



M(3) – 2 MARCH 2021

Ordinary Council Meeting

Minutes

The **Ordinary Meeting** of the **Alpine Shire Council** was held in the Council Chambers, Great Alpine Road, Bright on **2 March 2021** and commenced at **5:00pm**.

PRESENT

COUNCILLORS

Cr John Forsyth - Mayor

Cr Sarah Nicholas – Deputy Mayor

Cr Katarina Chalwell

Cr Ron Janas

Cr Tony Keeble

Cr Kelli Prime

Cr Charlie Vincent

OFFICERS

Charlie Bird - Chief Executive Officer

Will Jeremy - Director Assets

Nathalie Cooke - Director Corporate

APOLOGIES

Nil

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1. Recording and livestreaming of Council meetings

The CEO read the following statement:

All council meetings are filmed with both video and audio being recorded.

Video is focused on a specific area however audio from the entire room is captured.

Question time will still be held, however questions must be submitted in writing prior to the meeting. By submitting a question, you consent to your question being read aloud at the meeting.

In common with all narrative during council meetings verbal responses to congratulations, obituaries and question time will not be recorded in the written minutes.

The reasoning behind recording council meetings is of course to hold us more accountable and improve transparency of council's decision making to our community.

The full meeting is being streamed live on Council's YouTube channel which is "Alpine Shire Council" and will also be available on the YouTube channel shortly after this meeting.

2. Acknowledgement of traditional custodians, and recognition of all people

The Mayor read the following statement:

The Alpine Shire Council acknowledges the Taungurung Traditional Owners and their ancestors as the Traditional Owners of the land we are now on, we pay our respect to Elders, past and present.

We also acknowledge those people who have contributed to the rich fabric of our community and strive to make wise decisions that will improve the quality of life for all.

3. Confirmation of minutes

3.1 ORDINARY COUNCIL MEETING – M(1) – 2 FEBRUARY 2021 AND SPECIAL COUNCIL MEETING SPM(2) – 23 FEBRUARY 2021

Cr Janas

Cr Vincent

- 1. That the minutes of Ordinary Council Meeting M(1) held on 2 February 2021 as circulated be confirmed; and*
- 2. That the minutes of Special Council Meeting SPM(2) held on 23 February 2021 as circulated be confirmed.*

Carried

4. Apologies

Nil

5. Obituaries / congratulations

Refer to Alpine Shire Council's website www.alpineshire.vic.gov.au; for its YouTube live-streaming recording for responses to questions.

6. Declarations by Councillors of conflict of interest

Nil

7. Public questions

Question time will still be held, however questions must be submitted in writing prior to the meeting. Questions on Notice will be limited to two questions per person.

Refer to Alpine Shire Council's website www.alpineshire.vic.gov.au; for its YouTube live-streaming recording for responses to questions.

8. Presentation of reports by officers

8.1 CHIEF EXECUTIVE OFFICER – CHARLIE BIRD

8.1.1 Contracts approved by the CEO

Cr Nicholas

Cr Chalwell

That the capital works contracts approved by the CEO be noted.

<i>Contract No:</i>	<i>CQ CQ20034</i>	<i>Process: RFQ</i>
<i>Title:</i>	<i>Linemarking townships</i>	
<i>Tenderer:</i>	<i>Sprayline</i>	
<i>\$ (excl. GST):</i>	<i>\$59,077.36</i>	

<i>Contract No:</i>	<i>CQ20094</i>	<i>Process: RFQ</i>
<i>Title:</i>	<i>Cleaning of Public Toilets and Shelter Amenities in Dinner Plain</i>	
<i>Tenderer:</i>	<i>Hotham Operations</i>	
<i>\$ (excl. GST):</i>	<i>\$127,272.73 for a three year term</i>	

<i>Contract No:</i>	<i>CT20111</i>	<i>Process: Tender Process</i>
<i>Title:</i>	<i>Bay Creek Bridge Upgrade</i>	
<i>Tenderer:</i>	<i>Waratah Constructions Pty Ltd</i>	
<i>\$ (excl. GST):</i>	<i>\$133,889.50</i>	

Carried

8.2 DIRECTOR ASSETS – WILLIAM JEREMY

8.2.1 Shared Trail Naming

INTRODUCTION

This report relates to the formal naming of a shared trail along the Kiewa River West Branch.

Cr Keeble
Cr Nicholas

That Council:

- 1. Endorses the naming of the shared trail along the Kiewa River West Branch as the Kiewa River Trail;*
 - 2. Requests that the VICNAMES Register of Geographic Names be updated to reflect this change; and*
 - 3. Advises the Upper Kiewa Valley Community Association of the decision.*
- Carried*

BACKGROUND

The shared trail from Embankment Drive along the Kiewa River West Branch was extended by 900m in 2019/20 using funding secured by the community through the State Government's 'Pick-my-project' initiative. The trail has been informally referred to by the community as "Pebble Beach Trail", reflecting the previous end point of the trail at a pebbly beach.

The community has aspirations for the trail to be extended beyond the current end point to complete a loop connecting back to Damms Road. This project is listed in Council's project pipeline with a tentative timeframe for delivery within the current term of Council subject to funding.

Upper Kiewa Valley Community Association (UKVCA) has secured funding through Council's Community Grants Program to install signage at the start point and along the trail. For this signage to be finalised, agreement on the formal name for the trail is needed.

CONSULTATION

The UKVCA carried out engagement with the community in 2020, which identified that the community was divided in their views about how the trail should be named. The feedback at the time suggested that three potential alternatives were gaining support:

1. The Kiewa River Trail
2. The Pebble Beach Trail
3. Corner Pool Trail

Council committed to carry out broad engagement with the community, and in early 2021 commissioned a survey to gain community feedback on the three options listed above. A further 'other' option was provided, where respondents could indicate an alternative name for the trail. The survey was shared through Council's Facebook page and website, with an article appearing in the local printed media and coverage through Alpine Radio. Paper copies of the survey were available at the Mount Beauty library.

279 responses were received including two written submissions, with the results being as follows:

- Kiewa River Trail received 100 votes
- Pebble Beach Trail received 104 votes
- Corner Pool Trail received 15 votes
- 'Other' received 60 votes, grouped as follows:
 - Alternative names mentioning 'Kiewa' received 23 of the 60 votes
 - An indigenous name other than 'Kiewa' received 20 of the 60 votes
 - Alternative names mentioning Pebble Beach received 3 of the 60 votes
 - Other different names received 14 of the 60 votes

In summary:

- 123 votes were in favour of 'Kiewa River Trail' or an iteration of this name which includes the word 'Kiewa'.
- 107 votes were in favour of Pebble Beach Trail or an iteration of this name which includes 'Pebble Beach'.
- 20 votes were in favour of an indigenous name other than 'Kiewa'.
- 15 votes were in favour of 'Corner Pool Trail'.
- 14 votes were in favour of a different name.

ISSUES

The Victorian State Government maintains a Register of Geographic Place Names, and provides naming rules for naming roads, features and localities. The Register includes an entry for a track from Embankment Drive to Pebble Beach which is 'Kiewa River Track'. The track has been extended and upgraded in recent years including widening and sealing the surface, and under the definitions in the naming rules, the shared path is now considered to be a 'multi-use trail'. Changing the naming suffix from 'track' to 'trail' to appropriately reflect the nature of the geographic feature is considered an administrative change as it does not impact on the original intent of the naming.

The interest in adopting an indigenous name for the trail has been noted and will be a strong consideration in the naming of any new roads or other geographic features in the Alpine Shire. In this case, the feature already has an identified name in the Register of Geographic Place Names which reference the indigenous word 'Kiewa', translating as 'sweet water'.

POLICY IMPLICATIONS

The recommendation to implement an administrative change to an existing name in the Register is in accordance with the requirements of the *Geographic Place Names Act 1998*.

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2017-2021:

- Infrastructure and open space that our community is proud of

FINANCIAL AND RESOURCE IMPLICATIONS

There is no cost to Council or impact on Council resourcing associated with this recommendation. Printed collateral will be updated as and when it falls due and the name will be updated at that time.

CONCLUSION

In order for signage to be produced, a name needs to be formalised for the shared trail along the Kiewa River West Branch. Following broad consultation, the recommended name for the trail is the Kiewa River Trail.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report.

- Director Assets

ATTACHMENT(S)

8.2.1 Survey Results

8.3 DIRECTOR CORPORATE – NATHALIE COOKE

8.3.1 Councillor and Mayoral allowance review

INTRODUCTION

The *Local Government Act 2020* provides for the Mayor and Councillors to receive an allowance during their four-year term. Until the first determination is made by the Victorian Independent Remuneration Tribunal, Council must review allowances in accordance with the *Local Government Act 1989*. This report commences the allowance review process for Councillors elected in October 2020.

Cr Nicholas

Cr Chalwell

That:

1. *Having reviewed the Councillor and Mayoral allowances in accordance with s74(1) of the Local Government Act 1989, it is intended to:*
 - a. *Set the Councillor allowance at \$20,046, in accordance with the ranges set by the Minister for Local Government for a Category 1 Council; and*
 - b. *Set the Mayoral allowance at \$59,889, in accordance with the ranges set by the Minister for Local Government for a Category 1 Council; and*
 - c. *Increase the annual allowances by any adjustment factor specified by the Minister for Local Government under s73B of the Local Government Act 1989; and*
 - d. *Pay the equivalent of the Superannuation Guarantee Contribution in addition to the Councillor and Mayoral allowances as required by the Order in Council.*
2. *Notice of the intention to set the Councillor and Mayoral allowances be given in accordance with s223 of the Local Government Act 1989.*
3. *A committee be formed according to Section 223 (1)(b) of the Local Government Act 1989, if required, consisting of Councillors for the purpose of hearing submissions in relation to Councillor and Mayor allowances.*
4. *All submissions be considered prior to setting the level of allowances at a report presented to Council in May 2021.*

Carried

BACKGROUND

The Mayor and Councillors are entitled to receive an allowance in order to perform their official duties. In previous Council terms, this was governed by the *Local Government Act 1989* (LGA 1989), which set out allowances for Mayor and Councillors in accordance with categories and ranges set by the Minister for Local Government.

The *Local Government Act 2020* (LGA 2020) now requires that allowances are set by a Determination made by the Victorian Independent Remuneration (VIR) Tribunal under

the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*. Until such time as a Determination is made, allowances continue to operate under LGA 1989 provisions. This includes the requirement to review Councillor and Mayoral allowances within the levels determined by the Minister for Local Government. At the time of writing this report, officers understand that a VIR Tribunal Determination is not expected until late 2021.

Under the *Local Government Act 2020* (LGA 2020), there will be provision for a Deputy Mayor allowance in addition to the Mayor and Councillor allowances set under the LGA 1989. This entitlement will not commence until a VIR Tribunal Determination is made.

ISSUES

Statutory review of allowances

Section 74 of the LGA 1989 requires that each Council review and determine the level of Councillor and Mayoral allowances within the period of 6 months of a general election or by the next 30 June, whichever is later.

In accordance with the most recent adjustment factors published in the Victorian Government Gazette for a Category 1 Council, allowance ranges are as follows:

Table 1: Maximum allowance ranges for a Category 1 Council (as at 12/11/2019)

	Base allowance range	Superannuation Guarantee Contribution (9.5%)	Total allowance range
Councillors	\$8,833 - \$21,049	\$839 - \$2,000	\$9,672 - \$23,049
Mayor	up to \$62,884	up to \$5,974	up to \$68,858

Council can elect to set Councillor and Mayoral allowances anywhere within the limits set out in Table 1.

Previous allowances

Each Council can set their allowances within the range set by the Minister for Local Government. Alpine Shire Councillors elected in October 2016 chose to set their allowances slightly lower than the maximum. This was to counteract the effect of the mandatory annual increases to allowances, to mimic the effect of a three-year wage freeze that for Council staff at that time. Allowances set by the previous Council are payable until this review has been completed.

Table 2 shows allowances currently being paid to Councillors, which include annual adjustments specified by the Minister for Local Government since the last review in 2017.

Table 2: Allowances currently paid by Alpine Shire Council (prior to review)

	Base allowance	Superannuation Guarantee Contribution (9.5%)	Total allowance paid
Councillors	\$20,046	\$1,904	\$21,950
Mayor	\$59,889	\$5,689	\$65,578

Annual increase to allowances

In previous years the Minister for Local Government has announced annual increases to allowance thresholds (historically 2.0-2.5% increases), however in October 2020, Local Government Victoria wrote to Councils to advise that there would be no adjustment or increase to allowances for the current year.

It is expected that the VIR Tribunal will have made its first Determination prior to the next annual adjustment. To cater for any eventuality that this may not be the case, the ability to increase allowances in line with any annual adjustment has been built into the recommendation in this report.

Acceptance of allowance

Under s39(5) of the LGA 2020, Councillors may elect to receive the entire allowance, a specified part of the allowance, or to receive no allowance. However, since s74A of the LGA 1989 is in force until the VIR Tribunal makes its first determination, Councillors only have the option to either receive the allowance or elect not to receive an allowance (s74A(3)) under current arrangements.

Exclusivity of allowances

Under both the LGA 2020 and LGA 1989, a person is only entitled to receive an allowance while they hold the office in respect of which the allowance is payable - in other words, the Mayor cannot receive a Councillor allowance while also receiving a Mayoral allowance. This means that in Alpine Shire Council at any one time, there are six Councillors receiving the Councillor allowance, and one Councillor receiving the Mayoral allowance.

Remote area travel allowance

The Order in Council sets out a remote area travel allowance to be paid to a Councillor where they normally reside more than 50 km by the shortest possible practicable road distance from the location or locations specified for the conduct of Council meetings, or any municipal or community functions that are authorised by Council resolution for the Councillor to attend.

The Councillor Expenses Policy notes this provision for attendance at Council meetings.

Superannuation Guarantee Contribution

Unless Council has unanimously resolved that the allowance be subject to tax withholding arrangements under Commonwealth taxation legislation, each allowance range or limit must be increased by a sum equivalent to the Superannuation Guarantee Contribution. In 2020/21 this is set at 9.5%.

It is up to each individual Councillor to determine whether they wish to make this contribution to their own personal superannuation fund.

Manner of payment of allowances

The Order in Council specifies that the payment of annual allowances is not to exceed more than one month in advance.

POLICY IMPLICATIONS

Until such time as the Victorian Independent Remuneration Tribunal makes a Determination, Councillor and Mayoral allowances and the requirement to review those allowances are governed by the *Local Government Act 1989*. Following the VIR Tribunal Determination, Councillor and Mayoral allowances will be governed by the *Local Government Act 2020*.

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2017-2021:

- A high performing organisation

FINANCIAL AND RESOURCE IMPLICATIONS

Councillor and Mayoral Allowances are accounted for within Council's annual budget. The 2021/22 budget.

At the time of writing this report, officers are aware that any VIR Tribunal Determination must not be less than the current allowance ranges set for each Council. An assumption will be built into the budget to deal with a modest increase on the current maximum allowances. Council will also need to budget for a Deputy Mayor allowance that will be payable following a VIR Tribunal Determination, which is not payable under the LGA 1989 review.

CONSULTATION

In accordance with s74(4) of the LGA 1989, a person has a right to make a submission under s223 of the LGA 1989, regarding the Councillor and Mayor allowances. A statutory 28 day public exhibition period will allow for public submissions. Submitters may also request to be heard before a Committee of Councillors in support of their submission. All submissions will be considered prior to making a final decision regarding the setting of allowances at the May Ordinary Council Meeting.

CONCLUSION

Council must review and determine the Councillor and Mayoral Allowances to be paid under s74(1) of the LGA 1989, taking into account the ranges and limits set by the Order in Council for a Category 1 Council.

Once set at the May Council Meeting, the allowances will apply until the first Determination is made by the VIR Tribunal, where Councillor, Deputy Mayor and Mayor allowances will be set under s39 of the LGA 2020.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate
- Manager Corporate
- Governance Officer

ATTACHMENT(S)

Nil

8.3.2 Quarterly Report – Council Plan

File Number: SU600.03

INTRODUCTION

This report provides the second quarterly report for 2020/21 against the Alpine Shire Council Plan 2017-2021 (review 2020).

Cr Janas
Cr Nicholas

That the Alpine Shire Council Plan Quarterly Report ending 31 December 2020 be received and noted.

Carried

BACKGROUND

The Alpine Shire Council Plan 2017-2021 outlines the strategic objectives, strategies and indicators determining Council's direction for the four-year term of the Plan. The document is reviewed by Council annually and will remain in place until 30 June 2021.

A new Council Plan takes effect from 1 July 2021 however Council has until 31 October 2021 to adopt the new plan.

While there is no legislative requirement to report to Council on the progress against the Council Plan, the Governance and Management Checklist that forms part of the Local Government Performance Reporting Framework (LGPRF) suggests that it is best practice to report at least on a six-monthly basis.

By reporting quarterly, Council ensures that progress against the Council Plan is on schedule, and that actions and indicators are maintained as priorities throughout the year.

Where quarterly or half-yearly reporting of indicators does not generate meaningful results, these are reported at end of financial year as part of the annual report.

HIGHLIGHTS

A high performing organisation

Council released the Community Engagement Policy for public submissions in December 2020. The policy will guide Council's commitment to engaging with the community, including when requiring feedback or to inform decision making, and when community members can have an impact, or will be impacted by a decision being considered by Council. The policy was adopted by Council at a Special Council Meeting in February.

A responsible and sustainable organisation

Local Government Elections were held in October 2020, with Councillors taking their Oath / Affirmation of Office on 17 November 2020.

The first stream of Council's new customer request system was rolled out in December 2020. The new system will ultimately improve customer service experience.

