1,175.00	45.00	4.0%	Statutory
Interment services of bodily remains - Adult - First Interment		1,441.00	1,495.00	54.00	3.7%	Statutory
Interment services of bodily remains - Child - First Interment		1,441.00	1,495.00	54.00	3.7%	Statutory
Interment services of bodily remains - Second interment - Adult		1,302.00	1,350.00	48.00	3.7%	Statutory
Interment services of bodily remains - Second interment - Child		1,302.00	1,350.00	48.00	3.7%	Statutory
Interment services of cremated remains in grave		535.00	600.00	65.00	12.1%	Statutory
Interment services - Oversized Grave - Lawn - Additional		255.00	285.00	30.00	11.8%	Statutory
Interment services of bodily remains - Deceased poor persons - First interment - Adult		985.00	1,105.00	120.00	12.2%	Statutory
Interment services of bodily remains - Deceased poor persons - stillborn	No Charge	No Charge	-	-	-	Statutory
Exhumation of cremated remains - Contract price + 25%	No Charge	No Charge	-	-	-	Statutory
Permit Fees - Renovation of desktop - Additional inscription		44.00	44.00	-	0.0%	Statutory
Permit fees - Installation of new monument		90.00	100.00	10.00	11.1%	Statutory
Monumental Section						
Interment administration		230.00	260.00	30.00	13.0%	Statutory
Right of Interment bodily remains - At Need - First interment - Adult		1,130.00	1,175.00	45.00	4.0%	Statutory
Right of Interment bodily remains - At Need - First interment - Child		1,130.00	1,175.00	45.00	4.0%	Statutory
Right of Interment cremated remains - At Need - Single		1,130.00	1,175.00	45.00	4.0%	Statutory
Grave testing		175.00	195.00	20.00	11.4%	Statutory
Interment services of bodily remains - Adult - First Interment		1,441.00	1,495.00	54.00	3.7%	Statutory
Interment services of bodily remains - Child - First Interment		1,441.00	1,495.00	54.00	3.7%	Statutory
Interment services of bodily remains - Second interment - Adult		1,302.00	1,350.00	48.00	3.7%	Statutory
Interment services of bodily remains - Second interment - Child		1,302.00	1,350.00	48.00	3.7%	Statutory
Removal of ledger/grave cover		250.00	260.00	10.00	4.0%	Statutory
Interment of cremated remains in grave		535.00	600.00	65.00	12.1%	Statutory
Interment Services - Oversized Grave - Monumental - Additional		255.00	295.00	40.00	15.7%	Statutory
Interment - out of standard hours		285.00	285.00	-	0.0%	Statutory
Exhumation of bodily remains	Contract Price + 25%	Contract Proce + 25%				Statutory
Exhumation of cremated remains	Contract Price + 25%	Contract Price + 25%				Statutory
Interment Services - Lift and reposition	Contract Price + 25%	Contract Proce + 25%				Statutory
Permit fees - Renovation / additional inscription on monument	44.00	44.00	-	0.0%		Statutory
Permit Fees Certification - Completion of Memorial - Contract price + 25%	Contract Price + 25%	Contract Price + 25%				Statutory
Permit Fees Installation of new monument without existing foundation - Contract price +25%	Contract Price + 25%	Contract Price + 25%				Statutory
Niche Wall						
Right of Interment cremated remains - At Need		470.00	490.00	20.00	4.3%	Statutory
Interment administration		230.00	260.00	30.00	13.0%	Statutory
Interment of cremated remains in memorial		144.00	150.00	6.00	4.2%	Statutory
* Please contact the Rutherglen Office for information on the current fee for this item						
* Indirect Costs are included in the above fees						
*Indirect Costs' Definition		Percentage of Total Cost				
Contribution to costs associated with insurances, depreciation, repairs, utilities, supplies and advertising.		5% overheads	5% overheads			
Contribution to the costs of operating and managing the public cemetery and the need to provide for maintenance such as roads, paths, gardens, fences, buildings, water, security, park establishment and replacement of the public cemetery in perpetuity.		10% Perpetual Maintenance	10% Perpetual Maintenance			
Corporate Services - People and Governance						
CORPORATE ADMINISTRATION						
Land information Certificate (Legislated)		28.95	29.70	0.75	2.6%	Statutory
FOI Request (Legislated)		31.80	32.65	0.85	2.7%	Statutory
Community Liability Pack application (Casual hirers public liability insurance)		39.00	40.10	1.10	2.8%	Non-Statutory
DEBT COLLECTION						
Location/ Search Fee	At Cost	At Cost	-	-	-	Statutory
Property Title Search	At Cost	At Cost	-	-	-	Statutory
Filing / Listing Fee	At Cost	At Cost	-	-	-	Statutory
Caveat Fee	At Cost	At Cost	-	-	-	Statutory
Beneficiary Search	At Cost	At Cost	-	-	-	Statutory
Early Intervention	At Cost	At Cost	-	-	-	Statutory

Description of Fees and Charges	Unit(s)	2023/24 Fee Inc GST \$	2024/25 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Local Laws and Animals						
ANIMAL REGISTRATION - fees apply from April 1 2024 to March 31, 2025 - 50% fees apply to new registrations from 1 October 2024						
Registration fees - Dogs/Cats						
Unsterilised animal dog (NB \$4.23 levy to Gov't)		107.00	110.00	3.00	2.8%	Non Statutory
Unsterilised animal cat (NB \$4.23 levy to Gov't)		107.00	110.00	3.00	2.8%	Non Statutory
Sterilised dog or reduced fee (must be 1/3 of full fee)		35.65	36.65	1.00	2.8%	Non Statutory
Sterilised cat or reduced fee (must be 1/3 of full fee)		35.65	36.65	1.00	2.8%	Non Statutory
Pensioner concession unsterilised dog		53.45	55.00	1.55	2.9%	Non Statutory
Pensioner concession unsterilised cat		53.45	55.00	1.55	2.9%	Non Statutory
Pensioner concession / reduced fee sterilised dog		17.85	18.35	0.50	2.8%	Non Statutory
Pensioner concession / reduced fee sterilised cat		17.85	18.35	0.50	2.8%	Non Statutory
Animal Business Registration (NB \$20 levy to State Gov't) **2024/25 fee apply from 1 April 2025		307.35	315.80	8.45	2.7%	Non Statutory
Lifetime tag		17.50	18.00	0.50	2.9%	Non Statutory
Permit for keeping more than two dogs or four cats or four animals in total		50.75	52.10	1.35	2.7%	Non Statutory
POUND FEES						
Release Fees						
Dogs		121.65	125.00	3.35	2.8%	Non Statutory
Cats		121.65	125.00	3.35	2.8%	Non Statutory
Sheep, pigs and goats		55.30	56.80	1.50	2.7%	Non Statutory
Horses, cattle, deer, alpacas and camels (or similar livestock)		121.65	125.00	3.35	2.8%	Non Statutory
Birds/Poultry		58.00	59.60	1.60	2.8%	Non Statutory
<i>*Daily Pen Fees charged by Albury Animal Manangement Centre (Pound) are set by Albury City Council</i>						
Sustenance fees						
Dogs - per day		13.50	13.85	0.35	2.6%	Non Statutory
Cats - per day		13.50	13.85	0.35	2.6%	Non Statutory
Sheep, pigs and goats - per day		6.00	6.15	0.15	2.5%	Non Statutory
Horses, cattle, deer, alpacas & camels - per day		13.50	13.85	0.35	2.6%	Non Statutory
<i>*Transport fees recovered at cost plus 50% plus labour and attendance (livestock impounds only)</i>						
Impound fees						
Shopping trolley		136.20	139.95	3.75	2.8%	Non Statutory
Toy vehicle (e.g. skateboard, scooter)		72.65	74.65	2.00	2.8%	Non Statutory
Derelict/abandoned vehicles		660.25	678.40	18.15	2.7%	Non Statutory
Impounded signs		136.10	139.85	3.75	2.8%	Non Statutory
Plus per day (all items)		28.70	29.45	0.75	2.6%	Non Statutory
<i>Transport fees recovered at cost plus 50% plus labour and attendance</i>						
LOCAL LAW PERMIT FEES						
Local Law No. 1 (Streets & Roads Law)						
Advertising signs (per annum)		122.45	125.80	3.35	2.7%	Non Statutory
Artistic Activity - Busking (6 months)		46.60	47.90	1.30	2.8%	Non Statutory
Artistic Activity - Busking (per annum)		93.00	95.55	2.55	2.7%	Non Statutory
Bulk rubbish containers and portable toilet system (per month)		58.65	60.25	1.60	2.7%	Non Statutory
Bulk rubbish containers and portable toilet system (per annum)		290.00	298.00	8.00	2.8%	Non Statutory
Charitable collection bin (per annum)		7.20	7.40	0.20	2.8%	Non Statutory
Display of goods for sale (per annum)		122.45	125.80	3.35	2.7%	Non Statutory
Horse drawn vehicle for hire (per annum)		265.00	272.30	7.30	2.8%	Non Statutory
Outdoor eating facility (p.a)		265.00	272.30	7.30	2.8%	Non Statutory
Parking heavy vehicle in residential area (p.a.)		265.00	272.30	7.30	2.8%	Non Statutory
Roadside trading (per month)		265.00	272.30	7.30	2.8%	Non Statutory
Roadside trading (per annum)		265.00	272.30	7.30	2.8%	Non Statutory
Street collections (each) - Charitable collections or raffles	No charge	No charge	-	-	-	Non Statutory
Street collections (pa) - Charitable collections or raffles	No charge	No charge	-	-	-	Non Statutory
Street Stalls - Information Tables or Not for Profit organisations	No charge	No charge	-	-	-	Non Statutory
Local Law No. 2 (Amenity)						
Burn off in the open air' permit (in township area)		71.65	73.60	1.95	2.7%	Non Statutory
Keep more than 2 dogs or 4 cats (in township area)		50.20	51.55	1.35	2.7%	Non Statutory
Keeping more than 12 but less than 25 fowl (in township area)		71.65	73.60	1.95	2.7%	Non Statutory
Permit to keep a horse (in township area)		50.20	51.55	1.35	2.7%	Non Statutory
Permit to consume liquor on road (pa)		121.90	125.25	3.35	2.7%	Non Statutory
Local Law No. 4 (Livestock Control)						
Droving of Livestock						
Fee for application (non refundable)		218.50	224.50	6.00	2.7%	Non Statutory
Bond Minimum bond of \$1000.00 and maximum of \$2000.00		1,036.00	1,064.50	28.50	2.8%	Non Statutory
Daily Fee Cattle		0.60	0.60	-	0.0%	Non Statutory
Daily fee Sheep		0.60	0.60	-	0.0%	Non Statutory
Daily fee Other livestock		0.60	0.60	-	0.0%	Non Statutory
Grazing of Livestock						
Fee for each application (non refundable)		120.00	123.30	3.30	2.8%	Non Statutory
*Permanent Stock Crossing		58.75	60.35	1.60	2.7%	Non Statutory
<i>*Covered by the Road Management Act - may require 'Working within the road reserve' approval - Refer vicroads.vic.gov.au</i>						

Description of Fees and Charges	Unit(s)	2023/24 Fee Inc GST \$	2024/25 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Planning Services						
PLANNING PERMITS AND PLANNING						
Scheme amendments fees schedule (These fees do not attract GST)						
APPLICATIONS FOR PERMITS UNDER SECTION 47 (REG. 9)						
Class						
1. Use only		1,365.25	1,453.40	88.15	6.5%	Statutory
1. Liquor license – new, increase in area, change of class or hours - Council variation (reduction) to fee structure		571.10	571.10	-	0.0%	Statutory
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:						
2. ≤\$10,000		207.00	207.00	-	0.0%	Statutory
3. > \$10 000 & ≤ \$100 000		675.70	694.00	18.30	2.7%	Statutory
4. > \$100 000 & ≤ \$500 000		1,383.30	1,420.75	37.45	2.7%	Statutory
5. > \$500 000 & ≤ \$1 000 000		1,494.60	1,535.00	40.40	2.7%	Statutory
6. > \$1 000 000 & ≤ \$2 000 000		1,605.90	1,649.35	43.45	2.7%	Statutory
VicSmart application						
7. VicSmart ≤ \$10 000		207.15	207.15	-	0.0%	Statutory
8. VicSmart > \$10 000		444.80	444.80	-	0.0%	Statutory
9. VicSmart to subdivide or consolidate land		207.15	207.15	-	0.0%	Statutory
To develop land (other than the above classes or an application to subdivide land) if the estimated cost of development included in the application is:						
10. VicSmart application (other than class 7, class 8 or class 9 permit)		214.65	214.65	-	0.0%	Statutory
11. ≤ \$100 000		1,232.25	1,265.60	33.35	2.7%	Statutory
12. > \$100 000 & ≤ \$1 000 000		1,661.55	1,707.30	45.75	2.8%	Statutory
13. > \$1 000 000 & ≤ \$5 000 000 (includes dwellings over Class 6)		3,664.95	3,764.10	99.15	2.7%	Statutory
14. > \$5 000 000 & ≤ \$15 000 000 (includes dwellings over Class 6)		9,341.25	9,593.90	252.65	2.7%	Statutory
15. > \$15 000 000 & ≤ \$50 000 000 (includes dwellings over Class 6)		27,546.75	28,291.75	745.00	2.7%	Statutory
16. > \$50 000 000 (includes dwellings over Class 6)		61,914.60	63,589.00	1,674.40	2.7%	Statutory
17. To subdivide an existing building		1,415.10	1,453.40	38.30	2.7%	Statutory
18. To subdivide land into two lots		1,415.10	1,453.40	38.30	2.7%	Statutory
19. To effect a realignment of a common boundary between lots or to consolidate two or more		1,415.10	1,453.40	38.30	2.7%	Statutory
20. To subdivide land (other than the above classes per 100 lots)		1,415.10	1,453.40	38.30	2.7%	Statutory
21. To:						
a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or						
b) create or remove a right of way; or						
c) create, vary or remove an easement; or	1,415.10	1,453.40	38.30	2.7%	Statutory	
d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.						
22. A permit not otherwise provided for in the regulation.	1,415.10	1,453.40	38.30	2.7%	Statutory	
COMBINED PERMIT APPLICATIONS COMPOSITE FEE (REGULATION 10)						
The fee for an application for any combination matters set out in the table in Regulation 9 is the sum arrived at by adding the highest of the fees that would have applied if separate applications had been made plus 40% of each of the other fees which would have applied if separate applications had been made.		As per formula	As per formula			Statutory
FEES TO AMEND AN APPLICATION FOR A PERMIT OR AN APPLICATION TO AMEND A PERMIT AFTER NOTICE HAS BEEN GIVEN (REGULATION 12)						
A request to amend an application for a permit after notice of the application has been given or a request to amend an application to amend a permit after notice has been given (Council variation to the fee structure)		119.25	122.50	3.25	2.7%	Statutory

Description of Fees and Charges	Unit(s)	2023/24 Fee Inc GST \$	2024/25 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Planning Services (continued)						
APPLICATIONS TO AMEND PERMITS UNDER SECTION 72 (REGULATION 11)						
Approval or amendment of endorsed plans not requiring further inspection or referrals - Secondary Consent (Council variation to the fee structure)		119.25	122.50	3.25	2.7%	Statutory
Amendment to permit to change the use of land allowed by the permit or allow a new use of land		1,415.10	1,453.40	38.30	2.7%	Statutory
Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.		1,415.10	1,453.40	38.30	2.7%	Statutory
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is \$10,000 or less.		214.65	214.65	-	0.0%	Statutory
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$10,000 but not more than \$100,000		675.75	694.10	18.35	2.7%	Statutory
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$100,00 but not more than \$500,000		1,383.30	1,420.70	37.40	2.7%	Statutory
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$500,000		1,494.60	1,535.10	40.50	2.7%	Statutory
Amendment to a permit * that is the subject of VicSmart application, if the estimated cost of the additional development is \$10,000 or less		214.65	220.45	5.80	2.7%	Statutory
Amendment to a permit * that is the subject of VicSmart application, if the estimated cost of the additional development is more than \$10,000		461.10	473.60	12.50	2.7%	Statutory
Amendment to a class 9 permit *		214.65	214.65	-	0.0%	Statutory
Amendment to a class 10 permit *		214.65	214.65	-	0.0%	Statutory
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of the additional development to be permitted by the amendment is \$100,000 or less		1,232.25	1,265.60	33.35	2.7%	Statutory
Amendment to a class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than \$100,000 but not more than \$1,000,000		1,661.55	1,706.50	44.95	2.7%	Statutory
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than \$1,000,000		3,664.95	3,764.10	99.15	2.7%	Statutory
Amendment to a class 17 permit *		1,415.10	1,453.40	38.30	2.7%	Statutory
Amendment to a class 18 permit *		1,415.10	1,453.40	38.30	2.7%	Statutory
Amendment to a class 19 permit *		1,415.10	1,453.40	38.30	2.7%	Statutory
Amendment to a class 20 permit * (fee per 100 lots created)		1,415.10	1,453.40	38.30	2.7%	Statutory
Amendment to a class 21 permit *		1,415.10	1,453.40	38.30	2.7%	Statutory
Amendment to a class 22 permit		1,415.10	1,453.40	38.30	2.7%	Statutory
EXTENSION OF TIME						
Request for Extension of Time - First Request (Development less than \$1M, Subdivisions of 2-20 lots & Change of Use)	New		270.30	-	0.0%	Non Statutory
Request for Extension of Time - Second Request (Development less than \$1M, Subdivisions of 2-20 lots & Change of Use)	New		413.40	-	0.0%	Non Statutory
Request for Extension of Time - Third and Subsequent Requests (Development less than \$1M, Subdivisions of 2-20 lots & Change of Use)	New		620.10	-	0.0%	Non Statutory
Request for Extension of Time - First Request (Development \$1M+ & Subdivisions of 21+ lots)	New		509.00	-	0.0%	Non Statutory
Request for Extension of Time - Second Request (Development \$1M+ & Subdivisions of 21+ lots)	New		986.00	-	0.0%	Non Statutory
Request for Extension of Time - Third and Subsequent Requests (Development \$1M+ Subdivisions of 21+ lots)	New		1,463.00	-	0.0%	Non Statutory
OTHER FEES						
For requesting the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act. (Regulation 7)		4,293.00	4,409.10	116.10	2.7%	Statutory
For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act. (Regulation 8)		1,033.50	1,061.45	27.95	2.7%	Statutory
For a combined permit and planning scheme amendment. Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made (Regulation 14)	As per formula		As per formula	-		Statutory
For a certificate of compliance (Regulation 15)		349.80	359.35	9.55	2.7%	Statutory
For an agreement to a proposal to amend or end an agreement under section 173 of the Act (Regulation 16)		707.55	726.70	19.15	2.7%	Statutory
Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council (Regulation 18)		349.80	359.30	9.50	2.7%	Statutory

Description of Fees and Charges	Unit(s)	2023/24 Fee Inc GST \$	2024/25 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Planning Services (continued)						
AMENDMENTS TO PLANNING SCHEMES (REGULATION 6)						
The fees for stages 1, 2 and 3 are paid to the planning authority by the person who requested the amendment.						
The fee for stage 4 is paid to the Minister by the person who requested the amendment.						
SUBDIVISION (Fees) Regulations 2016						
Stage						
1. For:						
a) considering a request to amend a planning scheme; and		3,275.40	3,364.00	88.60	2.7%	Statutory
b) taking action required by Division 1 of Part 3 of the Act; and						
c) considering any submissions which do not seek a change to the amendment; and						
d) if applicable, abandoning the amendment						
2. For:						
a) considering		16,233.90	16,673.00	439.10	2.7%	Statutory
(i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or						
2. For:						
a) considering		32,436.00	33,313.20	877.20	2.7%	Statutory
(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or						
2. For:						
a) considering		43,359.30	44,531.90	1,172.60	2.7%	Statutory
(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and						
3. For:						
a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and		516.75	530.75	14.00	2.7%	Statutory
b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and						
c) giving the notice of the approval of the amendment required by section 36(2) of the Act.						
NOTE: If the Minister is not the planning authority or nil fee if the Minister is the planning authority						
4. For:						
a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and		516.75	530.75	14.00	2.7%	Statutory
b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.						
NOTE: If the Minister is not the planning authority or nil fee if the Minister is the planning authority						
Planning Scheme Amendments - when an independent panel report is required.						
Full Panel charges for the hearing and panel report.						
SUBDIVISION (Fees) Regulations 2016						
Fee Type						
For certification of a plan of subdivision (Regulation 6)		187.60	192.70	5.10	2.7%	Statutory
Alteration of plan under section 10(2) of the Act (Regulation 7)		119.30	122.50	3.20	2.7%	Statutory
Amendment of certified plan under section 11(1) of the Act (Regulation 8)		151.10	155.15	4.05	2.7%	Statutory
Engineering plan prepared by Council (Regulation 10)		3.5% Value of works (maximum fee)	3.5% Value of works (maximum fee)			Statutory
Supervision of works Sec 17(2)(b) (Regulation 11)		2.5% Value of works (maximum fee)	2.5% Value of works (maximum fee)			Statutory
Checking engineering plans (Regulation 9)		0.75% Value of works (maximum fee)	0.75% Value of works (maximum fee)			Statutory
ADMIN FEES						
Assessing Timber Harvesting Plan (per assessment)		128.50	132.00	3.50	2.7%	Non Statutory
Public Notice Administration charges						
Public notice letters to owners/occupants	1-20 letters	126.20	129.70	3.50	2.8%	Non Statutory
Public notice letters to owners/occupants	21+ letters	126.20	129.70	3.50	2.8%	Non Statutory
Public notice displayed on site (when erected for applicant)		178.80	183.70	4.90	2.7%	Non Statutory
Display ad in O&M Advertiser	Cost + 10%		Cost + 10%			Non Statutory
Display ad in Border Mail	Cost + 10%		Cost + 10%			Non Statutory
Section 173 Agreements						
Preparation fee		734.40	754.60	20.20	2.8%	Non Statutory
Legal review where agreement prepared outside Council		68.70	70.60	1.90	2.8%	Non Statutory
Sealing fee		109.90	112.90	3.00	2.7%	Non Statutory
Application for agreement to a proposal to amend or end an agreement under section 173 of the Act	New		726.70	-	0.0%	Statutory

Description of Fees and Charges	Unit(s)	2023/24 Fee Inc GST \$	2024/25 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Planning Services (continued)						
Request for Planning Information - Copies of planning permits and endorsed plans from closed files		111.00	114.05	3.05	2.7%	Non Statutory
Copies of planning permits and endorsed plans from electronic files	New	47.70		*Update as per stat fees		Non Statutory
Copies of planning permits and endorsed plans from offsite files	New	95.40		*Update as per stat fees		Non Statutory
Copies of planning permits and endorsed plans from onsite files	New	159.00		*Update as per stat fees		Non Statutory
Heritage Loan Scheme	Rate set 1%		Rate set 1%			Non Statutory
Provision of written planning advice / information		232.60	239.00	6.40	2.8%	Non Statutory
Infrastructure Services						
Certificate of Title	Per Title	42.30	43.45	1.15	2.7%	Non Statutory
GARBAGE, RECYCLE AND ORGANICS COLLECTION						
Domestic - Garbage Collection - Urban (140 Litre Bin)		126.90	108.85	-18.05	-14.2%	Non Statutory
Domestic - Garbage Collection - Rural (140 Litre Bin)		215.30	184.65	-30.65	-14.2%	Non Statutory
Domestic - Garbage Collection - Urban Upgraded Bin Size (240 Litre Bin)		215.30	184.65	-30.65	-14.2%	Non Statutory
Domestic - Garbage Collection - Rural Upgraded Bin Size (240 Litre bin)	n/a		220.00	-	-	Non Statutory
Domestic - Recycling Collection (240 Litre Bin)		98.20	105.10	6.90	7.0%	Non Statutory
Domestic - Recycling Collection - Upgraded bin size (360 Litre Bin)		118.80	127.15	8.35	7.0%	Non Statutory
Domestic - Organics Collection (240 Litre Bin) or 140 Litre bin by arrangement		180.70	182.40	1.70	0.9%	Non Statutory
WASTE MANAGEMENT FACILITIES						
Environmental Management Contribution		85.80	88.15	2.35	2.7%	Non Statutory
TRANSFER STATION FEES						
Putrescible Waste, Hard Waste and unsorted loads / Landfill waste (General Waste)						
General Waste Charge Charge/m3		51.60	53.00	1.40	2.7%	Non Statutory
General Waste Minimum Charge		9.80	10.00	0.20	2.0%	Non Statutory
Other Materials						
Clean separated green waste accepted by Site Supervisor (per cubic metre)		22.15	22.75	0.60	2.7%	Non Statutory
- N.B. Full charge applies if contaminated						
Car tyres (each)		9.90	10.15	0.25	2.5%	Non Statutory
Car tyres with rim (each)		13.85	14.25	0.40	2.9%	Non Statutory
Light truck tyres (each)		17.60	18.10	0.50	2.8%	Non Statutory
Heavy truck tyres (each)		42.75	43.90	1.15	2.7%	Non Statutory
Tractor tyres (each)		91.50	94.00	2.50	2.7%	Non Statutory
Earthmover tyres (each)		184.10	189.15	5.05	2.7%	Non Statutory
Mattresses (each)		39.80	40.90	1.10	2.8%	Non Statutory
Soft Furnishings lounge chairs, couches etc. (each)		42.95	44.15	1.20	2.8%	Non Statutory
Fridges		10.85	11.15	0.30	2.8%	Non Statutory
Consent to Work Within the Road Reserve - Road Management Act 2004						
Statutory Fees - as at 1 July 2024, one fee unit equals \$16.33						
Current fees (below) are also available at vicroads.vic.gov.au .						
<u>Works (other than minor works conducted by a person referred to in regulation 10(2) that are traffic impact works)</u>						
Road Classification						
Freeway						
Conducted on any part of the roadway, shoulder or pathway		686.90	705.45	18.55	2.7%	Statutory
Not conducted on any part of the roadway, shoulder or pathway		480.20	493.20	13.00	2.7%	Statutory
Arterial Road						
Conducted on any part of the roadway, shoulder or pathway		686.90	705.45	18.55	2.7%	Statutory
Not conducted on any part of the roadway, shoulder or pathway		480.20	493.15	12.95	2.7%	Statutory
Municipal road or non-arterial State road where maximum speed limit at any time is more than 50kph						
Conducted on any part of the roadway, shoulder or pathway		685.30	703.80	18.50	2.7%	Statutory
Not conducted on any part of the roadway, shoulder or pathway		373.65	383.75	10.10	2.7%	Statutory
Municipal road or non-arterial State road where maximum speed limit at anytime is <u>not</u> more than 50kph						
Conducted on any part of the roadway, shoulder or pathway		373.65	383.75	10.10	2.7%	Statutory
Not conducted on any part of the roadway, shoulder or pathway		95.40	98.00	2.60	2.7%	Statutory

Description of Fees and Charges	Unit(s)	2023/24 Fee Inc GST \$	2024/25 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Infrastructure Services (continued)						
Minor works conducted by a person referred to in regulation 10(2) that are traffic impact works						
Road Classification						
Freeway						
Conducted on any part of the roadway, shoulder or pathway		254.40	261.30	6.90	2.7%	Statutory
Not conducted on any part of the roadway, shoulder or pathway		151.05	155.15	4.10	2.7%	Statutory
Arterial Road						
Conducted on any part of the roadway, shoulder or pathway		254.40	261.30	6.90	2.7%	Statutory
Not conducted on any part of the roadway, shoulder or pathway		151.05	155.15	4.10	2.7%	Statutory
Municipal road or non-arterial State road where maximum speed limit at any time is more than 50kph						
Conducted on any part of the roadway, shoulder or pathway		147.90	151.85	3.95	2.7%	Statutory
Not conducted on any part of the roadway, shoulder or pathway		95.40	97.98	2.58	2.7%	Statutory
Municipal road or non-arterial State road where maximum speed limit at anytime is <u>not</u> more than 50kph						
Conducted on any part of the roadway, shoulder or pathway		147.90	151.85	3.95	2.7%	Statutory
Not conducted on any part of the roadway, shoulder or pathway		95.40	98.00	2.60	2.7%	Statutory
Request for a Point of Discharge of Stormwater						
<i>This fee is set under Building Regulation 133(2) and is updated annually in July each year.</i>		155.35	159.55	4.20	2.7%	Statutory
Roadside Firewood Collection*		27.45	27.45	-	0.0%	Statutory
Roadside Firewood Collection* - Pensioners and healthcare card holders		16.45	16.90	0.45	2.7%	Non Statutory
*Covered by Road Management Act						



Draft Operating Income and Expense by Service Plan 2024/2025

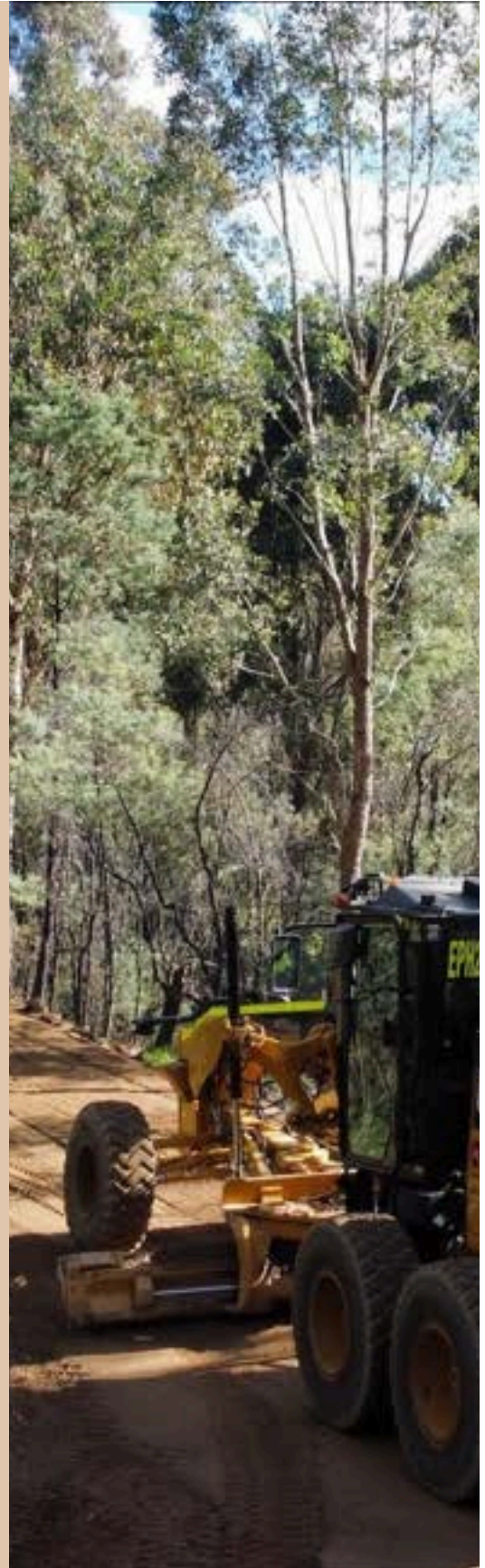


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2024/2025 Budget Operating Income and Expenses by Service Plan



Office of the Chief Executive Officer



2024/2025 Budget Operating Income and Expenses by Service Plan

Executive Management

WHAT WE DO

On behalf of the Community we oversee the proper functioning of Council, plan for and deliver the services and facilities to which they aspire, whilst maintaining the highest standards of probity and integrity.

- Oversee the day-to-day operations of Council
- Provide quality general management, governance and financial leadership to Council on behalf of the Community
- Oversee the development and delivery of the 4-year Council Plan
- Timely implementation of decisions and policies of the Council
- Advise and report to Council on functions under the Local Government Act
- Monitor, manage and report to Council on Council's performance

FUTURE PLANS

- Council Plan and Capital Plan achievement
- Preparations for 2024 Council election. Ensuring caretaker protocols are well understood and followed by councillors and staff.
- Induction of new council post-election, including good governance workshops
- Continued response to 2022 staff engagement and alignment survey. Conduct of the 2024 follow up survey
- Ongoing development of the executive and senior management teams (team building and capacity building)
- Continued prudent financial management and planning. Ensuring the long-term financial sustainability of the Shire whilst renewing assets as and when due, delivering quality services, building great communities, and caring for our environment.

SERVICES

SERVICE	DESCRIPTION
Executive Management	On behalf of the Community we oversee the proper functioning of Council, plan for and deliver the services and facilities to which they aspire, whilst maintaining the highest standards of probity and integrity. Total FTE 8

**2024/2025 Budget Operating Income and Expenses by Service Plan****BUDGET VARIANCE ANALYSIS**

SERVICE	ACCOUNT	COMMENTARY
Executive Management	2436. Councillor allowance	Councillor allowances increased and set as per "Victorian Independent Remuneration Tribunal "
	2515. Fleet Monthly Costs Distributed	CEO and Councillor vehicle costs



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE

Service Area - Executive Management

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Expense			
2000. Ordinary Hours	951,537	894,802	978,078
2002. Leave - Annual	90,401	93,942	92,910
2003. Leave - Long Service	23,796	22,364	24,460
2004. Leave - Sick	33,309	31,310	34,232
2005. Leave - Parental	4,753	4,470	4,890
2009. Superannuation	104,665	91,262	112,490
2010. Workcover	28,556	31,462	29,322
2012. Leave - Other	0	209	0
2020. Allowance - Travel	14,616	16,003	14,616
2021. Allowance - Other	36,348	35,847	43,212
2022. Training	2,500	7,500	2,500
2023. Uniforms	398	398	200
2025. Memberships - Industry	31,000	32,955	32,800
2026. Professional Affiliations	430	600	500
2028. Police and WWC Checks	0	117	0
2032. Name Badges	0	136	0
2034. Conferences/Workshops	2,000	3,185	6,000
2040. Rewards & Recognition Policy	1,740	2,721	4,000
2101. Subscriptions	6,144	3,344	6,244
2102. Accommodation	4,450	4,218	7,200
2103. Meals	2,400	1,407	2,750
2104. Parking	1,080	917	1,386
2111. Stationery	0	68	250
2116. Fuel	0	88	260
2117. Catering	10,000	9,442	12,720
2127. Consumables - Printer	250	229	240
2129. Consumables - Staff	0	134	0
2140. Cleaning - Green	0	45	0
2143. Travel /Train/Plane/Uber/Taxi	240	140	120
2203. Telephone - Mobile	9,360	8,871	9,900



2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2205. Internet	5,028	3,547	4,668
2406. Legal Expenses	2,400	1,700	1,200
2407. Advertising	6,600	5,912	6,600
2414. Facility Hire	580	1,673	1,060
2436. Allowance - Councillor	242,338	243,154	255,965
2514. Fleet - Pool vehicle usage	7,152	5,339	300
2515. Fleet - Monthly Costs Distributed	31,235	33,994	49,297
2601. Contract Services	22,279	14,388	8,200
2603. Materials	4,000	4,586	4,240
2605. Purchases - Minor Equipment	0	3,480	0
Total Expense	1,681,585	1,615,959	1,752,810
	1,681,585	1,615,959	1,752,810



2024/2025 Budget Operating Income and Expenses by Service Plan

Carlyle Cemetery

WHAT WE DO

- Responsible and sustainable management as Cemetery Trust Managers to ensure the cemetery is financially sustainable and meets the expectations and needs of our community.

FUTURE PLANS

- **Land redevelopment project**
 - This is going to be a relatively large project with the submission of the planning application to allow cemetery usage on the reserved parcel.
 - A vegetation assessment will have to be conducted to ensure that any burials will not impact the established trees in the area. This will also inform us on the varieties of trees and vegetation that can be planted to enhance the visual appeal of the site.
 - Path design will have to be considered and any construction will trigger a planning permit due to the ESO2 overlay.
 - The mapping software referred to earlier will enable us to keep GPS coordinates of these burials
- **Central Garden redesign**
 - A grant is currently submitted for a central garden redesign. A successful tender was submitted which will lead to the removal of the current conifers and installation of additional burial locations within a new native garden. Additional drainage works will also be completed as a part of the project.
- **Rotunda Revival**
 - With the central garden redesign, there is the opportunity to restore the central Rotunda. Initially it was planned to demolish the rotunda for a replacement however once the structure was determined as structurally sound and of historical importance, a restoration was planned.
 - An RFQ was circulated to 5 local building companies who expressed varying levels of interest. Unfortunately, no responses were submitted. The next step will be to post the tender on eProcure to restart the project.
 - It is proposed that
- **Additional burial options**
 - There are many opportunities to increase the burial offerings surrounding our lawn area. These are currently being explored and the allowance of pre-registration will help finance the initial phases of the natural burial project.



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
Carlyle Cemetery	<p>Service Description</p> <ul style="list-style-type: none"> Burial or entombment of the deceased. To respect the cultural and religious requirements of the community. Provide and maintain a record of burials. To provide burial information and customer service to the families of the interred. Follow legislative burial practices as stated in the Cemeteries and Crematoria Act 2003 and the Manual for Victorian Class B Cemetery Trusts. Ensuring the long-term financial sustainability as cemetery trustees. <p>Purpose of Service</p> <ul style="list-style-type: none"> To ensure the long-term sustainability of the Carlyle Cemetery as a community asset. <p>Service Activities</p> <ul style="list-style-type: none"> Key Activities of the Carlyle Cemetery Service Area include: <ul style="list-style-type: none"> Reviewing various applications and providing approvals. Receiving and processing various interment and reservation fees. Coordinating interment processes, including but not limited to; liaising with funeral directors, gravedigger and stonemasons. Maintaining records and maps of plots and burials. Liaise with relevant community groups and members on development and maintenance of the cemetery. Providing customer service to families of interred individuals. This included but is not limited to; providing information about historical burials, coordinating the installation of monuments and providing information on the burial process. Coordinating with maintenance staff and works crews on scheduled works and projects. <p>Total FTE 0.21</p>

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Carlyle Cemetery		No material variances



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Carlyle Cemetery

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1366. Cemetery Fees	(47,400)	(32,012)	(47,400)
Total Income	(47,400)	(32,012)	(47,400)
Expense			
2000. Ordinary Hours	15,456	11,827	15,884
2002. Leave - Annual	1,468	1,124	1,508
2003. Leave - Long Service	389	297	402
2004. Leave - Sick	543	415	558
2005. Leave - Parental	77	60	78
2009. Superannuation	1,701	1,185	1,832
2010. Workcover	466	375	480
2101. Subscriptions	250	0	250
2590. Transfer - To Reserve	0	0	(1,342)
2591. Transfer - To Trust Account	(700)	9,596	0
2601. Contract Services	26,400	16,367	26,400
2603. Materials	1,350	965	1,350
Total Expense	47,400	42,210	47,400
	0	10,198	0



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Communications

WHAT WE DO

The Engagement and Communications Team is responsible for ensuring that Councillors, community and staff are kept well informed about Council decisions, services, facilities, projects, events and activities and provided with opportunities to contribute to council decision making via community engagement and consultation.

The team use a range of communication channels to do this, based on the specific audience it is trying to reach and engage with.

Specifically, the team:

- Provides strategic advice, support and oversight for all Indigo Shire communications
- Provides strategic advice and assistance for all community engagement opportunities across the organisation
- Critiques and provides guidance on all designed communications (message hierarchy, tone of voice, application of visual identity)
- Manages media relations
- Manages Council's corporate social media profiles; Facebook, Twitter and You Tube
- Manages Council's corporate website and dedicated engagement platform, ENGAGED INDIGO
- Produce and distributes the weekly YOUR INDIGO e-newsletter as well as strategic documents including the Annual Report, Council Plan and Community vision document.
- Produce weekly From the CEO Desk, monthly i-SPY internal staff publications and oversees the staff intranet, TONY.

FUTURE PLANS

Indigo Shire has a highly engaged community that wants a greater say in influencing Council decision-making. Residents want better services and facilities, specifically core services, and a greater understanding of how ratepayers' money is allocated and distributed across the Shire.

Since the COVID pandemic, more of our residents have turned to social media, in particular community Facebook pages and the internet to find and share information, making it increasingly difficult for Council to cut through the noise and misinformation to reach local audiences to communicate and share Council information.

Limited resources, both human and financial makes it increasingly challenging for Council to find the right mix to reach all of its audiences, recognising that there is not a one size fits all solution.

A focus of 2023/24 will be to explore cost affordable, yet effective, communication channels and engagement tools that can reach a broad demographic and give as many people as possible the opportunity to engage with us and to be kept up to date with Council news and information. However,



2024/2025 Budget Operating Income and Expenses by Service Plan

FUTURE PLANS

balancing digital innovation while avoiding leaving less connected community members behind is an ongoing challenge.

The Engagement and Communications Team will also need to remain responsive to the challenges Council will most likely face including, high inflation and cost of living potentially leading to more residents turning to Council for support/rate relief; affordable and available housing; the impacts of a changing climate with more severe weather events; recruiting and retaining skilled staff, support for our aging population as well as support for young people, especially mental health services.

SERVICES

SERVICE	DESCRIPTION
Communications	The Engagement and Communications Team provides strategic advice and support to increase the organisation's capacity to effectively communicate and engage with a range of stakeholders including community, organisations, other levels of government and the media. The team manages the provision of a range of responsive, quality and pro-active communications that contribute to the achievement of the Council Plan and vision.
	Total FTE 2

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Communications	2601. Contract Services	Temporary New Initiative for Community vision, Council Plan and Municipal Public Health pf \$30k



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PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Communications

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Expense			
2000. Ordinary Hours	203,532	199,246	208,024
2002. Leave - Annual	19,335	20,729	19,770
2003. Leave - Long Service	5,093	5,018	5,200
2004. Leave - Sick	7,124	6,979	7,280
2005. Leave - Parental	1,015	997	1,040
2009. Superannuation	22,387	20,568	23,922
2010. Workcover	6,109	6,158	6,240
2012. Leave - Other	0	205	0
2018. Casual Hours	0	1,320	0
2021. Allowance - Other	8,557	8,873	10,076
2026. Professional Affiliations	0	229	0
2100. Merchandise	0	248	0
2101. Subscriptions	2,400	1,825	2,400
2108. Printing	3,000	180	2,000
2111. Stationery	0	60	0
2132. Newspapers & Periodicals	600	420	600
2205. Internet	300	150	300
2407. Advertising	15,000	15,119	12,000
2514. Fleet - Pool vehicle usage	150	75	150
2601. Contract Services	29,000	30,593	62,000
Total Expense	323,602	318,991	361,002
	323,602	318,991	361,002



2024/2025 Budget Operating Income and Expenses by Service Plan

Customer Experience

WHAT WE DO

Advocating and supporting the creation of a customer centric organisation. Enhancing our customers experiences via the delivery and optimisation of customer service and ease of service access.

FUTURE PLANS

- Undertake a service review of customer experience
- Continue to implement the recommendations of the CX strategy
- Undertake customer journey mapping to identify pain points/opportunities to improve the customer experience
- Continue to look at training and development opportunities
- Contribute to any future digital transformation opportunities to improve CX

SERVICES

SERVICE	DESCRIPTION
Customer Experience	<p>Service Description</p> <ul style="list-style-type: none"> • Providing our residents and community with high quality and efficient frontline customer service delivery from our offices in Beechworth, Yackandandah, Rutherglen and Chiltern and via phone and in person service. • Work to improve internal systems to prioritise customer enquiries. • Advocate for the local community and elevate issues to internal managers. • Working closely with Council's internal departments to facilitate a quick and easy resolution to customer requests. • Managing ISC's shared resources (mail, stationery, staff consumables). • Managing the administration of the Rutherglen Memorial Hall and bookings for the Yackandandah Senior Citizens Hall. <p>Purpose of Service</p> <ul style="list-style-type: none"> ○ Facilitate and support customer experience. ○ Interpreting and anticipating customers' needs and responding accordingly ○ Maintaining person-to-person customer contact to ensure a customer centric service delivery ○ Source of accurate information for customers ○ Continuous improvement to systems facilitating the Customer Experience ○ Continue to work on Merit integrations to allow greater CRM usability, expediting service. ○ Further development of workflows to ensure customer requests are valued and answered.



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"> Continued work on improving customer self-service by moving more services to our website. <p>Service Activities</p> <p>Key Activities of the Customer Service and Administration Service Area include:</p> <ul style="list-style-type: none"> Facilitate and deliver best practice and community responsive customer service Ensure all interactions with customers are respectful, helpful and diligent. Facilitate first point of contact resolutions where possible Record all customer contact received via the call centre into Council's Customer Request Management systems and updating requests to provide further information to Council officers and increase service delivery. Respond to counter enquiries, receipting of payments, permit application, disabled parking permits and animal registration Support other departments with the routine provision of photocopier management, stationery & staff amenity supplies, banking and mail delivery Manage Rutherglen Memorial Hall Manage Carlyle Cemetery <p>Total FTE 4.79 plus Casual 0.38</p>

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Customer Experience	2601. Contract Services	All costs associated with organisational resources moved across to "Information Technology" service area



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Customer Experience

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1062. Grant Op. (SNR)	0	(90,000)	0
Total Income	0	(90,000)	0
Expense			
2000. Ordinary Hours	315,140	245,242	322,514
2001. Overtime	0	39	0
2002. Leave - Annual	29,936	23,298	30,639
2003. Leave - Long Service	8,634	8,938	10,500
2004. Leave - Sick	11,029	8,582	11,288
2005. Leave - Parental	1,574	1,225	1,615
2009. Superannuation	37,968	40,012	48,348
2010. Workcover	10,352	10,846	12,614
2018. Casual Hours	30,056	138,732	97,956
2022. Training	0	7,542	0
2023. Uniforms	2,462	1,311	4,500
2102. Accommodation	200	0	0
2108. Printing	4,500	3,254	2,500
2109. Paper	4,800	2,400	4,800
2110. Postage	21,600	14,551	12,000
2111. Stationery	6,840	5,081	6,840
2117. Catering	0	95	0
2129. Consumables - Staff	7,200	7,950	5,500
2132. Newspapers & Periodicals	1,020	667	1,020
2200. Freight	4,380	4,473	4,380
2203. Telephone - Mobile	360	180	360
2514. Fleet - Pool vehicle usage	4,400	2,517	1,000
2601. Contract Services	600	82,953	600
2603. Materials	600	315	0
2605. Purchases - Minor Equipment	1,800	6,667	1,800


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Total Expense	505,451	616,869	580,774
	505,451	526,869	580,774



2024/2025 Budget Operating Income and Expenses by Service Plan

Governance

WHAT WE DO

This service has the responsibility to provide governance support to Council and officers. We support good governance advice to Council, Councillors, staff and Council committees, to enable making and implementing decisions with reference to community engagement, policy frameworks and agreed practice and in compliance with relevant legislation. This covers integrity training, privacy/FOI, delegations, council business papers and coordinating elections, Council meetings, Committees and reporting for LGPRF.

FUTURE PLANS

- FOI continues to be a significant demand on officer time, and industry trends are for this to increase. While Council's number of requests has not increased overall, the increased requirements for consultation, heightened complexity, and a general trend for applicants to appeal decisions to OVIC leads to a significant impost on staff resources. There is also a general increase in information requests which generally leads to requests for advice from our team.
 - PDSP will require cross-department resources and commitment to ensure we share a common understanding of obligations and capacity to deliver.
 - With increased governance awareness, there will be an increase in requests for support. This is already evident in the number of conflict-of-interest queries we are fielding.
- External regulatory agencies are continuing to raise the governance bar for Councils, and the team needs to be well positioned to respond and provide advice and training.



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
Governance	<ul style="list-style-type: none"> • Council Meetings: <ul style="list-style-type: none"> ○ Planning Council Meetings, including producing business papers for Council, and maintaining meeting schedules ○ Managing public interface with Council Meetings, tracking questions, actions, etc. • Councillor / EMT advice and support • Provide training through a coordinated and strategically programmed integrity program. • Information Governance: <ul style="list-style-type: none"> ○ Privacy advice and training ○ Process FOI applications and develop FOI compliant practices across Council ○ Lead on PDSP project management • Produce and update delegations and authorisations • Support governance of Community Asset /Advisory Committees • Advice, support and training around: <ul style="list-style-type: none"> ○ Conflict of interest, gifts ○ Personal interest returns ○ Election policy matters ○ Governance Rules ○ Privacy and information management / confidentiality ○ Assistance with interpreting legislation ○ Sourcing legal advice ○ Policy development • Compliance: <ul style="list-style-type: none"> ○ Policy register management, planning and maintenance ○ Delegations and Authorisations/Appointments updates ○ Management, planning and maintenance of compliance registers in RelianSys ○ Manage registers – conflict of interest, personal interests returns – manage the process and provide templates ○ Staff training and support for same ○ Maintenance of Governance Schedule • Department of Transport and Buller Gas audits and others as required. • Maintaining up to date website information for matters relating to all governance activities <p>Total FTE 1.58</p>

**2024/2025 Budget Operating Income and Expenses by Service Plan****BUDGET VARIANCE ANALYSIS**

SERVICE	ACCOUNT	COMMENTARY
Governance	2601. Contract Services	Council Elections 2024 cost



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Governance

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1506. Fees	0	(222)	(250)
1507. Fines - (Infringements)	(1,047)	(1,047)	(2,000)
Total Income	(1,047)	(1,269)	(2,250)
Expense			
2000. Ordinary Hours	132,169	121,073	131,490
2001. Overtime	0	597	0
2002. Leave - Annual	12,550	11,500	12,496
2003. Leave - Long Service	3,302	3,027	3,285
2004. Leave - Sick	4,628	4,237	4,602
2005. Leave - Parental	654	605	653
2009. Superannuation	14,545	12,396	15,123
2010. Workcover	3,966	3,657	3,942
2021. Allowance - Other	0	404	480
2023. Uniforms	168	0	200
2101. Subscriptions	8,500	12,280	8,730
2102. Accommodation	0	1,150	1,200
2103. Meals	220	450	600
2406. Legal Expenses	5,250	5,463	5,250
2407. Advertising	0	327	0
2514. Fleet - Pool vehicle usage	1,008	504	1,032
2601. Contract Services	0	15,960	176,500
Total Expense	186,960	193,630	365,583
	185,913	192,361	363,333



2024/2025 Budget Operating Income and Expenses by Service Plan

Information Management

WHAT WE DO

- Support the Council to maintain Council Records in accordance with legislative requirements, by providing advice, training and ongoing support to staff.
- Administer Council's Electronic Document Records Management System (EDRMS), supporting officers to manage records within the system, and ensuring all relevant records are accessible and stored in accordance with legislative obligations.
- Ensuring document disposal and retention requirements are in accordance with the Public Records Office of Victoria;
- Managing the lifecycle of all electronic and physical records (stored on and off-site)
- Manage all incoming correspondence (electronic and hard copy), assigning actions to the appropriate officer in a timely manner.

FUTURE PLANS

- Finalise the draft Information Management Strategy 2023-2027
- Support the implementation of Greenlight and HRMS
- Develop plan for reviewing, disposing (where relevant) and transitioning archived records from Iron Mountain to Grace to reduce storage costs.
- Investigate future potential EDRMS to enable effective integration with Office 365
- Significant input into the PDSP – due August 2024

SERVICES

SERVICE	DESCRIPTION
Information Management	<p>Information Management Service Area is responsible for the:</p> <ul style="list-style-type: none"> • Provision of an information management framework compliant with the requirements of the Public Records Act 1973, associated standards and the Australian Standard AS ISO 15489 - Records Management • Administration and support of Council's electronic document and records management system (EDRMS), including regular reviews and strategies to increase the levels of staff usage and effectiveness • Ensuring document disposal and retention requirements are in accordance with the Public Records Office of Victoria; • Managing the lifecycle of all electronic and physical records (stored on and off-site)



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
	<p>Key Activities of the Information Management Service Area include:</p> <ul style="list-style-type: none"> • Development, implementation and review of Council's Information Management program; • Development, implementation and review of all Information Management policies, procedures and operational guidelines; • Administration and support of Council's EDRMS (Content Manager) including the day to day activities of: <ul style="list-style-type: none"> ○ Processing of physical and electronic correspondence (including entry into the EDRMS); ○ Classifying correspondence and assigning to the appropriate Council Officer; ○ Assignment of the correct retention schedule to all records; • Providing support and training for the use of the EDRMS to staff; • Ensuring Council's records are appropriately stored and disposed of in accordance with the Public Records Office of Victoria; • Regular assessment of archive material for potential disposal/destruction. • Ensuring contractors and volunteers are aware of their recordkeeping obligations • Removal, assessment and reclassification/destruction of boxes stored at Iron Mountain Baranduda (formally Recall) <p>Total FTE 1.74</p>

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Information Management		No material variances



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Information Management

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1506. Fees	0	(194)	0
Total Income	0	(194)	0
Expense			
2000. Ordinary Hours	115,761	98,520	125,460
2001. Overtime	0	191	0
2002. Leave - Annual	10,995	8,998	11,916
2003. Leave - Long Service	2,891	2,435	3,133
2004. Leave - Sick	4,055	3,348	4,392
2005. Leave - Parental	584	476	626
2009. Superannuation	12,736	10,122	14,425
2010. Workcover	3,474	2,929	3,766
2018. Casual Hours	0	1,714	0
2023. Uniforms	270	0	0
2025. Memberships - Industry	600	1,685	600
2433. Archive - Storage Costs	9,840	17,034	18,000
2514. Fleet - Pool vehicle usage	0	57	0
2601. Contract Services	6,060	3,938	10,158
Total Expense	167,266	151,446	192,476
	167,266	151,252	192,476



2024/2025 Budget Operating Income and Expenses by Service Plan

People and Culture

WHAT WE DO

The People & Culture team exists to support, enable and develop the workforce, culture and practices of the organisation to best achieve the objectives of the Council Plan. This is achieved by providing a person-centred approach to managing our workforce that creates a positive work environment that directly benefits the organisation.

We do this in the following ways:

- Build organisational capability through effective leadership, employee attraction, development and retention
- Provide for the health, safety and wellbeing of our employees
- Drive enhanced contribution and delivery of our Council Plan through effective performance objectives, reviews and management
- Encourage and drive the rewarding of and recognising behaviours and high performance
- Drive, influence and support positive cultural change across the organisation
- Support and coach line managers and supervisors in engaging, developing and motivating their staff
- Continual monitoring and reporting of Council's incidents, accidents and near misses including investigations, corrective action, WorkCover management and supporting employees to return to work safely
- Manage Council's risk by ensuring compliance with the Occupational Health and Safety Act 2004, Fair Work Act 2009, Public Interest Disclosures Act 2012, Council's Enterprise Agreement and other relevant legislation, standards and instruments

FUTURE PLANS

- Successful change management through the implementation of the HRIS
- Embed our new Vision, Purpose and Values into our People practices
- Completion and adoption of the Leadership development plan
- Reflection and forward planning for the next SWFP
- EBA negotiations and consolidation of Part A and Part B
- Start Wellbeing Strategy initiatives
- Develop a HR Framework
- Develop an organisation Learning and Development plan
- HR Service Review



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
People and Culture	<ul style="list-style-type: none"> • Support and lead organisational capability within leadership, employee attraction, development and retention • Partner with the organisation to provide advice, guidance and support on all matters related to human resources, which includes industrial relations, staff management and performance • Support and manage the return to work function and wellbeing of our employees • Drive, influence and support positive cultural change across the organisation including gender equitable practices • Development of policies and procedures related to organisational development and Occupational Health and Safety • Oversee and administer the whole of the employee lifecycle • Continual monitoring and reporting of Councils incidents, accidents and near misses including investigations, corrective action, WorkCover management and supporting employees to return to work safely • Manage Council's risk by ensuring compliance with the Occupational Health and Safety Act 2004, Fair Work Act 2009, Protected Disclosures Act 2012, Council's Enterprise Agreement and other relevant legislation, standards and instruments <p>Total FTE 3.58</p>



2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
People and Culture	2033. Trainees	Previously allocated in another service area, better aligned with People and Culture
	2036. Recruitment Costs	Recruitment costs for filling vacant roles in 2023/24. Expected to be lower in 24/25.
	2601. Contract services	Gender Equity Action Plan Commitments and survey costs, includes \$17k training budget and \$50k for temporary new initiatives - 'Enterprise Agreement Consolidation Process and Negotiations' (\$15k), 'Employee Engagement and Alignment Survey' (\$20k) and 'Strategic Workforce Plan' (\$15k).



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - People & Culture

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1252. Reimbursement - Other External	0	(930)	0
Total Income	0	(930)	0
Expense			
2000. Ordinary Hours	364,937	334,772	331,514
2001. Overtime	0	83	0
2002. Leave - Annual	34,663	33,528	31,505
2003. Leave - Long Service	9,122	8,429	8,291
2004. Leave - Sick	12,776	11,716	11,602
2005. Leave - Parental	1,817	1,671	1,659
2009. Superannuation	40,149	34,734	38,127
2010. Workcover	10,946	10,960	9,942
2015. Training - Online	25,000	15,764	25,000
2018. Casual Hours	0	2,601	0
2021. Allowance - Other	8,370	8,148	10,362
2022. Training	52,800	71,090	70,352
2023. Uniforms	1,200	700	1,300
2025. Memberships - Industry	5,600	5,996	5,850
2026. Professional Affiliations	1,220	860	1,250
2027. Medicals	3,000	2,610	3,080
2028. Police and WWC Checks	4,000	3,285	4,080
2029. Vaccinations	2,000	1,000	2,055
2032. Name Badges	150	170	0
2033. Trainees	40,800	27,204	41,922
2034. Conferences/Workshops	4,000	2,973	4,110
2036. Recruitment Costs	2,000	21,351	2,000
2039. Development - Professional	0	217	0
2040. Rewards & Recognition Policy	2,000	1,582	3,600
2043. Programs - Employee Assistance	15,580	16,777	15,580


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2044. Development - Leadership	20,000	18,737	20,550
2101. Subscriptions	343	1,228	1,400
2102. Accommodation	1,000	2,169	1,500
2103. Meals	400	328	500
2104. Parking	240	150	250
2111. Stationery	200	388	200
2117. Catering	0	1,192	1,500
2203. Telephone - Mobile	1,920	1,342	1,800
2205. Internet	600	300	600
2406. Legal Expenses	12,000	6,000	12,000
2407. Advertising	48,000	50,461	49,320
2514. Fleet - Pool vehicle usage	2,400	1,287	2,400
2601. Contract Services	146,100	39,335	145,100
2605. Purchases - Minor Equipment	800	2,499	980
2613. Psychometric testing	3,000	1,877	3,080
Total Expense	879,133	745,515	864,361
	879,133	744,585	864,361



2024/2025 Budget Operating Income and Expenses by Service Plan

Risk and Safety Management

WHAT WE DO

This service provides leadership and support for risk, insurance, health and safety, internal audit and statutory activities and requirements. Major functions of this service include:

- Development, maintenance and implementation of the Risk Management Framework
- Development, maintenance and implementation of the Health and Safety Management System
- Coordination of the Audit and Risk Committee
- Coordination of insurances and management of insurance claims
- Investigation and reporting of incidents
- Coordinator of Internal Audits
- Ensuring compliance with legislation including:
 - Local Government Act 2020
 - Health and Safety Act 2004

FUTURE PLANS

- Complete a complete external review and audit of our OHS Management System
- Adopt a 5 year OHS Strategy to meet the needs of the organisation and best practice
- Continue to roll-out the agreement Risk Management initiatives as per the adopted Roadmap
- Upskill and train to new Risk and Safety Officer to ensure role clarity to quickly meet the needs of the team and Council
- Contribute and participate in the new incident and investigation module to replace



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
Risk and Safety Management	<ul style="list-style-type: none"> • Development, maintenance and implementation of the Risk Management Framework • Development, maintenance and implementation of the Health and Safety Management System • Coordination of the Audit and Risk Committee • Coordination of insurances and management of insurance claims • Investigation and reporting of incidents • Coordinator of Internal Audits • Ensuring compliance with legislation including: <ul style="list-style-type: none"> • Local Government Act 2020 • Health and Safety Act 2004 <p>Total FTE 1.95</p>

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Risk and Safety Management	2411. Insurance – Vehicle	Covered by other insurance budget allocations in other areas
	2415. Insurance – Public Liability	Estimated increase – accurate quotes are not available until late June 2024



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Risk and Safety

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1255. Reimbursement-Insurance Claim Rec'd	0	7,752	0
1405. Interest - General	0	(5,787)	0
1536. Insurance - Charges	0	(248)	0
Total Income	0	1,717	0
Expense			
2000. Ordinary Hours	74,890	104,764	157,952
2002. Leave - Annual	7,112	9,968	15,006
2003. Leave - Long Service	1,871	2,621	3,952
2004. Leave - Sick	2,620	3,671	5,524
2005. Leave - Parental	377	523	794
2009. Superannuation	8,239	10,490	18,164
2010. Workcover	2,250	3,150	4,738
2012. Leave - Other	0	184	0
2020. Allowance - Travel	4,576	2,288	4,576
2021. Allowance - Other	8,387	7,094	8,868
2101. Subscriptions	600	600	600
2102. Accommodation	500	300	600
2203. Telephone - Mobile	300	413	312
2404. Insurance - Broker Fees	33,000	27,500	30,000
2411. Insurance - Vehicle	0	55,432	0
2414. Facility Hire	450	450	450
2415. Insurance - Public Liability	233,000	244,349	278,557
2416. Insurance - Asset	254,000	310,300	372,360
2417. Insurance - Fidelity Guarantee	4,890	4,522	5,721
2418. Insurance - Officers & Councillors	20,000	19,320	21,000
2422. Insurance - Cyber Liability	17,000	16,308	18,700
2425. Audit Fees - Internal	40,391	35,744	40,391
2426. Insurance - Personal Accident	2,951	2,374	3,099


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2514. Fleet - Pool vehicle usage	1,200	1,291	1,200
2601. Contract Services	2,250	14,652	22,300
Total Expense	720,854	878,308	1,014,864
	720,854	880,025	1,014,864

2024/2025 Budget Operating Income and Expenses by Service Plan



2024/2025 Budget Operating Income and Expenses by Service Plan



Planning and Corporate Services



2024/2025 Budget Operating Income and Expenses by Service Plan

Building Control Services

WHAT WE DO

The Building Controls department's role is to assist in protecting the community from major risks to life and property and to fulfil the obligations required by Local Councils within the Building Act 1993 and the Building Regulations 2018 (including pool and spa regulations 2019).

We offer a service to the community whether through the issue of permits or for advice on how homes, shops and commercial structures can be built to be structurally sound and ensure they meet all relevant standards for Disability Access, Bushfire Construction and Energy Ratings.

Activities undertaken include but are not limited to:

- Issuing of Building Permits, Essential Safety Measures Inspections, Control of Places of Public Entertainment (POPEs), Enforcement of Illegal Building Works, Statutory Reporting to the Victorian Building Authority, Maintaining records for both Council and Private Building Surveyors, Community Advice and Liaison, Liquor Licence measurements, access advice to Commercial premises, Inspection of pools and fences.

Provision in all of the above measures to Towong Shire Council.

FUTURE PLANS

New Building Surveyor commenced February 2024

This position will focus on the enforcement of illegal buildings, an area that had to be put on hold due to limited resources.

National Construction Code (NCC) 2022 coming into effect 1 May 2024

This new building act may result in significant workload changes with the introduction of additional mandatory inspections and further enforcement and essential safety measure requirements.



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
Building Control Services	<p>To assist in protecting the community from major risks to life and property and meet Council's Legislative requirements in relation to the Building Act (1993) and the Building Regulations 2018.</p> <ul style="list-style-type: none"> • By issuing building permits • Monitoring Places of Public Entertainment • Inspecting, monitoring and controlling unsafe structures • Essential Safety Measures Inspections • Enforcement of Illegal Building Works • Statutory Reporting to the Victorian Building Authority • Maintaining records for both Council and Private Building Surveyors • Community Advice and Liaison • Liquor Licence measurements • Access advice to Commercial premises • Inspection of pools and fences • Provision of the above services to both Towong and Indigo Shire Councils • Issuing of emergency housing permits for Bushfire Recovery Victoria <p>Total FTE 4.52</p>

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Building Control Services	1381. Building - Permit	Fee increase to match building industry rates
	2601. Contract Services	Includes \$20k new temporary initiative for Building Enforcement. Contract staffing in 2023/24 not required in 24/25.
	2614. Contract Services –Temporary Employment	Temporary employment costs to cover vacant position



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Building & Control Services

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1353. Information Statements	(22,000)	(23,328)	(22,200)
1354. Pool Registration Fees	(72,000)	(6,021)	(600)
1377. Building - Other Charges	(29,000)	(19,075)	(26,250)
1378. Building - Lodgement Fee	(50,000)	(45,147)	(45,600)
1381. Building - Permit	(240,000)	(192,884)	(246,000)
1507. Fines - (Infringements)	(8,000)	0	0
1528. Service Recovery - Building Control	(165,420)	(203,955)	(172,440)
Total Income	(586,420)	(490,410)	(513,090)
Expense			
2000. Ordinary Hours	432,968	385,467	469,611
2002. Leave - Annual	41,122	36,540	44,601
2003. Leave - Long Service	11,225	9,634	12,182
2004. Leave - Sick	15,150	13,488	16,429
2005. Leave - Parental	2,162	1,922	2,341
2009. Superannuation	49,429	39,170	56,037
2010. Workcover	13,482	12,415	14,621
2018. Casual Hours	16,222	0	17,648
2021. Allowance - Other	1,468	1,212	6,060
2023. Uniforms	205	27	600
2024. Protective Clothing	900	300	0
2025. Memberships - Industry	600	2,858	1,200
2026. Professional Affiliations	900	0	200
2032. Name Badges	200	454	0
2034. Conferences/Workshops	0	220	0
2037. Entertainment	0	160	0
2101. Subscriptions	200	41	200
2102. Accommodation	0	679	0
2111. Stationery	1,650	1,320	450


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2117. Catering	0	0	300
2142. Administration Charge	0	57	0
2201. Rent	0	13	0
2203. Telephone - Mobile	1,200	1,459	0
2406. Legal Expenses	0	1,423	0
2514. Fleet - Pool vehicle usage	0	60	0
2515. Fleet - Monthly Costs Distributed	50,229	48,755	33,467
2601. Contract Services	40,000	158,882	20,000
2604. Purchases - Capital (only)	0	18	0
2614. Contract Services - Temporary Employ	0	14,550	0
Total Expense	679,312	731,123	695,947
	92,892	240,713	182,857



2024/2025 Budget Operating Income and Expenses by Service Plan

Environmental Health Services

WHAT WE DO

The Environmental Health Department ensures the necessary standards are maintained for the Health and Wellbeing of not just the residents of the shire, but also the visitors who are using our accommodation and food premises, protecting our waterways and preventing communicable diseases.

The service also provides Food and Accommodation inspections, Communicable disease investigations, Tobacco and Smoking area monitoring, Blue-Green Algae testing, sharps disposals and all the Septic and Wastewater approvals and inspections, ensuring that standard of living in this area is maintained.

We also provide this service for the Towong Shire and the Resort Management Boards of Falls Creek and Mount Hotham.

FUTURE PLANS

Service to Towong Shire

Towong Shire Council is currently undertaking a scoping exercise with Kernow Environmental Service and Indigo Shire is currently awaiting the outcome of a tender submission to see if we are continuing to offer the service in Towong Shire.

Alpine Resort Management Board

Amalgamation of Falls Creek and Mount Hotham Resort Management Boards with the other Victorian ski resorts to become Alpine Resort Management Board could mean that it would be financially viable for the new board to hire their own Environmental Health team. However, at this point we have been advised that they intend for Indigo Shire to continue the contract for at least for the 2024/25 period.

Domestic Waste Water Plan Grant Funding

We have been the recipient of Grant Funding to progress our Domestic Waste Water Plan and the results of a study on the Stanley Township show that for all but one of the properties tested – the wastewater systems in the area are below standards. There will be a body of work needed to explore possible solutions to these issues in order for the continuing development of the township to progress.

SERVICES

SERVICE	DESCRIPTION
Environmental Health Services	<p>Manage and deliver Council's statutory duties under the provisions of the Food Act, Public Health & Wellbeing Health Act, Environment Protection Act, Tobacco Act and other associated Acts and Regulations through appropriate policy development, planning and service delivery</p> <ul style="list-style-type: none"> • Risk based food safety assessment program of food businesses/premises • Food safety information to the business sector and general community



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"> Monitoring, surveillance and service evaluation for mosquitos, water, food, tobacco and health premises and on behalf of the Department of Health. Participation in local, regional and state food safety initiatives Reduction of the risk of infectious illness, investigation of communicable diseases in the Indigo Shire community Community education on public health issues Review, advice and approval of septic tank installations Liaise with Planning and Building Departments on appropriate developments Blue Green Algae and Aquatic Facility water testing. Provision of Sharps containers and appropriate disposal of same. Investigation of complaints – particularly rubbish dumping, illegal camping and Air BnB's Provision of all of the above services to Towong Shire, Falls Creek and Mt Hotham Liaise with Department of Health to monitor Japanese Encephalitis and other mosquito borne diseases
	Total FTE 1.92 plus Casual 1.38

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Environmental Health Services	1355. EH – Food Premises Registration	Higher income than anticipated in 2023/24, returning to normal in 2024/25
	1356. EH – Prescribed Accommodation Rego	Consolidation of revenue into this account
	2515. Fleet – Monthly Costs Distributed	New lease
	2601. Contract Services	Consultant Fees in 2023/24 for grant funded project



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Environmental Health Services

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1057. Grant Op. (SR) DHHS Funding	0	(5,000)	0
1062. Grant Op. (SNR)	(5,000)	(39,576)	(5,000)
1355. EH - Food Premises Registration	(170,000)	(254,556)	(157,000)
1356. EH - Prescribed Accommodation Rego	(12,000)	(12,159)	(72,000)
1358. EH - Hairdressers Registration	(3,000)	(2,360)	(3,000)
1359. EH - Septic Tanks - Fee	(30,000)	(30,385)	(33,600)
1361. EH - Aquatic Facilities	(1,500)	(845)	(800)
1377. Building - Other Charges	0	(1,525)	0
1529. Service Recovery - Enviro Health	(144,432)	(138,325)	(148,200)
Total Income	(365,932)	(484,731)	(419,600)
Expense			
2000. Ordinary Hours	155,606	187,251	202,810
2002. Leave - Annual	14,780	17,713	19,269
2003. Leave - Long Service	7,566	7,120	8,460
2004. Leave - Sick	5,446	6,523	7,093
2005. Leave - Parental	779	931	1,010
2009. Superannuation	33,363	29,225	38,810
2010. Workcover	9,097	9,147	10,121
2018. Casual Hours	147,766	98,485	134,576
2021. Allowance - Other	0	1,057	2,080
2023. Uniforms	0	0	300
2025. Memberships - Industry	400	0	400
2032. Name Badges	0	27	0
2103. Meals	0	40	0
2133. Sampling Expenses	8,600	11,973	8,600
2203. Telephone - Mobile	0	999	0
2205. Internet	0	179	0
2515. Fleet - Monthly Costs Distributed	5,848	7,436	18,781


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2601. Contract Services	2,800	34,544	3,600
2605. Purchases - Minor Equipment	0	86	0
Total Expense	392,051	412,736	455,910
	26,119	(71,995)	36,310



2024/2025 Budget Operating Income and Expenses by Service Plan

Financial Services

WHAT WE DO

- Deliver all core finance, payroll and accounting functions
- Management and compliance with all finance and payroll related statutory, legal and taxation obligations
- Finance support to EMT, Council, managers and staff
- Strategic financial planning
- Creation and maintenance of organisational finance policies

FUTURE PLANS

- Continued progression of providing transparent information to Council and the community relating to the adopted budget.
- Address risk issues relating to audit outcomes.
- Continued commitment to ensuring Council's financial statutory requirements are delivered on time.
- Continued process improvement to develop all staff with the necessary financial skills to be able to deliver their daily tasks.
- Ensure there are development opportunities for staff.

SERVICES

SERVICE	DESCRIPTION
Financial Services	<ul style="list-style-type: none"> • Management of the following functions - Accounts Payable, Accounts Receivable, Payroll, General Ledger and associated financial systems • Management and compliance of all taxation matters GST and FBT • Preparation and delivery of the annual budget and LTFP • Preparation of audited Financial Statements for inclusion in the Annual Report • All Statutory financial reporting • Monthly financial reporting to EMT and Council • Support of Council's Finance and Audit Committees • Management of Council's Treasury function to ensure surplus cash is invested and working cash is available to meet obligations • Management of Council's rates function, including Fire Service Property Levy • Administration of financial software (Lynx, MAGIQ, Computron, Pay Global and Councilwise)
	Total FTE 4.74



2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Financial Services	1050. FAGS Grant	Expected increase higher than other years
	1401. Interest on Investments	Based on cash position and investment interest rates
	2300. Interest on loans	Interest reduced as loans are redeemed
	2614. Contract Services – Temporary Employment	Temporary employment to fill vacant position in 2023/24



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Financial Services

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1050. Grant Op (CR) Vic Grants Commission	(3,788,088)	(175,576)	(4,190,928)
1400. Interest - Loan Debtors	0	(96)	0
1401. Interest - Investments	(402,800)	(329,995)	(97,941)
1402. *Interest - Rates	(177,600)	(204,922)	(234,000)
1404. Dividends	(9,800)	(6,416)	(9,800)
1719. Business Unit Surcharge	(44,280)	(44,280)	(45,276)
Total Income	(4,422,568)	(761,285)	(4,577,945)
Expense			
2000. Ordinary Hours	415,216	408,114	491,008
2002. Leave - Annual	39,446	38,497	46,644
2003. Leave - Long Service	10,388	10,204	12,275
2004. Leave - Sick	14,544	14,284	17,180
2005. Leave - Parental	2,076	2,036	2,457
2009. Superannuation	45,668	41,571	56,454
2010. Workcover	12,466	13,298	14,723
2021. Allowance - Other	8,083	8,388	11,036
2023. Uniforms	705	705	0
2025. Memberships - Industry	700	473	715
2032. Name Badges	0	20	0
2040. Rewards & Recognition Policy	0	188	0
2101. Subscriptions	510	746	520
2105. Bank Charges	15,648	16,338	15,996
2107. Licencing	2,540	2,540	2,597
2111. Stationery	850	9	850
2117. Catering	0	160	0
2127. Consumables - Printer	500	250	500
2203. Telephone - Mobile	384	201	384
2300. Interest - Loans	31,052	31,108	81,620


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2302. Interest - Overdraft	0	0	0
2401. Audit Fees - VAGO	43,050	44,050	44,020
2402. Re-imbursement	0	2,961	0
2406. Legal Expenses	0	720	0
2407. Advertising	1,500	1,500	1,500
2450. Salary & Wage Adjustments	(210,434)	0	0
2601. Contract Services	9,000	3,000	9,067
2614. Contract Services - Temporary Employ	0	81,657	0
Total Expense	443,892	723,019	809,546
	(3,978,676)	(38,266)	(3,768,399)



2024/2025 Budget Operating Income and Expenses by Service Plan

Information Technology

WHAT WE DO

- Deliver and maintain secure, reliable and integrated technology solutions.
- Facilitate the delivery of services to the community.
- Continually align IT services with Council goals.

FUTURE PLANS

The purpose of the Indigo Shire Council IT Team is to deliver and sustain secure, reliable and seamlessly integrated technology solutions that align with council goals. We are committed to leveraging innovative IT strategies that serve and empower our community.

Key activities include:

- **Technology and Infrastructure Management:** Overseeing and maintaining the council's technology infrastructure, including servers, networks and hardware. Implementing and managing software applications and databases used across council.
- **Security and Compliance:** Implementing and enforcing cybersecurity measures to protect systems and data. Ensuring compliance with relevant regulations and standards related to data security and privacy.
- **User Support and Training:** Providing technical support to council staff for hardware, software and network related issues. Conduct training programs to enhance digital literacy and promote effective use of technology.
- **Strategic Planning and Advisory:** Offering strategic advice on technology trends and advancements that align with the council's goals. Work with the IT Steering Committee to set priorities, policies and mould strategic objectives and direction.
- **Digital Transformation Initiatives:** Leading and supporting digital transformation projects to enhance operational efficiency and service delivery. Introduce innovative technologies to improve process and community engagement.
- **Data Management and Analytics:** Managing and analysing data, enabling data driven decision making. Ensuring the availability and integrity of data for various council functions.
- **Emergency and Continuity Planning:** Implementing disaster recovery and business continuity plans to ensure uninterrupted services during emergencies. Establishing and testing protocols for data backup and recovery.
- **Project Delivery:** Manage IT Projects and IT project delivery framework.



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
Information Technology	<ul style="list-style-type: none"> • Deliver and maintain secure, reliable and integrated technology solutions, facilitate the delivery of services to the community and continually align IT services with Council goals. • Ensure all of Councils ICT systems and infrastructure are running efficiently and effectively, fit for purpose in supporting Council staff in their jobs now and into the future with high availability, security, mobility and uptime • Provide a high level of user support and training to staff and Councillors • Support Councils objectives as described in the Council Plan via strategic implementation of ICT • Provide a helpdesk and user support portal for staff to log tickets allowing IT to maintain a central issue register and track progress until completion and closure of the ticket • Provide training to staff and Councillors on the use of specific hardware and software via one on one interaction or scheduled workshops • Implementation, support, ongoing licencing and maintenance of all applications used at Council • Implementation, maintenance, administration and cyclic replacement of all ICT infrastructure including desktops, laptops, mobile devices, servers, storage, networking and communications • Research existing, new and emerging trends and determine if they fit in with our strategy and help Council achieve its objectives • Network (LAN/WAN/WLAN) administration, monitoring, implementation and improvements enabling effective data communication across all sites of Council • Provide and maintain a communications system allowing all staff to communicate with internal and external parties • Develop, maintain, modify as necessary and continually test Councils IT backup procedure and Disaster Recovery plans • Monitor security of Councils ICT systems both physical and virtual, recommend changes as needed, implement where possible • Business analysis to determine the needs and best fit for Council of any given software/hardware • Provide mobility and transparency of IT systems for staff allowing access from anywhere, at any time from any device they choose

**2024/2025 Budget Operating Income and Expenses by Service Plan****SERVICES**

SERVICE	DESCRIPTION
	<ul style="list-style-type: none">• Project management of all IT related projects approved and undertaken• Create and implement strategic IT plans aimed at aligning IT with objectives set out in the Council Plan• Work with the IT Steering committee to set ICT priorities, policies and mould strategic objectives and direction <p>Total FTE 3.0</p>



2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Information Technology	1062. Operational grants	Grant received in 22/23 for Pinnacle/Greenlight project.
	2107. Licencing	Now included in account 2434
	2434. Annual Software Subscription & Support	Centralising of software costs, inflation increases and new users
	2601. Contract services	Organisational resources combined with IT. Additional costs for Pinnacle/Greenlight project (grant funded)
	2603. Materials	Project costs in 2023/24 not required in 2024/25
	2614. Contract Services – Temporary Employment	Temporary employment to fill vacant position in 2023/24



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Information Technology

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1062. Grant Op. (SNR)	0	(670,476)	0
Total Income	0	(670,476)	0
Expense			
2000. Ordinary Hours	343,066	246,458	281,499
2001. Overtime	3,020	1,508	3,020
2002. Leave - Annual	25,722	22,896	26,743
2003. Leave - Long Service	8,574	7,865	7,038
2004. Leave - Sick	12,016	8,630	9,848
2005. Leave - Parental	1,722	1,235	1,411
2009. Superannuation	37,728	32,193	32,373
2010. Workcover	10,295	9,733	8,439
2018. Casual Hours	0	68,122	0
2021. Allowance - Other	480	5,760	10,076
2022. Training	0	1,815	0
2025. Memberships - Industry	0	2,250	0
2032. Name Badges	0	20	0
2103. Meals	0	131	0
2105. Bank Charges	0	2	0
2107. Licencing	59,660	167,653	0
2111. Stationery	0	282	0
2113. Maintenance - Building	2,000	1,000	2,000
2114. Maintenance - Equipment	2,000	1,000	2,000
2117. Catering	0	151	0
2124. Chemicals	0	82	0
2129. Consumables - Staff	0	240	0
2202. Telephone - Landline	77,376	72,744	77,376
2203. Telephone - Mobile	27,000	26,062	27,000
2205. Internet	134,940	124,762	134,940


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2406. Legal Expenses	0	16,063	0
2434. Annual Software Subscription&Support	687,423	682,741	913,840
2514. Fleet - Pool vehicle usage	2,150	2,317	2,150
2601. Contract Services	379,361	532,959	89,340
2603. Materials	0	94,044	0
2605. Purchases - Minor Equipment	36,000	52,891	54,500
2614. Contract Services - Temporary Employ	0	52,962	0
Total Expense	1,850,533	2,236,569	1,683,593
	1,850,533	1,566,093	1,683,593



2024/2025 Budget Operating Income and Expenses by Service Plan

Local Laws and Animals

WHAT WE DO

This department provides an important and efficient service to maintain safety, order and amenity within the community.

Our Enforcement unit staff promote the service, educate the community and enforce the numerous Local, State and Federal Laws to maintain order by ensuring that the activities conducted by individuals or community groups are conducted in a manner that protects the amenity of the area, protects Councils asset base and ensures the safety of the community.

Our School Crossing Supervisors service operates to ensure that primary school age children are able to cross roads safely. The supervisors carry out a very important role as front line representatives of Council.

Our role is to provide a safe and orderly environment for residents, visitors and the public, ensuring amenity and minimising risks to both the community and to Council. We achieve this by using both State Legislation and Local Laws.

FUTURE PLAN

- Locating quality Enforcement staff has been a challenge, retaining these staff once employed is key to a successful service.
- Promote and encourage correct use of footpaths by businesses within the town CBD's (in relation to compliance-based issues).
- Re-enter the encouragement of parking enforcement post bush fires and a lack of tourists with in the Shire due to Covid restrictions
- Managing the implementation of the Cat curfew and cat trapping programs.



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
Local Laws and Animals	<ul style="list-style-type: none"> • Dog and cat control • 24-7 emergency response for livestock straying on roads, injured animals on roads or dog attacks • Control of business trading activities both on Council roads, Municipal reserves • Local Law enforcement • Staffed School Crossing management • Parking management and enforcement • Control of business footpath trading activities • Fire Prevention • Management of formal use of municipal reserves and roads for livestock crossing, grazing, public gatherings and roadside business trading <p>Total FTE 2.44 plus Casual 0.16</p>

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Local Laws and Animals		No material variances



2024/2025 Budget Operating Income and Expenses by Service Plan

ROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE

Service Area - Local Laws & Animals

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1052. Grant Op. (SR) Vic Roads	(13,500)	(15,218)	(14,000)
1350. LL - Local Laws Fee	(37,800)	(38,998)	(38,200)
1351. LL - Animal - Dog Registration	(123,100)	(127,609)	(122,800)
1352. LL - Animal - Cat Registration	(20,300)	(21,213)	(21,100)
1379. LL - Animal - Business Registration	(1,800)	(1,800)	(1,800)
1506. Fees	(4,500)	(2,250)	0
1507. Fines - (Infringements)	(50,292)	(53,208)	(35,000)
1533. Lifetime Tags	(4,000)	(2,002)	(4,600)
Total Income	(255,292)	(262,298)	(237,500)
Expense			
2000. Ordinary Hours	185,988	164,361	183,523
2001. Overtime	0	1,599	0
2002. Leave - Annual	17,657	15,215	17,437
2003. Leave - Long Service	4,978	4,288	4,930
2004. Leave - Sick	6,529	5,760	6,430
2005. Leave - Parental	939	829	932
2009. Superannuation	21,921	18,792	22,677
2010. Workcover	5,971	6,007	5,905
2018. Casual Hours	13,302	7,069	13,656
2021. Allowance - Other	27,401	26,388	27,666
2023. Uniforms	568	343	900
2024. Protective Clothing	500	759	500
2031. Business Cards	100	100	100
2032. Name Badges	50	69	50
2107. Licencing	300	0	300
2111. Stationery	0	47	0
2120. Levy	16,000	15,028	16,500
2203. Telephone - Mobile	0	317	1,000


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2400. Plant Hire - Internal	0	622	0
2514. Fleet - Pool vehicle usage	0	130	0
2515. Fleet - Monthly Costs Distributed	19,512	20,186	26,772
2601. Contract Services	1,200	7,026	9,000
2603. Materials	0	1,344	400
Total Expense	322,916	296,278	338,678
	67,624	33,981	101,178



2024/2025 Budget Operating Income and Expenses by Service Plan

Planning Services

WHAT WE DO

The department provides land use planning services for Council. The service processes approximately 360 - 500 permits per year and is involved in a number of strategic land use planning activities (e.g. planning scheme amendments) each year.

The Department is also responsible for undertaking enforcement in relation to breaches of the planning scheme.

FUTURE PLANS

- Implementation of new software for planning and building
- Complete building service review
- Continue preparation of Indigo growth/futures plan
- Review planning controls for Stanley

SERVICES

SERVICE	DESCRIPTION
Planning Services	<p>Administer Council responsibilities under the Planning and Environment Act 1987 including:</p> <ul style="list-style-type: none"> • Determine Planning Permit applications • Process application under the Subdivision Act 1988 • Administer and support activities of Council Heritage Advisor • Manage and undertake enforcement of the Planning Scheme and issued planning permits • Responsible for the strategic land use planning activities of Council by either acting as lead department or by supporting other sections of Council in the preparation and implementation of strategic planning documents. <p>Total FTE 9.47</p>



2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS		
SERVICE	ACCOUNT	COMMENTARY
Planning Services	1056. Grant Op. (SNR) DELWP	Regional Planning grant received on 23/24 – to be expended 24/25
	1606. Contributions - Openspace	Contributions transferred to reserve
	2406. Legal expenses	Higher than expected legal expenses for Q2
	2407. Advertising	Advertising expenses lower than expected
	2601. Contract services	Previous year higher costs for consultants to cover vacancies



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Planning

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1056. Grant Op. (SNR) DELWP	0	(160,000)	0
1252. Reimbursement - Other External	0	(1,409)	0
1369. Planning - Certificate	0	(314)	0
1370. Planning - Application	(315,000)	(305,603)	(320,000)
1371. Subdivision - Application	(3,500)	(4,580)	(3,800)
1372. Subdivision - Certification	(4,000)	(2,606)	(4,200)
1373. Planning - Administration	(6,700)	(4,231)	(2,000)
1382. Planning - Information request	(2,000)	(4,173)	(500)
1384. Planning - Certificate of Compliance	(500)	(250)	(500)
1507. Fines - (Infringements)	(6,000)	(6,000)	(3,000)
1557. Advertising Revenue	(16,000)	(15,246)	(16,000)
1600. Recovery - Legal Costs	0	(4,817)	0
1606. Contributions - Openspace	0	(67,000)	0
Total Income	(353,700)	(576,230)	(350,000)
Expense			
2000. Ordinary Hours	866,569	804,146	905,209
2002. Leave - Annual	82,324	76,035	85,992
2003. Leave - Long Service	21,656	20,454	22,631
2004. Leave - Sick	30,322	28,157	31,695
2005. Leave - Parental	4,330	4,020	4,525
2006. Leave - Compassionate	0	660	0
2009. Superannuation	95,318	83,575	104,095
2010. Workcover	26,001	26,395	27,147
2018. Casual Hours	0	13,819	0
2020. Allowance - Travel	0	167	0
2021. Allowance - Other	8,083	8,002	9,596
2023. Uniforms	372	0	0


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2024. Protective Clothing	1,000	500	0
2025. Memberships - Industry	500	264	800
2101. Subscriptions	2,000	2,410	1,000
2102. Accommodation	500	1,084	500
2105. Bank Charges	0	12	0
2116. Fuel	0	56	0
2117. Catering	0	220	0
2129. Consumables - Staff	0	23	0
2142. Administration Charge	0	723	0
2143. Travel /Train/Plane/Uber/Taxi	0	87	0
2203. Telephone - Mobile	0	1,162	0
2406. Legal Expenses	20,000	46,829	20,000
2407. Advertising	0	5,524	16,000
2414. Facility Hire	0	119	0
2514. Fleet - Pool vehicle usage	0	3,017	0
2515. Fleet - Monthly Costs Distributed	1,238	1,471	2,110
2590. Transfer - To Reserve	0	67,000	0
2601. Contract Services	180,000	343,977	160,000
2604. Purchases - Capital (only)	0	854	0
Total Expense	1,340,213	1,540,759	1,391,300
	986,513	964,530	1,041,300



2024/2025 Budget Operating Income and Expenses by Service Plan

Rates and Property Services

WHAT WE DO

Provide all functions involved in the rating of properties.

FUTURE PLANS

- Review and implement process of property valuations which are now being processed annually and centralised through the Valuer General.
- Implementation of new Property and Rates system.
- Integration of rating software with VM online valuation system.
- Monitor outstanding rates debtors
- Implement outcomes from the new Revenue and Rating Strategy and Financial Hardship Policy
- Ensure rates are compliant with the rate cap

SERVICES

SERVICE	DESCRIPTION
Rates and Property Services	Manage the external rating services currently delivered by Towong Shire Ensure property valuation contracts are in place and key milestones are met Liaise with Towong Shire re: monitoring of outstanding rates debtors and balances

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Rates and Property Services	1003. to 1013. Rates & Charges income	All rates and charges income increased by rate cap



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Rates & Property Services

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1003. Municipal Charge	(2,965,429)	(2,957,630)	(3,046,978)
1004. Residential General	(7,112,371)	(7,107,826)	(7,307,961)
1006. Residential Vacant	(459,652)	(437,636)	(472,292)
1007. Rural 1	(3,373,470)	(3,378,014)	(3,466,240)
1008. Rural 2	(1,342,779)	(1,342,488)	(1,379,705)
1009. Commercial/Industrial	(727,078)	(727,106)	(747,073)
1012. Supplementary Rate	(135,062)	(125,174)	(138,778)
1013. Fire Service Levy	(46,378)	(46,378)	(47,421)
1353. Information Statements	(4,080)	(3,183)	(1,956)
1506. Fees	(996)	(2,079)	(1,824)
Total Income	(16,167,295)	(16,127,513)	(16,610,228)
Expense			
2101. Subscriptions	620	528	540
2105. Bank Charges	27,255	37,816	27,864
2403. Bad Debts	2,300	2,300	2,359
2406. Legal Expenses	0	201	0
2601. Contract Services	168,304	167,779	170,000
2612. Levy - Fire Services	24,102	22,913	24,552
Total Expense	222,581	231,537	225,315
	(15,944,714)	(15,895,977)	(16,384,913)

2024/2025 Budget Operating Income and Expenses by Service Plan



2024/2025 Budget Operating Income and Expenses by Service Plan



Community and Economic Development

**2024/2025 Budget Operating Income and Expenses by Service Plan****Ageing Well/Inclusion/Access****WHAT WE DO**

This portfolio is responsible for ensuring that Council and community are inclusive and accessible in their practises through policy and strategy development, advocacy, participation in advisory groups and community events and activities that promote access and inclusion.

The service works with key community and service stakeholders to ensure the built environment, service sector and the social context play equal roles in promoting access and inclusion.

FUTURE PLANS

- Diversity and Inclusion Policy.
- Update of Disability Action Plan.
- Update of Access Policy.
- Life Stages Plan development.



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
Ageing Well/Inclusion/Access	<p>This portfolio is responsible for ensuring that Council and community are inclusive and accessible in their practises through policy and strategy development, advocacy, participation in advisory groups and community events and activities that promote access and inclusion.</p> <p>The service works with key community and service stakeholders to ensure the built environment, service sector and the social context play equal roles in promoting access and inclusion.</p> <ul style="list-style-type: none"> • Advocate for positive recognition and support • Foster relationships with stakeholders and develop a culture of positivity across the organisation and wider community. • Drive access and inclusion initiatives. • Supports the Indigo Shire Access Committee <p>Total FTE 1.0</p>

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Ageing Well – Inclusion - Access	2601. Contract Services	Includes New Initiative 'Life Stages Plan'



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Ageing Well

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1057. Grant Op. (SR) DHHS Funding	(3,000)	(1,005)	(3,000)
1062. Grant Op. (SNR)	0	(10,886)	(1,500)
1500. Venue Hire	(250)	(546)	(250)
Total Income	(3,250)	(12,437)	(4,750)
Expense			
2000. Ordinary Hours	75,671	57,402	88,074
2002. Leave - Annual	7,188	5,453	8,370
2003. Leave - Long Service	1,895	1,436	2,198
2004. Leave - Sick	2,652	2,010	3,082
2005. Leave - Parental	378	286	442
2009. Superannuation	8,320	5,733	10,128
2010. Workcover	2,273	1,724	2,640
2021. Allowance - Other	7,280	0	0
2022. Training	0	50	0
2032. Name Badges	0	41	0
2037. Entertainment	1,000	0	1,300
2102. Accommodation	0	365	500
2117. Catering	0	231	1,900
2203. Telephone - Mobile	600	459	600
2405. Contribution	300	0	300
2414. Facility Hire	300	300	90
2514. Fleet - Pool vehicle usage	1,500	2,936	1,500
2601. Contract Services	1,000	20,210	9,500
Total Expense	110,357	98,638	130,624
	107,107	86,201	125,874



2024/2025 Budget Operating Income and Expenses by Service Plan

Community Development

WHAT WE DO

The Community Development service portfolio is a key community liaison area within Indigo Shire Council. The portfolio assists with key Council plan, Place Plan and Municipal Public Health and wellbeing plan initiative implementation whilst providing support and direction to Recreation, Youth, Access and Inclusion, Early Years and Maternal and Child Health Teams.

This service also manages Councils strategic Emergency Management response and recovery activities. Administers Councils municipal Management Plan.