Incredible places for our community and visitors

Council continues to work on delivery of capital projects, including draft concept designs and community consultation for key projects. Projects delivered during Q2 include the Buckland Bridge, renewal of the Riverside Park BBQ shelter in Porepunkah, and sealing of the extended shared trail in Mount Beauty.

Infrastructure and open space that our community is proud of

Council re-established the Municipal Emergency Management Planning Committee under the *Emergency Management Act 2013*, consisting of representatives from key emergency service organisations as well as community representatives.

Highly utilised and well managed community facilities

Council's library services returned to full services, following the relaxation of COVID-19 restrictions that previously only allowed click and collect services. Other facilities including Visitor Information Centres, seasonal pools and sports centres are also trading in accordance with COVID-19 restrictions.

A well planned and safe community

Food premise inspections were completed for more than 70% of all food businesses in 2020. Progress was impacted due to COVID-19 restrictions, however the team focussed on assisting businesses to trade within COVID-safe guidelines.

Amendment VC60 to the Alpine Planning Scheme was released for public exhibition during November, with submissions closing in January 2021. The amendment will be presented to the March Council Meeting.

A thriving and connected community

Council hosted community catchups for fire-impacted communities in Buckland Valley and Buffalo River during Q2, with more than 100 community members attending across the two events. Bushfire Recovery Grant Funding programmes awarded ten projects funding across the Shire worth a total of \$400,000.

POLICY IMPLICATIONS

The current Council Plan is a specific requirement of the *Local Government Act 1989* and is a guiding document for Council until 30 June 2021. The Council Plan and Budget identify and commit Council to the completion of specific initiatives each year.

A new Council Plan will be developed in accordance with the *Local Government Act 2020*, which will be effective from 1 July 2021.

Quarterly reporting aligns with the Alpine Shire Council Plan 2017-2021 (review 2020) Strategic Objective 1: A high performing organisation.

FINANCIAL AND RESOURCE IMPLICATIONS

The Council Plan is a key document informing the financial and human resources required to achieve Council's objectives.

CONSULTATION

The Council Plan is subject to public exhibition prior to being adopted by Council.

Many of the individual initiatives and activities included in the Council Plan are subject to their own community participation and consultation processes.

CONCLUSION

This quarterly report shows that progress is being made on the delivery of key Council Plan actions.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report:

- Directors
- Managers
- Governance Officer

ATTACHMENT(S)

8.3.2 Alpine Shire Council Quarterly Report – ending 31 December 2020

8.3.3 Finance Report - Quarterly Review

INTRODUCTION

The purpose of this report is to note the Finance Report - Quarterly Review for the period ending 31 December 2020.

Cr Vincent

Cr Prime

That Council receives and notes the Finance Report - Quarterly Review for the period ending 31 December 2020.

Carried

BACKGROUND

The purpose of the Finance Report - Quarterly Review (the "Report") is to provide Council with an overview of the quarter two results and an update on the forecast financial position against the full year budget. Explanations are provided for variances to budget greater than \$100,000.

ISSUES

Quarter Two Report Highlights

Council is forecasting a full year surplus of \$4.7m, which is \$2.4m higher than the budgeted surplus of \$2.3m.

The major driver of the forecasted increase in the surplus is additional grant income received of \$4.0m. The most significant items are for:

- Tawonga Caravan Park Upgrade \$0.5m.
- Working for Victoria \$1.3m.
- Great Valley Trail \$0.7m.

This increased income is partially offset by a forecast increase in employee costs and materials and services totalling \$1.5m, predominately due to additional expenditure related to the Working for Victoria grant of \$1.3m.

Major forecast variances to capital works incomes and expenditures are as follows:

- Buckland Bridge income - changes in accounting standards has increased the income recognised by \$115k.
- Buckland Bridge expenditure – additional expenditure of \$115k has been carried over from 2019/20.
- Bay Creek Bridge - \$229k additional project partially funded from Bridges Renewal Program.
- East Ovens Pedestrian Bridge - \$120k additional project funded from Bushfire Recovery funding.

- Tawonga Caravan Park Upgrade - \$500k additional grant funding and expenditure for this project as the grant funding agreement was finalised after the budget for 2020/21 was completed.
- Great Valley Trail income - \$720k higher than budgeted income as additional funding is forecast from the Local Roads and Community Infrastructure Program.
- Alpine View Children's Centre Expansion Project- \$350k additional project partially funded from the Department of Education.
- Mount Beauty Airport Upgrade- \$221k unbudgeted project which includes cost for design, flood modelling and government road purchase.
- Dinner Plain Activation – the forecast has been reduced as a result of project delays due to additional community engagement to clarify scope, and subsequent delay in planning approvals and native vegetation offsets.
- Gavan Street Pedestrian Crossings - \$167k of unbudgeted expenditure as additional expenditure has been carried over from 2019/20.
- Dinner Plain Bus Shelters and Town Entrance Access - \$143k unbudgeted project bus bay and shelter construction on exit road.

Revised budget

The Local Government Act 2020 (LGA 2020) requires that an assessment be made as to whether a revised budget is required after the quarter two finance report is completed.

A revised budget is required under the LGA 2020 before any of the following can occur:

- a variation to the declared rates or charges
- undertake any borrowings that have not been approved in the budget
- a change to the budget that the Council considers should be the subject of community engagement.

As none of these three items is forecast to occur Council is not required to complete a revised budget for 2020/21.

POLICY IMPLICATIONS

The Report has been prepared in line with the requirements of the *Local Government Act 1989* (LGA 1989) and *Local Government Act 2020* (LGA 2020), as both Acts are relevant for the reporting period.

Section 138(1) of the LGA 1989 (Quarterly statements) was repealed on 24 October 2020 but is relevant for the Q1 report– "At least every 3 months, the Chief Executive Officer must ensure that a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to the Council at a Council meeting which is open to the public".

Section 97(1) of the LGA 2020 (Quarterly budget report) commenced on 24 October 2020 and is relevant for the Council meeting at which the Q1 report is presented - "As soon as practicable after the end of each quarter of the financial year, the CEO must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public".

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2017-2021:

- A responsible and sustainable organisation

FINANCIAL AND RESOURCE IMPLICATIONS

Financial performance to date indicates a full year surplus of \$4.7m, which is \$2.4m higher than the budgeted surplus of \$2.3m.

CONSULTATION

The Report has been prepared through a rigorous process which includes each department reviewing their budget and providing explanations for variances at the master account level.

The Report has been presented to the Finance Committee and the Audit Committee for noting.

CONCLUSION

The Finance Report - Quarterly Review for the period ending 31 December 2020 is presented for noting.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate
- Manager Corporate
- Accountant

ATTACHMENT(S)

8.3.3.a Finance Report - Quarterly Review for the period ending 31 December 2020.

8.3.4 Omnibus Planning Scheme Amendment C60 - Consideration of Submissions

INTRODUCTION

The purpose of this report is to:

1. Inform Councillors of the results of the public exhibition process for proposed Amendment C60 to the Alpine Planning Scheme.
2. Recommend a Council position in relation to submissions received to the amendment.
3. Propose that Council split the amendment into Parts 1 and 2; Part 1 being where there have been no objections raised or for which the changes proposed are supported by Council, Part 2 being for submissions unable to be resolved without reference to an Independent Panel.
4. Propose that Council submit Amendment C60 Part 1 to the Minister for Planning for approval; and
5. Propose that Council refer Amendment C60 Part 2 to an independent panel for consideration.

Cr Nicholas

Cr Prime

That Council:

1. *receive and note submissions received following exhibition of Amendment C60 to the Alpine Planning Scheme;*
 2. *note the officer report in response to submissions on Amendment C60 and split it into two parts, as follows:*
 - i. *Part 1 – Places that received no submissions or submissions that requested changes that Council supports as in Attachment 1; and*
 - ii. *Part 2 – submissions in relation to Schedule 5 to the Special Use Zone seeking changes as in Attachment 1.*
 3. *adopt Part 1 and submit it to the Minister for Planning for Approval in accordance with Section 31(1) of the Planning and Environment Act 1987;*
 4. *request the Minister for Planning appoint an independent Planning Panel to consider Amendment C60 Part 2 in accordance with Section 23 of the Planning and Environment Act 1987;*
 5. *refer the submissions and Amendment C60 Part 2 to a Panel and adopt a position of support for the amendment with appropriate changes as set out in this report and the associated attachments;*
 6. *write to all submitters to advise of this decision;*
 7. *write to parties affected by the proposed changes put forward by North East Water and seek their comments, and*
 8. *note that officers will provide a further report to Council after the Planning Panel report is received about how to proceed with Amendment C60 Part 2.*
- Carried*

BACKGROUND

Amendment C60 was prepared to address errors in the planning scheme that warrant correction because of the negative impact that they are having, or could have, on development and land use in parts of the shire.

There are three main areas are impacted on by the proposal:

- Instances of freehold land being included in Public Land Zones, in particular; the Bright and the Mount Beauty golf courses which are within the Public Conservation and Resource Zone. It is only by virtue of their long-term use as a golf courses that permits can be granted under the existing use rights provisions of the planning scheme. The proposed new Special Use Zone - (Golf Course) allows for use and development consistent with golf course purposes to be allowed, where appropriate, without permit, and for other uses consistent with golf course to be considered for permit.
- An instance of a National Trust listed tree (a Himalayan Oak in the Bright Cemetery) being unintentionally omitted from protection under the Heritage Overlay,
- Errors in the ordinance provisions in the Special Use Zone - Schedule 5 - Mount Beauty Aerodrome and Airpark (SUZ5), which:
 - unintentionally imposes a blanket building height limit of 6m to all buildings,
 - imposes unnecessary requirements on applicants,
 - contains requirements that are unclear as to intent; and
 - omits important information regarding the Aircraft Obstacle Limitation Surface Layer that governs the safe limit to which structures and other obstacles can be safely established.

Amendment C60 was placed on public exhibition between 19 November 2020 and 8 January 2021. Notification included the placing of a notice in the Government Gazette, advertisements in local newspapers and on the Council website as well as direct notification of owners and occupiers directly impacted by the proposal.

Submissions

Section 23 of the *Planning and Environment Act 1987* "Decisions about submissions" requires that,

- (1) After considering a submission which requests a change to the amendment, the planning authority must—
 - (a) change the amendment in the manner requested; or
 - (b) refer the submission to a panel appointed under Part 8; or
 - (c) abandon the amendment or part of the amendment.

Four submissions were received to the amendment:

- two submissions did not request a change to the amendment.
- one submissions requested changes to the amendment that are able to be supported.
- one submission requested changes that are not supported and which must therefore be referred to an Independent Panel.

The submissions are summarised in Attachment 1 together with comment and a recommendation as to Council's position on the submission.

Following approval, the Amendment would then be published in the Victoria Government Gazette, at which point it would take effect in the Planning Scheme.

ISSUES

The errors that are being addressed by the amendment are having an unnecessary and unforeseen impact on land use and development potential and add an unnecessary risk to a heritage asset. Additionally, some of the errors could result in safety issues for the Mount Beauty Airpark and confusion and unnecessary administrative costs. Approval of the amendment will address these concerns.

The fact that part of the amendment cannot be resolved without reference to an Independent Panel means that to move forward with the balance of the amendment, it will need to be split into Part 1 (for adoption and approval) and Part 2 (for referral to an Independent Panel).

Submissions requesting changes that can be supported (for inclusion in Part 1):

Submissions regarding the proposed Special Use Zone 6 (Golf Courses) from the Bright Golf Club conditionally support the amendment subject to the inclusion of "Group Accommodation" as a discretionary use for which a permit may be considered in the zone. This is a reasonable proposal, as such a use is not uncommon in modern golf clubs. It should be noted that both the Bright and Mount Beauty Golf Clubs have non-conforming use rights which would entitle them to make such applications under the current zonings applying to them. The proposed rezoning of the golf courses is designed to reflect that fact that the land is no longer Crown Land and is in freehold title. The rezoning is in line with the requirements of the Victoria Planning Provisions which requires that only public land should be included in public land zones.

Submissions required to be sent to Independent Panel:

North East Water has made submission to the amendment requesting that a range of uses currently permissible in Precinct 3 of the Mount Beauty Air Park Master Plan (2016) be prohibited. The reason behind this is to protect the Mount Beauty Wastewater Treatment Plant from encroachment of sensitive uses into the odour buffer for which odour modelling undertaken in 2020 indicates high level impact on Precinct 3. It also requests that the plan be amended to remove reference to future lot layouts as it submits that several of the lots shown on the plan cannot be built on due to infrastructure constraints.

It should be noted that during exhibition, Council was (and still is) preparing plans for the Mount Beauty Aerodrome and Air Park that may entail minor modifications to the layout plans for the airstrip itself. The potential changes proposed are not finalised. Should there be minor changes resulting from the consultation process for the changes to the Air Park, they can potentially be referred to the Independent Panel for consideration along with the submission requesting changes to SUZ5.

Panel Hearing dates have been set as follows:

- Directions Hearing 12 April 2021
- Panel Hearing 17 May 2021

POLICY IMPLICATIONS

The proposal improves the delivery of planning policy through the planning scheme.

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2017-2021:

- A well planned and safe community

FINANCIAL AND RESOURCE IMPLICATIONS

Approval of the amendment will assist in ensuring that potential safety concerns are addressed and unnecessary administrative costs in administering are avoided.

CONSULTATION

Amendment C60 was placed on public exhibition between 19 November 2020 and 8 January 2021. Notification included the placing of a notice in the Government Gazette, advertisements in local newspapers and on the Council website as well as direct notification of owners and occupiers directly impacted by the proposal. Four submissions to the amendment have been received.

CONCLUSION

Exhibition of Amendment C60 has been completed with a total of four submissions having been received. The splitting of the amendment into two parts allows for the non-controversial elements to be adopted and sent to the Minister for Planning for Approval and the controversial elements to be considered in further detail by an Independent Panel.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate
- Strategic Planner

ATTACHMENT(S)

8.3.5.a. Summary of submissions and recommended actions

8.3.5.b. Amendment C60 Explanatory Report

8.3.5 Planning Application P.2020.145

<i>Application number:</i>	<i>P.2020.145</i>
<i>Proposal:</i>	<i>Use and Buildings and Works for the Construction of a Dwelling</i>
<i>Applicant's name:</i>	<i>Shannon Davies (SD Strategy and Development Pty Ltd)</i>
<i>Owner's name:</i>	<i>Tasman Roy Davies</i>
<i>Address:</i>	<i>Cottrells Lane, Tawonga (Crown Allotment 6A, Section 14, Parish of Mullindolingong)</i>
<i>Land size:</i>	<i>Approximately 3.146 hectares</i>
<i>Current use and development:</i>	<i>One (1) shed.</i>
<i>Site features:</i>	<i>There is one (1) shed on the site. There is native vegetation in the north-western corner and in the verge abutting the site. The site slopes down from east to west by approximately 20 metres, with an average slope of 8.29%.</i>
<i>Why is a permit required?</i>	<i>Clause 35.07-1 Use (FZ) Clause 35.07-4 Buildings and Works (FZ) Clause 42.03-2 Buildings and Works (SLO)</i>
<i>Zoning:</i>	<i>Farming Zone (FZ)</i>
<i>Overlays:</i>	<i>Significant Landscape Overlay - Schedule 1 (SLO1)</i>
<i>Restrictive covenants on the title?</i>	<i>None</i>
<i>Date received:</i>	<i>22 September 2020</i>
<i>Statutory days:</i>	<i>59 days at 12 February 2021</i>
<i>Planner:</i>	<i>James Trimble</i>

Cr Nicholas

Cr Janas

That a refusal be issued for the proposed Use and Buildings and Works for the Construction of a Dwelling for the reasons identified in appendices 8.3.5.a & 8.3.5b. and on the following summarised grounds:

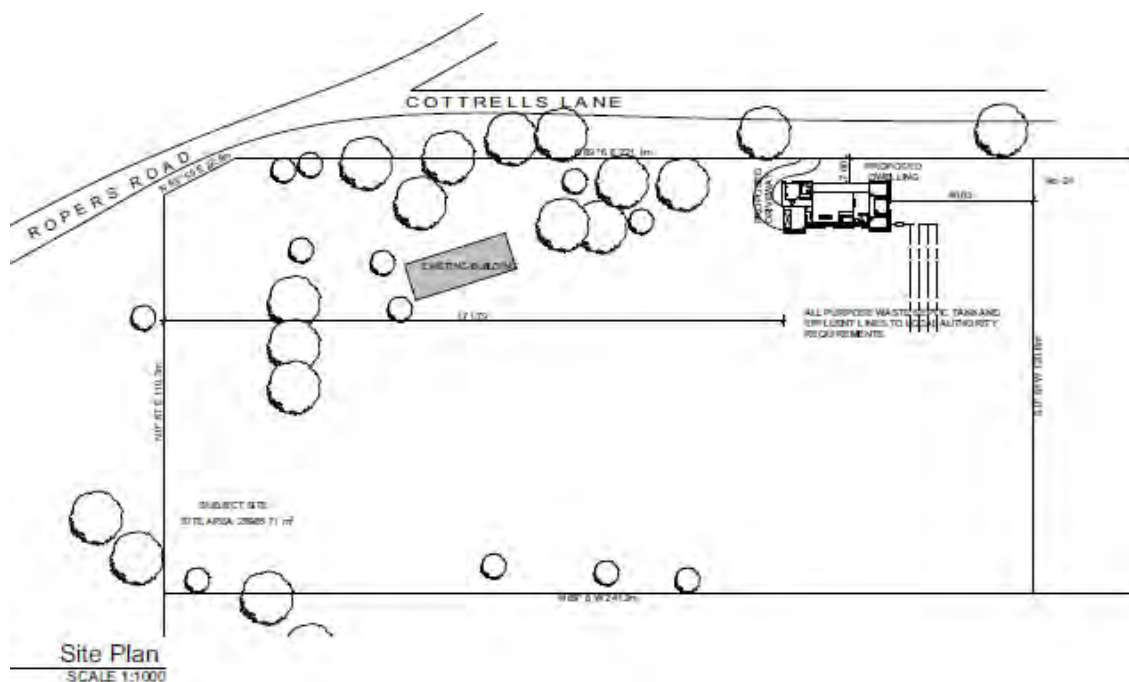
- 1. The proposal does not meet the relevant planning permit framework of the Alpine Planning Scheme including relevant State and Local Policies, and the purposes and decision guidelines of the Farming Zone.*
- 2. The proposal does not provide for the orderly planning of the area.*

Carried

PROPOSAL

The use and construction of a new single storey dwelling. The proposed dwelling has a double garage accessed off Cottrells Lane, four (4) bedrooms, two (2) bathrooms, separate laundry, rumpus room, and an open plan living/kitchen/dining.

The minimum setbacks include 7 metres to the northern (front) lot boundary, 40.03 metres to the eastern (side) lot boundary, approximately 99.5 metres to the southern (rear) lot boundary, and 171.79 metres to the western (side) lot boundary. The maximum building height proposed is 4 metres. External materials include Colorbond roofing, rendered and face brickwork, and Scyon cladding. An associated onsite wastewater disposal area has been indicated to the south of the proposed dwelling.



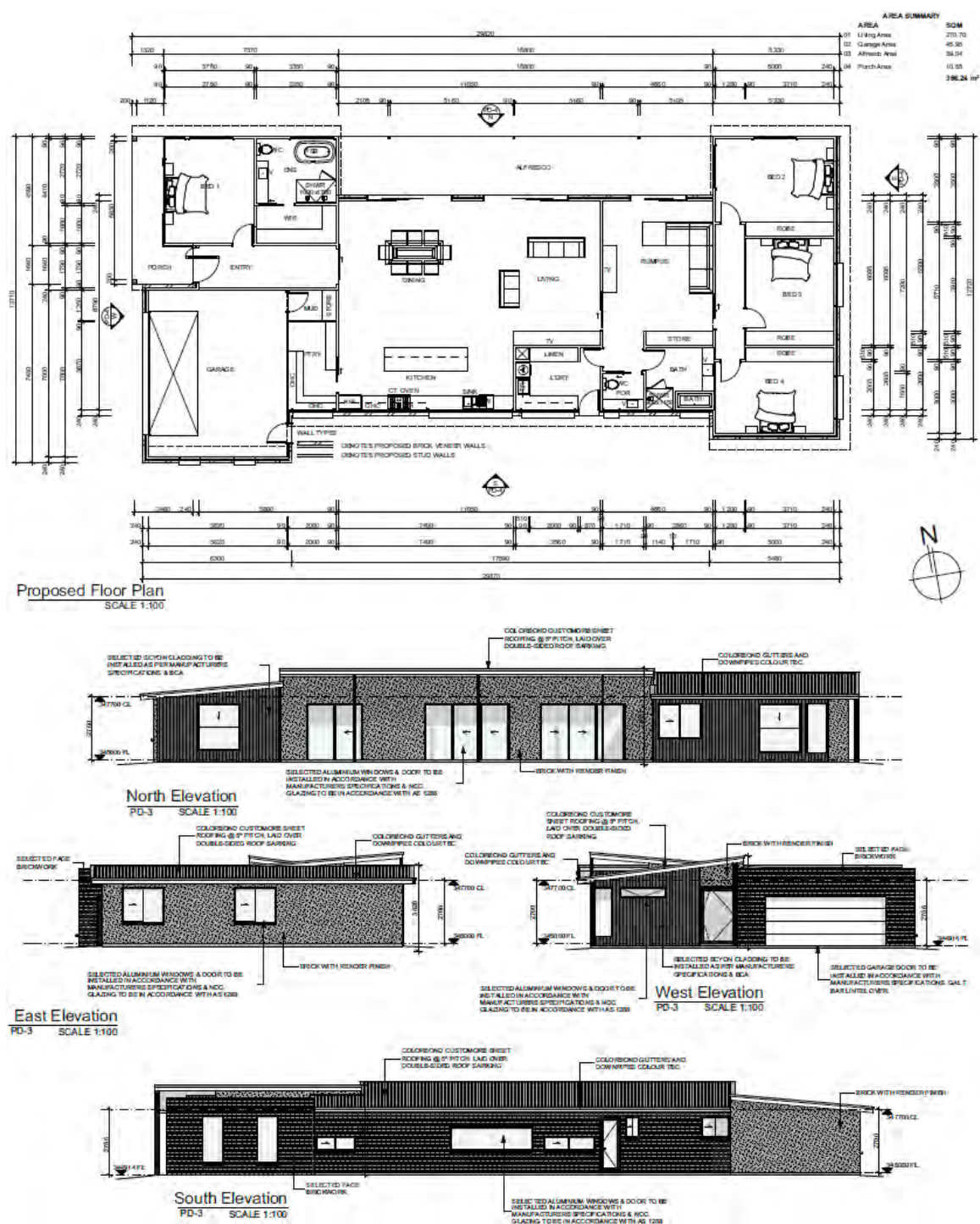


Figure 1: Shows the development layout on site.

SUBJECT LAND AND SURROUNDS

The site is an irregular rectangular shape with direct frontage to Cottrells Lane and Ropers Road. The site has an existing shed sited in the north-western corner. There is native vegetation in the north-western corner of the site and the verge abutting the site. The site slopes down from east to west by approximately 20 metres, with an average slope of 8.29%. The site has post and wire boundary fencing.

Surrounding land is zoned 'Farming' zone. Large (over 40 hectares) open farmland sites directly abutting the subject site include 46 Cottrells Lane, which has an approximate area of 63.24 hectares, and a dwelling in close proximity to Cottrells Lane, and 10 Ropers Road, which has an approximate area of 53.61 hectares.

Large (over 40 hectares) open farmland sites within close proximity (500 metres) of the site include 95 Ropers Road, which has an approximate area of 60.93 hectares and a dwelling accessed off Roper Road, and Parcel 10977 Cottrells Lane, which has an approximate area of 58.15 hectares.

There are a number of watercourses which run through the abovementioned large open farmland sites, and native vegetation exists in close proximity of a number of these watercourses.

Smaller sites within close proximity (500 metres) of the site include 24 Cottrells Lane which has an area of approximately 1.14 hectares and a dwelling, 32 Cottrells Lane which has an area of approximately 0.52 hectares and a dwelling, and Parcel 14081 Cottrells Lane which an area of approximately 1.8 hectares and is not currently utilised.

There are four (4) large (over 40 hectares) open farmland sites, within close proximity (500 metres) of the site, of which two (2) directly abut the subject site, and three (3) smaller sites within close proximity (500 metres) of the site, of which two (2) have a dwelling.



Figure 2: Subject land.

PUBLIC NOTIFICATION

The application was advertised in accordance with Section 52 of the *Planning and Environment Act 1987*. Notice of the application was sent to surrounding landholders and occupiers. A sign was displayed on the subject land. Two objections were received. The matters raised in the objections have been summarised as follows:

- 1) Concerns with siting of the proposed dwelling within the lot.

The applicant and objector had discussions in relation to this matter and an agreement was reached for the inclusion of an amended plans condition requiring the dwelling be sited a minimum of 50 metres away from the northern and eastern lot boundaries. Should the application be supported such a condition would be included.

- 2) Not consistent with the purposes of the Farming Zone.

The site is zoned Farming Zone within the Alpine Planning Scheme and the provisions of this zone apply to the application. The proposal is not considered to comply with the purposes of the Farming Zone as it *does not implement the relevant Planning Policy Framework, for the reasons further discussed in this report below and it does not provide for the use of land for agriculture*.

- 3) Will result in the loss of productive agricultural land.

The productivity of the land is a relevant planning consideration and referenced within a number of relevant Planning Policies and the Farming Zone. It is understood that the land is not currently used for any productive agricultural activity/ies. Alpine Shires Rural Land Capability mapping indicates the site as having a high agricultural capability. It is understood that surrounding sites are predominantly used for productive agricultural purposes.

- 4) Potential for Land Use conflict.

The potential for land use conflict is a relevant planning consideration and referenced within a number of relevant Planning Policies and the Farming Zone. Considering the existing site context there is unlikely to be any land use conflict as a result of the proposal, however there is the potential for the proposal to limit the expansion of agricultural activity/ies in the area.

- 5) The site should be amalgamated into adjoining farmland.

The ability of the site to be amalgamated into adjoining farmland is a relevant planning consideration within Planning Policy 21.03-3 Rural Lifestyle, Subdivision and Dwellings. Directly abutting land to the south and west of the site is understood to be used for farming purposes. Based on the existing site context there is considered to be capacity for the site to be amalgamated into an existing adjoining farmland site.

6) The proposal is not consistent with Alpine Shire Rural Land Strategy

The Alpine Shire Rural Land Strategy is relevant to the application as it is directly referenced within the relevant Planning Policies. This strategy states the following in relation to precinct 7, sub-precinct 4, which the site is included in:

- *The precinct has regionally significant agricultural land that is capable of growing a wide variety of agricultural commodities suited to cool climate growing conditions and attracting higher value products, including horticulture and dairying.*
- *The precinct includes the most productive grazing land in the municipality, with grazing being the predominant land use.*
- *The precinct is the centre of the dairy industry in the municipality, the industry being a significant contributor to the economy.*

7) To be considered requires viable agricultural activity/ies.

The relevant application requirements within the Alpine Planning Scheme do not formally require the submission of a Whole Farm Plan (which is a document used to demonstrate viability of agricultural activity/ies on a site) for the application to be considered.

REFERRALS

Referrals / Notice	Advice / Response / Conditions
Internal referrals:	Alpine Shire Health Department - No objection, subject to inclusion of a condition.

PLANNING ASSESSMENT AND RESPONSE TO GROUNDS OF OBJECTION

All applicable policy and decision guidelines can be found in Appendix 8.3.5.b.

State Planning Policy Framework

The following State Planning Policy Framework (SPPF) does not give support to the proposal.

Clause 11.03-5S Distinctive Areas and Landscapes as the proposal does not avoid use and development that could undermine the long term non-urban use of land in the area.

Clause 14.01-1S Protection of Agricultural Land as the proposal does not:

- Prevent inappropriately dispersed urban activities in rural areas.
- Limit new housing in rural areas.
- Fully consider the sites agricultural land capability.

Clause 16.01-3S Rural Residential Development as the proposal does not:

- Protect agriculture and avoid inappropriate rural residential development.
- Discourage development of small lots in rural zones for residential use.
- Encourage consolidation of existing isolated small lots in rural zones.

Local Planning Policy Framework

The following Local Planning Policy Framework (LPPF) does not give support to the proposal.

Clause 21.03-2 Rural Residential Living as the proposal does not protect rural land from inappropriate development, as the site is classified as high quality for agriculture.

Clause 21.03-3 Rural lifestyle, subdivision and dwellings as the proposal is not linked to and required for an agricultural, associated rural activity or rural tourism purpose, and the proposal results in the loss of agricultural land that is of strategic significance in the local context, as the proposal does not:

- Limit rural lifestyle development in agricultural areas.
- Encourage the consolidation of rural lots.
- Discourage the proliferation of dwellings not associated with agriculture.
- Demonstrate that the dwelling is required to support a legitimate, established agricultural or rural activity/ies.
- Meet the considerations for a rural lifestyle purpose as the site is able to be consolidated with adjoining land used for agriculture.

Clause 21.05-3 Agriculture as the proposal does not protect strategically significant agricultural land for production, and protect the land from residential expansion, as the proposal does not:

- Reinforce agricultural production as the primary purpose of the Farming Zone.
- Protect agricultural land from inappropriate use and development such as isolated non-agricultural uses including residential uses.
- Protect strategically significant agricultural land to support future agricultural industries.
- Ensure that rural land is used and developed in a way that will support agricultural production.

Clause 21.06-1 Infrastructure as the proposal does not reduce the loss of agricultural land for the purposes of urban/residential development.

Clause 22.03-2 Agriculture as the proposal does not

- Discourage the conversion of agricultural land to non-soil based use and development, and it has not been demonstrated that the proposal complements the agricultural base of the shire.
- Discourage development which is sensitive off site effects and may prejudice agricultural production.

Zoning

The site is zoned Farming Zone. The proposal is inconsistent with the purposes and decision guidelines of the Farming Zone for the following reasons:

- It does not implement the relevant Planning Policy Framework.
- It does not provide for the use of land for agriculture.
- The proposal does not support and enhance agricultural production.
- The proposal will permanently remove land from agricultural production.
- There is potential for the proposal to limit the operation and expansion of adjoining and nearby agricultural uses.
- It has not been demonstrated that the site has no capacity to sustain an agricultural use.
- The dwelling will adversely affect the expansion of adjoining and nearby agricultural uses.

Significant Landscape Overlay

The site is covered entirely by the Significant Landscape Overlay - Schedule 1. There is a planning permit trigger for the proposal at Clause 42.03-2. A detailed assessment of the proposal against the provisions of Clause 42.03-2 is contained on the planning file – reference no. P.2020.145. The application is considered to meet the relevant requirements of the Significant Landscape Overlay - Schedule 1, subject to the inclusion of conditions if approved.

General Provisions

Clause 65.01 of the Alpine Planning Scheme provides the general decision guidelines that must be considered before deciding on an application. A detailed assessment of the proposal against the provisions of Clause 65.01 is contained on the planning file – reference no. P.2020.145. The proposal does not provide for the orderly planning of the area.

CONCLUSION

The application is not consistent with the Alpine Planning Scheme and should be refused for the following summarised reasons:

- The proposal does not comply with the relevant State and Local Planning Policy Framework;
- The proposal is inconsistent with the purposes and decision guidelines of the Farming Zone; and
- The proposal does not provide for the orderly planning of the area.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate
- Planning Officer

APPENDICIES

- 8.3.5.a Reasons for Refusal
- 8.3.5.b Policy and decision guidelines

8.3.5.a Reasons for Refusal

1. The proposal does not comply with Clause 11.03-5S Distinctive Areas and Landscapes as the proposal does not avoid use and development that could undermine the long term non-urban use of land in the area.
2. The proposal does not comply with Clause 14.01-1S Protection of Agricultural Land as the proposal does not:
 - a. Prevent inappropriately dispersed urban activities in rural areas.
 - b. Limit new housing in rural areas.
 - c. Fully consider the sites agricultural land capability.
3. The proposal does not comply with Clause 16.01-3S Rural Residential Development as the proposal does not:
 - a. Protect agriculture and avoid inappropriate rural residential development.
 - b. Discourage development of small lots in rural zones for residential use.
 - c. Encourage consolidation of existing isolated small lots in rural zones.
4. The proposal does not comply with Clause 21.03-2 Rural Residential Living as the proposal does not protect rural land from inappropriate development, as the site is classified as high quality for agriculture.
5. The proposal does not comply with Clause 21.03-3 Rural lifestyle, subdivision and dwellings as the proposal is not linked to and required for an agricultural, associated rural activity or rural tourism purpose, and the proposal results in the loss of agricultural land that is of strategic significance in the local context, as the proposal does not:
 - a. Limit rural lifestyle development in agricultural areas.
 - b. Encourage the consolidation of rural lots.
 - c. Discourage the proliferation of dwellings not associated with agriculture.
 - d. Demonstrate that the dwelling is required to support a legitimate, established agricultural or rural activity(s).
 - e. Meet the considerations for a rural lifestyle purpose as the site is able to be consolidated with adjoining land used for agriculture.
6. The proposal does not comply with Clause 21.05-3 Agriculture as the proposal does not protect strategically significant agricultural land for production, and protect the land from residential expansion, as the proposal does not:
 - a. Reinforce agricultural production as the primary purpose of the Farming Zone.
 - b. Protect agricultural land from inappropriate use and development such as isolated non-agricultural uses including residential uses.
 - c. Protect strategically significant agricultural land to support future agricultural industries.

- d. Ensure that rural land is used and developed in a way that will support agricultural production.
7. The proposal does not comply with Clause 21.06-1 Infrastructure as the proposal does not reduce the loss of agricultural land for the purposes of urban/residential development.
8. The proposal does not comply with Clause 22.03-2 Agriculture as the proposal does not
- a. Discourage the conversion of agricultural land to non-soil based use and development, and it has not been demonstrated that the proposal complements the agricultural base of the shire.
 - b. Discourage development which is sensitive off site effects and may prejudice agricultural production.
9. The proposal is inconsistent with the purposes and decision guidelines of the Farming Zone for the following reasons:
- a. It does not implement the relevant Planning Policy Framework.
 - b. It does not provide for the use of land for agriculture.
 - c. The proposal does not support and enhance agricultural production.
 - d. The proposal will permanently remove land from agricultural production.
 - e. There is potential for the proposal to limit the operation and expansion of adjoining and nearby agricultural uses.
 - f. It has not been demonstrated that the site has no capacity to sustain an agricultural use.
 - g. The dwelling will adversely affect the expansion of adjoining and nearby agricultural uses.
10. The proposal does not provide for the orderly planning of the area.

8.3.5.b Policy and Decision Guidelines

All of the below mentioned relevant planning considerations from the Alpine Planning Scheme may be viewed at the following link: <https://planning-schemes.delwp.vic.gov.au/schemes/alpine>.