BUSINESS PLANNING CONTEXT

- The adoption and the implementation of the Reconciliation Action Plan.
- Advisory and administrative support for the Steering Committee formed to develop the Creative Indigo Arts and Culture Strategy.
- Administration of the Community Grants and Community Events Grant Programs
- Ongoing initiation, planning and delivery support for events including Australia Day and NAIDOC week
- Recruitment, support and recognition for volunteers across the shire.
- Manages Council Emergency response and recovery activities.
- Administers Councils Emergency Management Plan

SERVICES

SERVICE	DESCRIPTION
Community Development	<ul style="list-style-type: none"> • Community committee/community group support • Committee of Management support • Administering the annual Community Grants program • Support for volunteers • Support the annual Australia Day Awards program • Collaboration with, and community awareness raising of, our local indigenous culture. • Relationship development with key community groups to enhance social inclusion and community connectedness. • Deliver community infrastructure projects in collaboration with Council's infrastructure team and community • Support for community events



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"> Support for arts and cultural development Health promotion in collaboration with key local stakeholders—including Prevention of family violence and the local government food policy
	Total FTE 1.0

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Community Development	2601. Contract Services	Project costs in 2023/24



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Community Development

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1056. Grant Op. (SNR) DELWP	(73,000)	(73,000)	(60,000)
1062. Grant Op. (SNR)	(128,000)	(493,927)	0
1100. Contributions - Operating	0	(70,500)	0
Total Income	(201,000)	(637,427)	(60,000)
Expense			
2000. Ordinary Hours	306,989	464,974	408,102
2001. Overtime	0	2,042	0
2002. Leave - Annual	31,486	29,032	38,776
2003. Leave - Long Service	7,382	11,428	10,199
2004. Leave - Sick	10,345	16,000	14,282
2005. Leave - Parental	1,478	2,286	2,031
2006. Leave - Compassionate	0	378	0
2009. Superannuation	32,532	47,725	46,937
2010. Workcover	8,869	14,199	12,237
2012. Leave - Other	0	341	0
2016. Salary & Wages - Grant Funded	104,000	52,022	0
2021. Allowance - Other	15,363	21,942	20,996
2022. Training	1,650	0	0
2023. Uniforms	41	0	0
2032. Name Badges	0	22	0
2034. Conferences/Workshops	0	7,200	0
2101. Subscriptions	13,000	11,364	13,000
2102. Accommodation	0	365	500
2103. Meals	0	115	150
2104. Parking	0	261	0
2116. Fuel	0	59	0
2117. Catering	0	1,519	1,000
2143. Travel /Train/Plane/Uber/Taxi	0	98	0


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2203. Telephone - Mobile	1,440	1,253	1,440
2400. Plant Hire - Internal	0	699	0
2514. Fleet - Pool vehicle usage	2,600	4,386	2,400
2601. Contract Services	51,000	316,631	20,000
2603. Materials	0	1,325	1,200
2605. Purchases - Minor Equipment	0	1,461	0
Total Expense	588,175	1,009,126	593,250
	387,175	371,699	533,250



2024/2025 Budget Operating Income and Expenses by Service Plan

Creative Communities

WHAT WE DO

Creative communities strive to enrich the quality of life for all residents in Indigo Shire by fostering, developing, and championing cultural expression and lifelong learning opportunities.

Libraries

- Children literacy and wellbeing programs and activities (Storytime, National Simultaneous Reading Day, Children's Book Week, Children's Week, 16 Days of Activism, school visits)
- Collection and systems management
- Digital library software and program management (Trove, Ancestry, PROV, LinkedIn Learning, Borrowbox, BeamaFilm etc.)
- Programs and events including school holiday programming, author talks, creative workshops and special interests' groups
- Digital literacy for seniors
- Outreach and home delivery

Events

- Annual events grants' program (\$60K)
- Managing the annual calendar of community and commercial events through providing advice and advocacy and ensuring state and local government compliance and regulatory standards are met. This function provides internal services to building, planning, local laws, waste management, risk, assets and tourism departments
- Facilitating the management of the Shire's significant events

Arts and culture

- Creative Indigo Strategy 2027
- Community arts organisation liaison
- Murray Arts and regional arts liaison

Reconciliation

- Deliver the Reconciliation Action Plan
- Enhance Council's relationships with key stakeholders
- Deliver NAIDOC and National Reconciliation Week activities

Community development

- Atauro Island Liaison
- National Volunteer Week event
- Annual community grants program (\$50K)
- Indigo Shire Council Community Grants and Australia Day Awards Advisory Committee
- Australia Day events and awards



2024/2025 Budget Operating Income and Expenses by Service Plan

FUTURE PLANS

Creative Indigo Strategy

1. Youth mentorship and Creative Practitioner Pathways project (Strategy 2)
2. First Nations Connect to Country Residency project (Strategy 3)
3. Strategic marketing plan (strategy 4)
4. Public Art Policy and development of arts advisory panel (Strategy 1)

Reconciliation

1. Develop a new Reconciliation Action Plan
2. Deliver NAIDOC and National Reconciliation Week activities
3. Progress engagement with traditional custodians
4. Flag Raising Policy

Events

1. Deliver grant program,
2. Support annual calendar of rolling events
3. Partner with tourism to develop signature arts event

Community facilities

1. Review and develop a working model for Community Facilities and Advisory Committees to Council

Libraries

1. Review library staff structure
2. Develop new library strategy
3. Develop masterplan for branch infrastructure and assets renewal and refurbishment
4. After hours library project for youth
5. Develop Library Collections Policy

SERVICES

SERVICE	DESCRIPTION
Creative Communities	<p>No longer a place just for borrowing books libraries are welcoming places where the community can access e-resources, Wi-Fi, computers, meeting rooms, art spaces, and diverse child, youth and adult programs. We are vibrant community hubs that provide all members of the community universal, equitable access to information. We offer a safe space for social interaction, digital connection, lifelong learning and rich cultural experiences. Key functions of the library services are:</p> <ul style="list-style-type: none"> • Lending Services – books (including large print), serials, e-resources, audio, DVDs and magazines • Children's Services - Story Time and annual celebrations including Book Week, Summer Reading Club and National Simultaneous Story Time, 1000 Books Before School • Home delivery services • Readers advisory services • Lifelong learning for all ages • Holds and Requests • Newspapers



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"> Reference and General Information Services Local History PC & Internet Access Book Clubs Author Visits School support services on request <p>This service is also responsible for developing and maintaining strong relationships with community groups and empowering community leaders to proactively identify projects and initiatives to support their communities in partnership with Council. Key responsibilities of this portfolio include the Community Grants administration process, the Reconciliation Action Plan and the Creative Indigo Arts and Culture Steering group who guide the current development of the Arts and Culture Plan.</p> <p>This service supports festivals and events that drive growth in the visitor economy, fosters township vibrancy, provide opportunities for participation and growing community resilience through connectivity. Key responsibilities include the Community Events Grants and Tourism Events Grants administration process.</p> <p>Total FTE 8.62 plus Casual 1.04</p>

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Library Services		No material variances



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Creative Communities

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1062. Grant Op. (SNR)	(110,738)	(132,405)	(110,738)
1100. Contributions - Operating	(31,050)	(30,000)	(30,000)
1252. Reimbursement - Other External	0	(750)	0
1500. Venue Hire	0	275	0
1512. Memberships	(2,400)	(2,591)	(2,400)
1601. Miscellaneous Income	(7,000)	(9,487)	(7,200)
Total Income	(151,188)	(174,957)	(150,338)
Expense			
2000. Ordinary Hours	552,297	553,910	574,014
2001. Overtime	0	2,789	0
2002. Leave - Annual	52,459	52,395	54,549
2003. Leave - Long Service	15,689	15,870	16,235
2004. Leave - Sick	19,337	19,367	20,082
2005. Leave - Parental	2,777	2,772	2,874
2009. Superannuation	68,964	65,466	74,586
2010. Workcover	18,825	20,089	19,454
2012. Leave - Other	0	1,663	0
2018. Casual Hours	74,761	81,300	74,530
2020. Allowance - Travel	0	1,150	0
2021. Allowance - Other	0	679	480
2023. Uniforms	1,467	797	1,467
2025. Memberships - Industry	9,000	9,000	9,000
2031. Business Cards	100	0	0
2039. Development - Professional	0	412	0
2101. Subscriptions	30,900	35,245	37,500
2102. Accommodation	0	846	0
2103. Meals	0	209	0
2105. Bank Charges	0	1,813	0
2107. Licencing	22,000	23,949	22,000
2108. Printing	0	661	0
2111. Stationery	800	824	840


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2114. Maintenance - Equipment	2,500	1,000	2,500
2117. Catering	0	3,056	3,000
2118. Sponsorship/Donations	26,750	44,750	47,750
2127. Consumables - Printer	600	300	0
2129. Consumables - Staff	0	19	0
2132. Newspapers & Periodicals	7,020	10,972	7,200
2143. Travel /Train/Plane/Uber/Taxi	0	179	0
2200. Freight	13,300	11,386	12,000
2202. Telephone - Landline	0	147	0
2203. Telephone - Mobile	0	511	600
2205. Internet	0	230	0
2403. Bad Debts	0	163	0
2405. Contribution	110,000	114,700	110,000
2407. Advertising	9,700	8,027	9,950
2414. Facility Hire	0	520	0
2450. Salary & Wage Adjustments	0	104	0
2514. Fleet - Pool vehicle usage	290	3,522	0
2515. Fleet - Monthly Costs Distributed	21,212	21,749	12,892
2601. Contract Services	66,250	80,087	67,000
2603. Materials	2,200	2,436	2,400
2605. Purchases - Minor Equipment	0	3,718	0
Total Expense	1,129,198	1,198,784	1,182,903
	978,010	1,023,827	1,032,565



2024/2025 Budget Operating Income and Expenses by Service Plan

Early Years

WHAT WE DO

Our Early Years' Service provides strategic direction and support to early years' services within the Indigo Shire community as well as the delivery of Maternal Child and Health Services.

The Vision for Early Years across the shire is:

- Children are healthy, happy and safe in their communities.
 - Families feel supported in raising a family and have access to the services and support they need for their children.
 - Indigo Shire is inclusive, connected and child friendly.
 - Every child has the best start in life.
 - Children participate in our community and are engaged in decisions about services and infrastructure that impact on them.
- Oversee the implementation of Indigo's Early Years Plan.
 - Work in partnership with early years providers to effectively meet service level demands and provide a high-quality Early Years offering for residents.
 - Manage and support the Maternal Child and Health Service
 - Deliver the Supported Playgroup Service.
 - Provide and manage Early Years infrastructure
 - Work in partnership with DET
 - Deliver the immunisation schedule in collaboration with Wodonga Council

FUTURE PLANS

- Support next steps relating to Beechworth Early Years Master Plan
- Play space improvements in collaboration with Recreation and Property / Assets
- Delivery of Children's Week Events
- Participation in the development of the Life Stages Plan 2024 -2029



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES	
SERVICE	DESCRIPTION
Early Years	<ul style="list-style-type: none"> • Our Early Years' Service provides strategic direction and support to early years' services within the Indigo Shire community as well as the delivery of Maternal Child and Health Services. • The Vision for Early Years across the shire is: <ul style="list-style-type: none"> - Children are healthy, happy and safe in their communities. - Families feel supported in raising a family and have access to the services and support they need for their children. - Indigo Shire is inclusive, connected and child friendly. - Every child has the best start in life. - Children participate in our community and are engaged in decisions about services and infrastructure that impact on them. • Provision of buildings/assets to allow agencies/groups to deliver services such as: <ul style="list-style-type: none"> - Kindergartens/Pre-schools - Playgroups - Parents support groups - Toy Libraries - Childcare • Develop relationships with, and provide support and advice to early years' service providers; other local councils, schools and community based early years' groups. • Support early years planning, projects and community-based activities in the Shire • A Maternal and Child Health Service with two components: <ul style="list-style-type: none"> - The Universal service - a primary care service for families with children from birth to school age. It aims to promote healthy outcomes for managing the physical, emotional and social factors affecting families. It provides ten Key Ages and Stages consultations from birth to 3.5 years as well as a range of additional support activities such as first-time mothers groups, parenting support, telephone consultations, etc. - The Enhanced service - responds to the needs of children and families at risk of poor outcomes. It focuses on children who have multiple risk factors or indications of significant level of risk. This service provides a more intensive level of support and is over and above that offered through the universal component. • An Immunisation service provided under contract by City of Wodonga, via the mobile Immunvan. Services to Maternal and Child Health Centres in Rutherglen, Beechworth, Chiltern, Yackandandah and Tangambalanga on a monthly basis. • Identify trends, issues and needs within the early years' community. • Ensure Council compliance with relevant policies and legalisation and support early years' providers with understanding these obligations. • Support the Chiltern Placemaking Project 'Children's Hub' • Deliver relevant actions in the Climate Change Action Plan <p>Total FTE 4.17 plus Casual 0.09</p>

**2024/2025 Budget Operating Income and Expenses by Service Plan**

BUDGET VARIANCE ANALYSIS		
SERVICE	ACCOUNT	COMMENTARY
Early Years	1062. Grant Op. (SNR)	Grant funding in 2023/24
	2601. Contract Services	Costs related to grant funded carried forward projects



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Early Years

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1057. Grant Op. (SR) DHHS Funding	(274,591)	(303,886)	(303,780)
1058. Inactive - Grant O.	0	(0)	0
1062. Grant Op. (SNR)	(82,740)	(184,095)	(65,476)
Total Income	(357,331)	(487,981)	(369,256)
Expense			
2000. Ordinary Hours	339,115	378,917	398,320
2001. Overtime	0	1,950	0
2002. Leave - Annual	32,224	35,979	37,844
2003. Leave - Long Service	10,034	9,647	10,246
2004. Leave - Sick	11,854	13,267	13,914
2005. Leave - Parental	1,702	1,894	1,988
2009. Superannuation	44,081	40,116	47,208
2010. Workcover	12,022	11,805	12,292
2015. Training - Online	0	200	0
2018. Casual Hours	70,830	11,378	26,258
2020. Allowance - Travel	0	564	0
2021. Allowance - Other	5,748	7,016	8,642
2045. Training - Compliance	0	425	0
2102. Accommodation	400	813	3,000
2103. Meals	0	134	0
2114. Maintenance - Equipment	0	674	0
2117. Catering	0	278	240
2124. Chemicals	0	38	0
2126. Groceries	80	40	300
2143. Travel /Train/Plane/Uber/Taxi	0	55	0
2203. Telephone - Mobile	2,880	2,700	2,880
2205. Internet	110	146	0
2414. Facility Hire	4,630	4,238	3,180


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2514. Fleet - Pool vehicle usage	11,160	16,898	13,740
2601. Contract Services	52,580	186,964	53,280
2603. Materials	2,100	1,433	2,100
2605. Purchases - Minor Equipment	550	828	500
Total Expense	602,100	728,393	635,932
	244,769	240,412	266,676



2024/2025 Budget Operating Income and Expenses by Service Plan

Economic Development

WHAT WE DO

- **Advocacy** – Leading voice promoting development of enabling infrastructure
- **Planning** – Align with broader regional strategy and localised land use planning
- **Facilitation** – Foster and develop business resilience through supportive services and business development
- **Research** – Development of opportunity through feasibility and consultative master planning
- **Service Provision** – Provision and access to innovative services that support economic growth

FUTURE PLANS

- Economic Development Strategy finalisation
- Business Toolkit update
- Business concierge program
- Chiltern Land development project
- Epic Trail governance model finalisation
- Assist businesses in grant application process

SERVICES

SERVICE	DESCRIPTION
Economic Development	<p>Our Economic Development team works to deliver the Council Plan strategic objective “our economy is strong and sustainable and local businesses and industry are supported in the post COVID-19 recovery phase and beyond”.</p> <p>Key services include:</p> <ul style="list-style-type: none"> • Implement the Economic Development Strategy • Improve business relationships and manage/monitor and improve engagement • Collect and interpret business data and insights to inform policy, program, plan and advocacy efforts • Support IndiGrow to provide effective economic advice to Council • Deliver small business programs and events that improve capabilities of businesses • Seek and support economic investment opportunities. <p>Total FTE 1.63</p>

**2024/2025 Budget Operating Income and Expenses by Service Plan****BUDGET VARIANCE ANALYSIS**

SERVICE	ACCOUNT	COMMENTARY
Economic Development	1062. Grant Op. (SNR)	Grant funding for 'Bogong Group Bushfire Resilience Projects'
	2601. Contract Services	Grant funded expenditure for 'Bogong Group Bushfire Resilience Projects'



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Economic Development

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1062. Grant Op. (SNR)	0	(348,484)	0
Total Income	0	(348,484)	0
Expense			
2000. Ordinary Hours	138,369	132,595	139,391
2002. Leave - Annual	13,143	12,597	13,236
2003. Leave - Long Service	3,458	3,312	3,483
2004. Leave - Sick	4,837	4,641	4,879
2005. Leave - Parental	688	662	698
2009. Superannuation	15,225	13,571	16,031
2010. Workcover	4,148	3,979	4,181
2020. Allowance - Travel	750	547	0
2021. Allowance - Other	767	391	1,052
2101. Subscriptions	420	9,536	0
2117. Catering	500	604	1,400
2129. Consumables - Staff	0	56	0
2203. Telephone - Mobile	480	598	804
2205. Internet	240	279	360
2414. Facility Hire	0	0	4,800
2514. Fleet - Pool vehicle usage	240	389	540
2601. Contract Services	76,000	490,335	20,000
Total Expense	259,265	674,092	210,855
	259,265	325,608	210,855



2024/2025 Budget Operating Income and Expenses by Service Plan

Recreation

WHAT WE DO

The Recreation portfolio works alongside community to ensure safe, accessible and sustainable opportunities for residents to participate in sport, recreation and physical activity. This can take the form of facility upgrades and activations or service-based approaches where a greater offering of activities and programs are available to residents across the Shire.

The Recreation Portfolio aims to contribute to a healthy, connected and active community across Indigo Shire. Key objectives are:

- Deliver actions within the Council Plan and strategies and plans that relate to Recreation i.e. Get Active Indigo; Ride it Walk it Indigo; Lakes and Waterways Activation Plan and Pools Development Plan
- Plan for the future sport and active recreation needs of the community
- Enable safe, accessible and sustainable recreation facilities, services and programs
- Identify funding opportunities in line with strategic plans and priority projects
- Prepare and submit funding applications in line with strategic plans and priority projects
- Support committees of management to embed efficient and compliant governance practices
- Support other areas within the community development team

FUTURE PLANS

- Grant applications for Regional Sports Community Infrastructure Fund
- Swimming Pools Contract Tender
- Get Active Indigo Grants
- Development of Fair Access Policy
- Re-establish Baarmutha Park Committee of Management

SERVICES

SERVICE	DESCRIPTION
Recreation	<p>The Recreation portfolio works alongside community to ensure there are safe, accessible and sustainable opportunities for residents to participate in sport, recreation and physical activity. This can take the form of facility upgrades and activations or service-based approaches where a greater offering of activities and programs are available to residents across the Shire.</p> <ul style="list-style-type: none"> • The development of recreation strategies in partnership with key stakeholders to meet the changing needs of our community



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"> The prioritisation assessment to expand, improve or upgrade recreation facilities The development of policy and tools to guide decision making in recreation planning and activities Support to local sporting / recreation organisations and clubs to provide improved recreation opportunities and enhance health outcomes for the community. Assistance to Committees of Management (both Section 86 Council and DELWP Committees) The Provision of 5 outdoor pool facilities operating for set swimming pool seasons Swimming pool programming, including: Learn to Swim, early swims, aquatic exercise, swim club / squad competitions and training etc. The delivery of the Building Inclusive Communities program (DHHS) which includes initiatives, activities and projects to meet the needs of the disability community. Deliver relevant actions in the Climate Change Action Plan
	Total FTE 1.0

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Recreation	1062. Grant Funding	Carried forward Grant funding for 'Recreation Plan'
	2601. Contract services	Contract Services includes: New Initiative for Pool Maintenance plus increase in contract costs for provision of pool services



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Recreation

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1062. Grant Op. (SNR)	0	(29,400)	0
Total Income	0	(29,400)	0
Expense			
2000. Ordinary Hours	67,260	66,101	77,752
2001. Overtime	0	694	0
2002. Leave - Annual	6,388	6,280	7,384
2003. Leave - Long Service	1,680	1,652	1,948
2004. Leave - Sick	2,352	2,313	2,718
2005. Leave - Parental	334	334	390
2009. Superannuation	7,398	6,756	8,944
2010. Workcover	2,018	2,004	2,328
2020. Allowance - Travel	0	391	0
2022. Training	0	359	0
2023. Uniforms	350	0	0
2102. Accommodation	0	0	500
2113. Maintenance - Building	0	5,312	0
2114. Maintenance - Equipment	0	648	0
2203. Telephone - Mobile	960	1,213	960
2205. Internet	240	626	240
2400. Plant Hire - Internal	0	750	0
2405. Contribution	30,000	30,000	30,000
2407. Advertising	0	39	0
2514. Fleet - Pool vehicle usage	1,800	4,426	1,800
2601. Contract Services	553,658	601,759	732,000
2605. Purchases - Minor Equipment	0	261	0
2609. Signs	0	97	0
Total Expense	674,438	732,017	866,964
	674,438	702,617	866,964



2024/2025 Budget Operating Income and Expenses by Service Plan

Tourism Development

WHAT WE DO

Provide tourism development leadership and services including:

- Strategic planning
- Destination marketing (including digital)
- Product and industry development (including strategic event development)
- Visitor servicing, cultural heritage and museum management and Cultural tourism (Burke Museum and Historic Precinct)
- Cultural heritage cross-shire support

FUTURE PLANS

- Indigo Gold Trail 2.0 – secure funding to progress renewal and development including Beechworth Gorge Walk/Powder Magazine hero experience
- Support Parks Victorian in Yeddonba walking track re-opening project
- Rutherglen Loops – prepare launch and marketing on completion
- Beechworth Historic Precinct – secure funding and progress detailed conservation and design plans with partner entities (ACRE)
- Chiltern Destination Playspace – secure funding and progress detailed precinct design with partner agencies (National Trust)
- Victorian Goldfields Sustainable Tourism Masterplan (as part of the UNESCO bid) – progress Indigo's inclusion and opportunity
- Economic recovery – visitation and yield growth – marketing and product development
- Rutherglen Silo Arts Precinct and Rail Trail Enhancements project – secure funding and implement
- Indigo Tourism Strategy 2025-2030 – commence strategy development for delivery in 2025/26.

SERVICES

SERVICE	DESCRIPTION
Tourism Development	<ul style="list-style-type: none"> • Deliver Destination Management across the 4 tourism areas of Indigo outlined in the Indigo Destination Game Changer Tourism Strategy 2023 • Manage the strategic direction of Visitor Information and Industry Services • Manage the strategic direction of Cultural Heritage tourism consumer experiences in the Beechworth Historic Precinct and cultural heritage services across Indigo
	Total FTE 2.45

**2024/2025 Budget Operating Income and Expenses by Service Plan****BUDGET VARIANCE ANALYSIS**

SERVICE	ACCOUNT	COMMENTARY
Tourism Development	2407. Advertising	Advertising Costs for specific projects
	2601. Contract Services	Contract Services for new initiative for Victorian Goldfields World Heritage listing and project costs for 'Digital Excellence Partnership' project



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Tourism Development

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Expense			
2000. Ordinary Hours	196,772	193,776	207,249
2002. Leave - Annual	18,690	18,185	19,685
2003. Leave - Long Service	4,914	4,845	5,184
2004. Leave - Sick	6,891	6,787	7,248
2005. Leave - Parental	991	970	1,036
2009. Superannuation	21,641	19,818	23,830
2010. Workcover	5,902	5,934	6,212
2012. Leave - Other	0	84	0
2021. Allowance - Other	8,083	8,002	9,596
2025. Memberships - Industry	0	249	0
2032. Name Badges	0	20	0
2102. Accommodation	1,000	1,000	500
2103. Meals	0	70	0
2107. Licencing	1,000	1,000	1,000
2108. Printing	17,500	17,500	17,500
2117. Catering	0	50	0
2203. Telephone - Mobile	0	593	0
2205. Internet	0	57	1,200
2400. Plant Hire - Internal	0	589	0
2405. Contribution	50,000	40,000	44,000
2407. Advertising	93,000	106,213	92,000
2514. Fleet - Pool vehicle usage	0	590	0
2601. Contract Services	213,170	214,783	322,170
2605. Purchases - Minor Equipment	0	498	0
Total Expense	639,554	641,612	758,410
	639,554	641,612	758,410



2024/2025 Budget Operating Income and Expenses by Service Plan

Visitor Experience and Museums

WHAT WE DO

- Deliver growth of the visitor economy through extending length of visitor stay, maximising visitor spend and driving dispersal around the Historic Precinct and across the shire.
- Manage and interpret nationally significant museum collections and a heritage collection of buildings of state significance.
- Manage major cultural heritage and tourism projects.
- Provide cultural heritage exhibitions and educational tours and programs.
- Provide research materials, tools and expertise to community members and the general public.
- Act as the Public Records Office of Victoria's North-East Place of Deposit for local public records.
- Support Indigo Shire Museums, Historic Societies and other cultural collections.
- Deliver Visitor Information Centre operations in Beechworth, Yackandandah and Rutherglen and support Visitor Information Centre operation in Chiltern.
- Deliver quality customer service, information, retail sales and advice on accommodation, activities, experiences and attractions to enhance the visitor experience (Stay, Eat, Do) through onsite and off-site information provision initiatives.
- Support local tourism operators to also provide quality visitor information.
- Provide information, plan itineraries and coordinate group booking activities in Beechworth for the Burke Historic Precinct & other local operators.
- Operate a customer service facility to assist tourism operators through information provision, mentoring and workshops to grow their businesses digital and professional skills.
- Operate a customer service facility to engage tourism operators and facilitate collaborative marketing, industry and product development.
- Support destination marketing campaigns and digital excellence initiatives.
- Display and direct visitors to key emergency services information in a crisis.



2024/2025 Budget Operating Income and Expenses by Service Plan

FUTURE PLANS

1. Continue to implement and refine the new Visitor Experience & Museums structure, culture and processes with the new team of recruits and current staff.
2. Support council and TNE marketing efforts to influence visitors to stay longer in our region when they are first making the decision to visit.
3. Collaborate with Winemakers of Rutherglen to complete a concept design to reinvent the Rutherglen Wine Experience and seek funding for its implementation.
4. Complete and launch the Historic Courthouse Project.
5. Work toward the completion of the Historic Precinct Masterplan in light of National and UNESCO World Heritage Listing bids.
6. Progress the repatriation and reconciliation action plan.
7. Host the History Teachers of Victoria regional conference.
8. Develop a targeted marketing plan for tour and bus groups for precinct experiences.
9. Review and refine Historic Precinct and VIC operating hours.

SERVICES

SERVICE	DESCRIPTION
Visitor Experience and Museums	<p>To provide a comprehensive and high-quality visitor and tourism business support service in-centre, off-site and on-line to ensure growth of the visitor economy through extended length of stay, maximised spend and visitor dispersal across the shire.</p> <ul style="list-style-type: none"> • Provide local and regional information to visitors and industry including accommodation, activities, experiences and events. • Coordinate collateral display, distribution, storage and supply/inventory. • Sell tickets for Beechworth Historic Precinct and other activities and events as per commission arrangements. <p>Total FTE 11.28 + Casual 3.15 + Volunteers 25</p>

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Visitor Experience and Museums	2601. Contract Services	Contract Services includes new initiative for Rutherglen Wine Experience Centre



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Visitor Experience and Museums

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1062. Grant Op. (SNR)	(27,500)	(15,697)	0
1500. Venue Hire	(500)	(2,991)	(4,000)
1501. Fees - Entry	(143,400)	(99,698)	(137,400)
1510. Fees - Research	(2,364)	(1,529)	(2,364)
1514. Photocopying	(410)	(320)	(410)
1534. Bike Hire	(14,500)	(11,277)	(10,000)
1535. Group Bookings	(63,650)	(35,109)	(63,650)
1550. Merchandise Sales	(228,270)	(199,859)	(220,070)
1552. Commission	(160)	(262)	(280)
1558. 'Follow the Pioneers' brochure	(390)	(463)	(450)
1602. Donations	(2,308)	(4,248)	(4,000)
Total Income	(483,452)	(371,454)	(442,624)
Expense			
2000. Ordinary Hours	811,116	758,575	890,439
2001. Overtime	0	993	0
2002. Leave - Annual	77,049	71,929	84,592
2003. Leave - Long Service	26,479	26,323	27,985
2004. Leave - Sick	28,402	26,607	31,155
2005. Leave - Parental	4,064	3,802	4,445
2009. Superannuation	116,454	107,752	128,715
2010. Workcover	31,765	34,000	33,590
2011. Workcover - Salary Payments	0	240	0
2012. Leave - Other	0	1,363	0
2018. Casual Hours	247,674	292,528	228,928
2020. Allowance - Travel	2,400	2,442	2,400
2021. Allowance - Other	0	231	0
2023. Uniforms	3,100	5,156	9,500
2025. Memberships - Industry	8,960	4,502	5,100



2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2031. Business Cards	130	0	130
2032. Name Badges	330	0	0
2036. Recruitment Costs	0	6,989	0
2100. Merchandise	143,800	122,508	136,360
2101. Subscriptions	600	300	600
2102. Accommodation	1,500	1,872	2,000
2104. Parking	150	150	150
2105. Bank Charges	3,700	4,914	3,700
2108. Printing	1,500	1,200	1,500
2110. Postage	240	135	120
2111. Stationery	2,100	742	2,100
2113. Maintenance - Building	0	5,317	0
2117. Catering	1,000	479	1,900
2121. Cleaning	0	35	0
2127. Consumables - Printer	1,200	400	1,200
2129. Consumables - Staff	1,360	953	1,360
2143. Travel /Train/Plane/Uber/Taxi	1,100	664	1,100
2200. Freight	600	400	600
2201. Rent	10,200	10,236	10,272
2203. Telephone - Mobile	5,940	3,063	4,780
2205. Internet	1,620	1,678	1,836
2405. Contribution	13,500	14,500	17,500
2407. Advertising	1,000	729	1,000
2514. Fleet - Pool vehicle usage	2,100	1,801	3,000
2600. Contract Services - Tender	2,400	0	0
2601. Contract Services	68,400	54,028	93,400
2603. Materials	28,500	12,800	27,234
2605. Purchases - Minor Equipment	11,600	6,937	11,100
Total Expense	1,662,033	1,589,275	1,769,791
	1,178,581	1,217,821	1,327,167



2024/2025 Budget Operating Income and Expenses by Service Plan

Young People

WHAT WE DO

The Youth Service intends to engage with young people in an empowering way via partnership initiatives with regional services and young people directly. The purpose of the service is to:

- Deliver the key actions in Councils Youth Strategy and Youth Mental Health Advocacy Plan
- Deliver the funding requirements associated with L2P, Engage, Freeza and Future Proof.
- Engage a diverse range of young people aged 12 – 25 years living in Indigo Shire
- Facilitate events, programs and activities that are youth led
- Explore and identify partnerships with a range of stakeholders to improve opportunities for young people

FUTURE PLANS

- Finalisation of the Future Proof Project.
- Contribution to the Life Stages Plan
- Prioritisation of the Youth Mental Health Advocacy Plan
- L2P – smarty Grants submission for 2024/2025
- Freeza and Engage – grant submission for 3-year funding

SERVICES

SERVICE	DESCRIPTION
Young People	<ul style="list-style-type: none"> • Enhance young people's well-being and social health • Promote supportive environments • Strengthen community, school and family supports for young people • Develop the competence and personal skills of young people <p>Total FTE 3.2 Youth Officer 1 FTE, Youth Resilience Peer Worker 1, Youth Resilience Coordinator 1 FTE</p>



2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Young People	2601. Contract Services	Council continues to received State and Federal government funding for youth services include Engage!, Freeza, L2P and Future Proof projects. These projects focus on youth led community initiatives in the areas of sport, music, leadership and emergency management, resilience and preparedness.



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE
Service Area - Young People

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1052. Grant Op. (SR) Vic Roads	(34,650)	(56,162)	(35,000)
1057. Grant Op. (SR) DHHS Funding	(35,000)	(54,213)	(35,000)
1062. Grant Op. (SNR)	(270,640)	(274,931)	(175,560)
1100. Contributions - Operating	0	(19,423)	0
1252. Reimbursement - Other External	0	(667)	0
1601. Miscellaneous Income	0	(189)	0
Total Income	(340,290)	(405,585)	(245,560)
Expense			
2000. Ordinary Hours	215,320	206,835	170,515
2001. Overtime	0	1,009	0
2002. Leave - Annual	20,454	19,739	16,204
2003. Leave - Long Service	5,377	5,196	4,257
2004. Leave - Sick	7,536	7,272	5,967
2005. Leave - Parental	1,075	1,036	853
2006. Leave - Compassionate	0	788	0
2009. Superannuation	23,682	21,210	19,607
2010. Workcover	6,466	6,313	5,126
2011. Workcover - Salary Payments	0	140	0
2020. Allowance - Travel	0	495	0
2022. Training	0	1,191	0
2028. Police and WWC Checks	0	128	0
2034. Conferences/Workshops	0	418	0
2102. Accommodation	200	1,523	500
2103. Meals	100	0	100
2117. Catering	2,000	7,373	4,040
2118. Sponsorship/Donations	2,100	1,591	2,100
2143. Travel /Train/Plane/Uber/Taxi	0	314	0
2203. Telephone - Mobile	120	694	1,440


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2400. Plant Hire - Internal	1,100	600	1,200
2405. Contribution	0	7,006	0
2407. Advertising	0	55	0
2414. Facility Hire	0	2,062	1,800
2514. Fleet - Pool vehicle usage	5,050	12,336	9,000
2515. Fleet - Monthly Costs Distributed	23,353	10,096	19,422
2601. Contract Services	97,100	135,507	56,000
2603. Materials	5,000	3,057	4,800
Total Expense	416,033	453,984	322,931
	75,743	48,400	77,371

2024/2025 Budget Operating Income and Expenses by Service Plan



2024/2025 Budget Operating Income and Expenses by Service Plan



Infrastructure Services



2024/2025 Budget Operating Income and Expenses by Service Plan

Asset Management

WHAT WE DO

- Provide a core level of asset management services for Council's owned infrastructure
- Road Management Plan review and compliance (Part of Roads service plan)
- Provide GIS and associated services, including Intramaps, road numbering, street numbering.
- Preparation of the Annual Capital Works Budget & 10 year forward Capital Work Budget

FUTURE PLANS

- Asset management plans for Roads, Drainage and Paths
- Review Asset Management Strategy

SERVICES

SERVICE	DESCRIPTION
Asset Management	<ul style="list-style-type: none"> • Provide a core level of asset management services for Council's owned infrastructure • Road Management Plan review and compliance {Part of Roads service plan} • Provide GIS and associated services, including Intramaps, road numbering, street numbering. • Preparation of the Annual Capital Works Budget & 10 year forward Capital Work Budget
	Total FTE 1.5

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Asset Management		No material variances



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE**Service Area - Asset Management**

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1252. Reimbursement - Other External	0	(300)	0
Total Income	0	(300)	0
Expense			
2000. Ordinary Hours	147,613	145,536	148,961
2002. Leave - Annual	14,025	13,500	14,152
2003. Leave - Long Service	3,692	3,639	3,726
2004. Leave - Sick	5,171	5,094	5,214
2005. Leave - Parental	734	726	750
2009. Superannuation	16,236	14,751	17,128
2010. Workcover	4,424	4,493	4,464
2021. Allowance - Other	8,557	8,617	10,076
2023. Uniforms	222	242	330
2024. Protective Clothing	400	400	400
2025. Memberships - Industry	3,000	3,000	1,250
2040. Rewards & Recognition Policy	0	238	0
2101. Subscriptions	2,500	2,500	1,000
2102. Accommodation	0	1,956	0
2103. Meals	0	190	0
2117. Catering	0	143	400
2203. Telephone - Mobile	960	672	984
2407. Advertising	1,530	1,530	0
2601. Contract Services	69,564	88,631	74,100
2603. Materials	0	671	100
Total Expense	278,628	296,528	283,035
	278,628	296,228	283,035



2024/2025 Budget Operating Income and Expenses by Service Plan

Buildings and Property Services

WHAT WE DO

- **Building Maintenance:** Maintenance of Council owned and managed buildings.
- **Property Management:** Management of Council's property holdings, including purchasing, sales, occupancy agreements etc.
- **Caravan Parks:** Management of the lease agreements and maintenance of Council's four Caravan Parks.
- **Public Toilets:** Maintenance and cleaning of public conveniences throughout the shire.
- **Asset Maintenance Grants:** Distribution and management of asset maintenance grants to assist community groups looking after public facilities.

FUTURE PLANS

- Community facility support guidelines review and updated Asset Management Grant support.
- Improvement in service contracts for key activities to increase proactive maintenance and reduce reactive maintenance.

SERVICES

SERVICE	DESCRIPTION
Buildings and Property Services	<ul style="list-style-type: none"> • Maintenance of Council owned or controlled buildings. • Manage Council's property holdings, including purchasing, leases, sales, including the leasing and maintenance of Caravan Parks, pepper-corn and commercial leases. • Manage the maintenance and upkeep, including cleaning, of public toilets.
	Total FTE 1.10



2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Buildings and Property	2121. Cleaning	Cleaning contract
	2206. Water Usage & Charges	Increase in water usage and charges across the organisation
	2208. Electricity	Estimated electricity cost increase across the organisation
	2601. Contract Services	Return to normal level



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE**Service Area - Buildings & Property**

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1255. Reimbursement-Insurance Claim Rec'd	0	(7,636)	0
1300. Rental Income	(113,032)	(118,988)	(130,614)
1500. Venue Hire	(13,140)	(15,653)	(12,600)
1505. Lease Income	(23,508)	(25,380)	(23,716)
Total Income	(149,680)	(167,657)	(166,930)
Expense			
2000. Ordinary Hours	97,006	95,519	99,852
2001. Overtime	0	294	0
2002. Leave - Annual	9,218	9,028	9,488
2003. Leave - Long Service	2,429	2,396	2,496
2004. Leave - Sick	3,394	3,343	3,498
2005. Leave - Parental	482	476	506
2009. Superannuation	10,672	9,798	11,480
2010. Workcover	2,912	2,887	2,992
2018. Casual Hours	0	327	0
2021. Allowance - Other	480	245	480
2023. Uniforms	123	367	0
2113. Maintenance - Building	136,166	144,451	147,678
2114. Maintenance - Equipment	48,570	37,886	43,310
2121. Cleaning	281,364	280,968	301,780
2200. Freight	0	20	0
2201. Rent	0	757	0
2203. Telephone - Mobile	0	577	0
2206. Water Usage & Charges	76,302	63,140	78,447
2208. Electricity	235,656	208,418	235,546
2209. Sewerage	0	109	0
2210. Gas	9,960	12,252	12,156
2405. Contribution	189,540	189,537	194,748


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2406. Legal Expenses	0	750	0
2408. Legislation	0	253	0
2409. Security	18,008	20,736	18,000
2423. Vandalism	0	483	0
2424. Hygiene	9,168	9,166	11,500
2437. Compliance	0	4,441	0
2440. Maintenance - Locks & Keys	0	2,024	0
2441. Building Essential Safety Measures	30,468	30,205	29,030
2443. Transfer - From Capital Works	0	161	0
2514. Fleet - Pool vehicle usage	0	1,602	0
2601. Contract Services	23,000	150,278	62,630
Total Expense	1,184,918	1,282,893	1,265,617
	1,035,238	1,115,237	1,098,687



2024/2025 Budget Operating Income and Expenses by Service Plan

Buller Gas

WHAT WE DO

Gas supply

- The distribution and sale of LP Gas throughout the Mt Buller village to residential and commercial customers.
- Provide a cost effective and convenient fuel to the Mt Buller community, predominantly used for heating.
- Generate substantial revenue for Indigo Shire.

Buller Gas operates under license to provide reticulated LP gas service to the commercial and residential properties on Mount Buller. Bulk LPG is delivered to the Elgas-owned 260 tonne capacity tank farm at Dump Inn Corner. From there, the gas enters the pipe reticulation system into and throughout the village. Buller Gas has last year commenced its third contract period of 10 years (out of 5 periods in total) and remains a profitable commercial entity with identified but manageable risks. The contract allows for a further 2 x 10-year periods of operation after the current contract period expires in 2033.

Activities: Customer database management, meter reads, billing, maintenance of reticulated network, new installations, regulatory management, EM exercises.

Bulk LP Gas is purchased from Elgas and delivered via road tanker to the storage facility on Mt Buller. The storage facility is sub-let to Elgas who is responsible for the routine daily/ weekly maintenance of this facility. Indigo Shire, operating as Buller Gas, is responsible for maintaining the reticulated pipe network to the customers including the meters, regulators and associated service and pipe fixtures. There are 6 billing periods annually and Buller Gas staff and/or contractors physically read each customer meter, inspect the services, process and issue invoices, provide customer service and advise on questions related to gas installation and construction. Mt Buller is primarily a winter recreational location and has only a very small year-round population. This is reflected in the annual LPG usage being largely concentrated in the period June to September each year (about 85% of the total usage). Daily, weekly, monthly quarterly and annual inspection and testing is carried out as required by the regulator, Energy Safe Victoria. Also, at least 2 emergency response exercises are carried out each year and the Buller Gas Coordinator is a member of the Mt Buller Mt Stirling Emergency Management Committee and of the Mt Buller Chamber of Commerce.

Because of the Alpine environment our construction and planned maintenance activities are limited to the defined construction period between November and May each year. Service levels and safety of the installation are closely monitored and a robust system of checks and audits are being continuously refined.



2024/2025 Budget Operating Income and Expenses by Service Plan

FUTURE PLANS

Major 5-yearly Energy Safe Victoria audit focused on all elements of Gas Safety Case to be conducted in April 2025

SERVICES

SERVICE	DESCRIPTION
Buller Gas	<ul style="list-style-type: none"> • Manage the Buller Gas contract, which provides reticulated LP Gas service on Mount Buller. This gas is sold to commercial and residential customers on Mount Buller; • Facilitate bulk LPG Deliveries to large tanks onsite and distribute throughout the Village via pipe reticulation system; and • Maintain the reticulated pipe network to the customer including the meters regulators and associated service and pipe network. • To provide a cost effective and convenient fuel to the Mt Buller community, predominantly used for heating. • To generate revenue for Indigo Shire. • Customer database management, meter reads, billing, maintenance of reticulated network, new installations, regulatory management, EM exercises. • Bulk LP Gas is purchased from Elgas and delivered via road tanker to the storage facility on Mt Buller. The storage facility is sub-let to Elgas who is responsible for the routine daily/ weekly maintenance of this facility. • Indigo Shire, operating as Buller Gas is responsible for maintaining the reticulated pipe network to the customers including the meters, regulators and associated service and pipe fixtures. There are 6 billing periods annually
	Total FTE 1.26



2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Buller Gas	1508. Gas Sales	Decrease in gas sales due to poor snow season in 2023/24
	2134. Gas Purchases – Mt Buller COGS	Decrease in gas purchases due to lower demand because of bad snow season in 2023/24
	2435. Commission on Sale	Relative to gas sales



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE**Service Area - Buller Gas**

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1013. Fire Service Levy	(600)	0	(600)
1252. Reimbursement - Other External	(30,300)	(38,051)	(33,000)
1508. Gas Sales	(3,948,831)	(3,045,563)	(3,659,796)
1532. Gas Service Charge	(37,000)	(37,085)	(35,875)
1716. Internal - Fleet Recovery	0	1,708	0
Total Income	(4,016,731)	(3,118,991)	(3,729,271)
Expense			
2000. Ordinary Hours	98,439	101,364	99,800
2002. Leave - Annual	9,352	9,553	9,478
2003. Leave - Long Service	2,455	2,512	2,496
2004. Leave - Sick	3,444	3,519	3,496
2005. Leave - Parental	489	501	496
2009. Superannuation	10,831	10,396	11,478
2010. Workcover	2,952	3,041	2,992
2023. Uniforms	19	0	0
2024. Protective Clothing	250	0	500
2025. Memberships - Industry	700	250	700
2103. Meals	840	972	960
2120. Levy	11,500	17,489	18,000
2123. Discount on Sales	41,563	32,176	40,497
2127. Consumables - Printer	300	150	480
2134. Gas Purchases - Mt Buller COGS	2,905,630	2,097,282	2,620,234
2201. Rent	14,300	9,700	15,000
2203. Telephone - Mobile	840	737	900
2415. Insurance - Public Liability	28,000	30,800	31,000
2416. Insurance - Asset	5,000	5,000	5,000
2435. Commission - On Sale	119,491	93,445	110,397
2514. Fleet - Pool vehicle usage	3,600	5,225	5,400


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2516. Business Unit Surcharge	44,280	44,280	45,276
2601. Contract Services	56,610	46,290	58,610
2603. Materials	14,000	15,469	16,000
2605. Purchases - Minor Equipment	720	382	719
2612. Levy - Fire Services	600	534	600
Total Expense	3,376,205	2,531,066	3,100,509
	(640,526)	(587,925)	(628,762)



2024/2025 Budget Operating Income and Expenses by Service Plan

Capital Works Management

WHAT WE DO

Project Delivery

Planning, engagement and delivery of projects funded within the Capital Works Program including Non-ISC projects.

FUTURE PLANS

Completion of the following key projects;

- Chiltern Athenaeum and associated works
- Rutherglen Loops
- Kergunyah Hall Redevelopment
- Indigo Creek Bridge construction
- Chiltern hub play space

SERVICES

SERVICE	DESCRIPTION
Capital Works Management	<p>Manage the delivery of the annual Capital Works program.</p> <p>Capital works engage with projects stakeholders and sponsors to design, develop and scope projects in the annual capital works budget. This engagement process identifies key project drivers, including: project objectives, risks and opportunities, budget and restraints, delivery method and schedule. Capital works will then manage all aspects of the project delivery or implementation to the agreed project objects.</p> <p>Total FTE 2.53</p>

**2024/2025 Budget Operating Income and Expenses by Service Plan****BUDGET VARIANCE ANALYSIS**

SERVICE	ACCOUNT	COMMENTARY
Capital Works Management		No material variances



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE

Service Area - Capital Works - Management

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Expense			
2000. Ordinary Hours	244,419	270,821	279,323
2002. Leave - Annual	23,224	25,317	26,527
2003. Leave - Long Service	6,111	6,772	6,992
2004. Leave - Sick	8,540	9,475	9,768
2005. Leave - Parental	1,229	1,358	1,406
2009. Superannuation	26,886	27,252	32,113
2010. Workcover	7,326	8,263	8,405
2012. Leave - Other	0	357	0
2020. Allowance - Travel	0	50	0
2021. Allowance - Other	17,120	8,537	10,556
2023. Uniforms	116	0	400
2024. Protective Clothing	0	0	400
2032. Name Badges	0	77	0
2040. Rewards & Recognition Policy	0	224	0
2116. Fuel	0	155	0
2117. Catering	0	239	0
2143. Travel /Train/Plane/Uber/Taxi	0	20	0
2203. Telephone - Mobile	1,440	1,270	1,200
2401. Audit Fees - VAGO	1,100	0	0
2514. Fleet - Pool vehicle usage	0	1,190	664
2515. Fleet - Monthly Costs Distributed	1,066	2,336	2,936
2603. Materials	500	40	0
Total Expense	339,077	363,755	380,690
	339,077	363,755	380,690



2024/2025 Budget Operating Income and Expenses by Service Plan

Development Engineering

WHAT WE DO

- Provide engineering support to developers and community members looking to develop land, including subdivisions
- Perform as the Civil Engineering referral authority for Indigo Shire Council's Planning Scheme - providing conditions and ensuring compliance with standards for planning permits.
- Provide internal engineering and standards support for Infrastructure Services staff

FUTURE PLANS

- Further development of a QA checking system for subdivision design and construction.

SERVICES

SERVICE	DESCRIPTION
Development Engineering	<ul style="list-style-type: none"> • Provide engineering support to developers and community members looking to develop land, including subdivisions • Fulfill the role of Engineering authority for Indigo Shire Council's Planning Scheme - Providing conditions and ensuring compliance with standards for planning permits. • Provide internal engineering and standards support for Infrastructure Services staff. Total FTE 1.10

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Development Engineering		No material variances



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE**Service Area - Development Engineering**

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1364. Subdivision - Supervision	(20,000)	(30,934)	(24,000)
1368. Engineering - Plan Checking Fee	(8,000)	(10,524)	(9,600)
1603. Contributions - Developer	(21,500)	(8,023)	(20,000)
Total Income	(49,500)	(49,481)	(53,600)
Expense			
2000. Ordinary Hours	100,810	104,690	105,090
2002. Leave - Annual	9,577	9,767	9,984
2003. Leave - Long Service	2,517	2,593	2,626
2004. Leave - Sick	3,526	3,630	3,680
2005. Leave - Parental	510	520	522
2009. Superannuation	11,085	10,787	12,080
2010. Workcover	3,025	3,141	3,150
2023. Uniforms	355	717	355
2203. Telephone - Mobile	480	716	492
2514. Fleet - Pool vehicle usage	0	710	0
2515. Fleet - Monthly Costs Distributed	6,902	8,998	6,437
2590. Transfer - To Reserve	21,500	11,500	20,000
2601. Contract Services	0	2,500	0
Total Expense	160,287	160,268	164,416
	110,787	110,787	110,816



2024/2025 Budget Operating Income and Expenses by Service Plan

Drainage

WHAT WE DO

Maintain, expand and clean urban and rural public drainage

FUTURE PLANS

- Identifying 'hot spots' for more frequent inspections and a more structured pit cleaning program
- Make improvements to problematic areas such as pit and culvert modifications
- Develop a Constructed Wetland and Retention Basin Management Plan

SERVICES

SERVICE	DESCRIPTION
Drainage	<ul style="list-style-type: none"> • Rural and urban drainage maintenance works • Drainage pipe and pit cleaning • Providing drainage discharge points for residences
	Total FTE 0.28

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Drainage	2399. Plant Hire - External	External plant hire required to meet works demands in 2023/24 not expected in 2024/25



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE

Service Area - Drainage

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1362. Stormwater Drainage Requests	(9,482)	(7,690)	(9,732)
Total Income	(9,482)	(7,690)	(9,732)
Expense			
2000. Ordinary Hours	17,293	18,836	17,770
2001. Overtime	0	168	0
2002. Leave - Annual	1,641	1,788	1,690
2003. Leave - Long Service	431	527	442
2004. Leave - Sick	609	662	624
2005. Leave - Parental	89	96	90
2009. Superannuation	1,901	2,186	2,042
2010. Workcover	520	701	534
2018. Casual Hours	0	2,298	0
2399. Plant Hire - External	0	15,220	0
2400. Plant Hire - Internal	9,627	11,515	9,627
2514. Fleet - Pool vehicle usage	0	24	0
2601. Contract Services	10,280	19,280	10,728
2603. Materials	11,283	15,353	11,592
Total Expense	53,674	88,653	55,139
	44,192	80,963	45,407



2024/2025 Budget Operating Income and Expenses by Service Plan

Emergency Management

WHAT WE DO

Assist in the preparation for response to, management of and recovery from emergency events

FUTURE PLANS

- Finalisation of the Indigo Municipal Emergency Management Plan and associated sub plans (flood and Fire)
- Internal Indigo Shire Recruitment of more Emergency Management staff that can be utilised across the MEMO/ MRM and ERC roles as well as being appropriately trained to work in Municipal Emergency Operations Centre (MEOC).
- Conduct multi EM agency training days to test EM processes.
- Procurement and set-up of new EM recovery trailer.

SERVICES

SERVICE	DESCRIPTION
Emergency Management	<ul style="list-style-type: none"> • Ongoing review of the Municipal Emergency Management Plan • Ongoing review of the Municipal Fire Management Plan • Review the Municipal Flood Plan • Undertake fire hazard inspections and issue clean up notices • Support local CFA Brigades with fire prevention works • Support Emergency Service Agencies in the management of emergencies, including response and recovery, at the Incident Control Centre as required
	Total FTE 1 + fixed term 2.3



2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Emergency Management	1053. Grant Op – (SNR) Natural Disaster	Grant funding for Flood recovery works
	2601. Contract Services	\$450k added from prior year budget not fully spent, decrease in contract services due to less emergency works required



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE**Service Area - Emergency Management Works**

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1053. Grant Op - (SNR) Natural Disaster	0	(1,637,167)	(2,000,000)
Total Income	0	(1,637,167)	(2,000,000)
Expense			
2000. Ordinary Hours	0	6,913	11,778
2001. Overtime	0	159	0
2002. Leave - Annual	0	656	1,118
2003. Leave - Long Service	0	194	298
2004. Leave - Sick	0	242	416
2005. Leave - Parental	0	35	64
2009. Superannuation	0	1,028	1,352
2010. Workcover	0	277	352
2018. Casual Hours	0	837	0
2399. Plant Hire - External	0	500	0
2400. Plant Hire - Internal	3,200	2,339	200
2514. Fleet - Pool vehicle usage	0	255	0
2601. Contract Services	53,410	1,183,779	2,503,410
2603. Materials	6,000	6,855	6,000
Total Expense	62,610	1,204,069	2,524,988



2024/2025 Budget Operating Income and Expenses by Service Plan

Environment and Sustainability

WHAT WE DO

The Environment & Sustainability (E&S) service provides leadership and expertise to Council on environmental and sustainability matters.

The service works collaboratively across the organisation to develop and implement policies, strategies and action plans to improve environmental sustainability and natural resource management in the shire.

The E&S service:

- Responds to Council's Climate Emergency declaration, including leading the organisation towards our Net Zero by 2035 target.
- Manages Council's 'Our Climate Action' (Kausal) platform and Trellis (carbon accounting) platform.
- Manages Council's annual Roadside Weed & Pest Animal Control Program and the environmental management of Council owned/managed reserves.
- Facilitates the Indigo Environment Advisory Committee (IEAC)
- Represents Council in regional climate and sustainability forums, including Goulburn Murray Climate Alliance (GMCA), North East Integrated Water Management Forum (IWM), Climate Partners Advisory Group (Hume region), Goulburn Broken Local Government Biodiversity Reference Group (GBLGBRG), and North East Regional Sustainability Alliance (NERSA).
- Administers Council's annual Community Sustainability Grants Program.
- Responds to Planning and other referrals (e.g. Municipal Operations) relating to native vegetation management and other sustainability matters.

FUTURE PLANS

The primary focus of the E&S service in 2024/25 will be:

1. Continued implementation of Council's Emissions Reduction Plan (ERP), utilising Council's Trellis and Kausal (Our climate action) platforms.
2. Continued implementation of Council's Climate Emergency Strategic Action Plan.
3. Delivery of recurrent projects and other priority initiatives, including:
 - Roadside weed and pest animal control program.
 - Environmental management of Council reserves.
 - Community Sustainability Grants Program.
 - Partnership opportunities with community organisations and funding bodies.



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICE	DESCRIPTION
Environment and Sustainability	The Environment & Sustainability (E&S) service provides leadership and expertise to Council on environmental matters.
	Total FTE 2.05

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Environment and Sustainability		No material variances



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE

Service Area - Environment & Sustainability

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1062. Grant Op. (SNR)	(46,945)	(46,994)	(48,000)
1523. Ticket Sales	(970)	(891)	(990)
Total Income	(47,915)	(47,885)	(48,990)
Expense			
2000. Ordinary Hours	173,771	159,000	173,738
2001. Overtime	0	519	0
2002. Leave - Annual	16,503	15,105	16,505
2003. Leave - Long Service	4,347	3,975	4,343
2004. Leave - Sick	6,078	5,564	6,081
2005. Leave - Parental	870	796	871
2009. Superannuation	19,115	16,228	19,983
2010. Workcover	5,216	4,795	5,210
2020. Allowance - Travel	1,500	1,500	1,535
2021. Allowance - Other	961	722	1,442
2025. Memberships - Industry	7,490	7,398	7,650
2040. Rewards & Recognition Policy	0	80	0
2102. Accommodation	0	618	0
2103. Meals	500	923	510
2108. Printing	0	19	0
2117. Catering	0	821	1,200
2143. Travel /Train/Plane/Uber/Taxi	0	222	0
2203. Telephone - Mobile	612	363	620
2405. Contribution	20,850	20,095	21,320
2514. Fleet - Pool vehicle usage	3,060	3,680	3,080
2601. Contract Services	150,185	163,149	153,973
2603. Materials	7,385	85	6,340
2605. Purchases - Minor Equipment	2,000	0	0
2608. Materials - Patching	0	900	0
2609. Signs	1,000	1,000	1,020


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Total Expense	421,443	407,558	425,421
	373,528	359,673	376,431



2024/2025 Budget Operating Income and Expenses by Service Plan

Parks and Gardens

WHAT WE DO

The Operations Branch is responsible for the ongoing routine maintenance and operations of Council's 33 Parks and Garden areas located throughout the Shire.

Included in these responsibilities are activities relating to maintaining playgrounds, Lake Anderson at Chiltern, Lake Sambell at Beechworth and Lake King at Rutherglen. Also included for the first time are the May Day Hills office complex gardens, car park grounds, the Pines sports oval and the Arboretum space.

FUTURE PLANS

- Consider impact of future Climate Change when planning maintenance of parks and gardens
- Consider impacts of Climate Change with tree planting species
- Expand service areas of service to include new parks, gardens and playgrounds as created with new developments
- Develop a Tree Canopy Strategy

SERVICES

SERVICE	DESCRIPTION
Parks and Gardens	<p>Council Outdoor Operations Teams undertake various operational activities that include grass mowing, litter control, garden bed maintenance, business area street footpath sweeping, minor urban drain cleaning, and various other tasks within the urban and business areas of towns within the Shire.</p> <p>These activities are carried out across Council's; -</p> <ul style="list-style-type: none"> • Maintenance of Parks and gardens and; • BBQs and shelters • Playgrounds • European Wasp eradication • Rural Reserves • Town centre street gutter and footpath sweeping <p>Total FTE 8.99</p>


2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS		
SERVICE	ACCOUNT	COMMENTARY
Parks and Gardens	1253. Reimbursement - Workcover	No costs to offset for 24/25
	2399. Plant Hire - External	Expected for flood works costs
	2400. Plant Hire – Internal	Reduction in spend for 23/24



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE

Service Area - Parks & Gardens

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1253. Reimbursement - Workcover	0	(3,680)	0
Total Income	0	(3,680)	0
Expense			
2000. Ordinary Hours	618,835	561,571	637,405
2001. Overtime	0	338	0
2002. Leave - Annual	58,779	53,924	60,550
2003. Leave - Long Service	15,487	15,792	15,927
2004. Leave - Sick	21,659	19,906	22,313
2005. Leave - Parental	3,097	2,842	3,184
2006. Leave - Compassionate	0	895	0
2009. Superannuation	68,087	64,296	73,290
2010. Workcover	18,584	20,191	19,112
2011. Workcover - Salary Payments	0	6,462	0
2018. Casual Hours	0	62,446	0
2024. Protective Clothing	0	7,132	4,800
2113. Maintenance - Building	300	200	300
2116. Fuel	0	15,507	31,300
2124. Chemicals	3,580	0	3,580
2205. Internet	0	86	0
2399. Plant Hire - External	0	19,122	0
2400. Plant Hire - Internal	117,080	84,362	100,000
2515. Fleet - Monthly Costs Distributed	3,500	4,045	10,773
2601. Contract Services	19,665	19,629	10,800
2603. Materials	18,719	19,315	24,300
Total Expense	967,372	978,062	1,017,634
	967,372	974,382	1,017,634



2024/2025 Budget Operating Income and Expenses by Service Plan

Pathways

WHAT WE DO

This service manages the maintenance of Council's urban footpaths and recreational shared paths to ensure they are safe and serviceable for residents and visitors of Indigo Shire.

FUTURE PLANS

Introduction a number of new shared paths to Council's recreational pathways network

- Epic Trail;
- Rutherglen Wine Walk Cycle Trail; and
- Other additional footpaths come on board as new subdivisions are constructed.

SERVICES

SERVICE	DESCRIPTION
Pathways	<p>The purpose of this service is to provide routine maintenance of Council's pathways; 41km urban footpaths, 13km recreation footpaths, 21km existing Rail Trails and 31km Beechworth Osbornes Flat Rail Trail</p> <p>Council:</p> <ul style="list-style-type: none"> • Patch potholes • Sweep, spray and maintain rail trails • Repair and replace short segments of concrete footpath • Grind uneven surfaces • Top up gravel paths • Control vegetation on path sides <p>Total FTE 0.46</p>

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Pathways	2601. Contract Services	Return to previous level
	2603. Materials	Expenditure due to new projects in 2023/24



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE**Service Area - Pathways**

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Expense			
2000. Ordinary Hours	30,122	26,154	30,952
2002. Leave - Annual	2,862	2,485	2,938
2003. Leave - Long Service	754	1,711	768
2004. Leave - Sick	1,054	916	1,080
2005. Leave - Parental	146	128	146
2009. Superannuation	3,315	7,305	3,560
2010. Workcover	899	2,090	934
2018. Casual Hours	0	42,188	0
2106. Leasing	0	2,230	0
2116. Fuel	0	287	0
2399. Plant Hire - External	0	1,805	0
2400. Plant Hire - Internal	5,863	5,807	5,856
2515. Fleet - Monthly Costs Distributed	3,451	2,521	3,219
2601. Contract Services	244,299	73,978	168,200
2603. Materials	73,686	103,772	50,000
2605. Purchases - Minor Equipment	0	27	0
2609. Signs	0	767	0
Total Expense	366,451	274,173	267,653
	366,451	274,173	267,653



2024/2025 Budget Operating Income and Expenses by Service Plan

Plant, Fleet and Equipment

WHAT WE DO

- Provide safe and serviceable plant and equipment to Councils Municipal Operations department, with minimal downtime from repairs and breakdowns.
- Similarly provide suitable light vehicles to Council employees and departments requiring them.

FUTURE PLANS

SERVICES

SERVICE	DESCRIPTION
Plant, Equipment and Fleet	<p>This service area is responsible for:</p> <ul style="list-style-type: none"> • Providing a safe and serviceable plant and equipment fleet to Councils Municipal Operations department, with minimal downtime from repairs and breakdowns; • Similarly provide suitable light vehicles to Council employees and departments requiring them; • Provide safe, appropriate, available and efficient fleet vehicles to allow Council staff to be as mobile and available to all the communities in Indigo Shire as practical, at minimal cost to Council; • Coordination of all maintenance activities required to ensure a safe and effective plant and light vehicle fleet is available to conduct Council operations. {The majority of Plant maintenance is subcontracted out via a three-year maintenance contract.}; • Development and monitoring of Plant equipment and Fleet operating budgets, as well as cost recovery tracking; • Development and implementation of the forward capital replacement programs for the plant and light vehicle fleets; • Facilitate new equipment inductions and generation of technical instructions; • Monitor industry bulletins and conduct routine risk assessments to ensure compliance with current best safe practices and legislation; • Management of other key fleet operational services; e.g. fuel card distribution, Road Toll accounts, roadside assistance etc; and • Initial assessment of fleet related incidents and subsequent management of any associated insurance. <p>Total FTE 1.44</p>



2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
	2116. Fuel	Increase in cost of fuel
	2410. Plant & Fleet scheduled servicing	Estimated cost of vehicle servicing required
	2413. Tyres	Estimated spend for new tyres



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE

Service Area - Plant Equipment & Fleet

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1110. Contributions - Staff Vehicle	(6,033)	(5,958)	0
1254. Fuel Tax Rebate	(40,000)	(38,268)	(42,000)
1555. Internal - Plant Hire	(1,067,896)	(1,157,033)	(1,377,808)
1716. Internal - Fleet Recovery	(344,749)	(394,304)	(497,354)
Total Income	(1,458,678)	(1,595,563)	(1,917,162)
Expense			
2000. Ordinary Hours	98,440	50,749	68,536
2001. Overtime	0	790	0
2002. Leave - Annual	9,356	4,821	6,512
2003. Leave - Long Service	2,456	1,589	1,720
2004. Leave - Sick	3,440	1,773	2,404
2005. Leave - Parental	490	252	344
2009. Superannuation	10,822	6,611	7,876
2010. Workcover	2,956	1,939	2,064
2018. Casual Hours	0	12,989	0
2021. Allowance - Other	0	402	480
2023. Uniforms	257	0	0
2024. Protective Clothing	400	400	0
2030. Fringe Benefits Tax	14,927	15,226	15,600
2101. Subscriptions	0	27,738	24,000
2102. Accommodation	0	1,389	0
2111. Stationery	510	2,261	600
2115. Leasing - Vehicle	0	17,490	31,799
2116. Fuel	378,152	340,336	413,979
2121. Cleaning	11,182	7,880	6,000
2130. Small Tools	2,667	11,356	3,500
2131. Tolls	1,033	712	1,200


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2135. Oils - Plant consumable top ups	14,205	5,870	15,200
2203. Telephone - Mobile	960	563	0
2205. Internet	0	57	0
2303. Interest - Leases	27	661	0
2404. Insurance - Broker Fees	0	3,633	0
2406. Legal Expenses	0	990	0
2407. Advertising	0	304	0
2410. Plant & Fleet - Scheduled Servicing	98,671	66,886	39,348
2411. Insurance - Vehicle	60,602	62,108	65,510
2412. Vehicle Registration	44,422	48,684	39,476
2413. Tyres	23,000	33,287	95,754
2415. Insurance - Public Liability	0	909	0
2420. Plant & Fleet - Repairs	220,000	62,120	46,150
2427. Plant - Hazard Risk Assessment	5,174	2,586	0
2428. Avoidable Damage (Plant)	0	1,662	0
2432. Plant - Cutting Edges	19,680	17,846	35,000
2514. Fleet - Pool vehicle usage	0	888	0
2601. Contract Services	0	175,349	204,000
2603. Materials	0	4,077	0
2605. Purchases - Minor Equipment	1,180	3,667	0
2611. Contract Services - Travel	0	9,867	9,600
2615. Contract Services - Parts	0	166,422	192,000
2702. Dep'n - Plant & Equipment	359,964	359,964	438,348
2717. Dep'n - Plant - Fleet	120,605	120,605	161,422
2722. Dep'n - Leased Vehicles	12,709	16,733	33,467
Total Expense	1,518,287	1,672,443	1,961,890
	59,609	76,880	44,728



2024/2025 Budget Operating Income and Expenses by Service Plan

Quarries

WHAT WE DO

Indigo Shire Council owns and operates Horseshoe Quarry under an approved DPI Work Authority WA804, providing quality crushed rock to help serve Council's gravel-road maintenance needs.

FUTURE PLANS

- Use of gravel for Councils resheeting program provides significant cost savings to Councils annual re sheeting program; and
- Sales of crushed rock to neighbouring Councils provides a source of revenue to Indigo Shire.

SERVICES

SERVICE	DESCRIPTION
Quarries	<ul style="list-style-type: none"> • Horseshoe Quarry produces class 3 quality crushed rock products with the following outcome: <ul style="list-style-type: none"> ○ Supply of crushed rock. Production of quality crushed rock for placement on ISC roads and for sale to neighbouring Councils. ○ Supply of crushed rock for profit. Supply of crushed rock to Alpine Shire and Rural City of Wangaratta Council at market value for profit. • Council annually engages a contractor via competitive tender to either blast or rip a defined amount of material and to then crush and stockpile the graded rock within the quarry work area. • Other day to day activities cover the maintenance of the property, i.e. fence repair, weed management, signage and safety inspections. <p>Total FTE 0.10</p>



2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Quarries	1511. Internal - Quarry Sales	Increase in production costs
	2601. Contract Services	Increased cost for blast, crush, weed control & development plan costs
	2603. Materials	New production costs



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE**Service Area - Quarries**

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1511. Internal - Quarry Sales	(165,900)	(106,560)	(120,000)
1556. Sale of Stock	(85,500)	(90,000)	(90,000)
Total Income	(251,400)	(196,560)	(210,000)
Expense			
2000. Ordinary Hours	8,751	11,539	9,071
2002. Leave - Annual	832	1,097	864
2003. Leave - Long Service	220	289	225
2004. Leave - Sick	309	405	315
2005. Leave - Parental	41	56	43
2009. Superannuation	963	1,208	1,044
2010. Workcover	260	345	275
2105. Bank Charges	0	115	0
2107. Licencing	830	1,606	830
2422. Insurance - Cyber Liability	0	2,394	0
2442. Rates Paid	2,320	0	2,320
2514. Fleet - Pool vehicle usage	0	227	0
2593. Rehabilitation - Quarry	7,967	7,967	7,967
2601. Contract Services	143,000	134,758	152,700
2603. Materials	5,800	10,478	(18,750)
Total Expense	171,293	172,483	156,904
	(80,107)	(24,077)	(53,096)



2024/2025 Budget Operating Income and Expenses by Service Plan

Roads and Bridge Maintenance

WHAT WE DO

To maintain local roads and bridges and associated infrastructure to a safe and serviceable standard for residents and visitors of Indigo Shire.

FUTURE PLANS

- Road and bridge maintenance is important for our travelling community to ensure a safe and efficient transport system
- Maintenance standards are scheduled and planned in accordance with the requirements of the Road Management Act 2004 to minimise risk to users and to Council.

SERVICES

SERVICE	DESCRIPTION
Roads and Bridge Maintenance	<p>Road and Bridge Maintenance service area supports the following council municipal works; -</p> <ul style="list-style-type: none"> • Patch potholes in roads • Repaint line marking • Grade gravel roads and gravel shoulders • Inspect and respond to customer enquiries, after hours call outs and emergencies including fallen trees and blocked drains • Repair and replace traffic signs and guideposts • Control roadside vegetation • Clean out roadside drains • Inspect and maintain bridges and major culverts • Maintain street lights • Maintain kerb and channel • Maintain existing and install new bus shelters <p>Total FTE 15.21</p>


2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS		
SERVICE	ACCOUNT	COMMENTARY
Roads and Bridge Maintenance	1050. Grant Op (CR) Vic Grants Commission	Grant prepaid in 2023/24
	2601. Contract Services	Additional line marking and road patching works required



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE**Service Area - Roads & Bridge Maintenance**

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1050. Grant Op (CR) Vic Grants Commission	(2,033,576)	(94,648)	(2,230,888)
1052. Grant Op. (SR) Vic Roads	(12,220)	(26,000)	(12,220)
1100. Contributions - Operating	0	(2,727)	0
1253. Reimbursement - Workcover	0	(47,568)	0
1300. Rental Income	(24,000)	(24,636)	(24,000)
1360. Road Opening - Fee	(13,500)	(16,913)	(13,500)
1363. Sign - Application	(325)	(336)	0
Total Income	(2,083,621)	(212,829)	(2,280,608)
Expense			
2000. Ordinary Hours	1,046,381	963,063	1,017,944
2001. Overtime	19,000	25,598	19,000
2002. Leave - Annual	99,406	93,975	96,691
2003. Leave - Long Service	26,154	26,953	25,449
2004. Leave - Sick	36,598	34,802	35,655
2005. Leave - Parental	5,241	4,978	5,089
2006. Leave - Compassionate	0	1,160	0
2009. Superannuation	115,106	109,880	117,033
2010. Workcover	31,386	35,380	30,534
2011. Workcover - Salary Payments	0	43,334	0
2012. Leave - Other	0	1,715	0
2014. Allowance - Pager	25,500	27,255	25,500
2018. Casual Hours	0	83,658	0
2020. Allowance - Travel	0	28	0
2021. Allowance - Other	8,563	9,254	11,036
2024. Protective Clothing	16,500	18,261	18,000
2035. Workcover - Medical Expenses	0	85	0
2105. Bank Charges	0	60	0
2114. Maintenance - Equipment	35,000	35,874	36,996


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2116. Fuel	3,696	6,815	4,320
2124. Chemicals	2,870	0	4,320
2126. Groceries	350	150	350
2129. Consumables - Staff	258	594	0
2131. Tolls	150	75	0
2142. Administration Charge	0	127	0
2201. Rent	5,600	5,730	5,600
2203. Telephone - Mobile	1,532	2,180	1,400
2205. Internet	0	143	0
2208. Electricity	2,640	1,592	3,280
2399. Plant Hire - External	1,212	124,756	0
2400. Plant Hire - Internal	463,500	521,078	463,500
2420. Plant & Fleet - Repairs	0	687	0
2514. Fleet - Pool vehicle usage	2,884	4,243	3,000
2515. Fleet - Monthly Costs Distributed	85,181	79,945	125,898
2601. Contract Services	168,176	129,507	231,280
2602. Green Waste Disposal	0	4	0
2603. Materials	177,634	180,334	197,237
2607. Materials - Green	0	489	0
2608. Materials - Patching	12,000	0	12,000
2609. Signs	25,724	16,107	26,260
2614. Contract Services - Temporary Employ	0	1,315	500
Total Expense	2,418,242	2,591,185	2,517,872
	334,621	2,378,356	237,264



2024/2025 Budget Operating Income and Expenses by Service Plan

Tree Services

WHAT WE DO

Manage and maintain Indigo Shire Street and park trees in the built environment for the ongoing liveability, health and wellbeing of residents and visitors.

FUTURE PLANS

- Continue to hire Electric Working Platform (EWP) so own staff can undertake planned and non-planned tree works rather than reliance on contractors leading to a business case for outright purchase
- Increase tree planting program within budget constraints
- Develop more effective watering programs to reduce tree losses

SERVICES

SERVICE	DESCRIPTION
Tree Services	<p>To manage and maintain Indigo Shire Street and park trees in the built environment for the ongoing liveability, health, safety and wellbeing of residents and visitors.</p> <p>This service area the following maintenance programs;</p> <ul style="list-style-type: none"> • Tree management and maintenance • Beechworth Electric Line Clearance • Elm Leaf Beetle control program <p>This service area also manages</p> <ul style="list-style-type: none"> • Strategic planning for tree replacement and new plantings • Growing of new and rare tree stock at Council nursery • Tree replacement • Planting of new trees • Pruning of established trees • Removal of hazardous trees <p>Total FTE 4.53</p>


2024/2025 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS		
SERVICE	ACCOUNT	COMMENTARY
Tree Services	1062. Operating Grant	Grant funding for “Naturally Cooler Indigo” Project in 2023/24
	2601. Contract Services	Services required for the “Naturally Cooler Indigo” Project Elm Leaf Beetle Treatment works in 2023/24



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE

Service Area - Tree Services

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1062. Grant Op. (SNR)	(128,000)	(160,000)	0
1252. Reimbursement - Other External	(1,116)	(558)	(1,116)
1253. Reimbursement - Workcover	0	(364)	0
1608. Contributions - Street Trees	(9,713)	(5,298)	0
Total Income	(138,829)	(166,220)	(1,116)
Expense			
2000. Ordinary Hours	318,183	276,498	244,693
2001. Overtime	0	108	0
2002. Leave - Annual	30,230	25,798	23,252
2003. Leave - Long Service	7,958	7,020	8,413
2004. Leave - Sick	11,136	9,550	8,558
2005. Leave - Parental	1,596	1,363	1,221
2009. Superannuation	35,004	29,200	38,750
2010. Workcover	9,552	9,095	10,120
2011. Workcover - Salary Payments	0	345	0
2018. Casual Hours	0	8,054	92,234
2024. Protective Clothing	0	6,216	0
2116. Fuel	0	828	0
2203. Telephone - Mobile	0	476	0
2399. Plant Hire - External	19,000	27,031	19,000
2400. Plant Hire - Internal	46,200	36,372	46,200
2407. Advertising	0	454	0
2515. Fleet - Monthly Costs Distributed	6,660	7,702	15,049
2517. Internal Planning Permit	0	900	0
2601. Contract Services	278,279	311,047	145,500
2603. Materials	19,400	30,844	49,208
2607. Materials - Green	0	4,000	0
2609. Signs	0	1,764	0


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2614. Contract Services - Temporary Employ	0	5,591	0
Total Expense	783,198	800,257	702,198
	644,369	634,037	701,082



2024/2025 Budget Operating Income and Expenses by Service Plan

Waste Management

WHAT WE DO

Provide an effective, convenient and sustainable waste and resource recovery service that meets the expectations of our community and environmental responsibility, to minimise waste to landfill, promote waste education, and enhancing the amenity of towns, parks, waterways and reserves.

FUTURE PLANS

- Ensuring that the closed landfills meet the EPA's unlicensed landfill interim capping criteria that results in the mitigation of risk to environment and human health
- Implementing change to our service delivery and projects through a Gender Impact Assessment lens, reportable to State Government
- Reconciling the number of services and tenements with the contractor's service list and associated fees and charges
- All waste and resource recovery services have current contracts and MoUs in place to meet procurement policy
- Write a Waste Management Strategy 2025-2030

SERVICES

SERVICE	DESCRIPTION
Waste Management	Domestic waste collection service <ul style="list-style-type: none"> • Domestic recycling collection service • Domestic organics collection service • Management kerbside services includes customer service inquiries, contract monitoring and data management • Annual free green waste collection weekend to support fire preparation efforts leading into summer • Ongoing monitoring of legacy landfills in accordance with legislative requirements. • Annual reporting on waste services in accordance with local and state government requirements. • Green waste disposal, mulching and provision to the community • Transfer station operations – Beechworth and Rutherglen • Former landfill management, rehabilitation planning and landfill gas and groundwater monitoring (Wahgunyah, Chiltern, Rutherglen, Beechworth) • Public place recycling and waste



2024/2025 Budget Operating Income and Expenses by Service Plan

SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"> Provide festival and event waste/recycle disposal facilities Participation in NEWRRG (North East Waste and Resource Recovery Group) to undertake collaborative projects to increase landfill diversion, reduce contamination, educate the community and continually improve waste services Street litter <p>Total FTE 3.0 plus Casual 0.05</p>

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Waste Management	1000. Domestic – Garbage Collection	Expected cost of service
	1002. Environmental Management Cont.	Anticipated increase in cost of service
	1010. Domestic – Organics Collection	Anticipated increase in cost of service
	2598. Contract Services – Albury Landfill	Increased costs to dispose of waste including skip bin waste charges
	2599. Contract Services Cleanaway	Increase based on service numbers and contract
	2601. Contract services	Escalated costs based on individual waste streams



2024/2025 Budget Operating Income and Expenses by Service Plan

PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE**Service Area - Waste Management**

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
Income			
1000. Domestic - Garbage Collection	(1,188,300)	(1,180,341)	(1,035,150)
1001. Domestic - Recycling Collection	(731,364)	(750,709)	(843,743)
1002. Environmental Management Contribution	(718,296)	(748,262)	(778,276)
1010. Domestic - Organics Collection	(956,640)	(994,168)	(1,076,160)
1252. Reimbursement - Other External	(500)	0	(480)
1506. Fees	(148,800)	(126,292)	(129,000)
1527. Service Recovery - Waste	(21,984)	(27,943)	0
1560. Sales of Recyclables	(122,000)	(75,883)	(115,200)
1716. Internal - Fleet Recovery	0	109	0
Total Income	(3,887,884)	(3,903,489)	(3,978,009)
Expense			
2000. Ordinary Hours	264,127	269,254	275,759
2001. Overtime	6,000	8,343	0
2002. Leave - Annual	25,092	25,369	26,197
2003. Leave - Long Service	6,737	7,329	7,030
2004. Leave - Sick	9,245	9,442	9,644
2005. Leave - Parental	1,315	1,349	1,382
2009. Superannuation	29,631	30,126	32,339
2010. Workcover	8,081	9,162	8,425
2011. Workcover - Salary Payments	0	547	0
2018. Casual Hours	10,029	20,549	5,380
2020. Allowance - Travel	0	487	0
2023. Uniforms	311	0	504
2024. Protective Clothing	0	239	0
2105. Bank Charges	0	618	0
2107. Licencing	49,000	45,420	49,680
2203. Telephone - Mobile	0	524	0
2205. Internet	0	177	0


2024/2025 Budget Operating Income and Expenses by Service Plan

	2023/24 Annual Budget	2023/24 Quarter 2 Forecast	2024/25 Proposed Budget
2399. Plant Hire - External	6,000	4,800	4,800
2400. Plant Hire - Internal	23,200	18,130	17,160
2406. Legal Expenses	0	918	0
2407. Advertising	0	694	0
2514. Fleet - Pool vehicle usage	0	1,633	0
2592. Rehabilitation - Landfill	224,898	224,898	174,516
2598. Contract Services - Albury Landfill	531,046	489,715	580,207
2599. Contract Services - Cleanaway	2,521,585	2,504,995	2,438,578
2601. Contract Services	231,800	191,807	232,284
2602. Green Waste Disposal	8,000	0	7,800
2603. Materials	9,600	7,552	4,980
2609. Signs	0	1,255	0
Total Expense	3,965,697	3,875,332	3,876,665
	77,813	(28,156)	(101,344)



Draft Revenue and Rating Plan 2024/2025



YOUR RATES

Revenue and Rating Plan



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1.1 PURPOSE

The *Local Government Act 2020* requires each council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan draws on information contained in the Annual Budget and Long Term Financial Plan to show the revenue raising framework within which the Council proposes to work.

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

This plan is required by the Local Government Act 2020 and is part of Council's integrated planning framework.

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



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

In particular, this plan will set out decisions that Council has made in relation to rating options available to it under the Local Government Act 1989 to ensure the fair and equitable distribution of rates across property owners. It will also set out principles that are used in decision making for other revenue sources such as fees and charges.

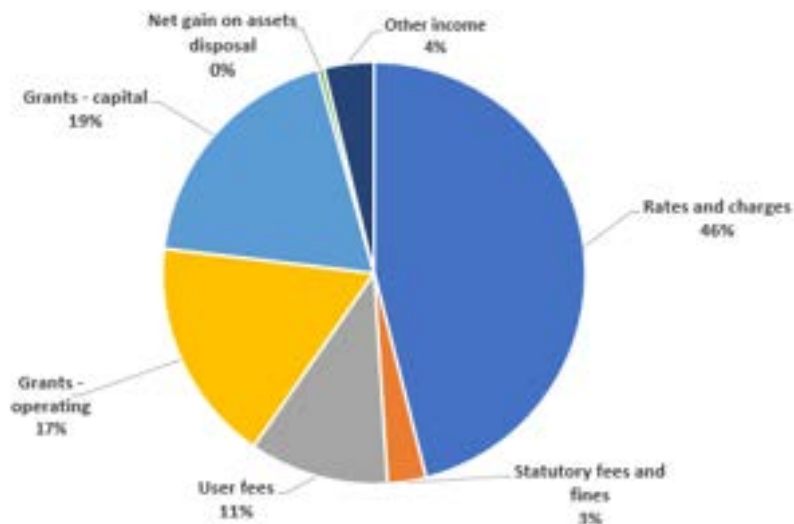
It is also important to note that this plan does not set revenue targets for Council, it outlines the strategic framework and decisions that inform how Council will go about calculating and collecting its revenue.

Revenue and Rating Plan



1.2 INTRODUCTION

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



Council's revenue sources include:

- Rates and Charges includes waste charges
- Grants from other levels of Government
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (i.e. developers, community groups)
- Interest from investments
- Sale of Assets
- Other

Rates are the most significant revenue source for Council and make up 46% of its annual income.

The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) restricts Council's ability to raise revenue above the rate cap unless application is made to the Essential Services Commission for a variation. This limits service delivery growth and the ability for Council to invest in new community assets.

Council provides a wide range of services to the community, some of these are provided for a fee or charge. The nature of these fees and charges generally depends on whether they relate to statutory or discretionary services. Some of these, such as statutory planning fees are set by State Government statute and are commonly known as statutory fees. In these cases, councils usually have no control over service pricing and are unable to set fees at a level that would recoup the cost of providing the service, thus requiring rate funding to make up the difference. However, in relation to other services, Council has the ability to set a fee or charge and will set that fee based on the principles outlined in this Revenue and Rating Plan.

Council revenue can also be adversely affected by changes to funding from other levels of government. Some grants are tied to the delivery of council services, whilst many are tied directly to the delivery of new community assets, such as roads or recreation master plan activities. Council regularly applies for grant funding as part of its delivery of services and infrastructure for the community.

Revenue and Rating Plan



1.3 COMMUNITY ENGAGEMENT

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

Revenue and Rating Plan community engagement process:

- Draft Revenue and Rating Plan prepared by officers;
- Draft adopted by Council at the May Council meeting.
- Draft Revenue and Rating Plan placed on public exhibition at (May) Council meeting for a period of 21 days and calling for public submissions;
- Hearing of submissions (if requested) in June; and
- Draft Revenue and Rating Plan (with any revisions) presented to the June Council meeting for adoption.

1.4 RATES AND CHARGES

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

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

- **General Rates** – Based on property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the *Local Government Act 2020*;
- **Service Charges** - A 'user pays' component for council services to reflect benefits provided by Council to ratepayers who benefit from a service; and
- **Municipal Charge** - A 'fixed rate' portion per property to cover some of the administrative costs of Council.

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

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

The Indigo Shire Council rating structure comprises three differential rates (residential or general, commercial/industrial, and farm). These rates are structured in accordance with the requirements of Section 94 'Differential Rates' of the Local Government Act 2020, and the Ministerial Guidelines for Differential Rating 2013.

The differential rates are currently set as follows:

- General: 100%
- Residential Vacant: 200%
- Rural 1 (properties greater than 40ha): 75%
- Rural 2 (properties between 8 – 40ha): 90%
- Commercial / Industrial: 135%

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

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

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

Council also levies a municipal charge. The municipal charge is a minimum charge per property and declared for the purpose of covering some of the administrative costs of Council. In applying the municipal charge, Council ensures that each ratable property in the municipality makes a contribution.

Revenue and Rating Plan



Rates and charges are an important source of revenue, accounting for 46% of operating revenue received by Council based on the 2023/24 budget. The collection of rates is an important factor in funding Council services.

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

Council is aware of the balance between rate revenue (as an important income source) and community affordability. Annual rate increases are capped at no greater than the rate declared by the Minister for Local Government, which is announced in December for the following financial year.

Council currently utilises a service charge to fully recover the cost of Council's waste services and provide for future landfill rehabilitation costs. This charge is not subject to the annual cap. This charge is used by Council for the delivery of waste and resource recovery activities as well as to contribute to the cost of rehabilitating Council's closed landfill sites.

1.4.1 RATING LEGISLATION

The legislative framework set out in the Local Government Act 2020 determines council's ability to develop a rating system. In 2019 the Victorian State Government conducted a Local Government Rating System Review. The Local Government Rating System Review Panel presented their final report and list of recommendations to the Victorian Government in March 2020. This review has not resulted in any significant changes to the rating system.

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

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 355 (1) of the Local Government Act 2020 provides Council with three choices in terms of which valuation base to utilise. They are: Site Valuation, Capital Improved Valuation (CIV) and Net Annual Value (NAV).

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

Section 94(1) of the Local Government Act 2020 states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a) the total amount that the Council intends to raise by rates and charges;
- b) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- c) a description of any fixed component of the rates, if applicable;
- d) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the Local Government Act 2020;
- e) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the Local Government Act 2020;

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

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

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

Revenue and Rating Plan



1.4.2 RATING PRINCIPLES

Taxation Principles:

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

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

Wealth Tax

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

Equity

Horizontal equity – ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation).

Vertical equity – those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a “relativity” dimension to the fairness of the tax burden).

Efficiency

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

Simplicity

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

Benefit

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

Capacity to Pay

The capacity of ratepayers or groups of ratepayers to pay rates.

Diversity

The capacity of ratepayers within a group to pay rates.

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

Rates and Charges Revenue Principles:

Property rates will:

- be updated annually;
- Reviewed once in each Council term; and
- not change dramatically from one year to next.

Differential rating should be applied as equitably as is practical and will comply with the [*Ministerial Guidelines for Differential Rating 2013*](#).

Revenue and Rating Plan



1.4.3 DETERMINING WHICH VALUATION BASE TO USE

Under the *Local Government Act 2020*, Council has three options as to the valuation base it elects to use. They are:

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

For residential and farm properties, NAV is calculated at 5 per cent of the Capital Improved Value. For commercial and industrial properties, NAV is calculated as the greater of the estimated annual rental value or 5 per cent of the CIV.

Capital Improved Value (CIV)

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

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

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

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

Advantages of using Capital Improved Value (CIV)

- CIV includes all property improvements, and hence is often supported on the basis that it more closely reflects “capacity to pay”. The CIV rating method takes into account the full development value of the property, and hence better meets the equity criteria than Site Value and NAV.
- With the increased frequency of valuations (previously two year intervals, now annual intervals) the market values are more predictable and has reduced the level of objections resulting from valuations.
- The concept of the market value of property is more easily understood with CIV rather than NAV or SV.
- Most councils in Victoria have now adopted CIV which makes it easier to compare relative movements in rates and valuations across councils.
- The use of CIV allows council to apply differential rates which greatly adds to council’s ability to equitably distribute the rating burden based on ability to afford council rates. CIV allows council to apply higher rating differentials to the commercial and industrial sector that offset residential rates.

Disadvantages of using CIV

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

Site value (SV)

There are currently no Victorian councils that use this valuation base. With valuations based simply on the valuation of land and with only very limited ability to apply differential rates, the implementation of Site Value in an Indigo Shire Council context would cause a shift in rate burden from the industrial/commercial sectors onto the residential sector, and would hinder council’s objective of a fair and equitable rating system.

There would be further rating movements away from modern townhouse style developments on relatively small land parcels to older established homes on quarter acre residential blocks. In many ways, it is difficult to see an equity argument being served by the implementation of site valuation in the Indigo Shire Council.

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Advantages of Site Value

- There is a perception that under site value, a uniform rate would promote development of land, particularly commercial and industrial developments. There is, however, little evidence to prove that this is the case.
- Scope for possible concessions for urban farm-land and residential use land.

Disadvantages of using Site Value

- Under SV, there will be a significant shift from the industrial/commercial sector onto the residential sector of council. The percentage increases in many cases would be in the extreme range.
- SV is a major burden on property owners that have large areas of land. Some of these owners may have much smaller/older dwellings compared to those who have smaller land areas but well-developed dwellings, but will pay more in rates. A typical example is flats, units, or townhouses which will all pay low rates compared to traditional housing styles.
- The use of SV can place pressure on council to give concessions to categories of landowners on whom the rating burden is seen to fall disproportionately (e.g. Farm land and residential use properties). Large landowners, such as farmers for example, are disadvantaged by the use of site value.
- SV will reduce Council's rating flexibility and options to deal with any rating inequities due to the removal of the ability to levy differential rates.
- The community may have greater difficulty in understanding the SV valuation on their rate notices, as indicated by many inquiries from ratepayers on this issue handled by council's customer service and property revenue staff each year.

Net annual value (NAV)

NAV, in concept, represents the annual rental value of a property. However, in practice, NAV is loosely linked to capital improved value for residential and farm properties. Valuers derive the NAV directly as 5 per cent of CIV.

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

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

Recommended valuation base

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

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

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

Section 161(1) of the *Local Government Act 2020* outlines the requirements relating to differential rates, which include:

- a) A Council may raise any general rates by the application of a differential rate, if Council considers that the differential rate will contribute to the equitable and efficient carrying out of its functions.
- b) If a Council declares a differential rate for any land, the Council must specify the objectives of the differential rate, which must be consistent with the equitable and efficient carrying out of the Councils functions and must include the following:
 - i. A definition of the types or classes of land which are subject to the rate and a statement of the reasons for the use and level of that rate.

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- ii. An identification of the type or classes of land which are subject to the rate in respect of the uses, geographic location (other than location on the basis of whether or not the land is within a specific ward in Council's district).
- iii. Specify the characteristics of the land, which are the criteria for declaring the differential rate.

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

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

The purpose is to ensure that Council has a sound basis on which to develop the various charging features when determining its revenue strategies and ensure that these are consistent with the provisions of the *Local Government Act 2020*.

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

Property Valuations

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

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

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

Supplementary Valuations

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

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

Objections to property valuations

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

A property owner must lodge their objection to the valuation or the AVPCC in writing to the Indigo Shire Council. Property owners also have the ability to object to the site valuations on receipt of their Land Tax Assessment. Property owners can appeal their land valuation within two months of receipt of their Council Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via the State Revenue Office).

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1.4.4 RATING DIFFERENTIALS

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

General Rate

Definition:

General properties are those that are -

- a) predominantly used for human habitation, and assessed by Council's valuer as being "Residential" for the purposes of the State Government's Fire Service Property Levy, or;
- b) not covered by another category.

The categorisation of "general" properties includes small businesses that operate from residential properties that are of small scale and do not cause significant commercial impact on the community.

Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

100% of General Rate.

Residential Vacant Rate

Definition:

Residential Vacant land is any land which:

- a) does not contain buildings; and
- b) is of a type that permits residential development.

Residential vacant land has the potential to be developed for residential type accommodation that will place a similar demand for Council's services as the other residential type classifications

Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

200% of General Rate.

Rural Rate – Rural 1 and Rural 2

Definition:

Rural 1 property is any property which is:

- a) greater than 40 hectares in area; and
- b) used for Farm Land as defined in Section 2 of the Valuation of Land Act (1960).

Rural 2 property is any property which is:

- a) greater than 8 hectares and less than 40 hectares in area; and
- b) Used for Residential or Farm Land as defined in Section 2 of the Valuation of Land Act (1960).

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Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

Council applies two rural differentials;

Rural 1: For land greater than 40 HA, the differential rate will be set at 75% of the General rate.

Rural 2: For land between 8 HA and 40 HA, the differential rate will be set at 90% of the General rate.

Commercial/Industry Rate

Definition:

Commercial/Industrial Land is any land, which is:

- a) assessed by Council's valuer as being Commercial or Industrial for the purposes of the State Government's Fire Service Property Levy,
- b) operating on a commercial / industrial basis.

Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

135% of the General Rate.