State Planning Policy Framework

The State Planning Policy Framework (SPPF) provides relevant direction to the proposal at the following clauses:

- 11.03-5S Distinctive areas and landscapes
- 12.05-2S Landscapes
- 13.01-1S Natural hazards and climate change
- 13.02-1S Bushfire planning
- 14.01-1S Protection of agricultural land
- 15.01-2S Building design
- 15.01-6S Design for rural areas
- 16.01-2S Location of residential development
- 16.01-5S Rural residential development

Local Planning Policy Framework

The Local Planning Policy Framework (LPPF) provides relevant direction to the proposal at the following clauses:

- 21.03-1 Townships and villages
- 21.03-2 Rural residential living
- 21.03-3 Rural lifestyle, subdivision and dwellings
- 21.04-3 Landscapes
- 21.04-4 Environmental risk
- 21.06-1 Infrastructure
- 21.07-11 Rural Precincts
- 22.02-3 Landscapes
- 22.03-2 Agriculture

Zone

The subject land is zoned Farming Zone.

Overlays

The subject land is covered entirely by the Significant Landscape Overlay - Schedule 1.

Particular Provisions

None

General Provisions

Clause 65.01 within the Alpine Planning Scheme provides the general decision guidelines.

9. Informal meetings of Councillors

Introduction

In accordance with Chapter 8, section A1 of Council's Governance Rules, if there is a meeting of Councillors that:

- is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors;
- is attended by at least one member of Council staff; and
- is not a Council meeting, Delegated Committee meeting, or Community Asset Committee meeting;

the Chief Executive Officer must ensure that a summary of the matters discussed at the meeting are tabled at the next convenient Council meeting, and are recorded in the minutes of that Council meeting.

Cr Nicholas

Cr Chalwell

That the summary of informal meetings of Councillors for February 2021 be received.

Carried

Background

The written records of the informal meetings of Councillors held during the previous month are summarised below. Detailed records can be found in Attachment 9.0 to this report.

Date	Meeting
2 February	Briefing Session
2 February	Councillor Induction Session
5 February	Planning Forum
9 February	Information Session on Minerals Exploration
16 February	Briefing Session

Attachment(s)

- 9.0 Informal meetings of Councillors – February 2021

10. General business

Refer to Alpine Shire Council's website www.alpineshire.vic.gov.au; for its YouTube live-streaming recording for responses to general business

11. Motions for which notice has previously been given

Nil

12. Reception and reading of petitions

Nil

13. Documents for sealing

Cr Nicholas

Cr Janas

That the following documents be signed and sealed.

1. *Section 173 Agreement - Marni Louise Witts. Lot 1 on Title Plan 815609Y - Volume 10678 Folio 925 and Lot 4 on Plan of Subdivision 19562 - Volume 07395 Folio 936.*

Conditions 11,15,16 and 17 of Planning Permit 2018.137.1 for Realignment of a Boundary at 31 Delany Avenue, Bright. The Agreement provides for the implementation of Bushfire Mitigation measures; Lot 2 is exempt under Clause 44.06-2 of the Alpine Shire Planning Scheme and minimum garden area requirements.

2. *Section 173 Agreement – Nicole Joanne Stevens Lot 1 on Title Plan 960783T Volume 11962 Folio 335.*

Conditions 8 and 19 of Planning Permit 2020.40.1 for a two lot subdivision at 22 Bailey Street, Porepunkah. The Agreement provides for the implementation of Bushfire Mitigation measures and compliance of the Drainage Discharge Plan.

Carried

There being no further business the Chairperson declared the meeting closed at 6.12p.m.

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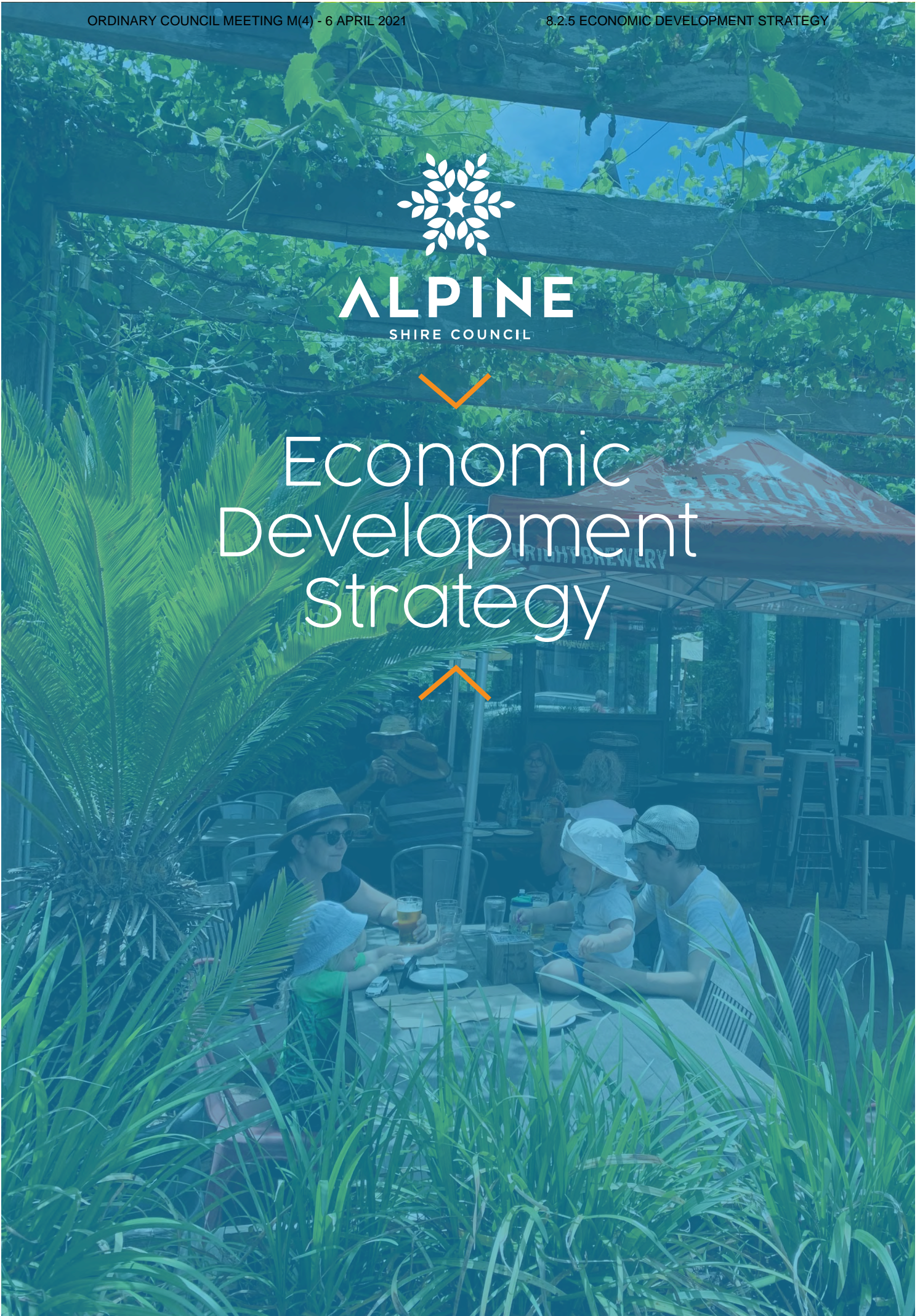
Chairperson



ALPINE
SHIRE COUNCIL



Economic Development Strategy



Authors

The Alpine Shire Economic Development Strategy was prepared by Urban Enterprise in collaboration with Alpine Shire Council.

Mike Ruzzene

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Urban Enterprise

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Glossary of Terms

Gross Regional Product

The total value of final goods and services produced in the region over the period of one year.

Output

Represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.

Regional Exports

Represents the value (\$) of goods and services exported outside of the defined region that have been generated by businesses / organisations in each of the industry sectors within the region.

Value-Added

Represents the marginal economic value that is added by each industry sector in a defined region. Value-Added can be calculated by subtracting local expenditure and expenditure on regional imports from the output generated by an industry sector, or alternatively, by adding the Wages & Salaries paid to local employees, the gross operating surplus and taxes on products and production.

Daytrip Visitor

Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.

International Visitor

A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia for less than one year and are aged 15 years or over.

Overnight Visitor

People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the NVS.

Acronyms

AAGR

Average Annual Growth Rate

ABS

Australian Bureau of Statistics

EDS

Economic Development Strategy

ERP

Estimated Resident Population

IVS

International Visitor Survey

LGA

Local Government Area

NVS

National Visitor Survey

TRA

Tourism Research Australia

SEIFA

Socio-Economic Index for Areas

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Executive Summary

Introduction & Background

Alpine Shire Council (Council) commissioned Urban Enterprise to prepare the Alpine Shire Economic Development Strategy (EDS) which provides strategic direction for future development and sustained economic growth in the Alpine Shire.

This report is informed by independent research and analysis, as well as consultation with representatives of community groups, organisations, businesses and Government stakeholders.

Drawing on the Alpine Shire's comparative advantages, the EDS focuses on ways to support and grow existing businesses in key sectors such as tourism, agriculture, manufacturing, education and health as well as attract new businesses that are suited to the values and attributes of the Alpine Shire.

The impacts of the COVID-19 pandemic, as well as the recent bushfires, will require a significant effort from Council to support business recovery. This report will identify relevant initiatives to support short term local business recovery and improve business resilience within the Alpine Shire economy.

Alpine Shire

The Alpine Shire is located in Victoria's north-east, approximately 300km north-east of Melbourne, and proximate to the Regional Centres of Wodonga (50km to the north) and Wangaratta (40km to the north-east). It is accessible via key transport routes including the Kiewa Valley Highway and the Great Alpine Road.

It includes significant natural assets, most notably Alpine National Park and Mount Buffalo National Park, which drives visitation and contributes to the natural amenity that makes Alpine Shire popular for residential lifestyle attraction.

There are several key towns and population nodes within the region that drive residential, employment and economic growth, including Bright (administrative centre), Mount Beauty, Myrtleford and Dinner Plain (service centres). These towns represent distinct regional areas, each of which has unique strengths, specific community needs and economic priorities. Therefore, this EDS provides analysis and strategic direction at a sub-regional or district level, which helps develop overarching strategies and clear direction for the regional economy.

Demographic & Economic Context

An analysis of the demographic and economic characteristic of the Alpine Shire identified a number of key issues and opportunities to help drive future economic development.

Population Attraction and Retention

Whilst the Alpine Shire has experienced a relatively low rate of population growth, this rate of growth varies across the townships. In particular, the Bright region and surrounding areas has experienced much higher population growth than elsewhere in the Alpine Shire over the past 10 years. This demonstrates the need to develop population attraction and retention strategies that are targeted to meet the specific needs of each township and surrounding area. These strategies will help the Alpine Shire compete with surrounding regional destinations for population (and workforce) attraction, particularly by leveraging the high level of amenity, which makes the region favourable to lifestyle residential attraction and young families.

Attracting Young Families and Growing the Workforce

The Alpine Shire has a considerably older age profile, with a median age of 49 (compared to Victorian average of 37). This has implications on demand for specific services including aged care, health care and social assistance. However, there is evidence that the age profile is shifting to a younger demographic, evidenced by the high growth in school enrolments.

Executive Summary (cont.)

As such, Council should focus on continuing to attract young/mid-life families, helping to sustain the economy over time and drive longer term growth. This will require suitable job opportunities, provision of education services to meet demand, as well as improvements in amenity.

Housing Affordability and Availability

There is an issue with housing availability and affordability within the Alpine Shire, reflected by the low rates of dwelling growth, low density stock, low rates of permanent occupancy and higher than average property prices. There is also a high degree of variability in housing stock, with some townships (such as Bright) driving the sprawl of residents to other towns/municipalities due to housing prices.

The provision of high-quality and affordable housing is critical to resident and workforce attraction and should be a key focus for Council, taking into account the differences in housing stock across and resident needs.

Importance of the Visitor Economy

Alpine Shire is the highest performing municipality within the High-Country Region in terms of its visitor economy. This is reflected in terms of visitation and total visitor expenditure. The impact of tourism flows through the Alpine Shire economy, impacting economic output and job creation across the accommodation, food and beverage, retail, services, transport and property sectors. The visitor economy is also a major contributor of Council rates on residential and commercial property through holiday homes, visitor accommodation and retail and food premises.

Striking a sustainable balance in tourism will be important for Alpine Shire to maintain high levels of amenity and liveability and a healthy economy.

Diversification in Agriculture and Forestry

The agricultural and forestry and logging sectors are key drivers of economic growth and job creation. These key sectors have potential for growth over the long-term, which will expand the Alpine Shire's key industries and consolidate areas of strength.

In particular, the continued diversification, innovation and productivity within the agricultural sector – through the production of raw materials – is linked to the growth of the manufacturing sub-sectors, including timber-related production and food and beverage processing.

Disaster Recovery

The economic impacts of COVID-19 (as well as the 2020 bushfires) have been substantial, with the Alpine Shire's tourism industry acutely impacted by losses in business revenue, economic output and increases in unemployment.

To facilitate economic recovery, Council should support businesses and encourage resilience by providing training, mentoring and networking opportunities. Another important factor for economic resilience is to promote industry diversification and expand the jobs base so that it is less reliant on tourism and agriculture, ensuring the economy is less volatile to external impacts.

Economic Development Framework

Vision

The outcomes of this Economic Development Strategy will align with Council's 2030 Community Vision:

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

Economic Development Objectives

The overarching economic development objectives include:

Achieve a More Productive and Sustainable Economic Base

Leverage greater economic output and employment outcomes from industries of competitive advantage and balance economic outcomes with local community and environmental values to ensure sustainable economic development.

Develop a Resilient & Diversified Business Base

Support and grow the business community to generate industry growth and successful economic outcomes.

Maintain and Improve Liveability

Identify strategies and investments that will improve liveability for existing residents and drive population retention and attraction, as well as business attraction.

Executive Summary (cont.)

Framework Overview

The Economic Development Framework, summarised in the table below, includes five key themes. These provide the areas of focus for ongoing growth and enhancement of the economic development in Alpine Shire.

Theme	Strategies
1. A Sustainable Visitor Economy: Support and manage ongoing and sustainable growth in tourism to achieve positive economic, community and environmental outcomes for the Alpine Shire.	1.1 Create a sustainable tourism industry in the Alpine Shire 1.2 Increase geographic and seasonal visitor dispersal
2. Growing and Diversifying Agriculture: Develop and enhance the agricultural sector and promote diversity of uses to increase its contribution to economic growth.	2.1 Increase the value of agricultural production 2.2 Future proof and protect the agricultural sector 2.3 Maintain and grow jobs in agriculture 2.4 Support food and beverage manufacturing
3. Enhanced Liveability and Resident Attraction: Generate economic and social wellbeing outcomes through supporting liveable communities to promote population attraction and retention.	3.1 Maintain and improve the amenity of the Alpine Shire 3.2 Increase the population growth rate across the Alpine Shire 3.3 Support for an ageing population
4. Attracting New Industry and Investment: Leverage greater economic growth and employment outcomes from a diverse range of industry sectors and strategic investments	4.1 Increase industry diversification and expand the jobs base 4.2 Strategic investment in public sector infrastructure projects
5. Supporting Businesses: Support and grow a diverse business community, including promotion of business resilience, to generate successful employment and economic outcomes.	5.1 Upskill the workforce to meet industry needs 5.2 Create a connected and well-informed business base 5.3 Promote business resilience (disaster recovery assistance)

Introduction

Overview

Alpine Shire Council (Council) commissioned Urban Enterprise to prepare the Alpine Shire Economic Development Strategy. The Economic Development Strategy (EDS) will provide strategic direction for future development and sustained economic growth in the Alpine Shire.

This report is informed by independent research and analysis, as well as consultation with representatives of community groups, organisations, businesses and Government stakeholders.

The EDS will support the future economic development of the Alpine Shire by analysing the industries that currently drive economic growth and those that have potential for long term growth. It will also focus on Council's role for business support; industry attraction and resident attraction.

The impacts of the COVID-19 pandemic will require a significant effort from Council to support business recovery. This report will identify relevant initiatives to support short term local business recovery and longer-term investment and industry attraction strategies.

Unless otherwise indicated, all information collected relating to the Alpine Shire's economy reflects pre-COVID-19 economic conditions.

Project Methodology

The following tasks were undertaken in the delivery of the Economic Development Strategy:

1. Assess background reports and existing strategies that are relevant to economic development in the region.
2. Consult with relevant stakeholders to identify the barriers to growth and opportunities for economic development in the Alpine Shire.
3. Assess the macroeconomic conditions at the state and national level to understand the current outlook for the economy.
4. Profile Alpine Shire's demographics, identifying historical and forecast trends that may impact the local economy.
5. Profile Alpine Shire's economy using a range of economic indicators (e.g. growth in output, employment, business), identifying historical and forecast trends that may have implications on the local economy.
6. Provide an overview of the visitor economy and the growing role of tourism and related activities.
7. Develop an Economic Development Framework for the Alpine Shire economy, which outlines the objectives, themes and strategies (for Council consideration) to support sustained economic growth.