Advantages of a differential rating system

The advantages of utilising a differential rating system summarised below are:

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

Disadvantages of a differential rating system

The disadvantages in applying differential rating summarised below are:

- The justification of the differential rate can at times be difficult for the various groups to accept giving rise to queries and complaints where the differentials may seem to be excessive.
- Differential rates can be confusing to ratepayers, as they may have difficulty understanding the system. Some rating categories may feel they are unfavourably treated because they are paying a higher level of rates than other ratepayer groups.
- Differential rating involves a degree of administrative complexity as properties continually shift from one type to another (e.g. residential to commercial,) requiring Council to update its records. Ensuring the accuracy/integrity of Council's data base is critical to ensure that properties are correctly classified into their right category.

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- Council may not achieve the objectives it aims for through differential rating. For example, Council may set its differential rate objectives to levy a higher rate on land not developed, however it may be difficult to prove whether the rate achieves those objectives.

1.4.5 MUNICIPAL CHARGE

Another principle rating option available to Councils is the application of a municipal charge. Under Section 11 of the *Local Government Act 2020*, Council may declare a municipal charge to cover some of the administrative costs of the Council. The legislation is not definitive on what comprises administrative costs and does not require Council to specify what is covered by the charge.

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

Under the *Local Government Act 2020*, a council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the combined sum total of the Council's total revenue from the municipal charge and the revenue from general rates (total rates).

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

1.4.6 SPECIAL CHARGE SCHEMES

The *Local Government Act 2020* recognises that councils need help to provide improved infrastructure for their local communities. Legislation allows councils to pass on the cost of capital infrastructure to the owner of a property that generally receives a unique benefit from the construction works. The technical explanation of a Special Charge comes from legislation (under the *Local Government Act 2020*) that allows councils to recover the cost of works from property owners who will gain special benefit from that work.

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

The special rate or special charges may be declared on the basis of any criteria specified by the council in the rate (Section 163 (2)). In accordance with Section 163 (3), council must specify:

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

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

Landscaping and environmental improvement programs that benefit small or localised areas could also be funded using special rates or charges.

1.4.7 SERVICE RATES AND CHARGES

Section 162 of the *Local Government Act 2020* provides council with the opportunity to raise service rates and charges for any of the following services:

- The provision of a water supply;
- The collection and disposal of refuse;
- The provision of sewage services;
- Any other prescribed service.

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Council currently applies a service charge for the collection and disposal of refuse on urban, rural and commercial properties (compulsory) and providing waste services for the municipality (street litter bins for instance). Council retains the objective of setting the service charge for waste at a level that fully recovers the cost of the waste services, including providing for the cost of rehabilitation of the council's landfill once it reaches the end of its useful life.

1.4.8 COLLECTION AND ADMINISTRATION OF RATES AND CHARGES

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

Payment options

In accordance with section 167(1) of the *Local Government Act 2020* ratepayers have the option of paying rates and charges by way of four instalments. Payments are due on the prescribed dates below:

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

Council offers a range of payment options including:

- in person at Council offices (cheques, money orders, EFTPOS, credit/debit cards and cash),
- online via Council's ratepayer portal, direct debit (on prescribed instalment due dates or monthly),
- BPAY,
- Australia Post (over the counter, over the phone via credit card and on the internet),
- by mail (cheques and money orders only).

Interest on arrears and overdue rates

Interest is charged on all overdue rates in accordance with Section 172 of the *Local Government Act 2020*. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, which is determined by the Minister and published by notice in the Government Gazette.

Pensioner rebates

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

With regards to new applicants, after being granted a Pensioner Concession Card (PCC), pensioners can then apply for the rebate at any time throughout the rating year.

Deferred payments

Under Section 170 of the *Local Government Act 2020*, Council may defer the payment of any rate or charge for an eligible ratepayer whose property is their sole place of residency, allowing ratepayers an extended period of time to make payments or alternatively to forestall payments on an indefinite basis until the ratepayer ceases to own or occupy the land in respect of which rates and charges are to be levied.

Deferral of rates and charges are available to all ratepayers who satisfy the eligibility criteria and have proven financial difficulties. Where Council approves an application for deferral of rates or charges, interest may be continued to be levied on the outstanding balance of rates and charges.

Rates and charges will generally not be waived. However, under Section 171 (a) of the Act, Council may waive rates and charges if Council considers that a ratepayer is suffering financial hardship. Requests for waivers greater than \$1,000 require a Council resolution.

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Ratepayers seeking to apply for such provision will be required to submit a confidential statement as evidence of financial hardship.

Financial Hardship Policy

It is acknowledged at the outset that various ratepayers may experience financial hardship for a whole range of issues and that meeting rate obligations constitutes just one element of a number of difficulties that may be faced. The purpose of this Policy is to provide options for ratepayers facing such situations to deal with the situation positively and reduce the strain imposed by financial hardship.

Ratepayers may elect to either negotiate a rate payment plan or apply for a rate deferral or apply to have their rates waived. Ratepayers seeking to apply for such provision will be required to submit a confidential statement as evidence of financial hardship.

Debt recovery

Council makes every effort to contact ratepayers at their correct address but it is the ratepayers' responsibility to properly advise Council of their contact details. The *Local Government Act 2020* Section 230 and 231 requires both the vendor and buyer of property, or their agents (e.g. solicitors and or conveyancers), to notify Council by way of notice of disposition or acquisition of an interest in land.

In the event that an account becomes overdue, Council will issue an overdue reminder notice which will include accrued penalty interest. In the event that the account remains unpaid, Council may take legal action without further notice to recover the overdue amount. All fees and court costs incurred will be recoverable from the ratepayer.

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

Fire Services Property Levy

In 2016 the Victorian State Government passed legislation requiring the Fire Services Property Levy to be collected from ratepayers. Previously this was collected through building and property insurance premiums. The Fire Services Property Levy helps fund the services provided by the Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA), and all levies collected by Council are passed through to the State Government.

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

1.5 OTHER REVENUE ITEMS

1.5.1 USER FEES AND CHARGES

Indigo Shire council provides a wide range of services to the community, often for a fee or charge. In this Plan, the terms 'fees' and 'charges' are used generically to cover all user charges and fees-for-service that are set and managed by council.

The nature of these fees and charges generally depends on whether they relate to compulsory or discretionary services.

Examples of user fees and charges include:

- Pool visitation and membership fees
- Waste Management fees
- Leases and facility hire fees

Revenue and Rating Plan



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

Compulsory services attract unavoidable charges and can include such services as garbage collection, disposal, recycling and other special charges usually imposed on residents through rates notices. Discretionary services are those that residents can choose to use or not, such as recreation services, child care, applications for planning and building approvals and human services. In most cases council provides these on a fee-for-service, or user-pays basis rather than funding them entirely out of rates and other general revenues.

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

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

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

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

Market pricing (A) is where council sets prices based on the benchmarked competitive prices of alternate suppliers. In general market price represents full cost recovery plus an allowance for profit. Market prices will be used when other providers exist in the given market, and council needs to meet its obligations under the government's Competitive Neutrality Policy.

It should be noted that if a market price is lower than council's full cost price, then the market price would represent council subsidising that service. If this situation exists, and there are other suppliers existing in the market at the same price, this may mean that council is not the most efficient supplier in the marketplace. In this situation, council will consider whether there is a community service obligation and whether council should be providing this service at all.

Full cost recovery price (B) aims to recover all direct and indirect costs incurred by council. This pricing should be used in particular where a service provided by council benefits individual customers specifically, rather than the community as a whole. In principle, fees and charges should be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation.

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

Indigo Shire uses any surplus income from service areas to add to the revenue pool and subsidises other service areas that are unable to fully recover the cost of service through fees or other sources of funding.

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

Revenue and Rating Plan



1.5.2 STATUTORY FEES AND CHARGES

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

Examples of statutory fees and fines include:

- Planning and subdivision fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees

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

Penalty units

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

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

Fee units

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

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

1.5.3 GRANTS

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

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

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

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

Council has a Grants Policy to guide decision making and prioritisation of one-off grants opportunities.

1.5.4 CONTRIBUTIONS

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

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

Examples of contributions include:

- Monies collected from developers under planning and development agreements
- Monies collected under developer contribution plans and infrastructure contribution plans
- Contributions from user groups towards upgrade of facilities

Revenue and Rating Plan



- Assets handed over to council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.

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

1.5.5 INTEREST ON INVESTMENTS

Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. The investment portfolio is managed per council's investment and borrowing policy, which seeks to earn the best return on funds, whilst minimising risk.

1.5.6 BORROWINGS

Whilst not a source of income, borrowings can be an important cash management tool in appropriate circumstances. Loans can only be approved by council resolution. Council has an investment and borrowing policy to guide the management of borrowings.

Debt finance, well managed, is a legitimate and prudent financial management tool. Amongst other benefits it enables councils to deliver infrastructure earlier than they otherwise would have been able, and allows the cost to be spread to future generations who will enjoy the benefit of the asset(s).

Debt management has to be linked to a sound financial management framework such as Council has developed and will be presented to the community through its Strategic Resource Plan.

The method of deciding if and how to finance the upfront costs of an infrastructure asset depends on the characteristics of the asset. These include the life span of the asset and the service provision of the asset over that life span.

Questions that a council can ask include:

- What services do we deliver?
- What is the cost of delivery and maintenance of these services?
- Who is the ultimate beneficiary of these services and therefore who should pay for them?
- When should it be paid for?
- What does the community want and when?
- What is the life of the asset or service being funded?

Infrastructure is by its nature capital-intensive and there is almost always the need to raise finance at the beginning of a project. Where core sources of revenue are constrained, it is often appropriate to borrow money for the purposes of meeting the capital requirement.

The following financial sustainability principles must be adhered to with new borrowings:

- Debt finance will enable Council to deliver the project earlier than they otherwise would have been able.
- Debt finance will allow the cost to be spread to over multiple years while enjoying the benefit of the project outcomes now.
- Debt finance will prevent the need to divert necessary Council funds from renewal and maintenance budgets to capital expenditure.
- Council enjoys steady and secure income streams in the form of rates and charges, which can be used to meet debt servicing obligations and to secure debt facilities.
- Council's ability to borrow responsibly and to meet proposed debt servicing obligations is based on rigorous and robust financial governance policies and long-term planning.
- Indigo assesses borrowings as a legitimate and prudent financial management tool.
- Council will maintain its debt at levels which are sustainable, with:
 - indebtedness <60% of rate and charges revenue, and
 - debt commitment ratio <5%



Draft Ten Year Financial Plan 2024-2032



Indigo Shire Council

10-Year Financial Plan 2024/25 to 2033/34

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Executive Summary

Overall the *10- Year Financial Plan* (the plan) shows that council is financially sustainable in the medium to long term, while still providing sufficient resources to achieve the Council Plan strategic objectives.

The plan establishes the strategic financial direction for Council to meet the funding and investment challenges that lie ahead in the next 10 years.

The plan outlines both the financial and the non-financial resources required to achieve council's strategic objectives expressed in the *Indigo Shire Council Plan 2022 - 2025*.

The Council Plan supports Council's Vision, Purpose and Values and outlines the strategic economic, social and environmental priorities that have been identified as the direct result of community consultation and ongoing Council planning to ensure our communities have access to infrastructure and services that support quality of life and well-being.

This includes strategies that support the prosperity and sustainability of:

- Our People and Communities;
- Our Places, Townships & Infrastructure
- Indigo's Economy
- Indigo's Environment and Sustainability
- Indigo's Civic Leadership and Governance

Significant items in *10- Year Financial Plan 2024/25 to 2033/34* include:

- a) Rate revenue collection;
- b) Capital expenditure; and
- c) Service Retention

Council has reviewed elements of the *10-Year Financial Plan* in conjunction with the *Indigo Shire Council Plan*. The *10-Year Financial Plan* is scheduled to be adopted by the council at its ordinary meeting on June 14, 2024.

A number of strategic challenges lie ahead, including renewing existing assets at an adequate rate and continuing to provide an appropriate range and level of services to an ageing regional community. Existing services are planned to be retained and it is projected that Council's FTE resourcing to deliver its services, remains consistent with current levels for the period of the plan.

The challenge for the council, in the short-term, is to fund the appropriate level of investment in the community's assets and services to simultaneously accommodate the pressures of facilitating the infrastructure and service needs of our community, given the background context of an economy struggling with the significant impact of recent economic disruption.

Future directions will be informed heavily by key strategic documents including the Tourism and Economic Development, Recreation, and Ageing Well strategies. Indigo Shire will ambitiously seek to enhance its social and economic capacity through the delivery of major projects, for example the Rail Trail development and the 'Old Beechworth Courthouse Kelly trial experience' project, and identifying and delivering potential future significant projects (Such as the Victorian Goldfields World Heritage Listing). Addressing the community's future service needs and the required capital expansion requires a planned approach to maintaining a financially responsible and sustainable position.

The 2024/25 capital works budget is a total of \$7.066m. This includes State and Federal Government grant funding for various infrastructure projects. When you break it down, the net cost to Council to deliver the

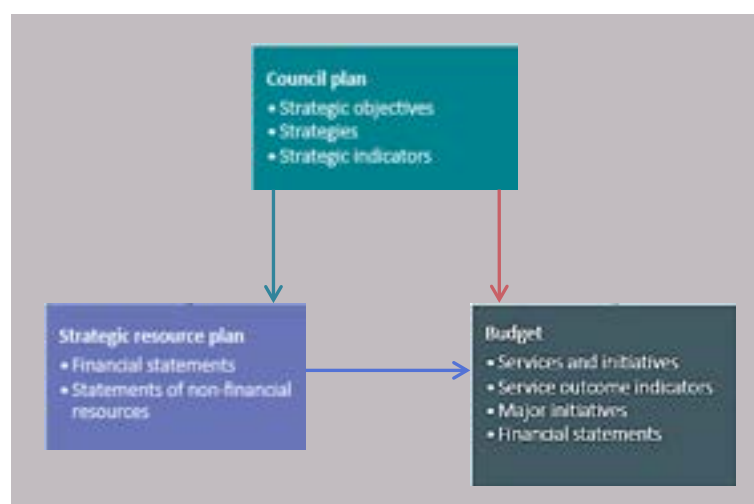
capital works program is \$3,953. To achieve this, Council assesses financial risk through the use of VAGO indicators, with a commitment to remain in the low to medium risk categories.

Background

The *Local Government Act 1989* and the new *2020 Act* (the Act) requires council to prepare a 10-year Financial Plan that describes both the financial and non-financial resources required to achieve the strategic objectives in the Council Plan. In preparing the plan, council must consider services and initiatives contained in any plan adopted or proposed to be adopted by council.

Indigo Shire Council has prepared an plan for the ten years 2024/25 to 2033/34 as part of its integrated planning framework as set out below.

Integrated Planning Framework



The council plan includes the strategic objectives, strategies for achieving these for the period of its four year term and strategic indicators for monitoring achievement of the strategic objectives. The plan is a strategy of the resources for the next ten years required to achieve the strategic objectives in the council plan. The plan informs the preparation of the budget, which is a plan that describes the services and initiatives to be funded and how they will contribute to achieving the strategic objectives in the Council Plan.

Objectives of the 10-year Financial Plan

The overall objective of the plan is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the Council Plan strategic objectives. The key principles which underpin Indigo Shire's plan over the next ten years are:

- Council will maintain current services at current service levels;
- Budgeting against LTFP targets. Council budgets to achieve the maintenance of the (base, uncommitted) EOFY cash balance.
- Strategic consideration of the appropriate use for any surplus cash. This will become more critical into the future as Council's cash position becomes stronger. The 2024/25 budget build will involve more discussion and consideration of this.
- New borrowings will only be considered for long-term infrastructure for multi-generational benefit;
- Council will maintain Low/Medium risk against VAGO financial indicators;
- Capital renewal expenditure will align with Council's renewal needs;
- Capital expenditure and income will be based on a ten-year Capital works program;
- Capital net cost to Council (NctC) to be stable with CPI increases;
- No unlinked 'contingency' allocation. All reactive budget allocations to be authorised through the appropriate channels once details are known.
- New initiatives are to be included.
- ISC will maintain a level of own sourced expenditure on roads.
- Maintenance of cash reserves to ensure operational liquidity, not relying on Council's overdraft facility.

In preparing the plan, council has also been mindful of the need to comply with the principles of sound financial management in the Act which requires council to:

- prudently manage financial risks relating to debt, assets and liabilities;
- provide reasonable stability in the level of rate burden;
- consider the financial effects of council decisions on future generations; and,
- provide full, accurate and timely disclosure of financial information.

How the plan was developed

This plan has been developed through a rigorous process and is based on the following key information:

- audited financial statements as at 30 June 2023 and 2023/24 Quarter 2 adopted forecast;
- assumptions provided by council service providers about changes in future income and expenditure;
- assumptions provided by council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets;
- assumptions provided by finance regarding future changes in assets, liabilities and equity; and,
- information provided by the executive management team and council.

Key 10-year Financial Plan assumptions

There are a number of assumptions underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the plan. These assumptions include:

- The State Government has issued a rate cap of 2.75 percent. Council is not seeking a rate cap exemption for upcoming financial year and therefore this caps rate income in the upcoming year.
- Rate Increase for Year two onward budgeted at 2.25 percent with no variation over the period of the plan*
- 2.5 percent Other Grants increase
- No greater than 2.25 percent Statutory Fees increase
- 2.75 percent User fees & charges increase**
- 2.25 percent Other income increase (e.g. Rents)
- 95 percent interest income to be received
- 2.25 percent Expenses (non-staff) increase
- 2.75 percent staffing costs increase
- No Defined Benefits call***
- \$300k in new initiatives (Attributed to operational priorities linked to Council Plan)

* Any actual variations will be remodelled within the plan

** Council's discretionary fees may increase in accordance with cost recovery needs or rate cap fluctuations

*** If Benefits called, Contingency 1: Revision of cash allocation, Contingency 2: Re-deployment of capital budget

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
- services and initiatives contained in plans adopted or proposed to be adopted by council.
- Inclusion of grant funding only where funding is announced or there is a high likelihood of funding availability.
- Capital expenditure & income based on current 10-year Capital works program

Financial Sustainability

Developing financial strategies for councils is often a difficult process, which poses questions like:

- Is the council achieving a sufficient amount of revenue to meet the current and future needs of Indigo Shire's community?
- What should the target be in respect to resourcing expenditure on new assets (capital expenditure)?
- What is the council's targeted renewal investment and is this maintaining an acceptable level of service for the community?
- What is an acceptable rate and charge increase, considering whether a case exists to seek rates rises above the rate cap?
- What is an acceptable level of borrowings?

Some of these answers come from prudential guidelines established by industry bodies such as the Department of Environment, Land, Water and Planning (DELWP), or from Victorian Auditor General's reports. However, a great deal is left for each council as an individual entity to determine. How does the council gather appropriate data on which to base decisions about its financial future?

The use of financial indicators that assess the comparative financial position of each council in Victoria provides a valuable source of information in establishing financial strategies. These indicators highlight the relative financial strengths of each council and uncover the opportunities that councils may seek for improvement. The indicators are used to identify trends in financial sustainability.

In preparing the financial plan, Indigo Shire council has complied with the following principles of sound financial management:

- a) Prudent management of financial risks relating to debt, assets and liabilities;
- b) Provision of reasonable stability and predictability in the level of rates;
- c) Consideration of the financial effects of council decisions on future generations; and,
- d) Full accurate and timely disclosure of financial information.

The key objective that underlines the financial plan is financial sustainability in the medium and long-term, whilst achieving the objectives set out in the *Indigo Shire Council Plan*.

Analysis of Council's Financial Sustainability

The concepts most people use in their personal and business lives are basically the same as those that should be applied to local government; however, those concepts need some modification.

Councils are perpetual organisations that manage intergenerational community services and assets. Councils provide the legal framework by which communities own infrastructure and assets collectively.

The Australian Local Government Association's (ALGA's) definition of financial sustainability is worth noting:

"A council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."

It is against this definition then that the sustainability of Indigo Shire Council can be assessed.

Victoria Auditor General

The Victoria Auditor General's Office (VAGO) in March 2024 released its results of 2022-23 Audits: Local Government. The report outlines an analysis on the financial sustainability of councils and regional library corporations.

VAGO's Indicators of Council Financial Sustainability Risk

Indicator	Definition	Formula
Profitability indicators		
Net result (percent)	A positive result indicates a surplus. The larger the percentage, the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the long term. The net result and total revenue are obtained from the comprehensive income statement.	Net result / Total revenue
Adjusted underlying result	This measures an entity's ability to generate surplus in the ordinary course of business—excluding non-recurrent capital grants, non-monetary asset contributions, and other contributions to fund capital expenditure from net result. A surplus or increasing surplus suggests an improvement in the operating position.	Adjusted underlying surplus (or deficit) / Adjusted underlying revenue
Financing indicators		
Liquidity (ratio)	This measures an entity's ability to pay existing liabilities in the next 12 months. A ratio greater than 1.0 means there are more cash and liquid assets than short-term liabilities.	Current assets / Current liabilities
Internal financing (percent)	This measures an entity's ability to finance capital works using cash generated by its operating cash flows. The higher the percentage, the greater the ability for the entity to finance capital works from its own funds. Net operating cash flows and net capital expenditure are obtained from the statement of cash flows	Net operating cash flow / Net capital expenditure
Indebtedness (percent)	This assesses an entity's ability to pay the principal and interest on borrowings, as and when they fall due, from the funds it generates. The lower the ratio, the less revenue the entity is required to use to repay its total debt. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.	Non-current liabilities / Own-sourced revenue

Indicator	Definition	Formula
Asset renewal and maintenance indicators		
Capital replacement (ratio)	<p>This compares the rate of spending on new infrastructure, property, plant and equipment with its depreciation. Ratios higher than 1 indicate that spending is faster than the depreciating rate.</p> <p>This is a long-term indicator, because capital expenditure can be deferred in the short term if there are insufficient funds available from operations and borrowing is not an option. Cash outflows for property, infrastructure, plant and equipment are taken from the statement of cash flows. Depreciation is taken from the comprehensive income statement.</p>	Cash outflows for property, plant and equipment / Depreciation
Renewal gap (ratio)	This compares the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1.0 indicate that spending on existing assets is faster than the depreciation rate.	Renewal and upgrade expenditure / Depreciation

[Source: VAGO]

Indigo Shire forecasts for the VAGO and Local Government Performance Reporting Framework are attached in the appendix.

Rating Strategy

Background to the present rating system

Rate revenue is a major source of Indigo Shire Council's revenues, accounting for approximately 45 percent of its annual income.

Council has endeavoured to balance the cost of providing rates and services as fairly as possible across all ratepayer groups. Council's practices and decisions regarding rating are influenced by a number of factors including legislation and Council's strategies and plans.

There are major practical considerations that influence what type of services will attract fees and charges. Most critically is whether the services being considered are either entirely or partially public goods. Public goods are defined as services that provide a broad and often unquantifiable benefit to the community rather than a particular benefit to individuals, businesses, specific groups or individual properties. Public goods have the following characteristics:

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

Council currently uses the Capital Improved Value (CIV) as a basis for levying rates. The CIV is determined by the Valuer General and is the total market value of the land plus the value of improvements made to the property including buildings and landscaping.

CIV considers the total value of the property (Site Value plus the value of all improvements); the sum which land, if it were held for an estate in fee simple unencumbered by any lease, mortgage or other charge, might be expected to realise at the time of valuation if offered for sale on any reasonable terms and conditions which a genuine seller might in ordinary circumstances be expected to require.

Indigo Shire Council levies rates using a differential system

The use of differential rates ensures greater equity and appropriate contribution from rates according to land use characteristics in relation to affordability and taxation principles. Following are the differential rating categories:

General Differential

The objective of this general rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the construction and maintenance of infrastructure assets, development and provision of community services and provision of support services.

The categorisation of “general” properties includes small businesses that operate from residential properties that are of small scale and do not cause significant commercial impact on the community. This may include small accommodation businesses (B&B’s or self-contained accommodation, small scale professional business such as accounting etc.).

Being the base / default differential category, the rating differential of General properties is always 100 percent.

Residential Vacant Differential

In order to encourage development, Council considers that vacant land should be treated differently.

Council recognises that the area of higher differential rating of residential vacant land is subjective and arguments can be made to support a number of positions. Council considers on balance there are factors that materially influence the decisions of property owners to sell or develop land.

Council applies a differential rate titled Residential Vacant, with the differential set at 200 percent of the General rate.

Rural Differentials (Rural 1 and Rural 2)

The basis for this decision is that, in the absence of some rate relief, the higher land component inherent in farming properties contributes to their relatively higher values and would result in farmers having to pay disproportionately high rates in relation to the income or surplus able to be generated from their properties

Council applies two rural differentials;

Rural 1: For land greater than 40 HA, the differential rate will be set at 75 percent of the General rate.

Rural 2: For land between 8 HA and 40 HA, the differential rate will be set at 90 percent of the General rate.

Commercial and Industrial Land Differential

It is Council's position that businesses place additional demands on some council services. Higher demands are also placed on road infrastructure through specific commercial/industrial heavy vehicle movements. Additionally, commercial operations are direct and indirect beneficiaries of economic development and tourism activities and promotion within the shire.

Council applies a differential rate titled Commercial/Industrial with the differential set at 135 percent of the General rate.

Indigo Shire Council levies a Municipal Charge at or near the maximum permitted 20 percent

Council considers that it is equitable that properties make a standard contribution to some administrative costs and that the municipal charge is a useful means of ensuring that, regardless of property size or valuation, each assessment contributes a flat, identical contribution towards the operation of the Council. Specifically:

Retirement Villages

Council acknowledge that retirement villages provide a proportion of the services normally provided by local government. Council only charges one Municipal Charge and one Environmental Management Contribution per accredited retirement village.

Cultural and Recreational properties

The Cultural and Recreational Lands Act 1963 provides a means for Councils to grant a rating concession to any cultural or recreational property which meet the test of being 'rateable land' under the Act. Council does not consider that rebates to Cultural and Recreational Land provides sufficient public benefit to justify the additional rating burden on all other ratepayers.

Charitable and Not-For-Profit Organisations

Section 154 of the Local Government Act 2020 provides for properties where the use is charitable, to be non-rateable. Council complies with Section 154 of the Local Government Act (2020) and does not expand concessions beyond those provided for in legislation.

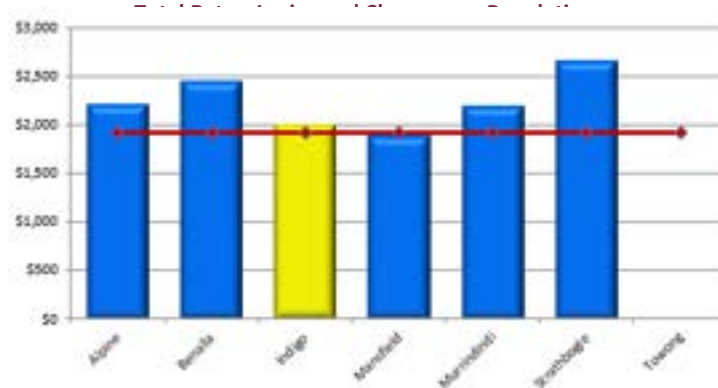
Service Charges

Council currently applies four service charges for garbage collection, recycling collection, organic collection and for environmental management.

Assessment of current rating levels

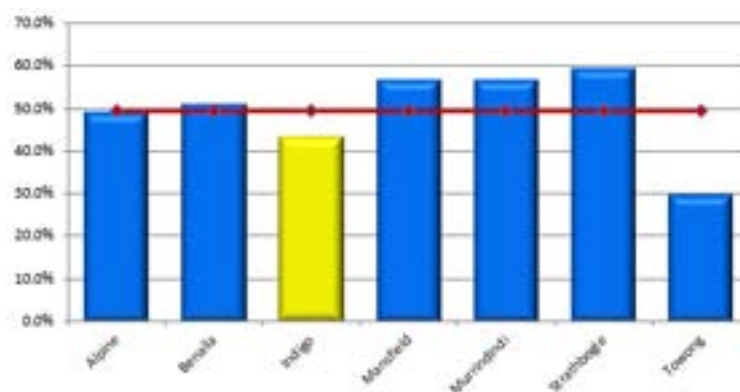
Comparing the relativity of rating levels between councils can be a difficult exercise due to debate over the most appropriate methods and the inability to consider intricacies of rating structures in different councils.

Also, councils have significantly different infrastructure needs and geographic sizes. Each municipality has significantly different levels of capital works, funding structures for capital works and varying debt levels.



For rates per capita, Indigo is the second lowest small rural council at \$2,004, and above the average of \$1,915.

Total Rates, Levies and Charges per Total Revenue



Indigo is the second lowest at 43.34 percent and lower than the group average of 49.31 percent.

Fees and Charges

Indigo Shire council provides a wide range of services to the community, often for a fee or charge.

The nature of these fees and charges generally depends on whether they relate to compulsory or discretionary services.

Compulsory services attract unavoidable charges and can include such services as garbage collection, disposal, recycling and other special charges usually imposed on residents through rates notices. Discretionary services are those that residents can choose to use or not, such as recreation services, child care, applications for planning and building approvals and human services. In most cases council provides these on a fee-for-service, or user-pays basis rather than funding them entirely out of rates and other general revenues.

Currently, Indigo Shire uses surplus funds from service areas to cross-subsidise other service areas that are unable to fully recover the cost of service through fees or other sources of funding. Indigo Shire will undertake a cost assessment of all service areas over the period of the plan to determine a “true cost of service” and apply a fee structure set at a level that recovers the full cost of the service. Where fees do not satisfy council’s Best Value or Competitive Neutrality obligations, cross subsidisation may still be required.

Some of these fees and charges, such as statutory planning fees, are set by state government statute and are commonly known as ‘regulatory fees’. In these cases, council usually has no control over service pricing. Non-regulatory fees and charges, however, are set by council following consideration of a range of factors.

In this Plan, the terms ‘fees’ and ‘charges’ are used generically to cover all user charges and fees-for-service that are set and managed by council.

Revenue and Rating Plan

Councils are required to produce a Revenue and Rating (R&R) Plan. This document is different to the Revenue and Rating Strategy that will be produced in the coming year.

The format of the R&R Plan has been set for all Victorian Councils.

A widely accepted principle for public sector pricing is that where only the user of the service obtains the benefit from that service, fees and charges should be set at a level that recovers the full cost of providing the services, unless there is an overriding policy or imperative in favour of subsidisation.

Full cost represents the value of all the resources used or consumed in the provision of a service. In addition to the costs directly associated with the service, full cost includes an appropriate allocation of indirect, including capital costs.

The principle to recover the full cost of a service where relevant is likely to encourage more efficient outcomes for a council, by focusing its attention on the efficient cost of service delivery. It should also reduce or avoid the risk of over-consumption of services that could occur if they were provided free of charge.

Full cost recovery, where appropriate, also contributes to achieving allocative efficiency—where resources are optimally allocated to benefit society and where the value consumers place on a good or service equals the cost of production.

When setting service fees and charges councils need to consider the efficiency of their services, the requirements of the Best Value principles, and the need to comply with their Competitive Neutrality obligations for significant business activities they provide.

At a minimum, this requires council to apply and monitor meaningful cost standards for its services to take account of efficient costs and to consider the principles of access, affordability and equity.

Equity considerations are important factors impacting on pricing decisions and for determining the appropriate level of cost recovery for given services. This involves balancing the desire to distribute costs equally to users who benefit from the service with assuring equal access to those with less capacity to pay. These are often competing priorities, which can be further complicated by the need to make appropriate price adjustments to offset any advantages or disadvantages to council arising from it competing with the private sector.

While full cost recovery represents the optimum pricing outcome, it is important to note that there will be situations where it is appropriate for council to recover less than the full cost, or not to recover costs through fees and charges at all. For example, where:

- Full cost recovery is not commercially competitive users receive only some of the benefits of the service, with the balance going to external, unrelated third parties
- Social policy or access considerations outweigh the objectives of full cost recovery
- Decisions of individuals to consume services should not impact on others who have no choice about that transaction (i.e. cross subsidisation)
- Rates minimized for all. User then determines if they need that fee-for-service, or are getting value for money and are prepared to pay for that service. If all included in rates or cross subsidized then no such conscious decision can be made.
- Sound financial management
- Best value principles
 - Service costs and quality standards
 - Value for money
 - Community expectations and values
 - Affordability and accessibility of services

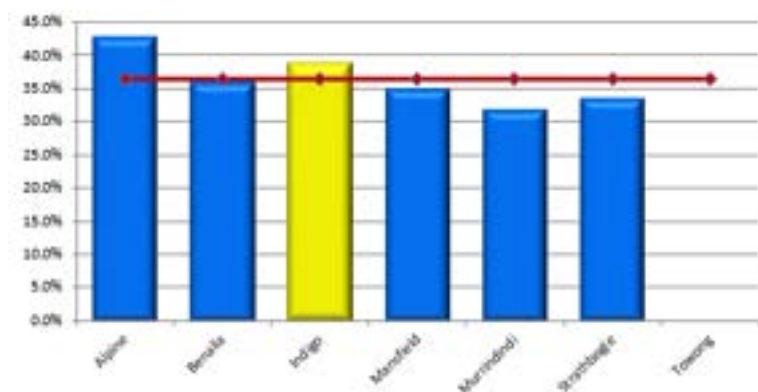
Fees and charges are important to ratepayers and to the users of services. From a ratepayer's viewpoint, fee revenue supplements, and therefore ought to reduce, the rate burden. If fees and charges revenue do not keep pace with increases in the cost of service provision, or if fees are set only partially to recover costs, then the cost burden can fall back onto the ratepayer.

From the service user's viewpoint, the fee or charge acts as a price signal about the cost and value of resources used to produce the service. It also creates a user expectation that appropriate service standards will be set and met.

Fees Revenue

Council's fees and charges revenue as a percentage of its total revenue is 9.02 percent which is above the average for small rural shires of 5.15 percent. The predominant reason for this is the fees collected from Council's Buller Gas operation

Fees and Charges per Total Revenue



Auditor General's Report

In April 2010 the Auditor General delivered to Parliament its report titled *"Fees and Charges – cost recovery by local government"*.

The report concluded, based on a sample of five councils reviewed, that Victorian councils are not effectively managing the full costs of the services they provide. Further, they are not basing their fees and charges on any clear understanding of these costs, or of the other societal, economic and legal factors that must be considered when establishing prices for community services.

The Auditor General consequently made the following recommendations:

1. Councils should develop and endorse central policies on service costing that provide guidance to staff on:
 - principles of cost recovery and their relationship to service
 - delivery objectives
 - the methodology for costing council services and the associated rationale.
2. Councils should review and, where necessary, enhance their current cost allocation practices by:
 - developing a costing model and related processes to allocate indirect costs
 - recognising and reporting the full cost of their services.
3. Councils should strengthen oversight of service costs by:
 - setting cost standards based on efficient costs
 - regularly reporting to senior management and council on the efficiency and full cost of their services and relate this to fees and charges collected.
4. Councils should develop and endorse central policies on fee setting that provide guidance to staff on:
 - principles for fee setting and their relationship to service delivery objectives

- appropriate fee setting methods, including factors to be considered in determining the required level of cost recovery
 - procedures for assuring compliance with competitive neutrality requirements
 - procedures for monitoring service costs and fees and charges.
5. Councils should strengthen fee setting practices to assure that decisions are evidence-based and demonstrate consideration of:
- both the direct and indirect cost of goods and services to establish the full cost
 - Best Value principles including accessibility, affordability and the efficient cost of services
 - Competitive Neutrality policy requirements.
6. Local Government Victoria (LGV), in consultation with stakeholders, should develop guidance for councils on setting fees and charges.

Local Government Act 2020

The Local Government Act 2020 (the Act) empowers councils to generate revenue from fees and charges by:

- making local laws that provide for determining fees and charges for goods and services, including setting maximum and minimum fees; and
- declaring a service rate or service charge, or combination of both for providing waste disposal, sewage, or other prescribed services.

Best Value principles

In December 1999, the Victorian Government introduced the Local Government (Best Value Principles) Act 1999.

The Best Value legislation has principles to guide how a service should be monitored and reviewed on an ongoing basis. These include:

- being responsive to community needs;
- ensuring services are accessible by those to whom they are targeted;
- achieving continuous improvement through regular review;
- consultation and reporting to the community; and
- establishing cost and quality standards for all services.

The last item is important for council in managing the cost of services as it enables council to assess the efficiency and cost-effectiveness of its services and to make informed pricing decisions.

Competitive neutrality policy

The Victorian Government is party to the inter-governmental Competition Principles Agreement (CPA), which is one of the three agreements that collectively underpin National Competition Policy (NCP). Under the CPA, Victoria is obliged to apply competitive neutrality policy and principles to all significant business activities undertaken by government agencies and local governments, where the benefits of applying competitive neutrality exceed the costs.

In Victoria this is further supported by the *Competitive Neutrality Policy Victoria 2000 (CNP)*.

The aim of the CNP is to create a level playing field by requiring councils to adjust their service prices to neutralise any competitive advantages when competing with the private sector. It is up to each council to determine which of its business activities are significant and accordingly fall under the scope of the policy.

As far as is practicable, all user charges should be adjusted to ensure competitive neutrality.

Competitive neutrality policy can mean that goods and services supplied on a commercial basis in an open market may be set above full cost recovery level, reflecting the higher costs faced by private sector competitors.

Definitions

- A **'user charge'** or **'fee-for-service'** is the direct charge for the provision of a good or service by the Government in an open market. Examples include the charge of processing a Freedom of Information request, and the fee for a copy of a marriage, birth or death certificate.

Objectives

Efficiency Objective

The costs of Council provided activities need to be recovered in some way – either from users or others who benefit from the good, service or activity; those whose actions give rise to it; or from ratepayers more generally.

Cross-subsidies occur when one group of users pay for more than the costs of the services (or products) they receive, and the 'surplus' is used to offset the cost of services provided to other users.

Cross-subsidisation should be avoided when structuring charges, unless there is an explicit reason to cross subsidise – for example, in order to pursue equity or social policy objectives.

From an economic efficiency point of view, cross-subsidies are undesirable because those paying the subsidy will under-consume resources, and those receiving the subsidy will be encouraged to consume more resources than would be the case if the relevant product/activity were to be appropriately priced.

Conversely, those who receive a subsidy may be encouraged to use too much of the product/activity.

Often, the costs of cross-subsidies remain hidden. Groups can receive benefits without those incurring the costs (i.e. other ratepayers) knowing they are doing so. This is contrary to the important principle of transparency.

Direct subsidies are a more transparent form of assistance and thus are preferable to hidden cross-subsidies.

Equity Objectives

When used in a public finance context, equity can have both horizontal and vertical dimensions.

Horizontal equity refers to treating people in similar situations in similar ways. In the case of cost recovery, horizontal equity refers to those who benefit from Council activities, or those that contribute to the need for government regulation, having to pay the associated costs.

This improves equity because it avoids the situation where all taxpayers have to pay the associated costs regardless of whether or not they benefit from – or give rise to the need for – the activity or regulation.

Vertical equity, on the other hand, refers to those with greater means contributing proportionately more than those with lesser means. In the context of cost recovery, vertical equity may be affected if different charging arrangements apply to different groups of users or industries. For example, concessions may be provided on certain charges to particular user groups (e.g. those on low incomes), where the goal is to maximise these groups' access to certain goods and services.

Full Cost Recovery

As stated in the *Victorian Guide to Regulation*, general government policy is that regulatory fees and user charges should be set on a full cost recovery basis because it ensures that both efficiency and equity objectives are met.

Full cost represents the value of all the resources used or consumed in the provision of an output or activity.

Full cost recovery is consistent with achieving the efficiency and equity objectives:

- Full cost recovery promotes the efficient allocation of resources by sending the appropriate price signals about the value of all the resources being used in the provision of government goods, services and/or regulatory activity.
- From a horizontal equity point of view, full cost recovery ensures that those that have benefited from Council-provided goods and services, or those that give rise to the need for Council regulation, pay the associated cost. Those parties that do not benefit or take part in a regulated activity do not have to bear the costs.

Exceptions to Full Cost Recovery

In some circumstances it may be considered appropriate to under-recover the full costs of supplying goods and services, because of the need to provide value for money to the rate-payers, willingness of residents to pay, and community service obligations.

While general policy is for costs to be recovered on a full cost basis, there are nevertheless situations where it may be desirable to recover at less than full cost, or not to recover costs at all.

Examples of such situations include circumstances where:

- practical implementation issues make cost recovery infeasible;
- there are benefits to unrelated third parties;
- social policy or vertical equity considerations are considered to outweigh the efficiency objectives associated with full cost recovery; and/or
- full cost-recovery might adversely affect the achievement of other Council policy objectives.

Social policy factors (or community service obligations) may include:

- ensuring community access to all services regardless of capacity to pay; and
- greater community benefit arising from use of the services (for example improved community health through access to subsidised sport and recreation services)

Where the Council is providing goods and services on a commercial basis, in competition with the private sector, it is appropriate for a charge to be set at the commercial market price – even if this implies a level that exceeds full cost recovery (Competitive neutrality principle).

Simplicity

When setting charges, it is important to ensure that they are simple to understand, and to implement.

Complex arrangements, while theoretically pure, may result in unjustified costs, unnecessary confusion, and high levels of evasion.

Statutory Fees - Restrictions

Some fees and charges are set, or capped, by State Government. These include fees for services such as statutory planning and land information certificates.

Fees and charges have significant revenue implications in terms of cost recovery for a particular service. While statutory fees do not form a large proportion of a Council's revenue, the quantum is important in terms of a Council's capacity to receive adequate compensation for the provision of the statutory services.

General Operating Assumptions

The general assumptions affecting all operating income and expenditure are included the following table.

General Operating Assumptions for Income and Expenditure

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	%	%	%	%	%	%	%	%	%	%
Consumer Price Index	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50
Rate cap	2.75	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50
Property growth	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Wages growth	2.75	2.75	2.75	2.75	2.75	2.75	2.75	2.75	2.75	2.75
Grants (operating)	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25
Statutory fees	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25
Investment return	2.74	2.74	2.74	2.74	2.74	2.74	2.74	2.74	2.74	2.74

Consumer Price Index

2023/24 Victorian Budget Papers forecast that Victoria's CPI will be at 2.50 percent in 2024/25 . For the purposes of the 2024/25 budget the rate cap (2.75%) has been used at an appropriate cost escalation value. CPI has been set at 2.50 percent for the remaining years in the absence of any Victorian Budget Papers projections beyond 2025/26.

Rate Cap

For the 2024/25 financial year, council rate rises have been capped at 2.75 percent.

Council reserves the right to apply for a higher cap to support a critical need for spending on services or projects that requires a rate rise above the capped amount. This is subject to a full consultative process.

Property Growth

The municipality is expected to continue growing marginally over the ten-year period based on current trends in property development. The property growth rate has been forecast to 1 percent annually.

Wages Growth

Council's enterprise agreement ceases at the end of this calendar year. The wages growth in the plan is based on a 2.75 percent increase in 2024/25 and then remaining at 2.75 percent ongoing.

Grants (Operating)

Council receives on average approximately \$9 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes approximately \$5.822 million for the 2024/25 year in financial assistance grants. Future increases in Financial Assistance Grants has been set at 5 percent while other operating grants have been set at 2.0 percent in all years.

Fees and Fines

Council raises on average approximately \$1.20k in fees and fines annually, which are imposed in line with legislation governing local government activities such as planning and building applications, animal registrations and parking fines. Future increases in statutory fees have been set 2.25 percent and other fees and fines at 3.50 percent in all years.

Interest on Investments Income

Due mainly to recent economic events where interest rates have risen considerably, Council is likely to receive a 95 percent increase in its interest on investments income in 2024/25.

Council is then budgeting for minimal increases for the remainder of the 10-year plan.

Climate Change Adaptation

Why adaptation is necessary

Expectations for hotter and generally drier conditions in future, with increasing frequency and intensity of extreme climatic events, have implications for the continued delivery of local government assets and services. Indigo Shire Council is already faced with heatwave, drought, fire and flood. These extremes place pressure on the achievement of strategic objectives, via a range of community, reputation, service delivery, financial and environmental consequences.

Climate change adaptation is a process of adjustment to actual or expected climate and its effects. It aims to reduce harm and vulnerability, and make use of opportunities.

Climate Change Adaptation Action Plan

Indigo Shire Council's *Climate Change Adaptation Action Plan* (the Adaptation Plan) includes a risk assessment, development of adaptation actions and an implementation plan to assist Council in preparing for climate change. The purpose of the Adaptation Plan is to deliver adaptation actions and to build adaptive capacity within the organisation. To assist in fulfilling Council's mission to *support and develop a sustainable, thriving and resilient community through leadership and partnerships*, Council is seeking to;

- embed the climate change lens into all operational and strategic policy and decision making;
- increase the resilience of Council's infrastructure and service delivery by building internal capacity to absorb, adapt and adjust to the expected shocks of climate change;
- promote cooperative partnerships with neighbouring Councils to facilitate adaptation

The purpose of this Adaptation Plan is to:

- identify risks to the high standard of existing Council services and infrastructure posed by climate change and develop adaptation responses;
- provide a plan which acknowledges adaptation is necessary and prepares Council to respond to the impacts of climate change;
- address the Council Plan's strategic objective "We will adapt to changing environmental conditions" by implementing practical actions which respond to identified climate risks;
- demonstrate Council's commitment to climate change adaptation and identify key concerns requiring longer term, strategic action.

Adaptation is different to mitigation. Mitigation (or greenhouse gas abatement) efforts focus on minimising the extent of climate change by reducing greenhouse gas emissions. Adaptation is a complementary area of work; it recognises that some level of climate change is still occurring, then plans and acts accordingly to adjust to changing conditions.

A number of benefits can be achieved by understanding how increasing climatic extremes impact on local government assets and services, and then responding appropriately. Key considerations contributing to the business case for adapting to climate change include:

- managing organisational climate risks
- reducing financial loss
- reducing risk to human life
- identifying opportunities
- raising awareness of climate related issues
- addressing reputational risk
- managing legal issues, and
- planning for vulnerable communities.

These considerations align closely with the consequence types included in the Indigo Shire Council's risk management framework.

Service Delivery

The assumptions affecting specific services provided by council are set out below.

Roads

Indigo Shire will utilise operating and capital funds principally to cover its roads renewals objectives. It is assumed that the Roads to Recovery funding will be ongoing and utilised in addition to Council contributions.

Community and Economic Development

Indigo Shire budgets for a comprehensive service plan across all community sectors including Maternal Child Health, Early Years, Health, Recreation and Aged Care. Strategies are in development that will influence future service directions and resourcing, which will be built into the plan as they mature.

Shared Services

Indigo Shire is committed to pursuing shared service opportunities with its neighbouring councils in the region. Outcomes will have a direct bearing on the resourcing of affected services however it is not known yet which services or to what extent the project will impact budgeting. This project will be monitored and included in future plan reviews.

Property valuations

Prior to 2018/19 Council was required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2024 effective for the 2024/25 year. Since 1 July 2018 land valuations are remitted by the Valuer-General of Victoria undertaken annually.

New initiatives

Each annual budget contains projects that are 'new', insofar that they are a change of direction for council or an increase in the current base level of service that is funded.

The new initiative process is iterative, commencing with a review of each service plan as well as assessing the actions arising from the 4-year Council plan (and other strategic plans and strategies).

Council will generally budget, on average, up to approximately \$300,000 annually for new initiatives however, funding allocation is ultimately determined following a high level of scrutiny and capacity may fluctuate depending on budget headroom, initiative priority and phasing.

Other Assumptions

Other assumptions affecting operating income and expenditure which cannot be directly attributed to specific services are included the following table.

Other Assumptions

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Buller Gas net contribution to Council	629	645	661	677	694	712	729	748	766	786
Developer contributions (cash)	20	21	21	22	22	23	23	24	24	25
Financial assistance grants	6,422	6,583	6,747	6,916	7,089	7,266	7,448	7,634	7,825	8,020

Population

The municipality is expected to continue growing over the ten-year period based on current trends in property development. The growth rate has been forecast to increase between 0.5 percent and 1.0 percent annually over the forecast period.

Developer Contributions (Cash)

Contributions are levied on developers for the purpose of offsetting future costs associated with the creation of open space and new community infrastructure. This is assumed to grow at 1 percent annually. Indigo Shire is experiencing limited pockets of expansion, in areas such as Tangambalanga, more in response to residential demand servicing Wodonga. At this stage Indigo Shire does not have an approved development contribution plan in place in the planning scheme and therefore developer contributions are estimates only.

Financial Assistance Grants

Financial Asset Grants are assumed to be received in the budgeted financial year and are measured each year in line with CPI.

Grants (Capital)

Council receives both recurrent and non-recurrent government funding for capital works projects. It is assumed that the Roads to Recovery grant of \$1.068 million will recur annually and significant grants such as Rail Trail, Epic Mountain Bike, Local Roads Community Infrastructure funding and other capital grants will reduce to more normal levels from the 2024/25 year, subject to new projects that may be announced in future.

Asset Sales (Proceeds)

Council has in the past disposed of surplus assets to partially fund its capital needs as well as replace existing assets with the plant replacement program. Assets are generally fully depreciated and no additional reserve has been assumed for potential future land sales.

General Balance Sheet

The general assumptions affecting assets, liabilities and equity balances are set out below:

- 97 percent of the total rates and charges raised, is expected to be collected. Council expect to there will be still requests for financial hardship to continue.
- trade creditors are based on total capital and operating expenditure with a payment cycle is 30 days other debtors and creditors are expected to remain consistent with 2024/25 levels

Borrowings

Debt finance, well managed, is a legitimate and prudent financial management tool. Amongst other benefits it enables councils to deliver infrastructure earlier than they otherwise would have been able, and allows the cost to be spread to future generations who will enjoy the benefit of the asset(s).

Debt management has to be linked to a sound financial management framework such as Council has developed and will be presented to the community through its 10-year financial Plan.

The method of deciding if and how to finance the upfront costs of an infrastructure asset depends on the characteristics of the asset. These include the life span of the asset and the service provision of the asset over that life span.

Questions that a council can ask include:

- What services do we deliver?
- What is the cost of delivery and maintenance of these services?
- Who is the ultimate beneficiary of these services and therefore who should pay for them?
- When should it be paid for?
- What does the community want and when?
- What is the life of the asset or service being funded?

Infrastructure is by its nature capital-intensive and there is almost always the need to raise finance at the beginning of a project. Where core sources of revenue are constrained, it is often appropriate to borrow money for the purposes of meeting the capital requirement.

The key benefits of debt finance are as follows:

- Debt finance enables councils to deliver infrastructure earlier than they otherwise would have been able.
- Debt finance allows the cost to be spread to future generations who will enjoy the benefit of the asset(s).
- Debt finance prevents the need to divert funds from internally-generated renewal and maintenance budgets to capital expenditure.
- Local government enjoys steady and secure income streams in the form of rates and charges, which can be used to meet debt servicing obligations and to secure debt facilities.
- The ability to borrow responsibly and to meet future debt servicing obligations is normally dependent upon rigorous and robust financial governance policies and long-term planning.

Council has analysed its debt position against small council averages over a number of different indicators including the 'obligations' indicators that are part of the prescribed Local Government Performance

Reporting Framework (LGPRF) indicators. The analysis concludes Indigo Shire currently retains Low debt risk and it is Council's intention to maintain a low risk relating to debt for the period of the plan.

Where infrastructure costs can be directly attributable to individual property owners, it is more equitable to recover them through developer charges.

Infrastructure assets with a long lifespan, and delivering broad benefits to the wider community can be considered for funding through debt. These items are those with a high initial/replacement cost, making them difficult to fund from reserves.

This also applies to assets that create an income stream. They also have dispersed beneficiaries, and this is better reflected through avoiding rates or 'user pays' method of funding. Very significant plant and equipment, roads and bridges, and the acquisition of community/real estate assets can all fall within this category.

Payment of recurrent fixed costs, wages, superannuation and routine maintenance should never be considered for funding through raising debt.

This can be summarised as follows:

- The asset to be acquired is a new addition to Council's asset base or replaces an existing asset with one that is significantly upgraded and has an Economic Life of greater than 10 years; or
- All alternative options for undertaking the project without borrowing have been investigated and proven less advantageous to the Council; or
- The income stream from the asset to be acquired or constructed exceeds the cost of borrowing over the life of that asset; or
- Repayments will be met by a third party. This could include future developer contributions or additional rate revenue specifically linked to the project; or
- The index of the cost of acquisition or construction is increasing at a rate that exceeds the cost of borrowing i.e. to "save" for the acquisition or construction will result in the actual cost being greater than the cost of borrowing the money and acquiring it today. As a general rule the benefits received from undertaking the borrowing should be greater, over the life of the borrowing, than the costs of borrowing; or
- For short term borrowings as a mechanism to meet short term cash needs. Short term borrowing may be used to sustain the cash flows of Council having regard to anticipated receipts and expenditures and the annual cash flow budget. For this purpose, Council may operate an overdraft on its bank account and/or a cash advance facility from a financial institution. This could include to fund temporary cash shortfalls, for example to fund redundancies, which can clearly be demonstrated to deliver savings immediately thereafter from which the borrowings can directly be funded.

In all cases the expenditure should be in the context of the strategic objectives of Council and consistent with the stated long-term financial forecasts and objectives.

Debt commitment costs include principal and interest repayments in a year best represented as a financial ratio of debt commitment costs as a percentage of rates.

In 2024/25, debt servicing and redemption costs as a percentage of income will be 2.10 cents in the rate dollar and is currently expecting a percentage of income will be 2.62 cents in the rate dollar for 2023/24.

Debt Commitment

Council retains diminishing levels of debt for the period of the plan subject to any future borrowings.

Council's debt commitment as a percentage of rate revenue of 7.28 percent at the end of 2022/23, is above small shires' average. Indigo Shire is currently managing a decreasing total debt level as a percentage of rate revenue at 4.69 percent expected at the end of 2024/25, 6.74 percent forecast as at the end of 2023/24.

Capital Works

Indigo Shire Council is the custodian of an extensive range of community assets. In order to deliver a variety of services to the community, Indigo Shire must ensure that the assets supporting these services are managed in a sustainable way over the long term. Council's primary priority is to ensure asset renewals are maintained at an adequate level. Given the speculative nature of major projects and associated funding, Council remains ambitious to undertake projects of generational benefit with priority given to those that are able to be sustainably deliverable and maintained.

Council's Assets Management Strategy outlines a set of measurable actions aimed at enabling improved asset management by the organisation to:

1. Maintain a core level of asset management practice which relies primarily on the use of an asset register, maintenance management systems, top-down condition assessment, simple risk assessment, and defined levels of service, in order to establish a long-term cash flow projection.
2. Implement selected advanced asset management practices where there is a net benefit to the sustainable management of Indigo Shire's infrastructure assets. This employs predictive modelling, risk management and optimised decision-making techniques to establish asset lifecycle treatment options and related long term cash flow predictions.
3. Ensure that the planning for new and upgraded assets is driven by Council's strategic longer-term plan (strategic resources plan), asset management plans and service plans that drive the asset management priorities.

Indigo Shire's Asset Management Policy reinforces Council's commitment to manage and care for its assets in a sustainable way and to assist in the achievement of its vision and meet the service and infrastructure needs of the community now and into the future.

The principles affecting asset renewal, expansion, upgrade and new assets are set out below.

- Service delivery needs will guide asset management practices and decisions.
- Asset planning and management has a direct link with Council's corporate and business plans (including the Council Plan, the 10-year Financial Plan and Long-Term Financial Plan), budgets and reporting processes.
- A Long-Term Financial Plan (10yrs) will be developed and incorporate the calculated asset renewal demand, and will be informed by our performance measured against the Local Government Performance Reporting Framework (LGPRF) and the Victorian Auditor General's Office (VAGO) sustainability indicators.

- The Long-Term Financial Plan will be updated with reviews after Council elections to ensure currency and continuity of resource application.
- Application of the 'Renew before Upgrade or New' philosophy for asset related programs. Identified asset renewal funding will be considered as non-discretionary and new projects as discretionary.
- Asset management decisions are based on the benefits and risks of assets and an evaluation of alternative options that consider full life cycle costs and impacts of these costs on the ability to fund future maintenance and rehabilitation.
- Establishment and use of a capital works priority evaluation methodology for all new projects. A business case will be prepared as part of the initial formulation for capital works proposals over a nominated threshold as outlined in the Capital Works Evaluation Framework.
- New or upgrade projects are to be reviewed for full life cycle ('whole of life') costs as part of this project consideration process.
- Asset management plans will be established and maintained to communicate information about assets and the actions required to provide defined levels of service within a best value for money framework.
- Asset management plans to be informed by community consultation.
- Financial and asset management reporting to be categorised in terms of operational, maintenance, renewal, upgrade, and new expenditure classifications to enable sound asset management decisions.
- Staff with asset and financial management responsibilities will be appropriately trained in relevant asset and financial management principles, practices, and processes. Councillors will be briefed to ensure understanding of asset and financial management principles.

The following principles guide council's budget process:

- Council will fund asset renewal works as first priority to ensure our existing assets are able to continue to provide the services they were designed for (based on asset condition assessments);
- Council will maintain level of Roads expenditure to ensure compliance with Roads to Recovery funding obligations;
- Council will use Victorian Auditor General's Office (VAGO) financial indicators as a guide to long-term financial sustainability:
 - Renewal expenditure typically in the range 75 – 100 percent of annual depreciation,
 - Total Capital expenditure equal to or greater than annual depreciation;
- Council will invest in New and Upgrade projects to improve community outcomes aligned with Council Plan priorities and existing strategies – giving important consideration to level of impact on recurrent costs;
- Council needs to make reasonable projections of likely grant funding aligned with priority projects considered suitable to attract grants;
- Council needs to also ensure capacity in program to attract and leverage grants that become available;
- Council's Capital Program must be affordable – consistent Net Cost to Council (NCTC), indexed to allow for CPI and in accordance with 10-year Financial Plan (plan).

Asset Renewal

Council has developed an infrastructure strategy based on the knowledge provided by asset management plans, which set out the capital expenditure requirements of Council for the next 10 years by class of asset (Refer Appendix). The strategy predicts infrastructure consumption, renewal needs and other infrastructure needs to meet future community service expectations. A key objective of the strategy is to renew existing assets in line with asset management plans to ensure they are maintained at the desired condition levels. If sufficient funds are not allocated to asset renewal then council's investment in those assets will reduce, along with the capacity to maintain delivery of services to the community.

Currently, Council does not have a renewal gap. The ten-year modelling across asset classes shows that renewal costs increase at a higher than linear rate due to asset condition and renewal timings. This suggests that renewals as a percentage of total capital budget may increase. The addition of significant infrastructure such as the Rail Trail and Epic Mountain Bike Trail will add incremental renewal costs as those assets mature. As a result of these two factors it is possible that discretionary capital spending may be constrained over time.

Capital expenditure program

Council's priority regarding capital expenditure is to meet the renewal needs of existing assets. New projects will be sought to enhance the liveability and amenity of our Shire in support of the Council Plan and Council will be ambitious in its approach to development within the context of a well-planned and well managed financial framework.

Council will proportionally manage expenditure against capped rate revenue to ensure that capital net cost to council (NctC) will be stable with CPI increases.

Forecast Capital Works Expenditure 2023/24 – 2033/34

Year	Council Cash \$000
2024/25	3,953
2025/26	4,052
2026/27	4,153
2027/28	4,257
2028/29	4,363
2029/30	4,472
2030/31	4,584
2031/32	4,699
2032/33	4,816
2033/34	4,937

Council will contribute an increasing cash amount to fund capital works in addition to grant funding sources.

Option Analysis

The plan is a foundation from which Council may now test and model the impact of various assumptions on Council's future financial position to ensure a measured and effective approach to sound financial planning.

In order to achieve future objectives of the plan, it may be necessary to model a number of different options by changing the assumptions underlying the plan forecasts such as higher or lower rate caps or test other assumptions which may vary over time.

Appendix - VAGO Performance Summary

The following table provides a summary of Council's performance against key VAGO indicators over the period of the plan. Council's intention is to maintain low to medium risk against financial indicators.

VAGO/LGPRF Measure	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2032/34
<u>Adjusted Underlying Result</u>	-13.31%	-3.73%	2.09%	4.45%	4.11%	3.93%	4.46%	4.06%	4.60%	3.93%	3.21%
<u>Net Result</u>	-1.61%	8.98%	11.81%	14.74%	13.16%	14.58%	13.24%	12.73%	13.07%	15.13%	14.56%
<u>Liquidity Ratio</u>	2.12	2.14	2.10	2.06	2.03	2.00	1.98	1.98	1.96	1.96	0.02
<u>Financing</u>											
Internal Financing	51.52%	107.98%	104.23%	102.60%	102.59%	102.32%	102.49%	102.57%	102.56%	102.34%	103.36%
Indebtedness	19.31%	19.56%	19.10%	18.54%	17.95%	17.39%	16.85%	16.61%	16.42%	16.51%	16.65%
Capital Replacement (Ratio)	1.82	1.34	1.10	1.21	1.20	1.29	1.22	1.21	1.23	1.38	1.54
Renewal Gap (Ratio)	1.15	0.59	0.58	0.64	0.62	0.65	0.65	0.67	0.70	0.75	0.80

	LOW RISK
	MEDIUM RISK
	HIGH RISK

Appendix – Income Statement

	Forecast Actual	Budget	Projections								
Year Ending 30 June:	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Revenue											
Rates and charges	19,749	20,292	20,749	21,216	21,693	22,181	22,625	23,077	23,539	24,010	24,490
Statutory fees and fines	1,262	1,268	1,287	1,306	1,326	1,346	1,366	1,387	1,407	1,429	1,450
User fees	3,555	4,243	4,339	4,436	4,536	4,647	4,760	4,855	4,952	5,051	5,152
Contributions	209	50	50	50	50	50	50	50	50	50	50
Grants - Operating	4,829	2,869	2,934	3,000	3,067	3,136	3,207	3,279	3,345	3,412	3,480
Grants - Operating FAGS	270	6,422	6,566	6,714	6,865	7,002	7,142	7,285	7,431	7,580	7,731
Grants - NON ISC	1,125	1,369	250	-	-	-	-	-	-	-	-
Grants - Capital	11,270	5,588	5,718	4,578	5,178	4,578	5,528	4,678	4,678	4,678	6,906
Interest Income (included in Other)	547	342	180	150	150	150	150	150	150	150	150
Other	950	899	919	940	961	980	1,000	1,020	1,040	1,061	1,082
Total Operating Revenue	43,766	43,342	42,992	42,390	43,827	44,071	45,828	45,781	46,593	47,420	50,491
Operating Expenses											
Salaries & Wages	14,605	15,480	15,828	16,184	16,508	16,838	17,175	17,518	17,868	18,226	18,590
Contractual Services	10,122	10,062	10,288	10,520	10,756	11,131	11,354	11,581	11,813	12,049	12,290
Non ISC expenditure	1,190	1,290	512	166	168	172	176	179	183	187	187
Materials and consumables	5,121	5,928	6,061	6,198	6,337	6,464	6,593	6,725	6,859	6,997	7,137
Operating adjustments	-	-	(4,567)	(6,900)	(7,766)	(7,693)	(7,588)	(7,848)	(7,671)	(7,903)	(7,594)
Depreciation	6,937	8,895	9,128	9,335	9,335	9,335	9,335	9,335	9,335	9,335	9,335
Depreciation - right of use assets	17	33	2	-	-	-	-	-	-	-	-
Borrowing Costs	31	82	42	82	72	65	57	49	40	31	21
Finance costs - leases	1	-	-	-	-	-	-	-	-	-	-
Utilities	567	628	642	656	671	685	698	712	726	741	756
Other	2,466	2,053	2,099	2,146	2,195	2,238	2,283	2,329	2,375	2,423	2,471
Total Operating Expenses	41,057	44,450	40,035	38,385	38,276	39,234	40,083	40,580	41,529	42,084	43,192
Operating Surplus / (Deficit)	2,710	(1,108)	2,957	4,005	5,551	4,837	5,745	5,202	5,063	5,336	7,299
Physical Resources Free of Charge	-	-	-	-	-	-	-	-	-	-	-
Amounts specifically for new or upgraded assets	-	58	798	869	835	861	850	799	799	799	202
Asset disposal & fair value adjustments	59	345	193	264	230	246	245	194	194	194	197
Net Surplus / (Deficit)	2,769	(705)	3,948	5,138	6,616	5,944	6,840	6,195	6,056	6,329	7,698
Other Comprehensive Income	4,589	4,724	6,512	6,770	4,454	4,565	4,679	4,796	4,916	5,039	5,165
Total Comprehensive Income	7,358	4,019	10,460	11,908	11,069	10,509	11,520	10,991	10,972	11,368	12,863

Appendix – Balance Sheet

Year Ending 30 June:	Forecast Actual 2023/24 \$'000	Budget 2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
ASSETS											
Financial Assets											
Cash and Cash Equivalents	7,441	5,004	5,527	5,555	5,598	5,634	5,658	5,686	5,717	5,751	5,789
Trade & Other Receivables	3,947	3,875	4,146	4,437	4,747	5,079	5,435	5,815	6,223	6,658	7,124
"Other" Financial Assets	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702
Inventories	341	330	330	330	330	330	330	330	330	330	330
"Other" Assets	281	281	281	281	281	281	281	281	281	281	281
Total Financial Assets	17,712	15,192	15,987	16,306	16,659	17,027	17,407	17,815	18,253	18,723	19,227
Non Financial Assets											
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	319,702	321,379	334,743	345,801	355,487	364,961	375,273	384,933	394,404	404,106	415,108
Right-of-use assets	11	25	-	-	-	-	-	-	-	-	-
Other Non-current Assets	-	-	-	-	-	-	-	-	-	-	-
Total Non Financial Assets	319,714	321,403	334,743	345,801	355,487	364,961	375,273	384,933	394,404	404,106	415,108
Total Assets	337,425	336,596	350,730	362,107	372,145	381,988	392,679	402,748	412,657	422,829	434,334
LIABILITIES											
Current Liabilities											
Trade & Other Payables / Creditors	3,851	3,851	3,932	4,014	4,098	4,183	4,271	4,360	4,451	4,544	4,639
Trust Funds & Deposits	247	161	161	161	161	161	161	161	161	161	161
Unearned Income/revenue	-	-	-	-	-	-	-	-	-	-	-
Provisions	3,151	3,151	3,350	3,562	3,788	3,990	4,202	4,426	4,662	4,911	5,173
Borrowings - Interest bearing liabilities	312	173	182	192	203	214	225	237	125	110	0
Lease liabilities	2	2	1	-	-	-	-	-	-	-	-
Total Current Liabilities	7,563	7,338	7,627	7,929	8,249	8,548	8,859	9,185	9,399	9,726	9,973
Non-current Liabilities											
Provisions	6,754	4,985	5,119	5,256	5,397	5,541	5,690	5,842	5,999	6,160	6,325
Trust Funds & Deposits	321	321	321	321	321	321	321	321	321	321	321
Borrowings - Interest bearing liabilities	1,661	1,488	1,306	1,114	911	698	473	235	110	-	-
Lease liabilities	2	-	-	-	-	-	-	-	-	-	-
Other Non-current Liabilities	-	-	-	-	-	-	-	-	-	-	-
Total Non-current Liabilities	8,739	6,795	6,746	6,691	6,629	6,560	6,484	6,399	6,431	6,481	6,646
Total Liabilities	16,302	14,132	14,373	14,620	14,878	15,108	15,343	15,584	15,830	16,207	16,619
Net Assets	321,123	322,463	336,358	347,486	357,267	366,880	377,336	387,164	396,827	406,622	417,715
EQUITY											
Accumulated Surplus	160,255	156,846	164,203	168,537	173,839	178,862	184,614	189,621	194,343	199,073	204,977
Asset Revaluation Reserves	160,145	164,869	171,381	178,151	182,604	187,170	191,849	196,645	201,561	206,600	211,765
Other Reserves	723	748	773	798	823	848	873	898	923	948	973
Adjustment to Cash & Borrowings for effects of inflation	-	-	-	-	-	-	-	-	-	-	-
Total Equity	321,123	322,463	336,358	347,486	357,267	366,880	377,336	387,164	396,827	406,622	417,715

Appendix – Cash Flow

	Forecast Actual	Budget	Projections								
Year Ending 30 June:	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflow s (Outflow s)	Inflows (Outflows)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)
Cash flows from operating activities											
Rates & Charges	19,749	20,292	20,749	21,216	21,693	22,181	22,625	23,077	23,539	24,010	24,490
Statutory fees & fines	1,262	1,268	1,287	1,306	1,326	1,346	1,366	1,387	1,407	1,429	1,450
User fees	3,555	4,243	4,339	4,436	4,536	4,647	4,760	4,855	4,952	5,051	5,152
Contributions	209	108	848	919	885	911	900	849	849	849	252
Grants - operating	6,224	10,660	9,750	5,717	5,408	6,142	6,353	6,568	6,779	6,995	7,214
Grants - capital	11,270	5,588	5,718	4,578	5,178	4,578	5,528	4,678	4,678	4,678	6,906
Interest received	547	342	180	150	150	150	150	150	150	150	150
Other receipts	950	899	919	940	961	980	1,000	1,020	1,040	1,061	1,082
Employee costs	(14,605)	(15,480)	(15,828)	(16,184)	(16,508)	(16,838)	(17,175)	(17,518)	(17,868)	(18,226)	(18,590)
Materials & consumables	(5,121)	(5,928)	(6,061)	(6,198)	(6,337)	(6,464)	(6,593)	(6,725)	(6,859)	(6,997)	(7,137)
External contracts Incl NON ISC	(11,312)	(11,352)	(6,234)	(3,785)	(3,159)	(3,610)	(3,942)	(3,912)	(4,325)	(4,332)	(4,883)
Utilities	(567)	(628)	(642)	(656)	(671)	(685)	(698)	(712)	(726)	(741)	(756)
Other payments	(2,233)	(1,870)	(2,003)	(2,048)	(2,095)	(2,136)	(2,179)	(2,222)	(2,267)	(2,312)	(2,358)
Net cash provided by operating activities	9,927	8,142	13,022	10,392	11,368	11,202	12,094	11,494	11,349	11,614	12,973
Cash flows from investing activities											
Payments for property, infrastructure, plant	(11,683)	(16,150)	(12,253)	(10,234)	(11,310)	(11,166)	(12,066)	(11,409)	(11,258)	(11,518)	(12,874)
Proceeds from sale of property, infrastructure, plant and equipment	0	345	193	264	230	246	245	194	194	194	197
Payments for Investments	0	0	0	0	0	0	0	0	0	0	0
Trust funds and deposits	0	0	0	0	0	0	0	0	0	0	0
Repayment of loans and advances	0	0	0	0	0	0	0	0	0	0	0
Net cash used in investing activities	(11,683)	(15,805)	(12,060)	(9,970)	(11,080)	(10,920)	(11,821)	(11,215)	(11,064)	(11,324)	(12,677)
Cash flows from financing activities											
Finance costs	(31)	(82)	(42)	(82)	(72)	(65)	(57)	(49)	(40)	(31)	(21)
Proceeds from borrowings	1,000	0	0	0	0	0	0	0	0	0	0
Repayment of borrowings	(485)	(395)	(395)	(312)	(173)	(182)	(192)	(203)	(214)	(225)	(237)
Interest paid - lease liability	(1)	0	0	0	0	0	0	0	0	0	0
Repayment of lease liabilities	(29)	0	(2)	0	0	0	0	0	0	0	0
Net cash provided by (used in) financing activities	455	(476)	(438)	(394)	(245)	(247)	(249)	(251)	(254)	(256)	(258)
Net (decrease) increase in cash & cash equivalents	(1,301)	(8,139)	524	28	43	36	25	28	31	34	38
Cash & cash equivalents at beginning of the financial year	14,444	13,143	5,004	5,527	5,555	5,598	5,634	5,658	5,686	5,717	5,751
Cash & cash equivalents at end of the financial year	13,143	5,004	5,527	5,555	5,598	5,634	5,658	5,686	5,717	5,751	5,789

Appendix – Statement of Capital Works

Year Ending 30 June:	Forecast	Budget	Projections								
	Actual										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	5	0	0	0	0	0	0	0	0	0	0
Land improvements	50	0	0	0	0	0	0	0	0	0	0
Total land	55	0	0	0	0	0	0	0	0	0	0
Buildings	1,738	770	1,120	1,196	1,375	1,409	1,444	1,481	1,518	1,555	1,594
Heritage buildings	1,078	0	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0	0
Total buildings	2,816	770	1,120	1,196	1,375	1,409	1,444	1,481	1,518	1,555	1,594
Total property	2,871	770	1,120	1,196	1,375	1,409	1,444	1,481	1,518	1,555	1,594
Plant and equipment											
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	985	1,020	937	985	930	953	977	1,002	1,027	1,052	1,079
Fixtures, fittings and furniture	140	79	103	113	126	129	132	136	139	143	146
Computers and telecommunications	415	410	475	325	475	487	499	512	524	537	551
Library books	152	86	94	96	104	106	109	111	114	117	120
Total plant and equipment	1,692	1,595	1,609	1,519	1,635	1,675	1,717	1,760	1,804	1,849	1,896
Infrastructure											
Roads	7,186	1,994	2,436	2,565	2,384	2,443	2,504	2,567	2,631	2,697	2,764
Bridges	1,516	664	144	247	626	642	658	674	691	708	726
Footpaths and cycleways	5,314	150	296	320	283	290	297	305	312	320	328
Drainage	536	305	464	367	321	329	338	346	355	364	373
Recreational, leisure and community facilities	1,450	299	1,850	600	1,000	1,025	1,051	1,077	1,104	1,131	1,160
Waste management	0	0	0	0	0	0	0	0	0	0	0
Parks, open space and streetscapes	1,850	0	158	138	110	113	116	118	121	124	128
Aerodromes	0	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0	0
Other infrastructure	598	0	4,178	3,281	3,576	3,666	3,757	3,851	3,948	4,046	4,148
Total infrastructure	18,450	3,412	9,524	7,519	8,301	8,508	8,721	8,939	9,162	9,391	9,626
Total capital works expenditure	23,012	5,777	12,253	10,234	11,310	11,593	11,883	12,180	12,484	12,796	13,116

Glossary

Term	Definition
Act	means the <i>Local Government Act 2020</i>
Annual report	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Asset expansion expenditure	means 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
Asset expenditure type	means the following types of asset expenditure: (a) asset renewal expenditure; (b) new asset expenditure; (c) asset upgrade expenditure; (d) asset expansion expenditure
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	means 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
Australian Accounting Standards (AASB)	means the accounting standards published by the Australian Accounting Standards Board
Average rate cap	means an amount expressed as a percentage amount, based on the change to CPI over the financial year to which the cap relates, plus or minus any adjustment
Budget	means 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 specified in the council plan
Capital works expenditure	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade
Council plan	means 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
Financial resources	means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general-purpose financial reports and a statement of capital works and included in the annual report
Financial year	means the period of 12 months ending on 30 June each year

Term	Definition
General order	means an order made by the Minister under section 185D of the Act
Higher cap	means an amount expressed as the average rate cap specified in a general order plus an additional percentage amount in respect of that financial year
Human resources	means the staff employed by a council
Indicator	means what will be measured to assess performance
Initiatives	means actions that are one-off in nature and/or lead to improvements in service
Local Government Model Financial Report	means the model report published by the Department of Environment, Land, Water and Planning
Major initiatives	means 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
Minister	means the Minister for Local Government
Model budget	means the <i>Victorian City Council Model Budget</i> previously prepared annually by the Chartered Accountants in Australia and New Zealand (2017-18 edition) and currently prepared annually by Local Government Victoria (2018-19 edition)
New asset expenditure	means expenditure that creates a new asset that provides a service that does not currently exist
Non-financial resources	means the resources other than financial resources required to deliver the services and initiatives in the budget
Non-recurrent grant	means 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
Planning and accountability framework	means 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
Performance statement	means 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
Recurrent grant	means a grant other than a non-recurrent grant
Regulations	means the Local Government (Planning and Reporting) Regulations 2014
Report of operations	means a report containing a description of the operations of the council during the financial year and included in the annual report

Term	Definition
Services	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community
Special order	means an order made by the ESC under section 185E of the Act
Statement of capital works	means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance to the model statement of capital works in the <i>Local Government Model Financial Report</i>
Strategic objectives	means the outcomes a council is seeking to achieve over the next four years and included in the council plan
Strategic resource plan	means 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. Is also referred to as a long-term financial plan
Strategies	means high level actions directed at achieving the strategic objectives in the council plan
Statement of human resources	means a statement which shows all council staff expenditure and numbers of full-time equivalent council staff
Statements of non-financial resources	means a statement which describes the non-financial resources including human resources
Summary of planned capital works expenditure	means a summary of capital works expenditure in relation to non-current assets classified according to the model statement of capital works in the <i>Local Government Model Financial Report</i> , by asset expenditure type and funding source
Summary of planned human resources expenditure	means a summary of permanent council staff expenditure and numbers of full-time equivalent council staff categorised according to the organisational structure of the council

12.2

FAIR ACCESS POLICY

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POLICY



Fair Access (for women and girls to participate in sport) Policy

Version No:	0.1
Trim File No:	
Approval Date:	"To be completed after Policy is adopted"
Approved By:	"To be completed after Policy is adopted"
Department:	Community Development
Service Plan Area:	Community Development
Responsible Officer:	Manager Community Development
Next Review Date:	To be reviewed no more than four years after adoption, with more frequent review where required by legislation or best practice
Reliansys Obligation No:	"To be completed after Policy is adopted"
Circulation	All staff

PURPOSE

The Fair Access Policy seeks to address known barriers and provide fair access for all in our community sports infrastructure. The Policy aims to progressively build capacity and capabilities of Indigo Shire Council in the identification, and elimination of systemic causes of gender inequality in policy, programs, communications, and delivery of services in relation to community sports infrastructure.

Indigo Shire Council will undertake the necessary and proportionate steps toward implementation of the Fair Access Policy.

The purpose of the Policy is to support Indigo Shire Council to take positive action towards achieving gender equity in the access and usage of community sports infrastructure. This complies with the Gender Equality Act 2020 and aligns with Active Indigo Strategy, Municipal Public Health and Wellbeing Plan and Council Plan.

SCOPE

The Policy enables effective and efficient integration of the requirements of the Gender Equality Act 2020, the Local Government Act 2020 and the Public Health and Wellbeing Act 2008 and other legislative frameworks.

For Indigo Shire Council, the Policy applies to community sports infrastructure with Council being the land manager and/or operator of the facility.

POLICY

Sport is a highly visible and valued feature of Indigo Shire Council and our community's culture and identity. The sport and active recreation sector provide opportunities for enriching our communities through the promotion of respect, fair mindedness, and inclusion for all people, while

POLICY NAME



also supporting the physical and mental wellbeing of all Victorians. As the closest level of Government to the community, Indigo Shire Council is well positioned to design and implement place-based, integrated action plans that progress gender equality in community sport.

Indigo Shire Council is committed to gender equality and that it is considered and prioritised in all current and future Indigo Shire Council's planning, policy, service delivery and practice as they relate to community sports infrastructure.

POLICY PRINCIPLES

The Fair Access Principles have been developed by the Office for Women in Sport and Recreation, Sport and Recreation Victoria and VicHealth, in consultation with representatives from local government and the state sport and recreation sector. This Policy and any resultant actions are based on six principles of inclusivity, including full participation, equal representation, encouraging and supporting user groups, and prioritising user groups committed to equality.

1. Community Sports Infrastructure and environments are genuinely welcoming, safe, and inclusive.
2. Women and girls can fully participate in all aspects of community sport and active recreation, including as a player, coach, administrator, official, volunteer and spectator.
3. Women and girls will have equitable access to and use of community infrastructure:
 - a. Of the highest quality available and most convenient.
 - b. At the best and most popular competition and training times and locations.
 - c. To support existing and new participation opportunities and a variety of sports.
4. Women and girls should be represented in leadership and governance roles.
5. Encourage and support all user groups who access and use community infrastructure to understand, adopt and implement gender equitable access and use practices.
6. Prioritise access, use and support to all user groups who demonstrate an ongoing commitment to gender equitable access and use of allocated community sport infrastructure.

RELATED POLICIES AND DIRECTIVES

- Council Plan 2021-2025
- Active Indigo Strategy
- Child Safe Policy
- Community Engagement Policy
- Disability Action Plan
- Gender Equity Action Plan
- Indigo Aging Well Strategy
- Indigo Shire Council Code of Conduct and Ethical Behaviour Handbook
- Municipal Public Health and Wellbeing Plan

POLICY NAME



- Reflect Reconciliation Action Plan
- Refugee Welcome Zone
- Youth Strategy and Early Years Strategy

RELATED LEGISLATION AND OTHER DOCUMENTS

- *Local Government Act 2020*
- *Victorian Charter of Human Rights and Responsibilities Act 2006*
- Disability Discrimination Act 1992
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984
- Australian Human Rights Commission Act 1986
- Age Discrimination Act 2004
- Equal Opportunity Act 2010 (Victoria)
- Racial and Religious Tolerance Act 2001 (Victoria)
- Fair Work Act 2009 (Commonwealth)
- Charter of Human Rights & Responsibilities 2006 (Victoria)
- Human Rights and Equal Opportunity Act 1986 (Commonwealth)
- Gender Equality Act 2020 (Victoria)
- Public Health and Wellbeing Act 2008 (Victoria)

REVIEW

The policy should be reviewed at least every four years from date of adoption.

The policy will be reviewed in line with Council's Community Engagement Policy.

Trigger points that require an earlier review period of the policy or associated document/s include (but are not limited to):

- change in legislation which has a bearing on the document
- change in senior management
- change in Council's position on a particular subject area
- recommendation from a governance body (eg Audit and Risk Committee recommendation, Internal or External Audit Recommendation, integrity agency)
- quality assurance due to continuous improvement initiatives, and/or
- changes in Council's agreed service levels.

POLICY NAME



COMMUNICATION

- To be published on Council's website and provided to Customer Service Centres for public inspection
- To be distributed to staff
- List any compulsory training here

VERSION CONTROL

Date	Review Details	Action
29 April 2024	<ul style="list-style-type: none">• First version	Presented to EMT 29 April 2024
30 April 2024	<ul style="list-style-type: none">• Updated to reflect EMT feedback	included in 14 May Council meeting agenda

14.1

COUNCIL PLAN AND MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN 2021-2025 (YEAR 4)

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2	Municipal Public Health and Wellbeing Plan.....	374

Planning a Bright and Sustainable Future

Council Plan 2021-2025

Adopted June 2023



Yackandandah Gorge

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Appendix

Municipal Public Health and Wellbeing Action Plan

Acknowledgements

Indigo Shire Council acknowledges the original custodians of these lands. The people of the rivers and the hills have walked these lands for thousands of years as well as today, and we pay respect to the elders of the past, present and emerging.

We would also like to thank the many individuals and stakeholder groups who shared their time, knowledge and experience to help us develop this plan for the benefit of our community.



A message from our Mayor and CEO

On behalf of all Councillors and staff, it gives us great pleasure to present the Council Plan 2021-2025.

For the first time, the new Council Plan also includes a long-term Community Vision; a requirement of the Local Government Act 2020.

The Council Plan sets out the key priorities for us to focus on over the four years of the current Council term and guides decision-making and prioritisation. The plan will be reviewed annually to help inform our capital works planning, service planning as well as budget and resource allocations.

Importantly, the Council Plan reflects what the community has told us it wants for our Shire. In building the plan and our new 10-Year Community Vision, we invited community input and involvement. Through drop-in sessions, online feedback, submissions and surveys we received constructive and well-considered feedback from more than 220 individuals and organisations which has been used to shape both documents.

Overwhelmingly, our communities expressed the importance of a Shire united by a desire for sustainable living, care for the environment, action to address climate change along with progress, prosperity and community pride. But they also want our towns and villages to be recognised for their individual character and charm and unique sense of identity.

We've captured this sentiment and built our vision and plan around five themes;

- 1. Communities
- 2. Liveability
- 3. Prosperity
- 4. Environment
- 5. Accountability

Within each of these themes are strategic objectives, key strategies that support these objectives and the actions we will deliver over the next four years.

Our Municipal Public Health and Wellbeing Action Plan is integrated within the Council Plan and outlines ways to address health and wellbeing priorities for our Shire. Council will work in partnership with local health providers, community organisations and other non-traditional sectors to implement the plan.

In addition to the specific actions identified under each theme, we will also continue to provide more than 35 different services ranging from customer service, swimming pools, libraries, recreation facilities, road and footpath maintenance, economic development, tourism services, building control, maternal and child health services, festivals and events support and waste management.

We will also deliver an extensive capital works program, including construction of the new Chiltern Community Hub, completion of the Beechworth to Yackandandah Rail Trail, the long-awaited upgrade

of the Kergunyah Hall, the Beechworth Courthouse Kelly Trials project and many road, footpath and facility upgrades.

Unfortunately, as a rate capped small rural council, we simply can't fund every project our community has put forward and there will be some disappointment. But what we can do, is continue to advocate to State and Federal Governments and apply for grants and other funding opportunities as they arise.

We will always be constrained by limited funds and this is an ongoing challenge, however we believe this Council Plan strikes the right balance between responding to the needs of the community and our commitment to sound financial management.

We also have a huge responsibility to ensure we are addressing other challenges, in particular climate change and the threat this poses, our economic recovery following the devastating impacts of the 2020 bushfires and COVID-19 global pandemic, population growth, housing affordability and availability and mental health and wellbeing.

We are extremely proud of the leadership position Indigo Shire Council has taken in its response to climate change, by declaring a climate emergency in 2019. This plan reinforces our commitment to ensuring that we consider mitigation and planning for climate change risks in any decisions that affect the economic, social and environmental sustainability of our Shire.

For example, when considering new residential developments, we need to ensure that people will be safe, we need to look at how we protect our landscapes, increase our tree coverage, reduce our water usage and waste to landfill. Climate change is having an impact on all of our core business and infrastructure and needs to be front of mind in our decision-making.

We also have a social and moral responsibility to protect, improve and promote the health and wellbeing of our community. Our Municipal Public Health and Wellbeing Plan, incorporated into this Council Plan, sets out the actions we will take to support all members of our community across various life stages to enjoy the best of health and wellbeing.

In closing, we would like to extend our gratitude and appreciation to all members of our community who've contributed to this Council Plan and also the shaping of our new 10-Year Community Vision.

All Councillors and staff look forward to working with the community in implementing this plan over the next four years.



Cr Sophie Price
Mayor



Trevor Ierino
Chief Executive Officer



About Indigo Shire

Indigo Shire is located in Victoria’s picturesque North East, an easy three-hour drive north of Melbourne.

The Shire is a rich blend of heritage architecture and pristine natural environment nestled between Murray River frontage in the north and the lush foothills of the Alps in the southeast.

In between are productive agricultural enterprises, including award-winning wineries and chestnut farms. A celebrated box ironbark national park in the centre, the green rolling hills of dairy farming in the east and rugged, granite outcrops with stark reminders of the once lucrative goldfields in the south.

The Shire is home to a number of threatened species including Regent Honeyeaters, Barking Owls, Squirrel Gliders, Striped Legless Lizards, Swift Parrots, many spectacular endangered orchids and other native flora and fauna.

Industry in Indigo is mainly rural in nature, including agriculture, viticulture and horticulture. There are 1,100 separate businesses based in the Shire (excluding agribusinesses).

Tourism plays a huge role in the economic, social and cultural life of the Shire, with thousands of visitors drawn to our region to sample our food and wine, learn more about our rich heritage, participate in our many well-known festivals and events and enjoy some of the best on and off road cycling destinations in the country.

Indigo Shire Council was established in 1994 with the amalgamation of parts of the former Shires of Rutherglen, Chiltern, Yackandandah and Beechworth. The Shire covers an area of 2,016 sq km and includes the townships of Wahgunyah, Rutherglen, Chiltern, Barnawartha, Yackandandah, Kiewa-Tangambalanga, Stanley and Beechworth, all unique in their own right.

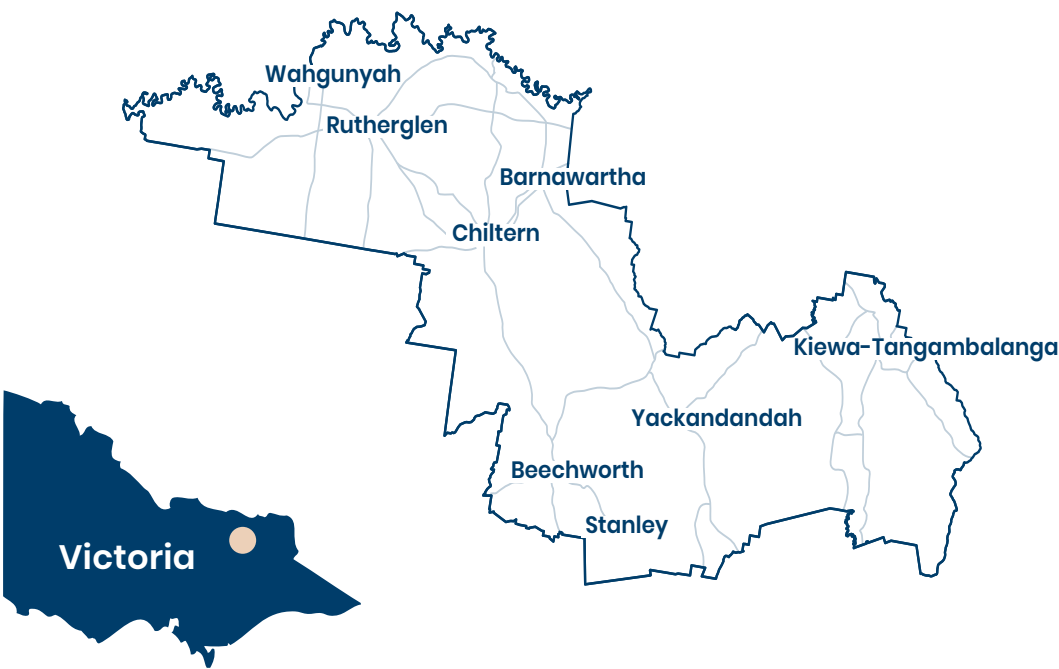
Community members are highly engaged with many actively involved in their communities. More than 300 residents volunteer with Council services such as our libraries and Visitor Information Centres, and there is strong and passionate representation on Committees of Management, Advisory Committees and other Council committees.

Fast facts

- Population 16,220
- 529,000 visitors*
- 1,100 businesses
- 75,413 loans from our libraries**
- 33,204 swimming pool visits
- 150 infants enrolled in Maternal and Child Health service
- 25,226 Customer Service enquiries
- 5 swimming pools
- 22 play spaces with play equipment
- 5 skate parks
- 5 preschool play spaces

*figure impacted by COVID restrictions and 2019/2020 bushfires

**figure impacted by COVID restrictions



Developing a 10 year Community Vision

Under the Local Government Act 2020, Council must develop, maintain, and review a Community Vision which has an outlook of at least 10 years and describes the community’s aspirations for the future of the Shire.

Developed in partnership with our community, our Community Vision has been framed around the responses we received when we asked our community to describe their hopes, dreams and aspirations for Indigo Shire for at least the next 10 years.

When we reviewed all responses, clear themes emerged around what is most important to our community members and these have been crafted into the vision statement.

TODAY
TOMORROW



Stanley community drop in session, March 2021

10 year Community Vision

Indigo Shire – leading sustainable growth, community and cultural diversity, and climate action.

By 2031, Indigo Shire will be home to many thriving communities that are healthy in every way through sustainable growth, environmental sustainability and climate action, liveability and services, connection, and wellbeing across every age group and life stage.

A sustainable leader

We are balancing environmental responsibility with social and economic outcomes.

Our region is developing in a sustainable way, ensuring housing, infrastructure and facilities meet the needs of all communities as they grow, while taking care to implement practices that help, rather than harm, the natural world around us.

We are committed to climate action leadership. We consider how we can lessen our impact on the environment through planning and actions that are woven into every aspect of daily life and development.

From making changes in our own homes and behaviours, to using sustainable sourcing and materials in building and business, to regeneration and rewilding of our natural environment, we are changing the way we work, live and play to create a better tomorrow – and a better now – for us and our future generations.

A dynamic and prosperous region

Life in Indigo Shire is vibrant, progressive, and continually revitalising.

We are a dynamic region, attracting new people and businesses that want to take advantage of our stunning natural landscapes, fresh clean air and proximity to major regional and metro centres to build prosperous and balanced livelihoods.

New businesses mean new employment opportunities, so our people are able to work in exciting industries close to home.

A natural wonder

From the undulating foothills of the alpine, to the ample and well-connected farming communities, to the north-east’s premier wine and chestnut growing region, we have a range of opportunities to enjoy the views, activities and abundant produce of a generous and diverse landscape.

The Shire is home to a number of threatened species including Regent Honeyeaters, Barking Owls, Squirrel Gliders, Striped Legless Lizards, Swift Parrots, many spectacular endangered orchids and other native flora and fauna.



Gold panning in Indigo Shire

A region for care and wellbeing

Our children and young people are secure and thriving, with access to quality education and a life in the great outdoors.

They are the leaders of our future and their voices are heard and acted on now. We value the contribution of our older residents and create opportunities for them to actively participate, and to receive the support they deserve.

Our communities are safe and caring, and we place an emphasis on proactively addressing, even anticipating, social issues that can hold our people back from fulfilment and wellbeing.

We make sure that everyone in Indigo Shire is able to take advantage of all the opportunities the region provides.