Local Government's Role in Economic Development

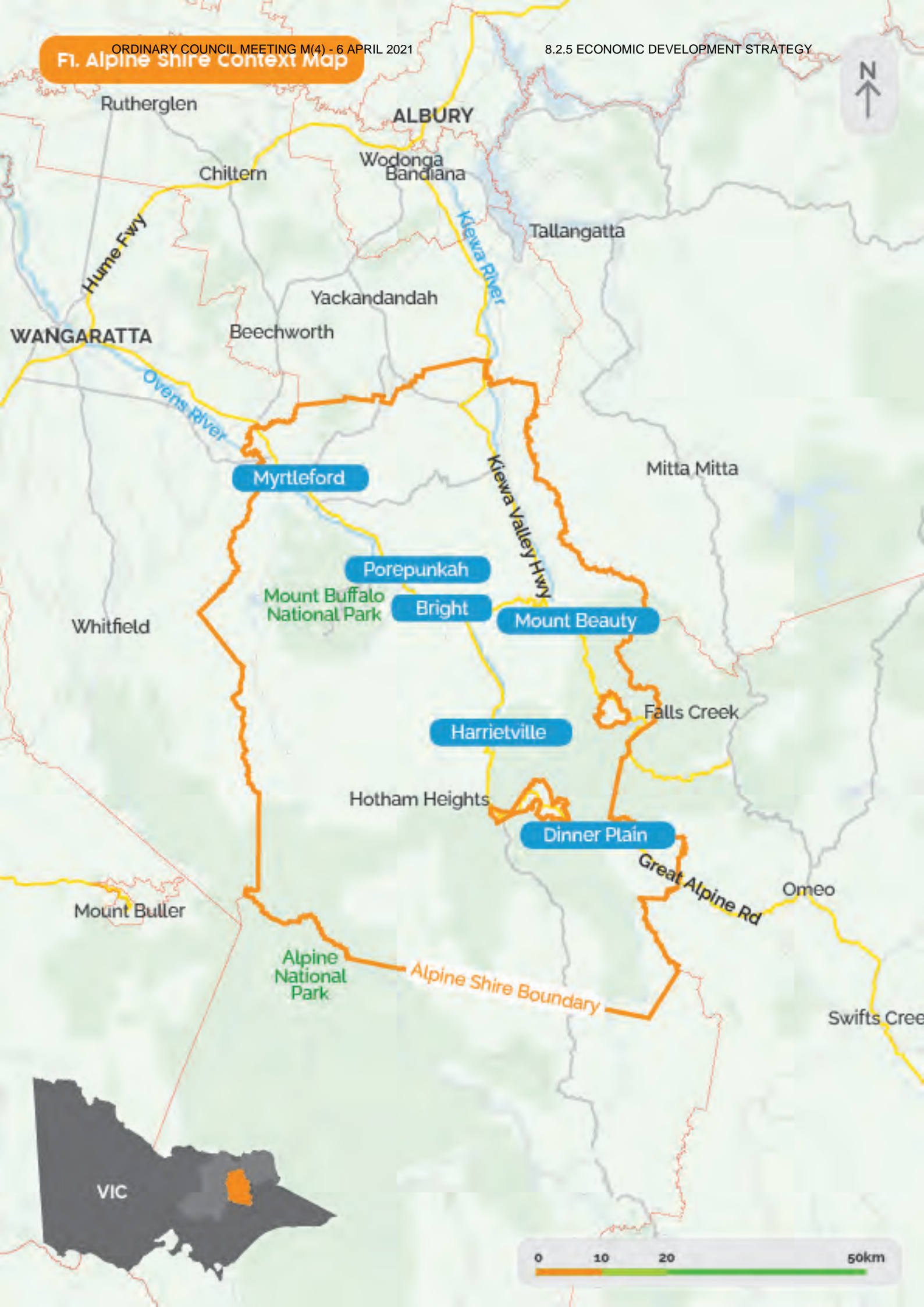
At a high-level, the purpose of economic development at a Local Government level is:

"To build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-government sector partners work collectively to create better conditions for economic growth and employment generation".

Local Government plays an important role in facilitating economic growth within their municipalities. Typically, Council's role in economic development includes business engagement and support, business and investment attraction, promoting liveability initiatives and undertaking advocacy efforts.

In terms of investment attraction, it is important for Local Governments to provide and encourage an economic environment that is conducive to attracting private investment. Council can assist private investment by providing leadership, creating a consistent and streamlined regulatory environment, conducting market and industry research, and business case development. Common objectives adopted for economic development across Local Government include:

- Supporting the existing business base (promoting growth within the existing business base);
- Attracting new businesses and jobs (promoting growth by attracting new investment and businesses);
- Promoting liveability and sustainable communities; and Undertaking advocacy efforts.

Fi. Alpine Shire Context Map

Strategic Context

About Alpine Shire

Alpine Shire Local Government Area (LGA) covers around 4,788 square kilometres and is located in Victoria's north-east, approximately 300km north-east of Melbourne, 50km south of Albury-Wodonga and 40km south-west of Wangaratta. The Alpine Shire is accessible via key transport routes including the Kiewa Valley Highway and the Great Alpine Road.

It includes significant natural assets, most notably Alpine National Park and Mount Buffalo National Park. This is in addition to two major alpine resorts – Falls Creek and Mount Hotham – that are located within the municipal borders (but managed under their own Resort Management Boards). These natural assets drive extensive visitation to the Alpine Shire and contribute to the natural amenity that makes Alpine Shire popular for residential lifestyle attraction.

There are several key towns within the region that drive residential, employment and economic growth, including Bright (administrative centre), Mount Beauty, Myrtleford and Dinner Plain (service centres).

The Ovens and Kiewa Valley are key to the economic prosperity of Alpine Shire. All major towns are located in these valleys and contain highly productive agricultural land.

The regional and local context of the Alpine Shire is illustrated in on page 2.

Sub-Regional Approach

The Alpine Shire consists of several distinct and unique population nodes (Bright, Mount Beauty, Myrtleford), as well as a diverse topography and natural assets (inc. national parks, agricultural land and snow). Therefore, it is necessary to provide analysis and strategic direction at a **sub-regional or district level**, as the priorities and needs of the community (and economy) are likely to vary across the municipality.

Using the available sub-regional data, the Alpine Shire can be disaggregated into the following key districts:

Within the Ovens Valley:

1. Bright;
2. Myrtleford;
3. Harrietville - Porepunkah and District (inc. Dinner Plain); and
4. Buffalo River - Gapsted and District.

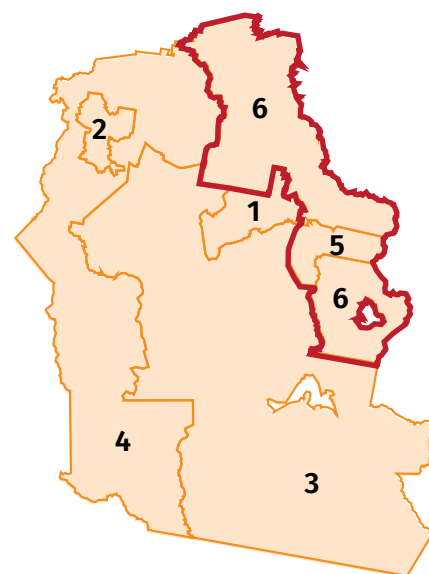
Within the Kiewa Valley (outlined in red in Figure 2 opposite):

5. Mount Beauty - Tawonga South;
6. Tawonga and Kiewa Valley.

These 'sub-regions' are illustrated in the figure opposite.

Where relevant, data and strategic considerations are provided at the sub-regional level. However, the report will primarily focus on a holistic approach that provides overarching strategies and clear direction for the regional (i.e. Alpine Shire) economy.

F2. Alpine Shire Sub-regions



Policy Context

The following assessment builds off the findings from the previous Economic Development Strategy.

Numerous strategies and policies have been developed at a local and regional level to facilitate economic growth in the Alpine municipality.

At the local level, Council's 2030 Community Vision outlines a series of economic development pathways with a focus on tourism, energy and technology infrastructure, as well as high value agriculture and horticulture.

Other relevant outcomes within the local policy framework, in the context of the Economic Development Strategy, include sustainability, community, opportunity and connectivity.

In terms of regional policy, a range of priority projects relevant to Alpine Shire are identified as important for future economic growth in the Hume region. A number of these projects are focused on the tourism industry as well as technology and infrastructure improvements.

At the State and Federal level, a number of relevant policies and strategies have been prepared to support regional economic growth.

Regional development policy at the Federal level currently has four main pillars that include regional funding programs, regional deals, Regional Development Australia and Regional Australia Impact Statements. These pillars aim to increase investment in enabling infrastructure and impact connectivity as well as strengthen support for regional universities.

Key plans and policy document relevant to the economic development strategy include:

- Agriculture Victoria Strategy 2017
- Victorian Visitor Economy Strategy 2016-2020
- Victoria's 30-Year Infrastructure Strategy 2016
- Hume Regional Growth Plan 2014
- Ovens Murray Regional Partnership Roadmap
- Victoria's High Country Destination Management Plan 2013-2023
- Alpine Shire 2030 Community Vision
- Alpine Shire Council Plan 2019
- Alpine Liveability Plan 2013-2017.

External Economic Influences

COVID-19 and Tourism

COVID-19 has already had a significant impact on the global economy and restrictions on business and travel have already had major impacts on the Alpine Shire's business base.

Some sectors have been affected to a larger degree than others and Alpine Shire's economy which is heavily weighted towards the tourism sector has been impacted more than other rural municipalities which have a traditional industry base connected to primary industry.

International tourism will be affected for a number of years. This may have positive impacts on visitor demand in Alpine Shire given the large proportion of visitors that are domestic. Restrictions on international travel may also see more Victorians holidaying within Victoria and lead to a short term revival in the visitor economy within Alpine Shire when restrictions on travel are lifted.

Bushfires and Climate Change

Alpine Shire's economy and community has been impacted many times over the past 20 years by bushfires. The bushfires of 2019-20 were particularly devastating in Australia and Alpine Shire was once again affected. This caused significant damage to land, property and lives, with severe flow on effects to the economy and particularly the tourism industry in 2020. The summer months are a popular period for tourism and the 2020 bushfires impacted trade in the March quarter substantially.

The Alpine Shire will continue to suffer from the ongoing impacts of climate change as global warming creates more extreme weather events and gradual drying of the climate. This includes changes to agricultural patterns, infrastructure maintenance requirements to mitigate the effects of adverse weather, as well as increased pressure on the health sector as residents' health is impacted by these weather events.

Remote Working

Whilst remote working is not a new concept and many residents within Alpine Shire already work remotely using technology restrictions enforced by COVID19 has demonstrated to businesses that workers can be productive working remotely. One of the likely impacts from COVID19 is the potential for workers to have greater flexibility in working away from a traditional office environment. This may have long term benefits for lifestyle residential locations such as Alpine Shire. This may lead to the attraction of new residents to the Alpine Shire.

Global Trends in Manufacturing

There has been an ongoing decline in manufacturing in Victoria for more than 40 years. Globalisation has seen the shift of production to lower cost labour destinations around the world.

One area of manufacturing which has maintained strength in Victoria is food processing. Due partly to automation and the link between food processing and agriculture this industry has been maintained and in some instances grown and developed further.

Food processing is an import sector for Alpine Shire. The two key sectors are dairy and wine production.

COVID-19 has also demonstrated the importance of local production in order to secure access to food and other goods.

Alpine Shire is well placed to continue to expand food processing and potential to leverage from its brand for high quality production.

The Victorian Economy is Diversifying...

The Victorian economy is diversifying away from an industrial economy to a more innovative, knowledge and service-based economy. In addition, the sectors forecast to drive future economic growth in Victoria, which are relevant to the Alpine Shire, are health care, agribusiness and tourism.

Small to Medium Enterprise

The importance of small to medium enterprise (SME), which are crucial to the health of the Alpine economy as almost all businesses in the Alpine Shire (98%) are SMEs (i.e. non-employing or less than 20 employees).

The Gig Economy

The gig economy (i.e. contract, temporary and free-lance work) is growing across Australia and extending into multiple industry sectors, particularly administration and hospitality. This is largely driven by the younger cohorts entering the labour force who typically seek flexibility over stability. The Alpine Shire should recognise its growing popularity and understand the work implications, which may extend to a rise in home-based businesses and subsequent decreases in permanent business space due to the ability to work remotely.

Co-working Spaces

Co-working spaces provide critical support infrastructure often required for small businesses. Demand for co-working spaces is growing, driven by tech and creative industries, as well as professional and financial service industries. This will become more important to the Alpine Shire as the role of temporary business space and remote working facilities expands, particularly in response to COVID-19 (which will decrease the importance of permanent business spaces).

Retail

Retail spending is an important component of the economy, particularly Alpine Shire, as it is the second highest employing industry which is attributed to tourism spend (as well as local spend). Retail spend can provide economic stimulus through direct expenditure and is critical to economic growth. However, with the prevalence of online retailing, in-store retail is declining state-wide (inc. Alpine Shire), which has seen a decrease in the retail sector over the past few years. Therefore, the Alpine Shire needs to respond to this shift to generate more retail spend and flow-on employment opportunities.

Growing Demand for Health Care

Growing demand for health care across Alpine Shire and Victoria, as the population ages, with significant increases in the '65 years and over' cohort. This will significantly increase healthcare spending and demand for services.

Demographic Profile

The following provides an overview of the demographic characteristics and trends of Alpine Shire residents. This includes key demographic indicators such as population profile, housing profile and relevant socio-economic trends, which has implications for future economic development.

Results are provided for sub-regions (where relevant) and benchmarked against the Hume Region and Regional Victoria (where applicable) to provide context.

Information relating to the Alpine Shire's population profile and forecasts was prepared prior to the onset of the COVID 19 pandemic, which is expected to have a significant impact on population movements. The nature of population growth and movement will change and there is expected to be a reduction in net overseas and interstate migration, at least in the short term. However, new opportunities are also being created for regional and rural areas to attract population from metropolitan areas in particular, particularly due to the increased prevalence of remote work which provides more flexibility in choosing a place of residence, along with the health and lifestyle advantages associated with living in a more sparsely regional environment.

Population Growth

In 2019, the Estimated Resident Population of Alpine Shire was 12,814, with the population concentrated in the Ovens Valley areas of Myrtleford (26%), Harrietville-Porepunkah and District (20%) and Bright (19%).

Between 2012-19, the Alpine Shire experienced relatively low rates of population growth, increasing by +631 residents (or 0.7% p.a.). However, growth was significantly higher in the Harrietville-Porepunkah and District (+238 or 1.4% p.a.) and Bright (+192 or 1.2% p.a.) areas. Conversely, the areas of Myrtleford (+78 or 0.3% p.a.) and Tawonga and Kiewa Valley (-23 or -0.3% p.a.) experienced stagnant or negative growth over this period.

In addition, future population growth is projected to be low, increasing to 13,521 by 2036, representing growth of +707 residents (0.3% p.a.). This is relatively slow rate of growth compared to the Hume Region (1.1% p.a.) and Regional Victoria (1.3% p.a.). However, it is likely that growth will also be variable across different districts and townships, with higher rates of growth expected for the historically faster growing areas (note: population projections are likely to change due to the impact of COVID-19).

The variable rate of growth across the Alpine Shire will impact the rate of demand for services across different sub-regions, in particular the Bright region and surrounding areas had experienced much higher population growth than elsewhere in the Alpine Shire over the past 10 years. Whilst the overall low rate of population growth demonstrates the need for the Alpine Shire to develop population attraction and retention strategies, this should be targeted to meet the specific needs of the sub-region (or township). These strategies will help the region compete

with surrounding regional destinations for population attraction, particularly by leveraging the high level of amenity, which makes the region favourable to lifestyle residential attraction.

Age Profile

The Alpine Shire's age profile is relatively old, with a median age of 49 (compared to Victorian average of 37). This is attributed to a large proportion of Shire residents (24%) aged 65 years and over, driven by an older age profile in the sub-regions of Bright (29% of residents aged 65 years and over), Mount Beauty-Tawonga South (28%) and Myrtleford (27%).

The Alpine Shire's population is expected to continue to age over time, with the number of residents aged 65 years and over forecast to increase by +753 residents (+25%) between 2016-36. However, there is also projected growth within the 'young workforce and family' bracket (i.e. aged 20 to 49 years), which is expected to increase by +814 residents (+23%) over the same period.

This represents a shifting age profile to a younger demographic, which is also evidenced by the relatively high growth in government school enrolments. Between 2015 and 2020, enrolments in the Alpine Shire grew by +194 (or 2.9% p.a.). This rate of growth is greater than the Victorian average (2.3% growth p.a.) as well as the combined High Country municipalities¹ (which experienced a decrease in enrolments by 1% p.a.)

The current rate of growth in older age brackets will have implications on demand for specific services including aged care, health care and social assistance. While the Alpine Shire should ensure suitable service provision to cater to (and attract) these markets, a key focus should be on continuing to attract a younger

workforce and young/mid-life families to Alpine Shire, as this will help sustain the economy over time and drive longer term growth. This will require suitable job opportunities, provision of education services to meet demand, as well as improvements in amenity.

Housing & Dwelling Profile

The housing stock is primarily low-density separate houses (90%), which caters to both the family market and incoming retirees from high-density urban areas. However, housing density varies across the Alpine Shire, with Buffalo River - Gapsted and District (97%), Tawonga and Kiewa Valley (98%) and Mount Beauty - Tawonga South (94%) consisting almost entirely of low density separate houses.

However, the housing stock is of higher (medium) density within the areas of Bright (82%) and Harrietville - Porepunkah and District (87%), which has more units and townhouses due to the higher rates of population growth within these districts.

Occupancy rates in the Alpine Shire (75%) are lower than the Hume Region and Regional Victoria (89%), which reflects a higher prevalence of holiday homes. This is particularly acute for Bright (occupancy of 68%), with almost a third of dwellings unoccupied and utilised for holiday home/holiday rental purposes. As such, whilst Bright has a high-level of housing stock, the occupancy rate indicates a lack of availability for potential residents (compared to other regions inc. Myrtleford).

Overall, private dwellings are projected to increase by +815 (0.5% p.a.) between 2016-36. This again reflects relatively slow growth compared to the Hume Region (+1.3% p.a.) and Regional Victoria (+1.5% p.a.).

In terms of the property market, demand for low density housing is high, with housing sales averaging 188 p.a. (between 2010-19), followed by average apartment sales of 45 p.a. Due to this demand, property prices have substantially increased. Between 2010-19, median housing prices grew to \$440k (+\$198k or 82%), while apartment/unit prices grew to \$407k (+\$155k or 61%). These price increases – which can be attributed to the demand for holiday homes – have decreased the affordability of property, with both average house and apartment prices greater than the Regional Victoria average. This is a significant barrier to population growth, as a key attractor for urban/metropolitan residents to regional areas is typically the availability of affordable housing.

There is an issue with housing availability and affordability within the Alpine Shire, reflected by the low rates of dwelling growth, low density stock, low rates of occupancy and higher than average property prices. There is also a high degree of variability in housing stock, with some townships offering more attractive housing options to meet resident needs. The provision of high-quality and affordable housing is critical to resident and workforce attraction (and retention) and should be a key focus for Council, taking into account the differences in housing stock across.

Socio-Economic Profile

The Alpine Shire has a SEIFA ranking of 35 (out of 79 Victorian municipalities). With a SEIFA score of 970 – below the national average of 1,000 – Alpine Shire is considered to have a relatively higher level of disadvantage. However, when disaggregated by township, there are variable levels of disadvantage across the Alpine Shire which will influence the core needs of each community.

The districts of Bright (986) and Harrietville - Porepunkah and District (992) have relatively higher levels of advantage; conversely, the towns of Myrtleford (910) and Mount Beauty (908) have lower levels of advantage.

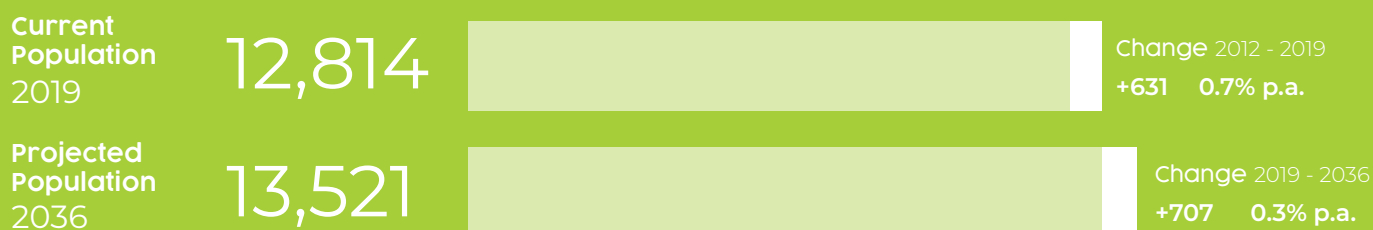
The Alpine Shire also has a low unemployment rate of 2.6% (Mar 2020) – compared to the Regional Victoria average of 3.9% – and has consistently decreased over time.

47% of residents (aged 15+ years) have a higher education qualification, which represents growth of +646 residents with a qualification between 2011-16. This is a higher proportion than the Hume Region and Regional Victoria and plays an important role in improving employment and income outcomes for residents.

The low unemployment rate has implications for businesses attracting labour. Whilst unemployment has increased during COVID-19 long term skilled and unskilled worker attraction will be a continued focus for economic development in Alpine Shire.

Alpine Shire Demographic Snapshot

POPULATION



Population Summary By Sub-region*	Population 2019	% of Total Population	Growth 2012 to 2019	Growth (% per annum)
Buffalo River - Gapsted & District	1,333	10%	+75	+0.8%
Bright	2,475	19%	+192	+1.2%
Myrtleford	3,302	26%	+192	+1.2%
Harrietville - Porepunkah & District	2,619	20%	+238	+1.4%
Mount Beauty - Tawonga South	1,774	14%	+82	+0.7%
Tawonga & Kiewa Valley	1,300	10%	-23	-0.3%

AGE PROFILE

Age Distribution By Sub-region 2016

Age Group	Sub-region	0 to 19 yrs	20 to 34 yrs	35 to 49 yrs	50 to 64 yrs	65+ yrs
0 to 19 yrs	Buffalo River - Gapsted & District	22%	8%	18%	33%	20%
	Bright	21%	11%	17%	22%	29%
20 to 34 yrs	Myrtleford	21%	12%	16%	23%	27%
	Harrietville - Porepunkah & District	22%	12%	20%	26%	19%
35 to 49 yrs	Mount Beauty - Tawonga South	21%	9%	19%	23%	28%
	Tawonga & Kiewa Valley	21%	10%	17%	31%	22%
50 to 64 yrs	Alpine Shire	21%	11%	18%	25%	24%
	65+ yrs					

Median Age 2016 **49**

Age Profile Projections 2016



Note: the information compiled in this section is sourced from a combination of Profile id, ABS Census data, Victoria in Future, and the Victorian Valuer-General. *May not equal due to rounding

Alpine Shire Demographic Snapshot

HOUSING & DWELLING PROFILE



Dwelling
Count

7,482

Dwellings 2016

8,303

Dwellings 2036

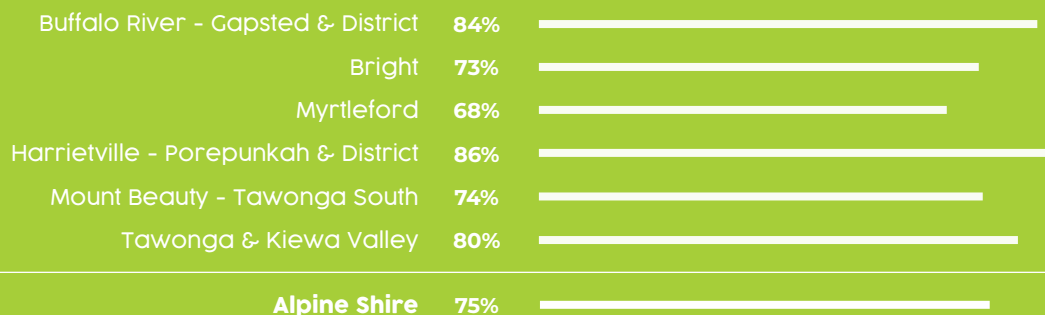
+815

Household Composition



1 Adult Couple (29.4%)
2 Families with Dependents
(28.5%)

Average Occupancy Rate By Sub-region 2016



90%
Separate
House
2016

SOCIO-ECONOMIC PROFILE



2.6%
Unemployment
Rate



Top Occupations

1 Managers (18%)
2 Technicians/Trade
Workers (16%)
3 Professionals (15%)

35 SEIFA
Rank

35th Most
Disadvantaged LGA in
Victoria (out of 80)

PROPERTY MARKET INDICATORS

Property Sales 2019 (10 year average)



213
Houses
(188p.a)



42
Units/
Apartments
(45p.a)

Median Property Prices 2019 (10 year growth)



\$440k
Houses
(\$198k or
82%)



\$407k
Units/
Apartments
(\$154k or 62%)

Note: the information compiled in this section is sourced from a combination of Profile id, ABS Census data, Victoria in Future, and the Victorian Valuer-General

Economic Profile

The following details the economic profile for Alpine Shire, including the key drivers of economic output, employment and industry growth. This data includes high-level and short-term impacts of the COVID-19 pandemic.

Economic Profile by Industry

As of 2019, the Alpine Shire generated total economic output of \$1.5 million, regional export value of \$379 million and total value-add of \$683 million.

The Alpine Shire economy, in terms of economic output, is driven by the following five industry sectors:

- Manufacturing (\$222m or 15%);
- Agriculture, Forestry & Fishing (\$200m or 14%), which is driven by both the agricultural (Sheep, Grains, Beef & Dairy Cattle) – \$83m or 6% – and Forestry and Logging (\$48m or 3%) sub-sectors.
- Rental, Hiring & Real Estate Services (\$189m or 13%);
- Construction (\$181m or 12%); and
- Accommodation & Food Services (\$128m or 9%).

These key sectors have potential for growth over the long-term, particularly if population and visitation growth continues within Alpine Shire. In addition, continued diversification, innovation and productivity within the agricultural sector – through the production of raw materials – is linked to the growth of the manufacturing sub-sectors, including timber-related production and food and beverage processing. This presents the opportunity to expand the Alpine Shire's key industries and consolidate areas of strength.

Business Profile

In 2019, there were 1,568 businesses registered in the Alpine Shire. The majority of businesses are non-employing (61%) or small businesses (37%).

Businesses are primarily in the Agricultural sector (24%), followed by Construction (16%) and Accommodation & Food Services (10%).

Employment by Industry

Between 2006 and 2019, the number of jobs within the Alpine Shire decreased by an average of 0.7% p.a. (compared to growth across Regional Victoria of 2.3% p.a.).

The industries that have experienced the largest rate of job loss are Retail Trade (-96), Public Administration & Safety (-53) and Accommodation & Food Services (-42).

Conversely, Administrative and Support Services (+45), Professional, Scientific and Technical Services (+30) and Health Care & Social Assistance (+26) are the largest growing employment sectors.

As of 2019, the Alpine Shire supported 4,743 jobs, with the five largest employing sectors as follows:

- Accommodation & Food Services (691 jobs or 15%);
- Retail Trade (552 jobs or 12%);
- Health Care & Social Assistance (516 jobs or 11%);
- Agriculture, Forestry & Fishing (510 jobs or 11%); and
- Manufacturing (466 jobs or 10%).

These are also the largest sectors by employment in the Hume Region. However, Accommodation & Food Services generates a significantly larger proportion of jobs in Alpine Shire (15%) compared to the Hume Region (8%).

This is attributed to the size of the Alpine Shire's tourism industry.

The job containment rate in the Alpine Shire (people who both live and work in the area) is relatively high at 88.1%.

The economic profile reinforces the important role of the visitor economy in Alpine Shire, with 15% of jobs being recorded in Accommodation and Food Services. Retail Trade is also likely to be impacted by the strength of the tourism industry with 12% of jobs. Primary industry remains an important contributor to jobs as well as total output to Alpine Shire.

Visitor Economy Profile

In 2019, Alpine Shire received 852,063 visitors, driven by domestic overnight (60%) and daytrip (39%) visitors. This represents 16% of total visitation to the High Country. Due to the small proportion of international visitation, the Alpine Shire is less impacted by the decline of international tourism – due to COVID-19 – and domestic tourism will, therefore, be the primary focus for the industry in the short to medium term.

Between 2010-19, visitation to the Alpine Shire grew by +344,123 visitors (6% p.a.).

The visitor economy generated \$379 million in direct expenditure for 2019, driven by domestic overnight visitors (81%). This represents 22% of total visitor expenditure in the High Country.

The Alpine Shire attracts a large proportion of 'holiday/leisure' visitors for daytrip (72%) and domestic overnight (75%) markets, compared to the regional average of around 50%. This is a strength for Alpine Shire as holiday visitors are more desirable as they have a higher propensity to engage in leisure and entertainment



activities and generate higher yield. Key activities undertaken by domestic visitors include eating out at a café/restaurant (62%), followed by nature-based and outdoor recreation involving sightseeing (36%), bushwalking (31%) and visit national parks (29%). This reflects the Alpine Shire's strengths in nature-based and outdoor experiences.

There has also been significant historical growth in cycle tourism, which has been a major factor for recent growth in the regional visitor economy (and is a heavily marketed component of the High Country). Between 2010-19, growth in this market has reached an average of 9% p.a., which exceeds the overall visitor growth rate. As such, cycle tourism plays an important role in attracting visitors and increasing the value of tourism.

Alpine Shire is the highest performing Local Government Area within the High-Country Region in terms of its visitor economy. This is reflected in total direct visitor expenditure of \$379 million. The impact of tourism flows through the Alpine Shire economy with indirect effects on retail, service sectors, transport sectors and construction and property sectors. The visitor economy is also a major contributor of Council rates on residential and commercial property through holiday homes, visitor accommodation and retail and food premises.

Striking a sustainable balance in tourism will be important for Alpine Shire to maintain high levels of amenity and liveability and a healthy economy.

Economic Impact of COVID-19

Based on estimated impact in output, employment and business turnover between March 2020 (i.e. pre-COVID) and December 2020, the short-term impacts to the Alpine Shire economy includes:

- A decrease in economic output of \$4.1 million or 3.4%, driven by losses in the Construction, Accommodation & Food Services and Manufacturing sectors;
- An employment decrease of 104 jobs or 2.2%, driven by losses in the Accommodation & Food Services and Retail Trade sectors;
- A total of 672 residents (8.8% of working age population) applying for JobSeeker payments in December 2020, representing an increase of +339 or 102% from March 2020. This increase is significantly higher than Regional Victoria, which increased by 54% over the same period; and
- The Alpine Shire is the 34th highest ranked LGA (across Australia) with businesses on the JobKeeper scheme, with almost 29% of

businesses applying for support (as of December 2020). This demonstrates that the COVID-19 pandemic (in combination with the 2020 bushfires) has had a significant impact on local businesses, with almost one-third experiencing a decline in revenue of at least 30%. As such, much of the business base within the Alpine Shire will benefit from some form of ongoing support/recovery assistance from Council and other levels of government.

Although the impacts of COVID-19 (as well as the 2020 bushfires) on the Alpine Shire economy have been substantial, the economic decline has lessened over the past few months. Following the easing of restrictions and return of domestic visitors, the economy has experienced a period of incremental economic recovery from the peak of the downturn in August 2020. It is expected that, given the right recovery strategies and further easing of restrictions, the economy could return to pre-COVID levels in the medium-term.

Alpine Shire Economic Snapshot

OUTPUT

TOTAL OUTPUT 2019



VALUE-ADD 2019



EXPORTS 2019



BUSINESSES AND EMPLOYMENT



4,743
Local Jobs 2019

Employment Trend 2006 - 2019

Alpine Shire

-0.7%

Job loss
per annum

Regional VIC

+2.3%

Job growth
per annum



1,568
Businesses 2019



Non-employing
Businesses

TOP INDUSTRIES



BY OUTPUT

- 1 Manufacturing (15%)
- 2 Agriculture, Forestry & Fishing (14%)
- 3 Rental, Hiring & Real Estate Services (13%)



BY EMPLOYMENT

- 1 Accommodation & Food Services (15%)
- 2 Retail Trade (12%)
- 3 Health Care & Social Assistance (11%)

VISITOR ECONOMY



852k

Total Visitors 2019
(16% of High Country)



\$397M

Visitor Expenditure 2019
(22% of High Country)

Economic Development Framework

Vision

The outcomes of this Economic Development Strategy will align with Council's 2030 Community Vision:

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

Economic Development Objectives

1

Achieve a More Productive & Sustainable Economic Base

Leverage greater economic output and employment outcomes from industries of competitive advantage, including growth industries and emerging industries such as the visitor economy, agriculture and forestry, food processing, and health care and education.

Economic growth in the Alpine Shire should also align with local community and environmental values to ensure the sustainable development of industry.

2

Develop a Resilient & Diversified Business Base

Support and grow the business community to generate industry growth and successful economic outcomes. This should focus on assistance for the existing business base and identification of business attraction opportunities to create a diverse and thriving business community.

3

Maintain & Improve Liveability

Identify strategies and investments that will improve liveability for existing residents and drive population retention and attraction, as well as business attraction. Liveability is driven by four main factors, including lifestyle (i.e. amenities and services), economy (i.e. jobs), environment (i.e. natural assets) and connections (i.e. social engagement and inclusion), each of which influences population growth.

This objective is designed to increase community engagement, achieve wellbeing outcomes and grow the employment base.

Framework Overview

The Economic Development Framework, summarised in the table below, includes five key themes and 14 strategies. These provide the areas of focus for economic development and help identify future actions and deliverables for Council to pursue ongoing economic growth. Several transformative projects are also presented and discussed – where relevant – to align with identified strategies.

Theme	Description	Strategies
A Sustainable Visitor Economy	Support and manage ongoing and sustainable growth in tourism to achieve positive economic, community and environmental outcomes for the Alpine Shire.	1.1 - Create a sustainable tourism industry in the Alpine Shire 1.2 - Increase geographic and seasonal visitor dispersal
Growing & Diversifying Agriculture	Develop and enhance the agricultural sector and promote diversity of uses to increase its contribution to economic growth.	2.1 - Increase the value of agricultural production 2.2 - Future proof and protect the agricultural sector 2.3 - Maintain and grow jobs in agriculture 2.4 - Support food and beverage manufacturing
Enhanced Liveability & Resident Attraction	Generate economic and social wellbeing outcomes through supporting liveable communities to promote population attraction and retention.	3.1 - Maintain and improve the amenity of the Alpine Shire 3.2 - Increase the population growth rate across the Alpine Shire 3.3 - Support for an ageing population
Attracting New Industry & Investment	Leverage greater economic growth and employment outcomes from a diverse range of industry sectors and strategic investments	4.1 - Increase industry diversification and expand the jobs base 4.2 - Strategic investment in public sector infrastructure projects
Supporting Businesses	Support and grow a diverse business community, including promotion of business resilience, to generate successful employment and economic outcomes.	5.1 - Upskill the workforce to meet industry needs 5.2 - Create a connected and well-informed business base 5.3 - Promote business resilience (disaster recovery assistance)

Theme One

A Sustainable Visitor Economy

Support and manage ongoing and sustainable growth in tourism to achieve positive economic, community and environmental outcomes for the Alpine Shire.

The Alpine Shire has an opportunity to leverage greater economic outcomes from tourism by supporting sustainable growth in the visitor economy, including a focus on off-peak visitation and increasing visitor dispersal.

The regional economy is underpinned by the tourism industry, which predominantly includes the Accommodation & Food Services and Retail Trade sectors. While tourism includes elements of many other industries, these two industry sectors are the highest employing industries within the Alpine Shire.