One Shire, many communities

We are, and will continue to be a proud, progressive and united Shire that celebrates, and is enhanced by the unique characteristics and needs of its diverse townships and communities. We understand that each community has its own story to tell, its own needs to be met and its own triumphs and challenges. Our community members are highly engaged and willing to contribute to the future wellbeing of their place. We will continue to foster and nurture these contributions which enrich the lives of all. We work to create strong connections between these communities, while also allowing each to chart its path and develop as it needs to. This in turn offers our residents and visitors a multitude of different lifestyles and experiences within our one Shire.

Progressive, living history

At our core, we are a heritage Shire, with a rich pioneering, sometimes challenging history that has built and defined us.

We take a progressive approach to that celebration of our past and character. We are dedicated to cultural diversity and expression, beginning with the rightful anchoring of our Indigenous story, heritage and culture at the heart of this enduring history. Our history will always inform, and find its place, in our bright and positive future.

Commitment to health and wellbeing

Indigo Shire Council plays an essential leadership role in influencing positive health change in partnership with the community and our health stakeholders.

The social, natural, economic and built environments within the Shire have an impact on the health and wellbeing of the residents and their capacity to fully participate in the community. A dynamic and resilient community is dependent upon the physical and mental wellbeing of the members of that community.

It is important to recognise that socioeconomic disadvantage is a significant cause of health inequalities across the Shire, in particular marginalised and vulnerable groups are at greater risk of experiencing poorer health outcomes. Council acknowledges this and so initiatives must be tailored with these groups firmly in mind. Council's function is to improve and promote the health and wellbeing of our community by influencing those social determinants of health relevant to local government.

This Council Plan integrates our health and wellbeing priorities over the next four years. In addition to specific Council Plan actions relevant to health and wellbeing, Council has developed a Municipal Public Health and Wellbeing Plan Action Plan (Appendix 1) to be monitored and reviewed quarterly.

The priorities have been identified following community consultation, extensive data review (a comprehensive Indigo Shire Community Data Profile can be viewed on Council's website), and contribution from the Indigo Health Consortium (including representatives from Indigo North Health, Beechworth Health Service, Yackandandah Health, Department of Health and Human Services and Department of Families, Fairness and Housing).

Our approach aligns with the requirements of the Public Health and Wellbeing Act and includes relevant focus areas from the Victorian Public Health and Wellbeing Plan 2019-23. These include:

- Tackling Climate change and its impact on health
- Increasing healthy eating
- Increasing active living, and
- Reducing tobacco-related harm

The initiatives intend to be delivered closely with our health sector partners and the community. We recognise that achieving our health and wellbeing goals requires a collective effort and the need to partner with other agencies to complement existing local and regional approaches.

Council will take a place-based and co-design approach to project delivery to ensure strong community involvement in both implementation and evaluation of public health and wellbeing actions.

Council will be held accountable to its commitment via regular progress meetings with the Indigo Health Consortium. The Indigo Health Consortium will partner in delivering and monitoring the Municipal Public Health and Wellbeing Action Plan.

Monitoring will be included as a standing agenda item for the Indigo Health Consortium and included in the Consortium Charter. A formal Indigo Health Consortium meeting will be convened annually to report on progress and, if appropriate, amend the plan.



LIVE WELL

If Indigo Shire consisted of 100 people...



There would be **49 males** and **51 females**



95% were immunised at 12 months

97% were immunised at 24 months

95% were immunised at 60 months



15 were born overseas
2 speak another language at home

1 would be Aboriginal/Torres Strait islander
68 live with families
10 live alone



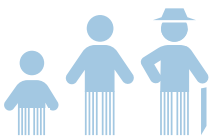
55 work full time
34 work part time
26 volunteer
2 would be unemployed
22 work in Manufacturing

12 work in Agriculture, Forestry & Fishing
11 work in Health Care & Social Assistance
9 work in Accommodation & Food Services
9 work in Retail Trade



15 have a Bachelor degree or higher

67 did not complete Year 12



11 would be aged 9 or younger
13 would be in their teens
7 would be in their 20s
9 would be in their 30s

15 would be in their 40s
17 would be in their 50s
16 would be in their 60s
8 would be in their 70s
4 would be 80 or older



72 feel safe walking alone at night
23 adults would be obese
52 adults would be overweight
42 adults would not get enough physical activity

69 adults would be at risk of injury from alcohol-related harm
78 adults would have high life satisfaction
17 would have high psychological stress
37 would have anxiety or depression
33 would have two or more chronic diseases



79 own or mortgage a houser
18 rent a house

16 have an income of less than \$400 per week
2 live in dwellings without a car



Bells Flat Road Bridge, Yackandandah

Opportunities and challenges

Impacts of climate change

Managing climate change risks to council services, infrastructure and operations, and supporting the community to adapt, are major challenges for Indigo Shire.

Climate predictions indicate maximum and minimum daily temperatures will continue to increase across the Ovens and Murray region with rainfall expected to continue to decline primarily in winter and spring.

Hotter, drier conditions mean our Shire’s commitment to actions in the Climate Change Adaptation Action plan is essential to mitigate negative health and wellbeing impacts for residents. Council acknowledges the health impacts of heatwaves, drought, flood and fires for residents and has included specific actions to address these concerns in the Municipal Public Health and Wellbeing Action plan. *(Appendix 1)*

The predicted increase in frequency and severity of extreme weather events will also impact our infrastructure, such as roads, bridges, drainage, trails and pathways, as well as our parks and gardens and will need to be considered in our long-term infrastructure and financial planning.

Climate change adaptation and mitigation is essential to managing these risks and protecting the economy and the resilience of our communities.

Impact of COVID-19 Pandemic and economic recovery

As Indigo Shire, along with the rest of the country navigates the new COVID normal, business support and economic recovery will remain a high priority.

Our region has been severely impacted by not only the pandemic but also the 2020 Summer bushfires, lock downs and border closures, which have all contributed to varying challenges for businesses, especially those in the tourism and hospitality sector.

Many businesses have had to adapt and change their business model to respond to changing buyer behaviour and retail spending. This has seen the introduction of a number of creative and innovative practices, that while introduced as a temporary measure during COVID, are now permanently in place.

As the nation began to open-up in late 2020, regional Victoria, in particular the North East began experiencing a surge in visitation and in some cases, visitor numbers in the first quarter of 2021, were higher than pre- COVID times.

Council will continue to play an active role in business recovery and support, working with operators to understand their needs and steering them towards other agencies and resources to ensure that the region’s economy remains viable and sustainable.

Opportunities and challenges

Increasing costs and reduced funding

Our continuing financial sustainability is at the forefront of all our considerations, however reduced levels of funding assistance from Federal and State Governments, together with the Victorian Government’s rate cap policy, severely limits Council’s ability to increase its budget year to year. The cost of delivering key services such as waste collection and disposal and the maintenance and renewal of Council’s portfolio of assets continues to rise.

The historic nature of many of our assets means there is even more added pressure on maintenance.

Mental health and wellbeing

The COVID-19 pandemic has also brought unprecedented challenges to our workplaces and caused great disruption to our everyday lives, including our mental health.

Indigo Shire’s mental health and wellbeing data indicates a need for a greater focus on preventative actions and primary health care improvements to support residents. Doctor diagnosed anxiety or depression is higher for Indigo residents than the state average. (VPHS 2017)

The number of registered mental health clients in Wangaratta, Indigo and Wodonga is significantly higher than the Victorian average; these regions are ranked within the top 10 local government areas in the state for registered mental health clients (DHHS, 2015). The Municipal Public Health and Wellbeing Action Plan addresses this priority with clear projects to reduce loneliness, promote inclusion, community connection and advocate for service improvements.

Quality of life/liveability for all ages

Council strives to provide the infrastructure and services and support for community initiatives to ensure our Shire rates as a livable region for all age groups. However, our health and wellbeing data indicates some areas require increased focus to help improve the quality of life across a range of demographics.

Our obesity rates and that of residents who report their health as fair / poor is higher than the Victorian state average. Residents are also more sedentary than the state average. Actions in a range of recreation strategies and our Municipal Public Health and Wellbeing Action Plan address this issue.

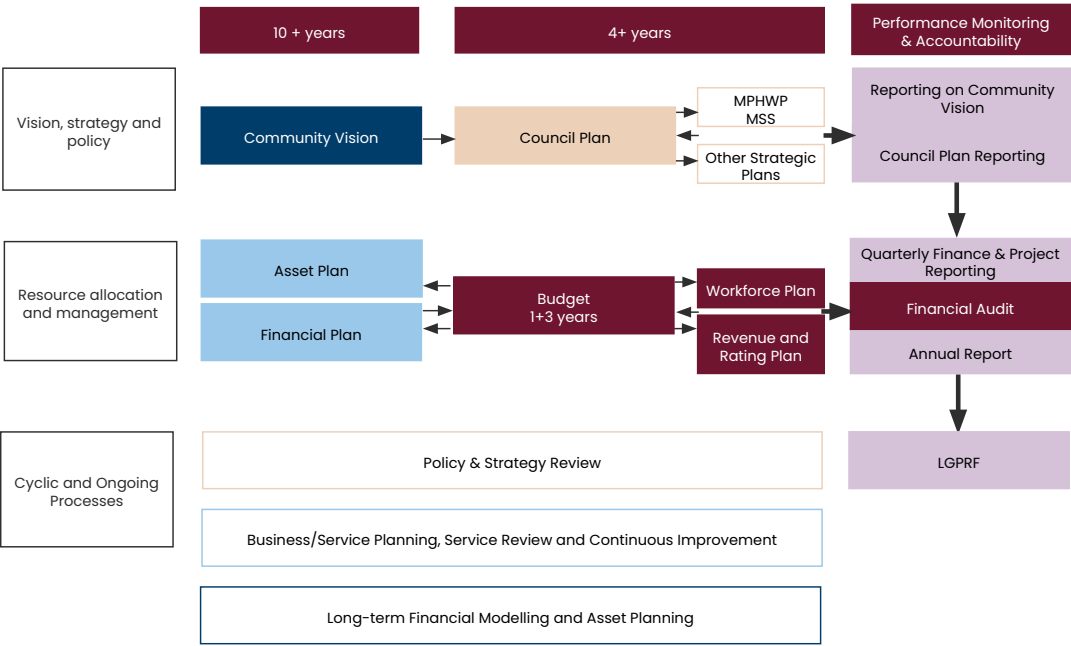
Alcohol and tobacco use is an area identified for improvement for Indigo; the increased lifetime risk of alcohol-related harm is significantly higher than the state average and we have a higher rate of daily smokers. Municipal Public Health and Wellbeing Plan actions such as developing an alcohol management plan and extending smoke free areas help address this concern.

With a 13% increase in family incidents from 2019 -2020, Indigo has included preventing family violence as a key priority. (Crime Statistics Agency 2020) Council recognises that promoting gender equality is an area where local government leadership can make a difference.

Integrated planning and reporting framework

Under the Local Government Act 2020, the Council Plan must be integrated into the medium and long-term planning and delivery of services to the community.

This diagram illustrates the strategic planning framework for local government and shows where the Council Plan sits to ensure the delivery of our key priorities over the next four years.



Our engagement

Both the Community Vision and Council Plan have been developed following extensive community consultation and engagement, as per our Community Engagement Policy 2021.

A range of activities were undertaken to inform, consult and involve the community using a mix of on and off-line communication channels, including:

- Special edition of the Indigo Informer newsletter (included in rate notices)
- Social media promotion via Indigo Shire Facebook page and shared to 8 Community Facebook Groups
- Dedicated engagement page on Council website
- Posters promoting community drop-in sessions distributed around all towns
- Newspaper advertising
- Your Indigo – Weekly Update e-newsletter

Engagement activity	When	Response	What we did with the feedback
Survey of Councillors and staff to identify priorities and vision for the future	December 2020	43 responses via an online survey	This feedback was used to draft the Community Vision and the framework for the new Council Plan draft themes and strategic objectives
Conversation starter – invited community members to share their hopes, dreams and aspirations, as well as what they saw as the Shire’s strengths, weaknesses, opportunities and threats.	January/February 2021	65 responses received via an online form	This feedback was used to start to draft the Community Vision and also develop a framework for the new themes and strategic objectives

Councillor Strategic Workshop	March 2021	Councillors participated along with the Executive Management Team	Feedback from this session was also used for developing the draft Community Vision and the draft Council Plan themes and objectives
Community drop-in sessions to test the five draft themes and the strategic objectives as well as gather ideas on projects, gaps and community issues – Kiewa-Tangambalanga – Wahgunyah – Rutherglen – Chiltern – Barnawartha – Stanley – Beechworth – Yackandandah	March/April	More than 100 community members attended the drop-in sessions	All feedback was collated and plotted against draft themes and objectives and a list of projects identified for Council consideration
Online discussion on draft themes and strategic objectives	March/April	6 responses	Feedback was collated and plotted against draft themes and objectives and a list of projects identified for Council consideration
Key stakeholder input	March/April	Indigo Environment Advisory Committee Victorian Pride Lobby Beechworth Trees Reference Group	Feedback was collated and plotted against draft themes and objectives and a list of projects identified for Council consideration
Public exhibition period	May/June	28 submissions received from the Community.	All submissions were considered by Council at its 29 June Council Meeting and some changes and additional actions were added to the final Council Plan document.

About the Council Plan 2021-2025

The Council Plan 2021-2025 is informed by the Community Vision, but also takes into consideration:

- Current priorities identified by our Councillors
- Previous Council priorities and decisions, including adopted plans and strategies
- Council's 10-Year Financial Plan
- Opportunities and challenges and other influences
- State and Federal Government legislation

The plan is broken into five themes, supported by an aspirational description of what we are striving to achieve in the long-term – our future state ambitions.

1. Communities
2. Liveability
3. Prosperity
4. Environment
5. Accountability

Each theme has its own set of strategic objectives and strategies, which are intended to achieve our vision, but also to be sufficiently agile to adapt to the evolving needs of our community over the next four years.

The strategic objectives identify the future state outcomes we are seeking to achieve for the community, while the strategies specify the broad areas of activity Council will undertake to achieve these objectives.

The action plan (including the Municipal Public Health and Wellbeing Action Plan) detail the specific activities Council will commit to annually to achieve the objectives.

Councillors

Our Councillors were elected by members of the community on 24 October 2020 for a four-year term of office.

Our seven elected Councillors are the representatives of all members of our Shire. They have responsibility for setting the strategic direction for the Shire, policy development, identifying service standards and monitoring performance across the organisation.

Meet our Councillors.

Cr Sophie Price
Mayor

E: sophie.price@indigoshire.vic.gov.au
M: 0400 651 848



Cr Bernard Gaffney
Deputy Mayor

E: bernard.gaffney@indigoshire.vic.gov.au
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Cr Emmerick Teissl

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Cr Peter Croucher

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Cr Larry Goldsworthy

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M: 0499 450 041



Cr Diane Shephard

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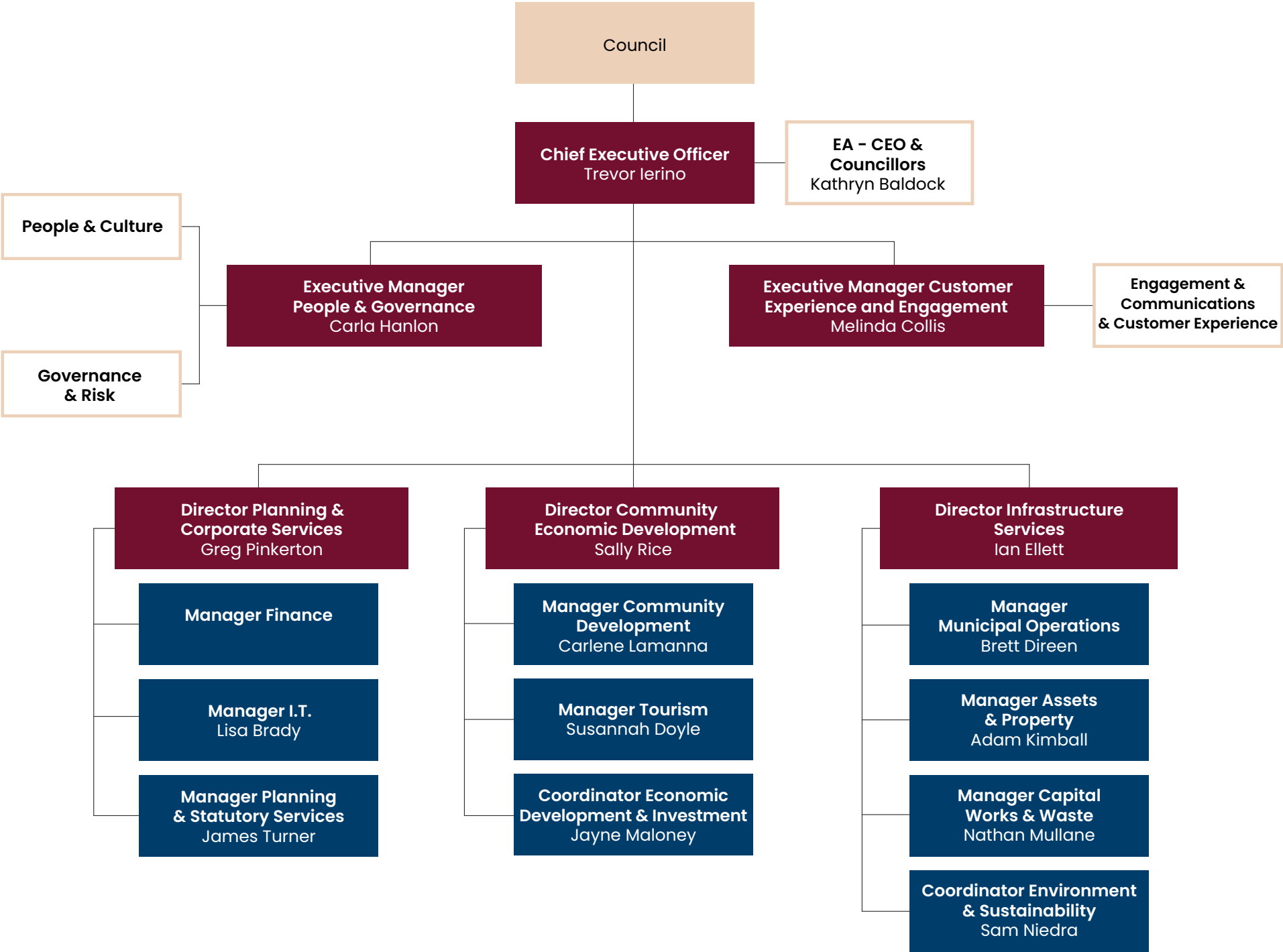


Cr Roberta Horne

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M: 0404 343 699



Our organisation



Council Vision

We will work with our communities to secure a healthy, sustainable and progressive future for all.

Our purpose

We are a Council that helps our many communities to grow and prosper sustainably and healthily. We will service and support them by being aligned with their unique needs and vibrant characteristics, while providing the central point that unites them as one, connected Shire.

We will lead the Shire in climate action, ensuring that policy-setting and decision-making are guided by the principles of sustainable development, which reduces our impact on the environment and improves our social and economic outcomes.

We will facilitate cultural diversity, connection and expression, beginning with a commitment to working closely with, and for, our Indigenous partners and populations. As a heritage Shire, we will continue to preserve our rich and unique history and ensure that our stories continue to be told. We will look to the learnings and challenges of the past, using them to inform our decision-making for a bright and sustainable future for all.

Our guiding principles

We champion sustainable action

We lead our community in sustainability, thorough planning, policy-setting and development that balances environmental, economic and social impact. We have declared a climate emergency, and we undertake all our activities through this lens.

We are community-centred

We exist to service our communities and support them to achieve their vision. We are active listeners who purposefully and thoughtfully engage with all of our diverse communities to deliver the infrastructure, services and facilities that will help them grow and prosper, as well as take care of the environment and each other.

We are strategic and proactive

We are responsive and adaptable, with a strong foundation of strategic planning and objective-setting, and proactive management and improvement of our region. We foster a culture of action and innovation, encouraging progressive ideas, collaborative approaches and new ways of working.

We are responsible and accountable

We act with integrity and intention, are customer focused and we do what we say we will do. We plan with an innovation mindset, and act with prudent responsibility. We are strong financial managers, using our budget to maintain, improve and enhance our region to the standards expected by our communities.

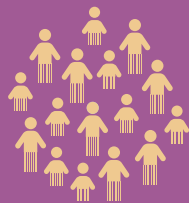
We are future-fit

We use our past to inform our future. We consider how our actions will impact our region today, tomorrow and in the years to come. We use our Council and Community Vision as the benchmark for all our activities – ensuring we are always striving towards our future state ambitions.



Stanley Ditch

Theme 1: Communities



Our communities are strong, resilient, diverse, and inclusive and our people feel safe, valued and connected, both physically and socially.

Theme 1: Communities



Strategic objective 1.1

Our community members have access to support services to help them achieve and sustain physical and emotional health and wellbeing.

Key strategies to achieve the objective

- Promote physical activity, mental health, and resilient communities through the Municipal Public Health and Wellbeing Action Plan (MPHWP Action Plan)
- Partner with other agencies in the development and implementation of programs and initiatives which seek to minimise or eliminate harm from alcohol and illicit drug use (MPHWP Action Plan)
- Support local and regional initiatives to raise awareness and actions in the prevention of domestic and family violence (MPHWP Action Plan)
- Support local and regional initiatives to raise awareness and actions to encourage healthy eating (MPHWP Action Plan)
- Develop and deliver infrastructure and services to enhance the lives of people across all life stages
- Support a broad range of recreational and social inclusion activities

Action plan		Phasing			
		21/22	22/23	23/24	24/25
1.1.1	Complete the Chiltern Community Hub development	✓	✓		
1.1.2	Review way-finding signage, street lighting, seating, shade and pedestrian crossings across the Shire to encourage outdoor gatherings in town centres				✓
1.1.3	Progress the key priorities of the Active Indigo Plan	✓	✓	✓	✓
1.1.4	Progress the key priorities of the Plays Parks Strategy	✓	✓	✓	✓

		21/22	22/23	23/24	24/25
1.1.5	Progress the key priorities of the Pools Development Plan	✓	✓	✓	✓
1.1.6	Progress the key priorities of the Lakes and Waterways Plan	✓	✓	✓	✓
1.1.7	Undertake a feasibility study for a multi-purpose synthetic sports ground in Beechworth for hockey, soccer and general sports training				✓
1.1.8	Explore opportunities to co-locate Maternal and Child Health services with Children's Hubs, and identify a model and funding for an early years hub in Beechworth	✓	✓	✓	✓
1.1.9	Raise awareness of family violence in the community and participate in the Ovens Murray Family Violence Partnership (MPHWP Action Plan)	✓	✓	✓	✓
1.1.10	Implement the Indigo Shire Municipal Public Health and Wellbeing Action Plan (MPHWP Action Plan)	✓	✓	✓	✓
1.1.11	Develop a Master Plan for the Allans Flat Recreation Reserve Precinct		✓	✓	
1.1.12	Determine the future development of the Beechworth Pool and advocate for funding	✓	✓	✓	
1.1.13	Review town and Shire entry signage and develop an appropriate Upgrade Action Plan				✓

What you told us:

“Take the opportunity to keep building community spirit and harmony between all.”

Strategic objective 1.2

Our community members have access to the services, activities and infrastructure that make it easy for them to stay connected and get involved in community life.

Key strategies to achieve the objective

- Advocate for service delivery improvements across other levels of government including public transport and telecommunications
- Encourage and support volunteering to enable community participation opportunities
- Encourage and facilitate connections across all age groups through activities and social interaction in our community
- Promote a range of activities and initiatives to support our ageing community

Action plan		Phasing			
		21/22	22/23	23/24	24/25
1.2.1	Develop opportunities for older adults to be connected, and to use emerging technology and communication platforms	✓	✓	✓	✓
1.2.2	Advocate for improved access to and reliability of public transport for residents, including those with mobility impairments	✓	✓	✓	✓
1.2.3	Undertake an access audit of sport and recreation facilities and clubs to identify areas to improve access for people of all abilities			✓	
1.2.4	Progress the key priorities of and review and update Council’s Ageing Well Strategy, Youth Strategy, Tourism Strategy, Economic Development Strategy, Library Strategy and Early Years Strategy	✓	✓	✓	✓
1.2.5	Advocate to Federal and State Government regarding early years funding models to ensure service viability in small regional towns	✓	✓	✓	✓
1.2.6	Target children’s literacy with inspiring and engaging library programs and collections	✓	✓	✓	✓

Strategic objective 1.3

Our young people are supported and encouraged to contribute to their communities.

Key strategies to achieve the objective

- Encourage young people to actively participate in their community through activities and events
- Pursue pathways for learning and job opportunities to retain our young people
- Provide opportunities for our young people and seniors to connect
- Facilitate and support mental health program initiatives for young people (MPHWP Action Plan)

Action plan		Phasing			
		21/22	22/23	23/24	24/25
1.3.1	Identify opportunities for intergenerational activities between organisations and schools (Men’s Sheds, CWAs, U3As, Community Centres, Service Clubs and Aged Care Facilities)	✓			
1.3.2	Host accessible events and training opportunities for young people that are safe, fully supervised, drug, alcohol and smoke-free (MPHWP Action Plan)	✓	✓	✓	✓
1.3.3	Advocate for increased resources from external agencies at a regional and state level to provide mental health support for young people living in Indigo Shire (MPHWP Action Plan)	✓	✓		
1.3.4	Facilitate opportunities for young people to build their capacity and learn new skills (MPHWP Action Plan)	✓	✓	✓	✓

Strategic objective 1.4

Our Aboriginal and Torres Strait Islander people are valued, respected and their contributions recognised and celebrated.

Key strategies to achieve the objective

- Promote and pursue improved engagement with Aboriginal and Torres Strait Islander groups
- Contribute to truth-telling and reconciliation activities to acknowledge the past and to enhance the future
- Work with our Aboriginal and Torres Strait Islander peoples to develop a Reconciliation Action Plan (RAP)

Action plan		Phasing			
		21/22	22/23	23/24	24/25
1.4.1	Support connections between Aboriginal and Torres Strait Islander people and Shire-wide cultural organisations, and invite Aboriginal and Torres Strait Islander people for inclusion of voice in Cultural Heritage programs	✓	✓	✓	✓
1.4.2	Respect and advance repatriation of indigenous collections	✓	✓	✓	✓
1.4.3	Adopt and implement the actions of the Reconciliation Action Plan	✓	✓	✓	✓
1.4.4	Develop an organisation action plan for Cultural Understanding and Safety Training	✓			

Strategic objective 1.5

Our communities are enriched by a thriving and diverse arts and creative sector.

Key strategies to achieve the objective

- Promote and support the arts and cultural development within our community
- Support delivery of events that promote community connectedness and attract economic benefits

Action plan		Phasing			
		21/22	22/23	23/24	24/25
1.5.1	Develop an Arts Strategy for Indigo Shire and progress key priorities	✓	✓	✓	✓
1.5.2	Support community creative initiatives including art shows, exhibitions and events	✓	✓	✓	✓
1.5.3	Support a variety of creative arts and culture events across the Shire			✓	
1.5.4	Explore and support public art opportunities throughout the Shire		✓	✓	✓

Strategic objective 1.6

Diversity within our communities is welcomed, valued and respected.

Key strategies to achieve the objective

- Contribute to the inclusion and safety of LGBTQI+ members of the community
- Council communications reflect diversity of age, race, gender and ability

Action plan		Phasing			
		21/22	22/23	23/24	24/25
1.6.1	Implement a Disability Action Plan and progress key priorities	✓	✓	✓	✓
1.6.2	Foster safety and inclusion for LGBTQI+ residents via social support groups and celebrate LGBTQI+ events e.g. IDAHOBIT Day / Pride Flag raising on culturally significant days, Rainbow Ball	✓	✓	✓	✓

Strategic objective 1.7

Our preparedness to respond and recover from increasing natural disasters is well planned and executed .

Key strategies to achieve the objective

- Collaborate with other agencies to ensure that Council is well placed to respond to emergencies and to support community recovery
- Work with the community and stakeholders to mitigate the impacts of emergencies

Action plan		Phasing			
		21/22	22/23	23/24	24/25
1.7.1	Participate with communities and other agencies to support community resilience through education and planning	✓	✓	✓	✓
1.7.2	Advocate to government for higher levels of support and resources to prepare for, respond to, and recover from emergency events	✓	✓	✓	✓
1.7.3	Continue to advocate for improved ambulance response times and additional resources	✓	✓	✓	✓

Supporting plans and strategies

- Active Indigo Plan
- Ageing Well Strategy
- Library Strategy
- Youth Strategy
- Early Years Strategy
- Municipal Public Health and Well Being Plan
- Pools Development Plan
- Lakes and Waterways Strategy

Advisory committees

- Indigo Community Access Committee
- Cultural Heritage Advisory Committee

How will we monitor our performance

The Indicators relating to this theme include:

Area	Strategic Indicator	Range	Source
Libraries	Percentage of the population who are active library members	10-50%	LGPRF
Maternal and Child Health	Participation in the first maternal and child health home visit	80-110%	LGPRF
Aquatic Facilities	Utilisation of aquatic facilities per head of population	1-10 visits	LGPRF

What you told us:

“Communities where all manner of diversity is celebrated for the richness of ideas and approaches it brings to life.”





Bridge Road Brewers, Beechworth

Theme 2: Liveability



Our townships and places are connected, inviting and attractive and we adopt a balanced multi-generational approach to growth across the Shire, supported by infrastructure, planning and development that is sensitive to our unique character, natural environmental values and changing climate.

Theme 2: Liveability



Strategic objective 2.1

Our townships and land management are well planned and sustainable with a balanced approach to population growth.

Key strategies to achieve the objective

- Delivery of planning and infrastructure services is consistent with Council’s vision for the Shire
- Community-led planning is encouraged through the on-going roll out of place-making programs in each of our towns
- A forward program of strategic planning projects is developed for inclusion in our Planning Scheme
- Improve the identification and follow-up of inappropriate development or use of land
- Protect the value of agricultural land and resources and support the right to farm
- Protect and manage biodiversity and native vegetation values through appropriate planning processes and threat reduction

Action plan		Phasing			
		21/22	22/23	23/24	24/25
2.1.1	Advocate for greater housing diversity, including affordable and social housing, and ageing-in-place options, which are supported by services and facilities which meet the needs of the community	✓	✓	✓	✓
2.1.2	Support the community to develop the Council owned land in Kiewa (former NECMA site) as a community space with public access to the Kiewa River	✓	✓	✓	✓
2.1.3	Prepare a Residential Housing Strategy including consideration of housing affordability and sustainability		✓	✓	
2.1.4	Investigate options to address noncompliance within the area of Statutory Services to protect the natural and built environments	✓	✓	✓	✓

		21/22	22/23	23/24	24/25
2.1.5	Complete a review of Council’s Planning Scheme	✓	✓	✓	✓
2.1.6	Develop and implement a program of strategic land use and development projects from the Planning Scheme review	✓			
2.1.7	Conduct a review of Council’s planning process and act on improvement opportunities	✓	✓		
2.1.8	Consider opportunities to create a township planning zone in Stanley		✓	✓	
2.1.9	Commence Stage 1 Master Plan for Council owned land in Chiltern (Anderson Road Precinct)		✓	✓	

Strategic objective 2.2

Our built environment, streetscapes, facilities, amenities and open spaces are safe, inviting, attractive and well maintained, contributing to a sustainable sense of place and pride.

Key strategies to achieve the objective

- Delivery of services, projects and initiatives focused on improving the appearance of streetscapes and landscapes
- Provide green spaces within our townships that are not only inviting but also provide shade for the community in an increasingly hot climate (MPHWP Action Plan)
- Facilitate the creation of strategic links between open space
- Ensure that maintenance budgets recognise and allow for growth in Council owned assets as well as the impacts of climate change

Action plan		Phasing			
		21/22	22/23	23/24	24/25
2.2.1	Develop laneways and streetscapes with permanent seating options, shade and water bubblers, that encourages interaction across all age groups		✓	✓	
2.2.2	Develop a Rutherglen Place Plan and progress key priorities	✓	✓	✓	✓
2.2.3	Determine the next priority Placemaking Plans and implement	✓		✓	✓

		21/22	22/23	23/24	24/25
2.2.4	Progress the key priorities from the Chiltern Placemaking Plan, Kiewa-Tangambalanga Place Plan and Yackandandah Place Plan through funding opportunities as they become available	✓	✓	✓	✓
2.2.5	Develop a strategic open space plan including the consideration of linkages between locations		✓	✓	
2.2.6	Review Local Laws 2 (Environment) and Local Law 4 (Control of Livestock)	✓			
2.2.7	Review Council's Road Management Plan in accordance with requirements under the Road Management Act 2004.	✓			
2.2.8	Develop Transportation Plans to guide safe and efficient pedestrian and traffic movement in our key towns		✓	✓	

What you told us:

“A community that plans and implements steps to leave the world in a better condition than we found it.”



High Street, Yackandandah

Strategic objective 2.3

Our infrastructure is renewed using sound asset management practices and expanded to meet the changing needs of our communities and the impact of climate change.

Key strategies to achieve the objective

- Maintain expenditure to meet asset renewal requirements
- Ensure that funding allocated for new and upgraded infrastructure is based upon a well-structured decision-making model
- The strategic priorities will be informed by various Council strategies, road safety improvements and other community priorities including the Climate Emergency Declaration
- To the extent possible, forward planning and design will be undertaken on priority projects in readiness for grant funding opportunities

Action plan		Phasing			
		21/22	22/23	23/24	24/25
2.3.1	Include accessibility and the needs of an ageing community in the prioritisation of urban footpath projects	✓			
2.3.2	Support the use of Council owned facilities, including Senior Citizen Centres, for a broad range of community activities, and opportunities for intergenerational events	✓	✓	✓	✓
2.3.3	Progress the key priorities of the Asset Management Strategy and Asset Management Plans	✓	✓	✓	✓
2.3.4	Develop a forward capital works program detailing the priority projects in key program areas such as footpath development, road sealing and priority actions from various strategies	✓			
2.3.5	Develop a Public Toilets Improvement Strategy	✓	✓	✓	

Strategic objective 2.4

Our heritage and cultural assets are highly valued and protected and we celebrate our unique place in Australia’s rich history.

Key strategies to achieve the objective

- Continue the identification and protection of heritage places through Council’s Planning Scheme
- Continue to maintain and protect our historic assets and collections and support local Athenaeums
- Improve the identification and follow-up of inappropriate development of heritage buildings and locations
- Heritage assets are identified and protected across all council functions and activities

Action plan		Phasing			
		21/22	22/23	23/24	24/25
2.4.1	Advocate for, and act on opportunities to enhance the preservation of heritage assets	✓	✓	✓	✓
2.4.2	Progress actions to ensure sound management of museum and Athenaeum collections across the community	✓	✓	✓	✓
2.4.3	Support programs to continue the prominence of cultural heritage, including appropriate Aboriginal sites	✓	✓	✓	✓
2.4.4	Improve the accessibility of Council’s historic buildings	✓	✓	✓	✓
2.4.5	Maximise the opportunities for enhanced community and visitor experiences at key historic buildings and precincts	✓	✓	✓	✓

Strategic objective 2.5

Our network of cycleways and pathways are expanded and connected, providing safe and improved cycling and walking opportunities across the Shire.

Key strategies to achieve the objective

- Infrastructure supports pedestrian and cycling activities (MPHWP Action Plan)
- Ensure access for mobility in conjunction with Council’s Access Policy
- Ensure the forward planning of footpaths and cycle paths is prioritised to target improvements in the highest priority areas
- Progress North East Victoria Cycling Optimisation Masterplan priorities
- Look to improve lighting on pathways in priority areas

Action plan		Phasing			
		21/22	22/23	23/24	24/25
2.5.1	Progress the key priorities of the Ride It Walk It Indigo Plan	✓	✓	✓	✓
2.5.2	Upgrade and expand the Shire’s footpath and cycle path network	✓	✓	✓	✓
2.5.3	Support walk trail Tourism product development	✓	✓	✓	✓
2.5.4	Advocate for Rail Trail extension, specifically Osbornes Flat to Huon and enhancements along the entire length of the trail	✓	✓	✓	✓
2.5.5	Advocate for funding to develop the Rutherglen Wine Cycle Loop	✓	✓		

What you told us:

“I would like to see our heritage protected and preserved, keeping the country feel and historical values.”

Strategic objective 2.6

Our network of sealed roads is expanded to improve the road surface and amenity on our highest priority roads in both urban and rural areas.

Key strategies to achieve the objective

- Ensure the forward planning of road upgrades is prioritised to target the highest priority roads in both urban and rural areas

Action plan		Phasing			
		21/22	22/23	23/24	24/25
2.6.1	Expand the Shire's sealed road network in urban and rural areas	✓	✓	✓	✓
2.6.2	Develop a policy for the prioritisation of urban and rural road sealing and footpath upgrade and construction	✓			

Supporting plans and strategies

- Planning Scheme
- Ride It Walk It Indigo Plan
- Lakes and Waterways Plan
- Play Parks Plan
- Pools Development Plan
- Asset Management Policy, Strategy & Plans
- Road Management Plan
- Register of Public Roads
- Infrastructure Design Manual
- Township Drainage Strategies

Advisory committees

- Indigo Community Access Committee
- Cultural Heritage Advisory Committee

How will we monitor our performance

The Indicators relating to this theme include:

Area	Strategic Indicator	Range	Source
Statutory Planning	Planning applications decided within 60 days	50-100%	LGPRF
Road Maintenance	Satisfaction with sealed local roads	50-100%	Statewide Annual Community Satisfaction Survey
Asset Management	Renewal Gap		VAGO Indicator
Capital Works	Capital Replacement Ratio		VAGO Indicator
New footpaths and cycle paths	Extent of new paths constructed		Council's annual works program
Road sealing	Length of roads sealed		Council's annual works program



Road works, Indigo Creek Road



Conness Street, Chiltern

Theme 3: Prosperity



Our economy is strong and diverse, attracting new investment and job opportunities. Renowned as a must-visit destination offering a range of experiences that showcase our rich history and culture and breathtaking natural landscapes, the Shire is also a much sought after location for new residents.

Theme 3: Prosperity



Strategic objective 3.1

Our economy is strong and sustainable and local businesses and industry are supported in the post COVID-19 recovery phase and beyond.

Key strategies to achieve the objective

- Support local business and industries through direct action, advocacy and incentives to ensure a strong and sustainable economy
- Recognise and promote the importance of agriculture to the economy of the Shire
- Support business and industry through a risk based approach to develop resilience and capacity in the face of major current and future disruptions (MPHWP Action Plan)
- Support and facilitate the local economy through place making and strategic land use planning
- Develop partnerships and relationships to enhance diverse business and industry investment, and job creation in the Shire
- Improve connectivity by advocating for improved transport links
- Provide a seamless approach in assisting new and existing business to flourish
- Advocate for improved telecommunications across the Shire

Action plan		Phasing			
		21/22	22/23	23/24	24/25
3.1.1	Identify, engage and connect recovery support systems, programs and partners	✓	✓		
3.1.2	Business benchmark data is used to inform advocacy and decision-making in economic development	✓	✓	✓	✓
3.1.3	Improve accessibility to planning and building permit applications for all applicants, including principles from the Better Approvals Project		✓	✓	

		21/22	22/23	23/24	24/25
3.1.4	Identify priority telecommunications black spot remediation via Indi Telecommunications Advisory Group	✓	✓	✓	✓
3.1.5	Work with local retailers to implement the Good Access = Good Business accreditation program to ensure that businesses are inclusive and accessible to staff and customers	✓	✓	✓	✓

Strategic objective 3.2

Tourism is a major economic driver, critical to the long term sustainability of the Shire and leading the way in the post COVID-19 recovery phase and beyond.

Key strategies to achieve the objective

- Strengthen and creatively develop and promote our tourism and destination advantages within the national, regional, and Shire tourism offering
- Recognise and preserve our past and present story, important heritage sites, our Indigenous cultural connections and high value natural areas as key contributions to the tourism and visitor experience
- Partner with local businesses to work with the community to create, participate in, and sponsor events to support community connections and celebrations
- Continue to financially support event grant programs that create opportunities for visitor growth
- Partner with funding and other authorities to facilitate new and innovative infrastructure developments critical to tourism and economic development

Action plan		Phasing			
		21/22	22/23	23/24	24/25
3.2.1	Progress key priorities from the Indigo Destination Game Changer Tourism Strategy 2023	✓	✓	✓	
3.2.2	Complete Phase 3 of the Beechworth Historic Precinct Masterplan	✓			

		21/22	22/23	23/24	24/25
3.2.3	Progress key priorities from the Beechworth Historic Precinct Masterplan recommendations	✓	✓	✓	✓
3.2.4	Develop and implement the Caravan Park Masterplan	✓	✓	✓	✓
3.2.5	Partner with Tourism North East to implement an integrated Visitor and Industry Services futures model		✓	✓	

Supporting plans and strategies

- Economic Development Strategy
- Indigo Tourism Strategy

Advisory committees

- Indigrow
- Cultural Heritage Advisory Committee

How will we monitor our performance

The Indicators relating to this theme include:

Area	Strategic Indicator	Range	Source
Customer Service	Level of satisfaction with customer service	50-100%	Statewide Annual Community Satisfaction Survey Customer Experience research
Tourism	Visitation numbers Visitation spend		Tourism Research Australia 2012-2015 Spendmap Data
Economic Development	Business Support Program contact numbers Programs delivered	200-600 3-8	Contact records Program data



Beechworth Historic Precinct

What you told us:

“I would also like to see a concentration on developing ways to get more tourists into our towns encourage new businesses to move here or begin new enterprises.”



Lake King, Rutherglen

Theme 4: Environment



Our climate emergency declaration reflects a strong commitment to protecting, maintaining and enhancing our natural and built environment and to promoting sustainable living. Our communities are well prepared to adapt to and mitigate against the impacts of climate change.

Theme 4: Environment



Strategic objective 4.1

Lead our community through advocacy, planning and action to address the Climate Emergency and mitigate its impact on the health of our community, environment and the planet.

Key strategies to achieve the objective

- Council decisions to consider mitigation and planning for climate change risks
- Promote sound and sustainable environmental practices through our policies, planning, infrastructure development and operations (MPHWP Action Plan)
- Support our community members to reduce their impact on the environment through education and support programs (MPHWP Action Plan)
- Support initiatives and projects that reduce community consumption of non-renewable resources and encourage appropriate investment in renewables
- Increase the tree canopy in our urban areas and encourage enhancement and protection of native vegetation
- Advocate and collaborate with government agencies, regional alliances and community environmental groups to jointly implement climate change mitigation and adaptation initiatives

Action plan		Phasing			
		21/22	22/23	23/24	24/25
4.1.1	Implement the actions contained in Council's Climate Emergency Strategic Action Plan 2020	✓	✓	✓	✓
4.1.2	Develop and adopt an Environmentally Sustainable Design Policy into the planning scheme to require new buildings, infrastructure works and subdivisions to incorporate environmentally sustainable principles		✓	✓	
4.1.3	Develop a Tree Canopy Strategy		✓	✓	

		21/22	22/23	23/24	24/25
4.1.4	Work with community organisations and programs (including Totally Renewable Yackandandah (TRY), Totally Renewable Beechworth (TRB), Totally Renewable Indigo North (TRIN), Landcare, Zero Indigo) to support key climate action projects	✓	✓	✓	✓

Strategic objective 4.2

Council to have zero net greenhouse gas emissions by 2035 and to support reduction in community emissions

Key strategies to achieve the objective

- Finalise the development of an Emissions Reduction Plan and implement key actions
- Work collaboratively with community groups to plan for and reduce community generated greenhouse gas emissions

Action plan		Phasing			
		21/22	22/23	23/24	24/25
4.2.1	Transition to purchasing 100% renewable energy for Council's electricity usage through the Victorian Energy Collaboration (VECO)	✓			
4.2.2	Transition suitable vehicles within Council's fleet to Electric Vehicles (EV's)	✓	✓	✓	✓
4.2.3	Work with partners to help establish a network of community EV charging stations across the Shire and explore Council's role in the provision of these facilities in the longer term	✓	✓		
4.2.4	Progress the key priorities and actions from the Emissions Reduction Plan	✓	✓	✓	✓

Strategic objective 4.3

Our streetscapes, parks and gardens are sustainably managed and planted with species of trees and vegetation that maintain the character of our towns, support biodiversity and are adaptable to a changing climate.

Key strategies to achieve the objective

- Continue to educate and create awareness of the importance of sustaining our natural environment, including the importance of planting appropriate trees and vegetation in our built-up areas
- Pursue opportunities to increase undergrounding or aerial bundling of overhead electricity lines
- Manage the protection of significant trees through the maintenance of the Significant Tree Register

Action plan		Phasing			
		21/22	22/23	23/24	24/25
4.3.1	Review the tree species lists in Council's Tree Management Plan to ensure suitability for the future climate	✓			
4.3.2	Plant trees in urban areas for shade and biodiversity value	✓	✓	✓	✓
4.3.3	Promote the benefits of planting and protecting native vegetation on private land	✓	✓	✓	✓



Traton Street Swing Bridge, Wahgunyah

Strategic objective 4.4

Our natural environment, including our biodiversity and waterway habitats, are protected and improved, and our water resource is valued and conserved.

Key strategies to achieve the objective

- Implement the key strategies from Council's Environment Strategy 2019
- Protect and enhance roadside and other linear biodiversity corridors
- Implement annual program of weeds and pest animal management on Council-managed roadsides and reserves
- Improve capacity and capability to respond to illegal native vegetation clearing
- Advocate for sustainable use of groundwater and surface water

Action plan		Phasing			
		21/22	22/23	23/24	24/25
4.4.1	Monitor water and energy use in Council owned and operated facilities and major recreation reserves to identify and implement efficiency measures	✓	✓	✓	✓
4.4.2	Develop a Management Plan for Council's various constructed Wetlands		✓		
4.4.3	Progress the key priorities in the Environment Strategy 2019 Implementation Action Plan	✓	✓	✓	✓
4.4.4	Include dark skies into planning policy and consider the role of dark skies in the Tourism Strategy		✓	✓	

Strategic objective 4.5

Waste to landfill is minimised through greater recycling and reuse, and the environment is protected from the effects of landfill.

Key strategies to achieve the objective

- Implement and promote initiatives to encourage greater reduction in the amount of waste generated and sent to landfill, including Plasticwise Indigo initiatives
- Implement the Resource Recovery & Waste Management Strategy 2019–2024
- Work closely with Goulburn Murray Water in relation to the issuing of groundwater licences in vicinity of former landfills
- Collaborate with North East Waste & Resource Recovery Group (NEWRRG), other Councils, government agencies (incl. EPA, Sustainability Victoria) and industry groups

Action plan		Phasing			
		21/22	22/23	23/24	24/25
4.5.1	Progress the key priorities and actions from the Resource Recovery & Waste Management Strategy 2019–2024	✓	✓	✓	✓
4.5.2	Prepare for changes in recycling arrangements associated with State Government directions and for the transition to new kerbside collection contracts	✓	✓	✓	✓
4.5.3	Evaluate and progress closed landfill rehabilitation priorities	✓	✓	✓	✓

What you told us:

“Prepare to meet climate change as best we can, and take all possible measures to avoid or minimise our contribution to greenhouse gas emissions in our lives and occupations.”