Visitors are drawn to the region's natural assets (e.g. Mount Buffalo National Park), cycling tourism product, snow resorts and other experiences in key townships. This includes a significant events calendar, which comprises over 140 facilitated events across the Alpine Shire and attracts around 165,000 attendees p.a.

As of 2018/19, the tourism industry provided the largest contribution to the Alpine Shire economy, including:

- 984 jobs (21% of total);
- \$163 million in economic output (11% of total); and
- \$74 million in value-added (11% of total).

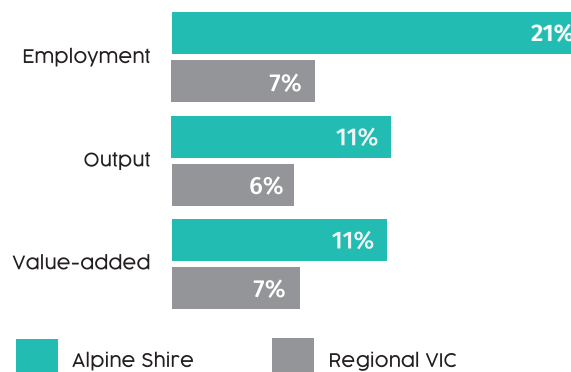
As shown in the opposite figure, the value of tourism to the Alpine Shire is significantly greater than the Victorian average across all economic variables.

Tourism's contribution to the economy has consistently increased over the past ten years, with the number of tourism-related jobs (+1.3% p.a.), output (+3.4% p.a.) and value-add (2.6% p.a.) all increasing between 2009-10 and 2018-19.

This aligns with recent growth in tourism, with visitation increasing by +344,123 visitors between 2010 and 2019 (+6% p.a.).

F3. Value of Alpine Shire Tourism 2018-19 (% of Total)

Source: Economy Id, 2020



Theme One Strategies

1.1 Create a sustainable tourism industry in the Alpine Shire

1.2 Increase geographic and seasonal visitor dispersal

STRATEGY 1.1

Create a Sustainable Tourism Industry in the Alpine Shire

Discussions with industry and community stakeholders has highlighted the need to strike a balance between tourism, resident liveability and the environment, particularly in Bright. The large influx of visitors into Bright, whilst critically important for local businesses and jobs can create significant traffic and pedestrian congestion leading to reduced amenity, and even safety issues associated with over-crowding.

Bright has an extensive events calendar which has been developed over many years. Many of the events in Bright historically have been supported and developed to mitigate downturns in visitation throughout the year. Bright has now become a product of its own success in events development, with peak seasons at capacity, creating the need to encourage visitor dispersal and/or schedule events during off-peak periods.

It is difficult to curb holiday leisure visitation to Bright, given the amenity, extensive tourism product and high awareness of the destination. However, Council could consider a range of actions that can improve sustainability of the tourism industry in Bright in order to maintain its environmental assets and improve amenity:

- Identify infrastructure improvements, such as an alternative route for traffic to bypass Bright, to alleviate traffic congestion and enhance the visitor experience (as well as resident liveability);
- Supporting policy and funding changes to the events calendar to

reduce events visitation in peak periods (which is a key objective included in the Alpine Shire Events Strategy);

- Focusing on minimising the impact of tourism on the environment and maintaining the nature-based assets as an ongoing tourism drawcard; and
- Focusing on ways to encourage higher yield tourism so that fewer visitors can provide high benefit to the town through improvement to the accommodation and product offer.

There are also opportunities to increase visitor expenditure in the Alpine Shire, which is currently at below average levels for overnight visitors (\$215 per night compared to \$220 in Regional Victoria). This can be partly explained (through discussions with stakeholders) by a lack of high-quality accommodation, as well as gaps in tourism product, particularly arts and culture product and indoor (all-weather) activities.

Maximising the level of yield generated by visitors will improve the economic outcomes from visitation, as it will increase local business activity and result in:

- More employment opportunities for local residents, particularly youth employment, which tends to have a high representation in the hospitality and retail industries;
- Revitalisation and activation of key destinations/town centres, which is facilitated by commercial activity generated by visitors; and
- Increases in private and public investment for tourism-related infrastructure, including high-quality accommodation, retail and food & beverage facilities.

Opportunities

- Continued investment in infrastructure to improve township amenity and reduce congestion;
- Changes to events policy and funding to reduce visitation in the peak periods; and
- Focus on attracting high-yielding visitor markets through the following opportunities:
 - Promote investment in quality food and wine experiences;
 - Supporting development in paid activities and attractions; and
 - Encourage operator packaging of product and activities.

**Transformative Project: Iconic Experiential Accommodation**

Bright is the premier visitor destination in North East Victoria. Whilst it has a large accommodation base, it lacks iconic branded accommodation suited to high yield markets. There is opportunity to explore the possibility of attracting investment in iconic accommodation that could improve the position of Bright to high yield markets.



Transformative Project: Arts and Culture Enhancement

Visitation to the Alpine Shire is driven by nature-based tourism, however, there is a need to strengthen the arts and cultural offering and position the region to high-yielding lifestyle leader markets and to drive off peak visitation.

As such, there is an opportunity to enhance the provision of Arts and Culture product across the Alpine Shire by reviewing the existing arts and culture offer across all townships and identifying a range of arts and culture product to appeal to visitors, including improvement to exhibition spaces, arts and cultural events, outdoor/public exhibitions, public sculpture, creative and immersive experiences, the role of artist studios and visiting artist programs.

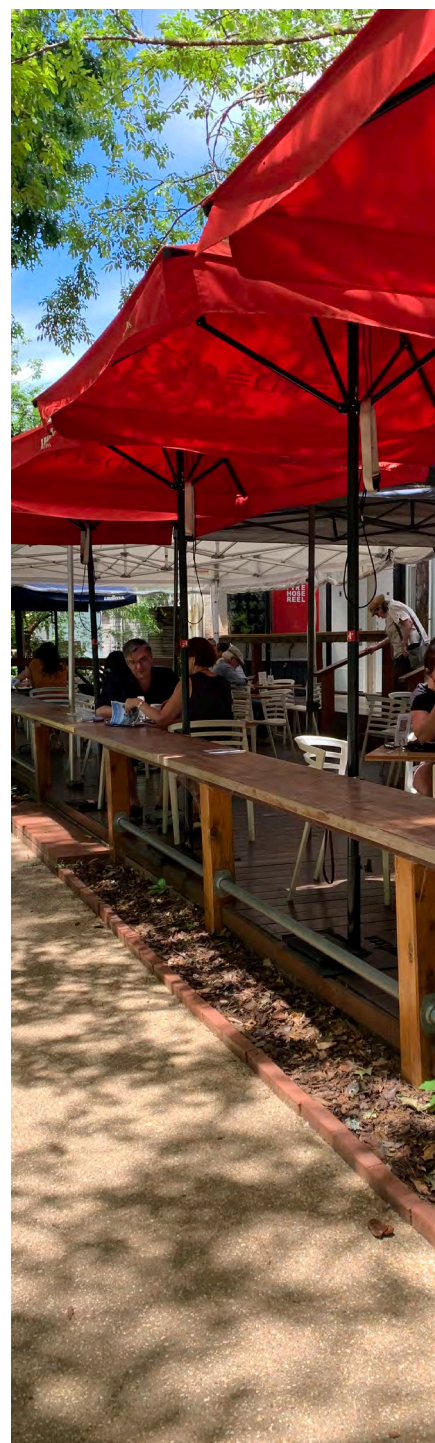
The preparation of a tourism focused arts and culture strategy would support the enhancement of this sector in Alpine Shire and strengthen the product and experience mix.



Transformative Project: Sustainable Tourism Policy Framework

Develop a Sustainable Tourism Policy Framework for the Alpine Shire to minimise the impacts of visitation and promote its benefits for the industry and the community. This includes a focus on maintaining and preserving the Alpine Shire's assets, including (for example) environmental/nature-based product and cultural identity. These strategies are being considered for multiple tourism regions that are experiencing over-crowding and congestion due to tourism (e.g. Byron Bay).

This will help safeguard the Alpine Shire's unique nature-based assets, which are its key competitive advantages in driving tourism and achieving growth in the visitor economy.



STRATEGY 1.2

Increase Geographic and Seasonal Visitor Dispersal

To achieve a more sustainable visitor economy, there needs to be growth in the tourism industry of other destinations across the Alpine Shire, which can be achieved by encouraging off-peak visitation and visitor dispersal.

Visitation to Alpine Shire is relatively seasonal. As shown in the figure below, compared to the High Country, the Alpine Shire has higher peaks in visitation over summer months and a longer 'off-peak' season over winter. This can be attributed to the large proportion of nature-based and outdoor recreation visitors that visit the Alpine Shire during summer seasons, as well as the events calendar which is concentrated over summer and school holidays. It also represents a lack of winter visitors, which travel through to the alpine resorts but have a lower impact across the Alpine Shire.

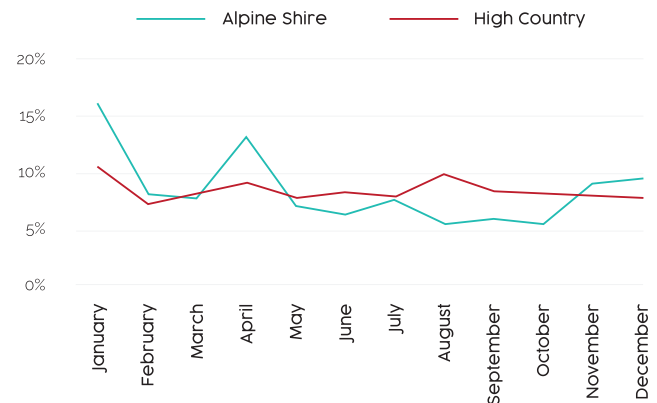
Discussions with local business owners also indicated that during 'off-peak' months there is limited commercial activity and subsequent employment opportunities available.

In addition Bright receives the largest concentration of visitors of all destinations in the Alpine Shire. Its popularity as a destination is attributed to its amenity, food and retail sector, larger accommodation base and its proximity to other key destinations including Mt Hotham, Falls Creek and Mount Buffalo.

Council should, therefore, consider a range of opportunities to lessen fluctuations in visitation and promote increased visitor dispersal to other townships and areas, including Myrtleford, Mount Beauty, Dinner Plain and surrounding villages.

F4. Alpine Shire Seasonality 5 Year Avg. 2015 to 2019

Source: Tourism Research Australia, National and International Visitor Survey, 2015-19 (YE Dec)



Opportunities

- That Council applies recommendations of the Events Strategy to encourage events to occur during off peak periods and in other destinations (inc. Mount Beauty, Dinner Plain and Myrtleford).
- Council prepares a marketing strategy that is coordinated with Tourism North East that helps market, position and differentiate other destinations across the Alpine Shire.
- Review contemporary approaches to visitor information services to support visitor knowledge of activities and attractions available across the Alpine Shire.
- Consider developing a Product Development Plan (or Tourism Investment Attraction Strategy) for the Alpine Shire to identify key tourism product and supporting infrastructure which will meet the needs of existing and future visitors

to the region and support economic growth. Key product and investment potential includes the following:

- Promoting and attracting investment visitor accommodation;
- Leverage growth in cycle tourism and investigate the long term potential of mountain bike park investment across the Alpine Shire and further investment in shared trail networks;
- Investigate the potential to enhance the rail trail through additional interpretation and/or provision of artworks along the trail;
- Investigate the development of conference facilities in Alpine Shire to grow mid-week visitation and attract the high-yielding business market; and
- Identify opportunities for investment in agritourism (leveraging the strength of the Alpine Shire's agricultural sector).

Theme Two

Growing & Diversifying Agriculture

Develop and enhance the agricultural sector and promote diversity of uses to increase its contribution to economic growth.

The Agriculture, Forestry and Fishing industry is a key economic driver of the Alpine Shire, contributing almost 14% of total output (\$200 million), around one-third of regional exports (\$102 million) and provides 11% of local employment (510 jobs).

In addition, this industry comprises the highest number of business in the Alpine Shire, accounting for 24% of total businesses (372 businesses).

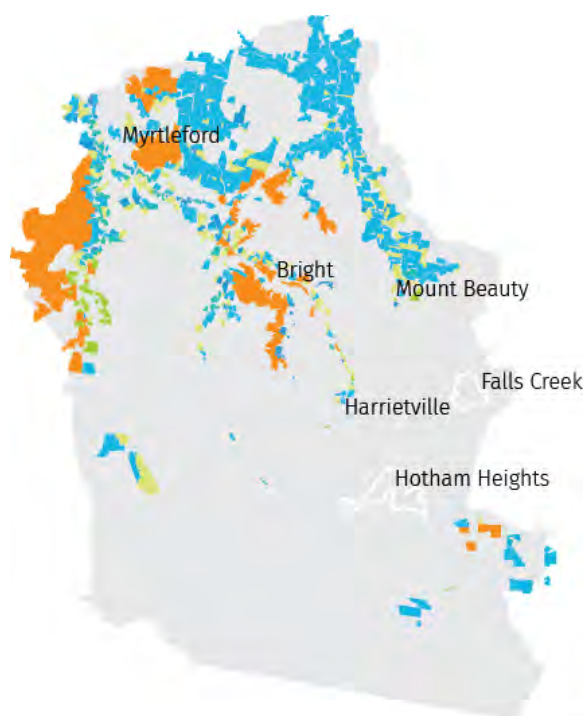
In terms of output, this industry is driven by the Sheep, Grains, Beef & Dairy Cattle (\$83 million) and Forestry & Logging (\$48 million) sub-sectors. The land data aligns with the agricultural land use, which is driven by Livestock Grazing (47% of agricultural land) and Commercial Timber Production (30%) (See figure to the right).

The strength of agriculture and producing raw materials in the Alpine Shire creates numerous downstream processing opportunities for other sectors, particularly the Manufacturing industry. For example, forestry and logging production also supports the Sawmill Product (\$47 million) and Other Wood Product (\$44 million) sub-sectors.








As such, the EDS should focus on strengthening the agricultural sector and promoting innovation and diversity to support other industry sectors and facilitate economic growth.

F5. Alpine Shire Agricultural Land Use Types

Source: Agriculture Victoria, Land Use and Land Cover Data, 2017



Land Use Types

	Livestock Grazing 37,564 ha (47%)		Horticulture Fruit & Veg Crops 2,200 ha (3%)
	Commercial Timber Production 23,895 ha (30%)		Native Vegetation Grazing 1,757 ha (2%)
	Mixed Farming and Grazing 11,695 ha (15%)		Aquaculture 7 ha (Less than 1%)
	Agriculture Cropping 2,223 ha (3%)		

Agricultural Sector Trends

The agriculture industry across Victoria is experiencing change. Data shows that the number of agriculture businesses are in decline across the nation as a result of viability pressures placed on smaller land holdings, coupled with harnessing new technologies that are providing greater efficiencies within the industry.

Climate remains an ongoing challenge across the industry. A period of drought in Australia and volatile weather conditions are creating uncertainty for farmers. Strong residential demand in metropolitan Melbourne's growth areas and Victoria's peri-urban areas are placing increased pressures on the quality and productivity of rural land.

According to Agriculture Victoria (and confirmed by stakeholders), there are a number of common challenges for the agricultural sector, all of which are considered to be relevant to the industry in Alpine Shire:

- Infrastructure: Addressing supply chain inefficiencies including improving road and rail freight flows and maintaining airfreight capacity.
- Capability: Adapting to climate change, using new and emerging technologies, responding to the potential for increased land use conflict, managing agriculture's social license to operate and meeting rural health needs.
- Climate change: Becoming more susceptible to weather volatility and extreme weather events such as bushfires, floods, rainstorms and drought.
- Innovation: Opportunities exist in new and emerging technologies such as robotics, new packaging material, biotechnology and digital and wireless technologies for data measurement, weather monitoring, animal monitoring, geospatial monitoring and water management and chemicals.

It will be important to further understand the challenges faced by the agricultural sector, as well as promote market opportunities and other best case industry opportunities that could be realised. These may include:

- Road and transport issues;
- Export market opportunities;
- Domestic market opportunities (e.g. wholesalers, agritourism);
- Information around innovation and technology in the agriculture sector that could be harnessed locally;
- Off-farm income opportunities (e.g. renewables); and
- Value add/business diversification practices (e.g. produce to plate activities/food processing).

Theme Two Strategies

- | | |
|------------|--|
| 2.1 | Increase the value of agricultural production |
| 2.2 | Future proof and protect the agricultural sector |
| 2.3 | Maintain and grow jobs in agriculture |
| 2.4 | Support food and beverage manufacturing |

STRATEGY 2.1

Increase the Value of Agricultural Production

The agricultural sector in the Alpine Shire is facing several issues that are constraining its value. The key issues, as identified through discussions with Council and industry, are outlined below:

- The sub-division of rural land decreases the scalability of agricultural businesses and reduces potential output;
- There is no succession planning for current agricultural land, which reduces land availability. As old/unused farms remain dormant, there are limited opportunities for new businesses to invest, which reduces the level of output and value of the sector;
- The old tobacco farms are primarily grazing land and not being maximised to increase output; and
- The need to improve roads and other transport infrastructure to improve freight and supply chains.

Therefore, it will be critical for the EDS to support agricultural activities by addressing inefficiencies that may exist in the supply-chain and (e.g. road, transport infrastructure) and the level of output, as well as promoting business investment and attraction.



Transformative Project: Agribusiness Brand

Alpine Shire has some of the most productive agricultural land in Victoria and a cool climate that is suited to growing the highest quality produce. Examples of niche quality goods include hops, chestnuts, apples, berries and dairy.