Supporting plans and strategies

- Climate Change Policy
- Climate Emergency Strategic Action Plan 2020
- Climate Change Adaptation Action Plan
- Plasticwise Policy
- Environment Strategy 2019
- Emissions Reduction Plan 2021
- Resource Recovery & Waste Management Strategy 2019–2024
- Roadside Conservation Management Plan 2020
- Tree Management Plan

Advisory committee

- Indigo Environment Advisory Committee
- Beechworth Trees Reference Group

How we will monitor our performance

The Indicators relating to this theme include:

Area	Strategic Indicator	Range	Source
Waste	Kerbside collection waste diverted from landfill	20–80%	LGPRF
Emissions Reduction	Reduction in Council emissions		
Trees	Number of trees planted in urban areas		
Native Vegetation	Native Veg offset costs (or habitat units)		
Biodiversity	“Critical” and “High” conservation value roadsides maintained		Mapping roadside values every few years



Working for Victoria, Rutherglen

Theme 5: Accountability



We are committed to the highest level of governance, transparent decision making, sound financial management and keeping the community engaged and well informed. We have a high-performing workforce committed to customer service excellence and continuous improvement.

Theme 5: Accountability



Strategic objective 5.1

Our financial management is sound, responsible and effective.

Key strategies to achieve the objective

- Ensure an integrated, long-term view of Council’s finances, services and asset management
- Pursue opportunities for grant funding

Action plan		Phasing			
		21/22	22/23	23/24	24/25
5.1.1	Review Council’s Revenue and Rating strategy	✓	✓		
5.1.2	Maintain a long term financial planning framework and 10-Year Capital Program annually	✓	✓	✓	✓
5.1.3	Deliver rolling program of Service Reviews with 20% of services to be reviewed each year	✓	✓	✓	✓
5.1.4	Maintain sound financial practices by completing the Annual Financial Statements and receive audit clearance by the legislated time frame each year	✓	✓	✓	✓

Strategic objective 5.2

Council advocates on issues, priorities and needs that matter to our community.

Key strategies to achieve the objective

- Build strong partnerships and good working relationships with government, partners and stakeholders

Action plan		Phasing			
		21/22	22/23	23/24	24/25
5.2.1	Develop a new Advocacy Plan and report to the community quarterly on progress	✓	✓	✓	✓
5.2.2	Participate in regional partnerships that support and advocate for small rural councils including Rural Councils Victoria, Hume Region Local Government Network, Murray Regional Development Association, Ovens and Murray Regional Partnerships	✓	✓	✓	✓

Strategic objective 5.3

Our community is well informed and engaged.

Key strategies to achieve the objective

- Provide access to timely and relevant information about issues which affect community members and promote ways for them to share their views, comment on our performance and actively participate in decision-making
- Pursue opportunities for the community to be engaged and provide input into Council decision-making

Action plan		Phasing			
		21/22	22/23	23/24	24/25
5.3.1	Develop a new Communications and Engagement Strategy and progress key priorities	✓			
5.3.2	Develop an online Community Engagement Group for on-going engagement activities	✓			
5.3.3	Assist the community to transition to more online communication and engagement through digital upskilling	✓	✓		
5.3.4	Develop more innovative opportunities for community members to collaborate and provide input into Council decision-making, using a diverse range of on and off online engagement and communications channels		✓	✓	

Strategic objective 5.4

Our workforce is collaborative, customer-focused, engaged and high performing.

Key strategies to achieve the objective

- Identify and improve opportunities to deliver more responsive and efficient services
- Promote Indigo Shire as an employer of choice
- Partner with neighbouring councils to achieve better service delivery outcomes
- Enable Council’s workforce to be mobile and accessible, supported by smart and efficient technologies
- Foster and nurture the high functioning, customer focused, workforce

	Action plan	Phasing			
		21/22	22/23	23/24	24/25
5.4.1	Implement a Customer Experience Excellence Strategy and undertake regular customer experience reviews to ensure key objectives are met	✓	✓	✓	✓
5.4.2	Pursue opportunities for Share Services and other collaborative arrangements with other Councils in the Hume region	✓	✓	✓	✓
5.4.3	Develop and maintain a Workforce Plan to ensure the workforce is skilled, motivated and has the tools to deliver on Council’s priorities now and into the future	✓	✓	✓	✓
5.4.4	Engender a workforce culture that is engaged, productive, healthy and accountable – measure this with two-yearly engagement surveys	✓	✓	✓	✓
5.4.5	Develop a Workforce Wellbeing Strategy to provide a strategic approach to maximising engagement, productivity and employer reputation while minimising absences, compensation claims and disengagement	✓	✓	✓	✓

Strategic objective 5.5

Our Councillors and organisation are committed to the highest level of governance practices and conduct.

Key strategies to achieve the objective

- Provide Councillors and staff with training, awareness and guidelines to ensure that good governance underpins all decisions, actions and practices
- Provide risk management, governance and procurement systems in order to ensure sufficient delivery of services to the community
- Council decisions are well considered, transparent and in the best interests of the whole community

	Action plan	Phasing			
		21/22	22/23	23/24	24/25
5.5.1	Develop and deliver an ongoing internal Integrity Program to ensure both staff and Councillors are aware of and carrying out their responsibilities with the highest levels of governance	✓	✓	✓	✓
5.5.2	Develop and maintain a Governance Schedule to give Council and Community visibility of future legislative requirements	✓	✓	✓	✓
5.5.3	Continue to develop Councils Risk maturity via continuous improvement of our Risk Management Framework, practices, reporting and culture	✓	✓	✓	✓

What you told us:

“The council, along with locals, all need to work together to get our views heard by government agencies.”

Supporting plans and strategies

- Governance Rules
- Public Transparency Policy
- Community Engagement Policy 2021
- Community Engagement Strategy

Advisory committee

- Audit and Risk Committee
- Finance Committee

How we will monitor our performance

The Indicators relating to this theme include:

Area	Strategic Indicator	Range	Source
Engagement and Communications	Level of satisfaction with consultation and engagement with the community	50-100%	LGPRF & Statewide Annual Community satisfaction Survey
Governance	Level of satisfaction with Council decisions made in the interest of the community	50-100%	LGPRF
Customer Service	Level of satisfaction with customer service	50-100%	Statewide Annual Community Satisfaction Survey
Overall performance of Council	Level of satisfaction with the overall performance of Council	50-100%	Statewide Annual Community Satisfaction Survey
Advocacy	Level of satisfaction with Council's lobbying on behalf of the community	50-100%	Statewide Annual Community Satisfaction Survey

Finance	Underlying Result	Low risk: > 0	Victorian Auditor-General's Office
Finance	Liquidity	Low risk: > 0	Victorian Auditor-General's Office
Finance	Indebtedness	Low risk: > 0	Victorian Auditor-General's Office
Finance	Capital Replacement	Low risk: > 0	Victorian Auditor-General's Office
Finance	Renewal Gap	Low risk: > 0	Victorian Auditor-General's Office

What you told us:

“More visibility of our Councillors in the community.”



Contact us

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APPENDIX 1

MUNICIPAL PUBLIC HEALTH AND WELLBEING ACTION PLAN 2021-2025

The Indigo Shire Municipal Public Health and Wellbeing Action Plan demonstrates how Indigo Shire Council will support initiatives to improve the health and wellbeing of our community over the next four years.

The Action Plan was developed with input from community members, community organisations and local health service providers. It is based on analysis of the health and wellbeing status of Indigo Shire residents and identification of the determinants that contribute to our health status.

Indigo Shire Council will work in partnership with local health providers, community organisations and other non-traditional sectors to implement the plan.

PRIORITY	STRATEGIC ACTIONS	PROGRESS MEASURE	RESPONSIBLE AGENCY AND PARTNERS
1.Preventing Family Violence	1.1 Complete a Workplace Gender Audit and Workforce Gender Equality Action Plan per Gender Equality Act 2020	Policy and Action Plan Complete	
	1.2 Complete regular gender impact assessments when developing policy, programs and services that directly and significantly impact the public as per Gender Equality Act 2020.	Annual GIAs completed	
	1.3 Ensure staff awareness of Family Violence Leave Clause in Enterprise Bargaining Agreements.	Survey of Awareness	
	1.4 Implement regional initiatives aimed at preventing family violence and promoting gender equality by participating in Ovens Murray – Family Violence Partnership Working Groups.	Number and scope of initiatives implemented	OM FV Partnership Agencies
	1.5 Implement key priorities of the Early Years Strategy to prevent family violence in particular via the Maternal and Child Health Service.	Number and scope of initiatives implemented	Early Years Providers, Schools, MCH
	1.6 Implement key priorities of the Youth Strategy regarding respectful relationships.	Number and scope of initiatives implemented	Youth services
	1.7 Implement key priorities of the Ageing Well Strategy regarding prevention of elder abuse.	Number and scope of initiatives implemented	Salvation Army Seniors Rights Community Legal Service
	1.8 Implement key priorities of the Active Indigo strategy regarding sporting club gender inclusiveness, including assisting with policy and cultural change to increase female representation and participation.	Number and scope of initiatives implemented	Sports North East Sporting clubs Sport and Recreation Victoria
	1.9 Make gender awareness training available to local government staff to improve knowledge, attitudes and behaviour with respect to gender equality. (needs to move up under 1.5)	Training delivered to at least 50% of staff	Women's Health Goulburn North East OM FV Partnership Agencies
	1.10 Provide public information and awareness raising, for example, promoting family violence support services through Council websites and across community facilities including Neighbourhood Houses, community groups and sport and recreation services.	Number of communication posts	Orange Door WHGNE Centre Against Violence (Ovens Murray District) OM FV Partnership Agencies
	1.11 Participate in the Victoria Against Violence campaign (16 days of activism against gender-based violence) from 25 November (International Day for the Elimination of Violence against Women) to 10 December (Human Rights Day) to raise awareness of family violence.	Number of communication posts	Respect Victoria

	1.12 Recognise March 8 as International Women's Day by celebrating the social, economic, cultural and political achievements of women and calling to action to celebrate gender equality	Day celebrated via social media or other events	
	1.13 Provide development and training opportunities to support relevant council employees, with a focus on front line services, to support family violence risk identification, assessment and management (i.e referral information)	Training and development delivered to 75 % of front line service staff.	WHGNE
2.Reducing Climate Change's impact on community health	2.1 Implement key priorities of the Environment Strategy 2019, the Climate Change Adaptation Action Plan 2017, Climate Emergency Strategic Action Plan 2020 and the Ageing Well Strategy to reduce the health impacts of climate change.	Number and scope of initiatives implemented	
	2.2 Consider ways to increase shade during Council's planning scheme review.	Evidence that shade infrastructure / trees installed	
	2.3 Ensure new, Council led Community Infrastructure projects include shade provisions where appropriate.	Evidence that shade infrastructure / trees installed	
	2.4 Ensure new, Council led Strategy and Planning projects include shade provisions where appropriate.	Evidence that shade infrastructure / trees installed	
	2.5 Identify new Cool Relief Centres across the Shire and promote these and existing venues.	Number of participating organisations	Local businesses Local Health Services (Beechworth Health Service, Indigo North Health, Yackandandah Health, Gateway Health)
	2.6 Implement key priorities of the Lakes and Waterways Plan and master plans relating to shade trees and structures.	Number and scope of initiatives implemented	Department of Environment, Water, Land and Planning Committees of Management, Local Landcare Groups
	2.7 Contribute to community preparedness for Heatwaves via the implementation of the Heatwave Plan	Number of communications regarding Heatwave preparedness	Local Health Services (Beechworth Health Service, Indigo North Health, Yackandandah Health, Gateway Health)

	2.8 Collaborate to deliver sustainable community energy initiatives particular those identified in Council Placemaking Plans	Number of initiatives implemented	Community energy groups
	2.9 Address issues of food security associated with climate change via the implementation of key priorities of the Economic Development Strategy and the Local Food Policy.	Number and scope of initiatives implemented	North East Catchment Management Authority Local Landcare Groups Agriculture Victoria Regional Development Victoria Department of Environment, Water, Land and Planning North East Local Food Strategy Action Group Local Health Services Albury Wodonga Food Share Open Food Network Emergency Relief providers
	2.10 Deliver community awareness to build community resilience in partnership with emergency agencies regarding natural disaster preparedness.	Number of community information sessions delivered.	CFA Victoria Police SES
	2.11 Advocate for increased resources for regional emergency preparedness and response in North East Victoria.	Correspondence sent to government, meetings taken place.	North East Councils Emergency Management Victoria
	2.12 Participate in the North East Local Food Strategy Action Group	Regular participation	North East Local Food Strategy Action Group
	2.13 Encourage active transport via Walk to School Week and Ride It Walk It implementation as a carbon emissions reduction strategy.	Increase in active transport to school	Local Schools
	2.14 Consider ways to increase active transport as a carbon emissions reduction strategy.		
3.Improving Healthy Eating	3.1 Support the implementation of the Action Ideas from the <i>Indigo Improving Children's Health: Healthy eating and active living</i> project	Number and scope of initiatives implemented	Local Health Services (Beechworth Health Service, Indigo North Health, Yackandandah Health, Gateway Health) Local Schools

	3.2 Support the delivery of the Indigo Local Food Policy Action Area 'Healthy food Choices for all'.	Number and scope of initiatives implemented	North East Catchment Management Authority Local Landcare Groups Agriculture Victoria Regional Development Victoria Department of Environment, Water, Land and Planning North East Local Food Strategy Action Group Local Health Services Albury Wodonga Food Share Open Food Network Emergency Relief providers
	3.3 Support implementation of a revised regional / catchment wide plan to improve healthy eating and active living.	Number and scope of initiatives implemented	Primary Care Partnerships Local Health Services (Beechworth Health Service, Indigo North Health, Yackandandah Health, Gateway Health)
	3.4 Continue to install water bubblers in various locations across the shire to encourage water consumption.	Number of water bubblers installed in key recreation and public space locations.	
	3.5 Identify relevant grant money and health campaigns to reduce sugary drink consumption and promote healthy food choices.	Number of grant applications and scope of campaigns delivered.	VicHealth Cancer Council
	3.6 Promote and showcase organisations and initiatives which are demonstrating positive healthy eating via Council marketing and communications.	Number of communication posts	
	3.7 Use the Victorian Healthy Choices guidelines to promote healthy eating at sport and recreation venues where food and beverages are sold.	Number of sport and recreation venues offering healthy choices.	Sporting clubs Sports North East

	3.8 Deliver the INFANT program in partnership with local health services and MCH.	Program delivered	Local Health Services (Beechworth Health Service, Indigo North Health, Yackandandah Health, Gateway Health)
	3.9 Execute the standards of and promote the Victorian Achievement Program as a tool to encourage healthy eating and drinking in settings such as schools, childcare facilities, sports clubs and recreational facilities, workplaces and hospitals.	Program delivered	Local Health Services (Beechworth Health Service, Indigo North Health, Yackandandah Health, Gateway Health)
	3.10 Partner with local community and health services to implement the RESPOND Project.		Local Health Services (Beechworth Health Service, Indigo North Health, Yackandandah Health, Gateway Health)
	3.11 Advocate for quality and healthy community meals for seniors.	Community meal program delivered.	Local health services.
4.Championing Active Living			
	4.2 Implement key priorities of the Ride It Walk It Indigo.	Number and scope of initiatives implemented	Sports North East
	4.3 Implement key priorities of the Active Indigo.	Number and scope of initiatives implemented	
	4.4 Implement key priorities of the Lakes and Waterways Plan.	Number and scope of initiatives implemented	Department of Environment, Water, Land and Planning Committees of Management, Local Landcare Groups
	4.5 Implement key priorities of the Indigo Play Parks Plan.	Number and scope of initiatives implemented	
	4.6 Implement key priorities of the Pools Development Plan including the activation of pools to encourage higher attendance.	Number and scope of initiatives implemented	
	4.7 Finalise the Beechworth to Yackandandah Rail Trail	Project complete	
	4.8 Finalise the Beechworth to Yackandandah Epic Mountain Bike Trail	Project complete	

	4.9 Complete Sport and Recreation Funded Community Infrastructure projects including Kiewa Multipurpose Pavilion, Beechworth Tennis Courts, Wahgunyah Netball Courts.	Projects complete	
	4.10 Apply for funding for community sports infrastructure identified as high priority by the Infrastructure Assessment Tool.	Funding applications submitted	Sport and Recreation Victoria
	4.11 Adapt and deliver the Walk to School Program annually in partnership with local schools and health services.	Number of schools participating annually	Local schools
	4.12 Develop an annual planner of active living campaigns to provide community leadership via Council communication channels.		Sports North East Get Active Victoria
	4.13 Encourage less sitting and more movement every day within Council workplace in line with the Victorian Workplaces Achievement Program.	Evidence of active working initiatives implemented i.e walking meetings etc.	Local health services
	4.14 Identify safer places to cross roads across the shire including school crossing points.	Identification of new crossing points.	Local schools
	4.15 Implement Get Active Victoria initiatives and campaigns; apply for VicHealth funding to support this.	Number and scope of initiatives implemented; number of grant applications submitted.	VicHealth
	4.16 Partner with sporting bodies to encourage inclusive sporting option for those with a disability or reduced mobility.	Number and scope of initiatives implemented;	Sports North East Local sporting clubs
5.Tobacco and Alcohol harm reduction	5.1 Encourage appropriate use of alcohol and the provision of alternatives to alcohol at community events and facilities.	Number of promotions of appropriate alcohol strategies.	Local health services
	5.2 Promote alcohol free and smoke free youth events in line with the Youth Strategy.	Youth events promoted	FREEZA – DHHS
	5.3 Encourage healthy approach to alcohol in sporting clubs by supporting clubs to implement the Good Sports program.	Number of clubs implementing Goods Sports	Sporting clubs
	5.4 Ensure alcohol related tourism and economic development projects consider a moderation approach to alcohol consumption.	Amended alcohol consumption	Local business associations

		approach implemented for various projects	
	5.5 Implement a workplace health promotion program that addresses smoking	Health promotion program implemented	
	5.6 Encourage sports clubs to diversify their fundraising so they are less reliant on alcohol sales	New fundraising initiatives created.	Sports North East
	5.7 Collaborate and promote external programs and campaigns that encourage residents to engage in moderate- or non-drinking environments such as FebFast, Dry July	Number of communication posts	External campaign coordinators
6.Improving mental health	6.1 Implement key priorities of the Youth Strategy relating to mental health	Number and scope of initiatives implemented	Headspace Local health Services
	6.2 Adopt the Reconciliation Action Plan	RAP Adopted.	Local indigenous stakeholders Reconciliation Australia
	6.3 Develop and adopt a Disability Action Plan	DAP adopted	Indigo Community Access Committee
	6.4 Develop and adopt a workforce Diversity and Inclusion Policy	Policy adopted	
	6.5 Prioritise children and parents' mental health via MCH referral and outreach services such as NECAMHS and other parenting support services.	Referrals undertaken	NECAMHS Gateway Health
	6.6 Raise community awareness of mental health services via state campaigns / awareness days.	Number of communication posts	
	6.7 Investigate community led support group models and service outreach to be provided via community hubs.	Outreach and groups delivered via community hubs	
	6.8 Advocate for increased acute mental health services for the region.	Correspondence sent to government, meetings taken place	Albury Wodonga Health
	6.9 Implement actions for Indigo Ageing Well to improve older resident mental health	Number and scope of initiatives implemented	Local health services
	6.10 Identify new or existing community programs that reduce loneliness, increase participation, social interactions and resilience of high-risk groups and support these initiatives	Number of programs supported.	

	6.11 Promote healthy lifestyle choices (active living and healthy eating) as key influences on good mental health.	Number of communication posts	Local health Services Schools Early Childhood Services Community Groups.
	6.12 Encourage community connectedness by bringing people together across the shire via the Community Event Grants	Community event grants distributed.	
	6.13 Encourage Mental Health First Aid training for older people.	Training uptake	Community groups

14.2

ADVISORY COMMITTEE MINUTES

1	Minutes -Indigo Environment Advisory Committee - 03 April 2024.....	384
2	Minutes - Indigo Community Access Committee - 08 April 2024	389



Indigo Environment Advisory Committee meeting MINUTES

Our Vision:

We will work with our communities to secure a healthy, sustainable and progressive future for all.

HELD: Wednesday, 3rd April, 2024, 6-8.30pm

LOCATION: The Pines, Beechworth

CHAIR: Tim Smith (Deputy Chair)

REQUIRED TO ATTEND:	Ian Ellett	Director Infrastructure Services
	Sam Niedra	Coordinator Environment & Sustainability
	Maureen Rogers	Sustainability Projects Officer
	Isla Fitridge	Climate Change & Environment Officer
	Jason Perna	Coordinator Waste

1. **WELCOME / CONFIRM ATTENDEES & APOLOGIES / ACKNOWLEDGEMENT OF COUNTRY**

PRESENT:

In person: Cr Roberta Horne, Tim Smith (Deputy Chair), Helen Robinson, Rik Thwaites, Phillipa Noble, Jan Milhinch, Peter Anfruns, Jane Roots, Patrick Giltrap, Sam Niedra (Coordinator Environment & Sustainability), Maureen Rogers (Sustainability Projects Officer), Isla Fitridge (Climate Change & Environment Officer).

APOLOGIES:

Peter Anfruns, Tom Colcott, Nicki Munro, Ian Ellett (Director Infrastructure Services), Jason Perna (Coordinator Waste).

ABSENT: Cr Emmerick Teissl

Tim Smith (Deputy Chair) assumed the Chair role in Cr Teissl's absence.

Acknowledgement of Country by Tim S.

Welcomed Patrick Giltrap as new IEAC member.

2. **DECLARATION OF CONFLICT OF INTEREST**

None



3. CONFIRMATION OF PREVIOUS MINUTES

Resolution: The IEAC confirms the minutes of 7th February, 2024.

Moved: Rik Thwaites

Seconded: Jane Roots

ACTION SHEET – Updated (Grey shaded actions are complete and are to be removed)

DATE RAISED	ACTION	RESPONSIBLE	Due	Status /UPDATE
7/2/24	Urban Tree Canopy - Survey monkey set up to enable IEAC members capture insights into community attitudes toward trees and their general landscape. Value of trees paper to be circulated to IEAC.	Sam N/ Maureen R	ASAP	Community survey advertised via Engaged Indigo. IEAC members to be directly invited to participate.
7/2/24	Waste – Council to work with internal Comms to develop a communication on recycling. The IEAC to work with Council in the development of community engagement.	Jason P	By April 2024 Meeting	Carried forward
7/2/24	Green bins – briefing paper to outline implications / critical issues / rationale for decision.	Ian E – provide prior to Council presentation	By April 2024 Meeting	Carried forward
7/2/24	Strategic Planning session – Wed 28 th Feb, 2024	Tim S to prepare agenda	ASAP	Completed
7/2/24	Develop an IEAC Member Skills Matrix	Maureen R / Tom C	By 28 Feb 2024	Template sent to IEAC members, Matrix in draft.
8/2/23	Inland rail project - Jane R to identify speaker to update on the inland rail project – contact ARTC.	Jane R	By April 2024 Meeting	Jane R to report at June meeting - include in Agenda



2/2/22	Conservation Covenants Re-consider the conservation covenant proposal responding to EMT's feedback. Present a recommendation to a future Council Briefing.	Sam N, Rik T		TFN Conservation Covenants are now exempt from land tax.
2/2/22	E&S team to consider how IEAC can best assist Council's Sustainable Procurement Working Group. <i>The Sustainable Procurement Working Group has been road testing assessment tools.</i>	Sam N (& internal group)	By April 2024 Meeting	IEAC members to be invited to attend a Sustainable Procurement Working Group meeting in early 2024.

4. CORRESPONDENCE

Nil

5. COUNCIL OFFICER UPDATE

Report circulated prior to meeting with meeting papers - Report taken as read.

Naturally Cooler Indigo Project

- Is the progress report available to the IEAC? Sam N will take that on notice.
- Pat G asked about overlap with the Naturally Cooler Towns Project, Urban Tree Canopy Strategy, and the proposed nature strip policy. Sam N explained the background – Indigo is a member Council of Goulburn Murray Climate Alliance (GMCA) and participated in their [Naturally Cooler Towns Project](#) in 2021/22. Subsequently Council successfully secured Emergency Management Victoria (EMV) funding for our 'Naturally Cooler Indigo Project', a 2-year project that involves up-scaling our street and park tree planting and development of an Urban Tree Canopy Strategy. The proposed nature strip policy is a recent recommendation from IEAC.

Community Energy Upgrades Funding Application

- Isla F answered questions of how the funding application would be crafted. Members suggested that facilities that are heavily utilised at night would benefit from a battery, the need for sensor lighting, and any lighting retrofit should address the issue of dark skies.

Cat Curfew to commence

- Members questioned Council's ability to enforce the curfew. Sam N talked to the issues of limited resources and the need to rely initially on community education and goodwill. Helen R provided information about an education event on 4th May at Quercus Beechworth involving presentations on domestic cat management. The event is a joint initiative between Council and Beechworth Urban Landcare & Sustainability Group.

Public EV chargers

- Jane R questioned why EV charge stations are exposed to the weather, without covers. Pat G said he would find out.



6. OTHER BUSINESS / PRESENTATIONS

MEMBER SURVEY FOLLOW-UP

This section was led by Sam N, Maureen R and Tim S.

Skills matrix

- As part of the IEACs consideration of its membership and the way in which it operates going forward, it was decided at the Feb meeting to conduct a skills audit. The data presented provides a clear picture of the skills and interests of current members. However, the list of skills and interests is limited to the committee as it currently stands. This needs more consideration in terms of membership diversity.

IEAC's work plan

- Sam N, Tim S and Maureen R met to review the actions outlined in the current workplan prior to this meeting.
- The aim for the IEAC is to identify top priorities for focus over the next 12-18 months, noting that Council elections are occurring in October 2024, a new Council Plan will be developed, and a new four year IEAC work plan required within 6 months after the new Council Plan is developed.
- The following is a summary of the agreed IEAC priority actions from the current IEAC work Plan:

ACTION AREA	PRIORITY IEAC ACTIONS
1. Climate Emergency	Revised Climate Change Policy to be presented to the IEAC for comment prior to the June Meeting.
	IEAC to consider ways it can actively promote Council's Our Climate Action (Kausal) platform in the community.
	Council officers to investigate IEAC representation on Council's Sustainable Procurement Working Group.
2. Roadside conservation	IEAC recommendation ' <i>That Council prohibit the collection of firewood from all Council roadsides</i> ' to go to June 2024 Council meeting. IEAC to help refine the briefing paper in preparation for the meeting.
	Officers to finalise the 'Glovebox guide' to be ready for use in spring. IEAC to provide comment/feedback prior to distribution.
3. Renewable Energy	IEAC to consider ways to support Totally Renewable Indigo North (TRIN), recognising that they are less established compared to TRY and TRB.
4. Illegal clearing	<i>None</i>
5. Biodiversity covenants	IEAC to re-visit the Conservation Covenant recommendation according to EMTs 2021 response.

- Tim Smith and Patrick Giltrap nominated themselves to join the Sustainable Procurement Working Group, in the event that the SPWG agrees to include IEAC members.
- Jane R, Rik T and Jan M have nominated to assist with the roadside firewood background paper as required.

ACTION: Jane R and Sam N to discuss the issue of illegal clearing, noting it does not have an IEAC priority action assigned.

**OTHER BUSINESS:***Floating Sauna, Lake Sambell*

- Rik T expressed his disappointment and concerns regarding the Council decision to approve the Development Application for a floating sauna on Lake Sambell. Rik T is preparing a draft letter for interested community members of IEAC to consider signing. Note: the letter being proposed is not an IEAC document.

Open Space Strategy

- Jan M tabled a suggestion that the IEAC could consider advocating for an Open Space Strategy in the new Council Plan.

ACTION: Jan M to provide Open Space Strategy links to Sam N for distribution to IEAC members, for discussion at June meeting.

7. MEETING REFLECTION / EVALUATION

None

Meeting Concluded:

8.30 pm

Next Meeting:

5 June, 2024 – Chiltern Hub

Informal meeting of Councillors (required for meetings that are closed to the public and have at least one Councillor in attendance) - TRIM Reference

SUMMARY OF RESOLUTIONS

Resolution	Moved	Seconded
The IEAC confirms the minutes of 7th February, 2024.	Rik Thwaites	Jane Roots

(Note: Confidential minutes are recorded in the same manner as above)



Minutes - Indigo Community Access Committee meeting

Our Vision:

We will work with our communities to secure a healthy, sustainable and progressive future for all.

HELD: Monday 08 April 2024 at 1:00pm

LOCATION: Main Meeting Room, Yackandandah Council Office

CHAIR: Cr Peter Croucher

REQUIRED TO ATTEND:	Cr Sophie Price	ISC Councillor
	Cr Peter Croucher	ISC Councillor
	Lanelle Bailey	Committee Member
	Jenny Birthisel	Committee Member
	Zoe Gephart	Committee Member
	Lindsey Jarvis	Committee Member
	Peter Royle	Committee Member
	Jan Toner	Committee Member
	Judith Doughty	Committee Member
	Justin Forrester	Indigo Shire Council
	Kellie Sutherland	Indigo Shire Council
GUESTS:	Danai Fadgyas	CoFutures
	Nathan Mullane	Indigo Shire Council

APOLOGIES: Jenny Birthisel, Judith Doughty

MEETING OPENED: 1:03pm

ITEM

1. **ACKNOWLEDGEMENT OF COUNTRY AND WELCOME FROM THE CHAIR**
1:03
2. **WELCOME AND INTRODUCTIONS**
Justin Forrester – Community Development Manager



3. DECLARATION OF CONFLICT OF INTEREST

**4. CONFIRMATION OF MINUTES FROM LAST MEETING
RESOLUTION**

That the Committee confirm the minutes of the previous meeting on Monday, 26 February 2023

Moved: Lindsay

Seconded: Jan

5. BUSINESS FROM LAST MEETING

Kellie arranged for a letter of support for the Yackandandah Makers Guild Project to be signed by the Mayor or CEO as timeline did not allow for an ICAC letter to be approved. A letter of support was signed by CEO Trevor Ierino for inclusion in their grant application.

Kellie communicated to Infrastructure Manager that in person updates are the preferred method of communication to ICAC, and attendance is requested as often as possible.

Application for New Member accepted by Council on March 26 and Judith Doughty appointed to the committee.

6. Public Toilet Strategy

Danai and Billy from CoFutures presented an overview of the Public Toilet Strategy and engagement plan.

Jan - Are the audits open for review?

Danai – We are working through data from audit of 44 identified public toilets in Indigo Shire and we have developed a rating system /ranking them by traffic light system. This information will be shared as part of the strategy

How accessible toilets are counted?

Each facility counted as 1 (regardless of how many accessible stalls)

ICAC did do a survey of the toilets, have you seen this information? Is it still relevant?

Action: Kellie to redistribute the information

Cr Sophie Price – Can we add to the scope that the paid toilets have some guidance for the providers of non-public public toilets to provide ideal standards? The Toilet experience across the shire are totally inconsistent. Can we consider a check list of the basic standards to apply across the entire shire.

Cr Peter Croucher - I've noticed a certain type of toilet block. Is this what it is now?

The design and typology that will be engaged will be a strategy outcome.

Cr Peter Croucher - How will you be engaging?

Different stakeholder and diverse groups as priority targeted (for example this meeting).

During the broader engagement phase, digital engagement, draft strategy for viewing, and using the internal working group ISC to be led on who and how to engage.

Action: Kellie will circulate to ICAC members the slides and questions from CoFutures for feedback.

Action: Kellie will re-circulate to CoFutures the facilities survey and audit conducted by ICAC members



7. Infrastructure Update

Australian Standards and universal access standards are requirements that we refer to always. Chiltern ramp at Hub issue has been resolved. Other issues are being mitigated with handrails and other solutions.

Chiltern Hub received grant for the children's playground. Design and construct tender going out. Accessible requirements included in that eg. level access and sensory needs taken into consideration 5-6 weeks to build. Minimal disruption to service.

Rutherglen MCH – delivering work as owner/builder focus on ramps.

Chiltern Changing places tender did not receive submissions. Council taking on that work as owner/builder. New trend to not receive tender bids. Budget to revamp rest of block with new flooring and tiling.

Beechworth Townhall toilet block minor upgrade includes replacing cisterns and antislip on flooring.

Tangambalanga Pump track includes hard foot path from playspace to facilities. Shaded muster areas.

Skate park upgrade at Rutherglen includes accessible path and new shelter.

Footpaths- New path on Peach drive linking primary school to Rail Trail. New path for Harpers st soon to be underway (near plate layers cottage).

Jan- Any footpaths work planned for Keiwa?

Nathan- Some design for the streetscape upgrade for Tangambalanga this year.

Jan- These paths need to go on the planning agenda. Bus shelter needs pathway as users (including children) are having to walk on the road with no shoulder.

Beechworth Pool Upgrade concourse concrete and pool lining. Hazard marking and refresh entrance points for low vision.

Cr Sophie Price - what can ICAC expect to see in terms of plans coming? What are you looking for from ICAC?

Nathan- Feedback on the streetscape enhancement for Tangambalanga. Design and development is funded. Rutherglen Silos precinct development. Senior citz building will change to a mixed use community hub. And the toilet strategy.

Cr Sophie Price- Does BBQ cleaning happen at the same time of toilet cleaning? Where does it sit? Danai- not part of this strategy but open to that conversation. Nathan agreed.

Question to Mayor Sophie Price: What is happening regarding High st Rutherglen?

Continue to advocate. There is still grant money available in hands of state govt (fed have withdrawn) and we are advocating to retain commitment to the money. Traffic calming measures only and Bypass is no closer to being an option.

Lanelle- Towong Shire has installed a bike tool station on the Murray Mountains Rail Trail at Tallangatta. Can we expect any in Indigo?



Nathan- 3 going in within next week or so.

8. ICAC workplan 2022-2026

Last report was July 2022. Justin suggested that by next meeting committee members consider 2 priority actions to discuss and decide what we are focussing on. Discussion and decision to be made next meeting. Any questions directed to Justin.

Cr Price thanked Justin for giving the nudge to Infrastructure to attend the meeting and reiterated the importance.

Action – Kellie include Justin’s email to everyone.

Action- Kellie put ICAC workplan on the agenda for next meeting

9. Draft Diversity, Equity and Inclusion Policy Discussion

Committee made important edit suggestions and approved the policy to progress.

10. Open All

Cr Croucher: Acceptance by all of Judith Doughty to the committee.

Lindsay: Kergunyah Hall is all happening! Finer points of the builders’ renovations in coming days.

Action- Kellie to put member recruitment in the Your Indigo update to actively recruit.

Meeting Concluded: 2:30pm

Next Meeting: 20 May 2024

Location: TBC

SUMMARY OF RESOLUTIONS

Resolution	Moved	Seconded
That the Committee confirm the minutes of the previous meeting on Monday 26 February, 2024.	Lindsay	Jan

14.3

INFORMAL MEETINGS OF COUNCILLORS RECORDS

1	Informal Meeting of Councillors Record - Councillor Budget Workshop - 9 April 2024	394
2	Informal Meeting of Councillors Record - CEO Remuneration and Employment Committee - 16 April 2024	396
3	Informal Meeting of Councillors Record - Council Briefing -16 April 2024.....	398
4	Informal Meeting of Councillors Record - Council Briefing - 23 April 2024.....	400



INFORMAL MEETING OF COUNCILLORS RECORD

At the commencement of an applicable meeting, Council staff are required to identify that this is an Informal Meeting of Councillors as defined in Council's Governance Rules, and call for any Conflicts of Interest (Sections 126 - 131 *Local Government Act 2020*).

For additional information please refer to TRIM reference: INTERNAL22/5863

NOTE:

This Form MUST:

- a) be completed by the attending Council Officer
- b) TRIMmed to INFORMATION MANAGEMENT – Registers – Informal Meeting of Councillors (relevant year)
- c) completed record forwarded to the Governance Officer for inclusion in the next Meeting of Council and incorporated in the minutes.

MEETING DETAILS:

Meeting	Councillors Draft Budget Workshop
Date:	9 April 2024
Time:	9.00am
Meeting Location:	The Grand Oaks Resort

IN ATTENDANCE: (circle / delete as appropriate)

	Name	Title
Councillors:	Sophie Price	Mayor
	Bernard Gaffney	Deputy Mayor
	Peter Croucher	
	Roberta Horne	
	Emmerick Teissl	
	Sue Gold	
Officers:	Trevor Ierino	Chief Executive Officer
	Greg Pinkerton	Director Planning & Corporate Services
	Sharon Phillips	Acting Manager Finance
	Carla Hanlon	Executive Manager People & Governance
	Melinda Collis	Executive Manager Customer Experience & Engagement
	Sally Rice	Director Community & Economic Development
	Nathan Mullane	Acting Director Infrastructure Services

**MATTER/S DISCUSSED/CONSIDERED AT THE MEETING:**

(Note: Conflicts of Interest must be disclosed and the person leave the assembly before discussion of the conflict matter (Sections 126 – 131 of the *Local Government Act 2020*))

Draft Budget - 2024/2025

CONFLICT OF INTEREST DISCLOSURES:**ITEM:**

Councillor	Time of departure	Time of re-entry
Officer	Time of departure	Time of re-entry

Record Author: Greg Pinkerton



INFORMAL MEETING OF COUNCILLORS RECORD

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For additional information please refer to TRIM reference: INTERNAL20/7700

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MEETING DETAILS:

Meeting	CEO Remuneration and Employment Committee
Date:	16 April 2024
Time:	1pm
Meeting Location:	BW Council Chambers

IN ATTENDANCE: (circle / delete as appropriate)

	Name	Title
Councillors:	S Price	Mayor
	B Gaffney	Deputy Mayor
	P Croucher	
	S Gold	
	R Horne (arrived at 1.10pm)	
	D Shephard	
	E Teissl	
Independent Member:	David Priess	
Officers:	Trevor Ierino	Chief Executive Officer
	Carla Hanlon	Executive Manager People and Governance



Apology: S Gold Councillor

MATTER/S DISCUSSED/CONSIDERED AT THE MEETING:
(Note: Conflicts of Interest must be disclosed and the person leave the assembly before discussion of the conflict matter (Sections 126 – 131 of the *Local Government Act 2020*))

- Declaration of Conflict of Interest
- CEO Presents verbal update on KPIs (Carla Hanlon left the meeting)
- Committee Discuss KPI update and agree on feedback to be provided by the Mayor back to the CEO (Trevor Ierino left the meeting)
- Carla re-joined the meeting and the Committee confirmed actions

CONFLICT OF INTEREST DISCLOSURES:
ITEM:

Councillor	Time of departure	Time of re-entry
Officer	Time of departure	Time of re-entry

Record Author: Carla Hanlon – Executive Manager People and Governance



INFORMAL MEETING OF COUNCILLORS RECORD

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For additional information please refer to TRIM reference: INTERNAL20/7700

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MEETING DETAILS:

Meeting	Council Briefing
Date:	16/4/2024
Time:	2:30pm
Meeting Location:	Council Chambers, 2 Kurrajong Way, Beechworth

IN ATTENDANCE: (circle/delete as appropriate)

Councillors:	Cr Sophie Price	Mayor
	Cr Bernard Gaffney	Deputy Mayor
	Cr Peter Croucher	Councillor
	Cr Sue Gold	Councillor (by Zoom)
	Cr Roberta Horne	Councillor
	Cr Diane Shepheard	Councillor(by Zoom)
	Cr Emmerick Teissl	Councillor
Officers:	Trevor Ierino	Chief Executive Officer
	Nathan Mullane	Acting Director Infrastructure Services



Sally Rice	Director Community & Economic Development
Carla Hanlon	Executive Manager People & Governance
Annabel Harding	Governance Coordinator

MATTER/S DISCUSSED/CONSIDERED AT THE MEETING:

(Note: Conflicts of Interest must be disclosed and the person leave the assembly before discussion of the conflict matter (Sections 126 – 131 of the *Local Government Act 2020*))

-
- 5.1 Monthly Planning Update
 - 5.2 March Capital Works Report
 - 5.3 Draft Budget 2024/25
 - 5.4 Placeholder - Rutherglen Caravan Park Lease
 - 5.5 Draft April Council Meeting Agenda Review
 - 6. General Business
 - 6.1 Councillor Committee Reports
 - 6.2 Upcoming Schedules - Briefing and Council Meetings
 - 6.3 Governance Calendar
 - 6.4 Actions From Previous Meetings
-

CONFLICT OF INTEREST DISCLOSURES:

ITEM:

nil

Councillor	Time of departure	Time of re-entry
Officer	Time of departure	Time of re-entry

Record Author: Annabel Harding



INFORMAL MEETING OF COUNCILLORS RECORD

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For additional information please refer to TRIM reference: INTERNAL20/7700

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MEETING DETAILS:

Meeting	Council Briefing
Date:	23/4/2024
Time:	4:00pm
Meeting Location:	Council Chambers, 2 Kurrajong Way, Beechworth

IN ATTENDANCE: (circle/delete as appropriate)

Councillors:	Cr Sophie Price	Mayor
	Cr Bernard Gaffney	Deputy Mayor
	Cr Peter Croucher	Councillor
	Cr Sue Gold	Councillor
	Cr Diane Shepheard	Councillor
	Cr Emmerick Teissl	Councillor
Officers:	Trevor Ierino	Chief Executive Officer
	Nathan Mullane	Acting Director Infrastructure Services



Sally Rice	Director Community & Economic Development
Carla Hanlon	Executive Manager People & Governance
Annabel Harding	Governance Coordinator

MATTER/S DISCUSSED/CONSIDERED AT THE MEETING:

(Note: Conflicts of Interest must be disclosed and the person leave the assembly before discussion of the conflict matter (Sections 126 – 131 of the *Local Government Act 2020*))

-
- 5.1 April Council Meeting Agenda Review **Error! Bookmark not defined.**
 - 6. GENERAL BUSINESS..... **ERROR! BOOKMARK NOT DEFINED.**
 - 6.1 Councillor Committee Reports **Error! Bookmark not defined.**
 - 6.2 Upcoming Schedules - Briefing and Council Meetings**Error! Bookmark not defined.**
 - 6.3 Actions From Previous Meetings..... **Error! Bookmark not defined.**
-

CONFLICT OF INTEREST DISCLOSURES:

ITEM:

nil

Councillor	Time of departure	Time of re-entry
Officer	Time of departure	Time of re-entry

Record Author: Annabel Harding

Consequences Likelihood Matrix

			CONSEQUENCE				CATASTROPHIC (5)	
			INSIGNIFICANT (1)		MINOR (2)	MODERATE(3)	MAJOR (4)	
Guidance <ul style="list-style-type: none">Use this matrix for all risk management (this includes decision-making at all levels, projects and planning activities)For further guidance or assistance with your risk management activities, please contact Council's Risk & Governance Team When considering risks, here are some idea's to get your started: <ul style="list-style-type: none">Financial lossesBreaches of legislation/regulationsDamage to the environmentReduction in service quality or loss of a serviceDamage to Council assets or private propertyInefficiencies and/or wasted resourcesLitigationLoss of reputation / Community dissatisfactionInability to attract/retain qualified staff/volunteer	Strategy & Service Delivery	Negligible effect on business processes and service delivery.	Some less critical strategic objectives will not be achieved in the period outlined in the Organisation Plan.	Some key strategic objectives will not be achieved in the period outlined in the Organisation Plan.	The majority of strategic objectives will not be achieved in the period outlined in the Organisation Plan.	No Organisation Plan strategic objectives will be achieved. Very high risk of State Government intervention		
		Some minor interruptions (< 3 days) to the operations or service delivery	Interruptions occur to some critical functions of up to 5 days	Critical services and operations cannot be delivered for a period of greater than 1 week.	Widespread and long term degradation of critical operations and services			
	Financial	Up to \$10k financial loss Or 1% of service expense budget	Between \$10K and \$150K Or 2.5% of service expense budget	Between \$150K up to \$500K Or 5% of service expense budget	Between \$500K and \$1M Or 10% of service expense budget	Greater than \$1M Or 25% of service expense budget		
		Some isolated staff/volunteer dissatisfaction	General staff/volunteer morale problems and increase in turnover.	Widespread staff/volunteer morale problems and high turnover including key organisation roles.	High turnover of experienced/key staff/volunteer; Organisation not perceived as employer of choice.	Key positions unable to be filled.		
	People & Safety	Short term reversible injury which requires no first aid.	Reversible injury or disability which requires first aid intervention.	Serious reversible injury or disability requiring ongoing medical treatment, hospitalisation or lost time.	Serious Injury or multiple irreversible disabilities.	Single fatality or multiple significant irreversible disabilities		
		No impact to reputation or brand name, e.g. customer complaint, resolved in day-to-day management.	Minor local community concern manageable through good public relations.	Moderate customer sensitivity and damage to brand impacting noticeably on business activities and profitability.	State media and public concern / exposure with adverse attention and long-term loss of support from Indigo Shire residents.	Loss of State Government support with scathing criticism and removal of the Organisation. National media exposure.		
	Environment	Negligible effect on biological or physical environment.	Minor short term environmental damage which does not result in long term impact to ecosystem.	Moderate impact on the environment; no long term or irreversible damage.	Severe, long term or widespread resulting in impairment of the ecosystem and requiring significant remedial action	Widespread and irreversible environmental damage		
		Negligible regulatory breaches that are detected early and rectified, does not require reporting. Insignificant legal issues or non-compliance.	Minor regulatory or contract breaches with potential minor fines which does not require reporting to regulators.	Regulatory or contract breaches causing investigation / report to authority and prosecution and moderate fines.	Major regulatory or contract breaches and litigation.	Regulatory or contract breaches causing very serious litigation, including major class action. Significant prosecution / fines for Organisation Board/ Managers		
	LIKELIHOOD	Timeframes & Corporate Memory		RISK RATING				
		Time frame	Has it happened at your organisation in the last 5 years?	Has it happened at other organisations in the last 5 years?				
ALMOST CERTAIN (5)	The event has occurred or is expected to occur multiple times per <small>year</small>	Regularly	Regularly or MULTIPLE times at other organisations	HIGH	HIGH	EXTREME	EXTREME	EXTREME
LIKELY(4)	The event may probably occur once every year.	Several times	Once at MULTIPLE organisations	MEDIUM	HIGH	HIGH	EXTREME	EXTREME
POSSIBLE(3)	The event may occur once every 3 years.	A few times	MULTIPLE times at ONE other organisation	MEDIUM	MEDIUM	HIGH	EXTREME	EXTREME
UNLIKELY(2)	The event may occur once in 10 years.	Once	ONCE at ONE other organisation	LOW	MEDIUM	HIGH	HIGH	HIGH
RARE(1)	The event may only occur once in 10 years or greater	Never	Never	LOW	LOW	MEDIUM	HIGH	HIGH