The development of an agribusiness brand for Alpine Shire could assist in extending yield from products and opening up broader market appeal including export markets. Collaboration under one brand may have significant benefits for producers.

There have been successful examples of regional promotional activities, such as the Alpine Valleys Dairy Pathways Project. However, this project would focus specifically on businesses within the Alpine Shire.

Opportunities

- Identify agricultural land use opportunities for Alpine Shire, particularly in relation to opportunities that will arise with climate change, to maximise the value of output.
- Promote innovation in agriculture through expert education and training forums (including collaboration with higher education institutions).
- Promote agritourism opportunities, as well as farm gate development, to diversify agriculture and increase value of production.





STRATEGY 2.2

Future Proof and Protect the Agricultural Sector

Council is currently working with industry to safeguard the agricultural sector and ensure it contributes to economic growth, through the preparation of a **Land Development Strategy**. This should focus on protecting and optimising agricultural land across the Alpine Shire and, as such, opportunities recommended here could be implemented by the broader land-use document.

Consultation with industry identified issues with land affordability, which is crowding out agribusiness as land is increasingly being sold to investors/developers for holiday homes and residential developments. The impact of this is a reduction in agricultural investment and production, as land is taken up by other landowners. In addition, there have been recent instances of urban encroachment reducing available agricultural land.

To overcome this, the Land Development Strategy could consider measures for Council to protect agricultural land, support new investment and guide its future development.

Another significant issue impacting the sector is resource security. Stakeholders identified several priorities to safeguard agricultural output and protect it from extreme weather events, particularly bushfires. This includes advocating and supporting better fire prevention and fire management policies.

Opportunities

- Through the preparation of a Land Development Strategy, focus on:
 - Protecting agriculture and forestry in land use planning and succession planning to ensure agricultural land is productive and provides economic and employment benefits to the Alpine Shire; and
 - Investigate the role of farming and interface with rural residential activity in areas such as Wandiligong and Freeburgh.
 - Advocate and support best practice fire prevention strategies to protect agricultural land use.
 - Consider the development of an Agricultural Investment Prospectus to attract new agricultural businesses to the area.
 - Promote agritourism investment and opportunities to retain farming land with a contemporary tourism element.
-

STRATEGY 2.3

Maintain and Grow Jobs in Agriculture

The research found that job growth has been difficult to maintain in the agricultural sector for several reasons:

Over three-quarters of agricultural businesses are 'non-employing';

- There is a lack of new growers or producers investing in the Alpine Shire;
- It is difficult to attract new employment (either permanent or transient), due to:
 - Poor recruitment drives by industry; and
 - Lack of housing or staff accommodation to support employees.

Due to the strength of the agricultural sector, there are significant opportunities to support and increase employment in this area, which could be facilitated by industry with the assistance of Council.

Opportunities

- Undertake an employment attraction strategy for the agricultural industry.
- Promote agricultural education and training opportunities, in collaboration with industry and higher education institutions, to allow students to participate in industry and provide pathways to employment.

STRATEGY 2.4

Support Food and Beverage Manufacturing

Manufacturing is the strongest industry in the Alpine Shire in terms of output (\$222 million or 22% of total), which is driven by the Food and Beverage Manufacturing sub-sectors of Beer Manufacturing (\$40 million) and Wine, Spirits & Tobacco (\$33 million).

Food manufacturing is an emerging industry that can attract significant business investment and support domestic market opportunities, including tourism. Discussions with Council identified recent and unique agricultural opportunities that can support food manufacturing, including (for example) production of hops (beer), pumpkin seeds, fruit, truffle farms, nuts and green tea.

There is an opportunity to grow this sector further through targeted investment attraction. There may be an opportunity to undertake a targeted investment strategy for food manufacturers, targeting medium to large-scale food manufacturers to relocate from metropolitan Melbourne or surrounding Regional Cities.

The key focus should be to promote the advantages of relocating to the Alpine Shire, including:

- An emerging cluster of food and beverage manufacturers;
- Potential supply-chain advantages of being closer to primary producers;
- Affordable land prices compared with metropolitan Melbourne and regional cities; and
- Locational advantages, located in proximity to market opportunities in fast growing regional cities (e.g. Wangaratta, Wodonga).

**Transformative Project: Alpine Food Processing Cluster**

Alpine Shire has strengths in boutique food processing, this includes wine, beer and dairy production. The establishment of a food processing cluster group can allow businesses to share ideas and experiences, advocate for issues such as transport and support wholesale purchasing of inputs.

A feasibility into the establishment of a food processing cluster should be considered to strengthen and support this important sector.

Opportunities

- Develop an Investment Strategy for the Food Manufacturing industry, which can attract new businesses to the Alpine Shire and help existing businesses grow.
- Identify other opportunities for downstream value-adding processing of agricultural production, leveraging the strengths of the agriculture and forestry industry, as well as food production.

Theme Three

Enhancing Liveability and Resident Attraction

Generate economic and social wellbeing outcomes through supporting liveable communities to promote population attraction and retention.

The Alpine Shire has experienced relatively slow rates of population growth, increasing by 0.7% p.a. between 2012 and 2019 (+ 631 residents). Whilst some districts (Harrietville-Porepunkah and District 1.4% p.a. and Bright 1.2%) experienced higher levels of growth, overall the Alpine Shire's population is growing slower than both the Hume Region (+1.4% p.a.) and Regional Victoria (+1.3% p.a.) over the same period.

As a result, the Alpine Shire is also forecast to experience relatively low population growth to 2036, increasing by 707 residents (or 0.3% p.a.). However, these population forecasts are likely to change (i.e. increase) due to the new remote working opportunities created by COVID-19, as well as the health and lifestyle advantages associated with the area.

Population growth is critical to future economic growth as it supports local consumer spend, as well as workforce supply. Prioritising investment in initiatives that enhance liveability characteristics can be an effective way to attract and retain population (and achieve sustainable economic growth). Strong population growth can also create opportunities to develop high-quality infrastructure and provide key services in health, education, retail, hospitality, entertainment and community uses.



Theme Three Strategies

- | | |
|------------|---|
| 3.1 | Maintain and improve amenity of the Alpine Shire |
| 3.2 | Increase the population growth rate across the Alpine Shire |
| 3.3 | Support for an ageing population |



STRATEGY 3.1

Maintain and Improve Amenity of the Alpine Shire

Given that the majority of the population is concentrated to the townships of Bright, Myrtleford and Mount Beauty, prioritising township improvements should be encouraged. This includes smaller-scale projects such as streetscape, public realm and infrastructure upgrades that improve access, connectivity, amenity, wayfinding and safety. This can also include larger scale infrastructure opportunities that improve connectivity between townships and to nearby Regional Centres, as this was identified as a barrier by key stakeholders.

Although the Alpine Shire has many attributes that contribute to its liveability, such as its nature-based assets, its appeal as a residential location could be strengthened to encourage greater retention of population and attract prospective residents.

Improvements to amenity and local services not only serves to enhance resident attraction, but it will have positive effects for tourism, as visitors will be drawn to areas with high-quality amenities and services.

Opportunities

- Identify and advocate for streetscape and public realm improvements across the Alpine Shire.
- Prioritise transport infrastructure to alleviate congestions, improve access and enhance connectivity.
- Continue to fund and deliver the 'Better Place' projects, which are designed to improve resident amenity and liveability.
- Review and improve provision of digital infrastructure, including internet connections and mobile coverage, which is critical to growing workforce supply (and facilitating remote working opportunities). This is already being undertaken by Council through preparation of an advocacy document that identifies opportunities to improve digital infrastructure and advocate for State/Federal funding.

STRATEGY 3.2

Increase the Population Growth Rate Across the Alpine Shire

Population growth across all districts and townships should be an ongoing priority for Council, as some areas are experiencing a higher rate of growth compared to others, which creates disparities in local economic development. This variability in population growth is due to several factors, including housing availability, affordability, employment opportunities, quality of services and amenity.

It is important for Council to promote consistent growth (and retention of residents) across the Alpine Shire, including increasing the population base of slower-growing districts (e.g. Myrtleford, Tawonga and Kiewa Valley, Buffalo River - Gapsted and District, Mount Beauty - Tawonga South) and maintaining the high-growth rates in other areas (e.g. Harrietville-Porepunkah and District, Bright).

In particular, this growth should be targeted towards young and mid-life families, which will support growth in skilled labour and provide for a more sustainable community and



economy. Although the Alpine Shire has an older age profile, there is recent evidence that the younger population is growing (reflected by increases in school enrolments) which should be maintained.

Increasing population growth and retention – particularly younger residents and families – is a significant factor for economic growth, as it can provide the following benefits:

- Increase the level of local consumer spend (i.e. retail spend) and business activity;
- High level of workforce supply, which increases employment outcomes for industry and can promote business investment; and
- Improve the quality and availability of key social services, including health, and education, by establishing a critical mass.

Based on the research and stakeholder consultation, there are several reasons that have been attributed to low rates of population growth and retention in the Alpine Shire. These include:

- **Housing affordability.** As outlined in the Economic Profile, housing is less affordable compared to the Regional Victoria average, particularly in the Bright township. This can be attributed to increased demand from the holiday home market, which is driving up prices. This has detracted prospective residents from relocating to the Alpine Shire, crowded out existing residents to other (more affordable) townships, such as Myrtleford and Porepunkah, and encouraged resident migration to other Shires.
- **Accessibility and transport.** The relative distance and access to nearby regional cities is a barrier to population growth, as it prevents residents from accessing services, facilities and even employment opportunities. To improve access there needs to be an improvement in transport infrastructure and connectivity both to and within the Alpine Shire.

- **Land and housing supply.** There is a low level of residential housing supply, coupled with a high demand for holiday homes (reflected by low occupancy rates), which prevents residents (and workers) from purchasing or renting housing and living in the Alpine Shire. Consultation revealed there are large waitlists for rental properties, with many families (and prospective workers) unable to live and work in the Alpine Shire due to lack of rental supply. The issue of housing supply and land availability should be considered as part of a Land Development Strategy to be delivered by Council.
- **Employment opportunities.** There has been an ongoing job decline since 2006, which coincides with the absence of the tobacco industry (further exacerbated in 2010 with the completion of the Bogon Power Station). In addition, there are no major employing businesses in the Alpine Shire, with only 2% of businesses employing over 20 people. Coupled with the low unemployment rates, there are fewer employment prospects in the Alpine Shire. As employment is one of the key drivers for resident attraction, there needs to be greater economic incentives for relocation.
- **Services.** The low rate of growth is also due to a lack of key services that support resident attraction, particularly the availability of childcare, health, education and training institutions and independent aged care facilities. This reduces the incentive for both young to midlife families, as well as retirees, from relocating to the Alpine Shire.

Therefore, Council should focus on resident attraction through enhancing liveability and creating economic incentives for prospective residents, including affordable housing and facilitating employment opportunities.



Transformative Project: Affordable Housing Strategy

Housing availability and affordability are critical issues for the Alpine Shire, particularly in relation to attracting new residents and workers to support the economy, as well as retaining existing residents. The data and consultation revealed that there are a range of issues with residential housing, including:

- Housing prices, which are higher than average levels across Regional Victoria;
- Variability in housing prices and availability across different townships;
- A large holiday home sector, particularly in Bright (which caters to the visitor base), lowering the availability for permanent residents as well as driving up prices;
- Lack of housing supply to support the resident workforce, which reduces the incentive for skilled workers to relocate; and
- Lack of vacant residential land to support development.

These issues relate not only to residential purchases but also to rental properties, with high rents and limited supply creating long waitlists for families and workers looking to rent in the area.

A comprehensive Housing Strategy will examine the issues relating to housing and investigate the solutions for delivering affordable housing within Alpine Shire to meet the needs of existing and future residents. This could also align with the recently announced State Government funding for social and affordable housing.

Opportunities

- Attract investment in high-quality and high-amenity housing targeted to resident needs, in proximity to key nodes including Bright, Mount Beauty and Myrtleford.
- Explore the preparation of a Resident Attraction Strategy, which should:
 - Advocate for the delivery of accessible and quality services, including childcare, education, health and aged care, to ensure the needs of residents are met; and
 - Ensure the delivery of accessible and quality community, entertainment and recreational services and facilities that could enhance the Alpine Shire's appeal to existing and prospective residents, particularly young people and families.
- Ensure the current and future needs for education are met, including:
 - Planning for growth in school and childcare enrolments; and
 - Advocating for Higher Education facilities/satellite campuses to attract young working-age residents (as well as promote career development).
- Retail business attraction and support, to enable the industry to better respond to structural changes (e.g. online retailing) and service the population base with an appropriate mix of retail. Council should ensure there is appropriate land available for retail development.

STRATEGY 3.3

Support for an Ageing Population

The Alpine Shire has a large proportion of older residents, with a relatively high median age of 49 (compared to Victorian average of 37), as well as a lower proportion of children and young families (compared to the Hume Region and Regional Victoria). In addition, the population will continue to age, particularly amongst residents 70 years and over, which can place a strain on key social and health services and reduces the supply of available labour.

However, this cohort – particularly retirees – can also promote community engagement and activities through volunteering and providing community services. It is important that Council provides support to the growing ageing population to attract new residents and ensure they are engaged, productive and contribute to social wellbeing.

Opportunities

- Advocate for suitable and sufficient aged care facilities and accommodation.
- Ensure townships are accessible and include 'age friendly' infrastructure.
- Provide community facilities and programs to support engagement of retirees and elderly residents.

Theme Four

Attracting New Industry and Investment

Leverage greater economic growth and employment outcomes from a diverse range of industry sectors and strategic investments

The Alpine Shire economy is reliant on a few key industries, including Tourism (e.g. Accommodation and Food Services, Retail Trade), Agriculture and Forestry, as well as Manufacturing. Economic output and employment are concentrated within these areas, as they are the primary drivers of economic growth.

Combined, these industries comprise over 40% of total Shire output (\$614 million) and 47% of employment (2,219 jobs). As a result, the business mix is also concentrated with one-quarter of businesses within Agriculture and 10% in Accommodation & Food Services.

Therefore, to facilitate sustainable economic growth, the Alpine Shire should be less reliant on these few sectors and broaden the industry mix through business attraction and diversification.

This should be complemented by ongoing infrastructure investment in strategic projects to benefit the community, achieve business growth and generate employment opportunities.



Theme Four Strategies

4.1 Increase industry diversification and expand the jobs base

4.2 Strategic investment in public sector infrastructure projects



STRATEGY 4.1

Increase Industry Diversification and Expand the Jobs Base

Council has identified the need to attract new industry (and new businesses) to the Alpine Shire in order to diversify the industry mix and achieve workforce growth. Of particular importance is to be less reliant on tourism and attract new industries and new workers to achieve economic growth. This should include consideration of the business investment opportunities for the following industries:

- Professional service sector;
- Health and education;
- Boutique manufacturing;
- Arts and culture;
- Sustainable energy production; and
- Freight and logistics.

These sectors have potential to succeed in the Alpine Shire under the right conditions, however, the pursuit of these industries should be based on a clear framework/process adopted by Council, including

- Identifying the relevant industries and businesses to target;
- Identifying optimal locations; and
- Identifying and promoting the

competitive advantages of the Alpine Shire.

Once identified, businesses could be encouraged by Council to re-locate through a combination of measures (e.g. financial and planning assistance).

This will help with population attraction strategies as new industries opening up in the Alpine Shire will create opportunities to attract new workers that will re-locate in the area.

This could also be delivered in response to the COVID-19 impacts, which has seen a change in workforce patterns and increases in remote working. As such, there are opportunities to attract a mix industries and businesses that could work remotely in the Alpine Shire (and re-locate from nearby regional cities or Melbourne). Discussions with local chambers identified the recent emergence of a co-working space in Bright, which is a key vehicle used to attract new remote workers, small businesses and start-ups. This opportunity should be leveraged to attract more remote workers, as well as establishing new facilities in other townships.

Creating a more diverse mix of businesses and workers is an important priority for Council as it makes the economy less reliant on tourism and promotes sustainable economic growth

Opportunities

- Leverage off remote professional worker opportunities, as a result of COVID-19 impacts, which provides flexibility for businesses and employees to re-locate out of regional cities or Melbourne.
- Develop an Industry Attraction Strategy which identifies niche industries suited to Alpine Shire and can help attract a more diverse mix of businesses. This should include business attraction strategies, which promotes the Alpine Shire's advantages and also identifies measures that encourages businesses to relocate
- Ensure adequate zoned land supply to attract new industry in appropriate locations. This includes provision of sufficient commercial and/or industrial land, to ensure there is availability for potential businesses to invest. This could be considered as part of a future Land Development Strategy.
- Streamline planning process to improve efficiency and increase communication to help businesses overcome planning barriers to support business investment.

STRATEGY 4.2

Strategic Investment in Public Sector Infrastructure Projects

Ongoing infrastructure development is critical to achieve sustained economic growth through construction stimulus, business growth and employment opportunities. In addition, infrastructure that benefits communities (e.g. transport) is key in driving population growth and retaining residents within the Alpine Shire.

Council has delivered and is undertaking several infrastructure projects including:

Those recently completed:

- Myrtleford Indoor Sports Stadium Expansion
- Alpine Events Park
- Mount Beauty Skate Park Upgrade
- Alpine Better Places Bright, Porepunkah and Myrtleford

And under delivery:

- Mount Beauty Airport Upgrade
- Great Valley Trail
- Dinner Plain Activation
- Tawonga Caravan Park upgrade
- Buckland Bridge

Council should continue to identify priority infrastructure projects to generate economic and business activity and benefit the community.

As such, Council could commence ongoing research and analysis to identify infrastructure priorities, as well as the relevant funding opportunities (i.e. grants, private sector.). This could be undertaken and updated on a regular basis as projects develop and further opportunities are identified.

**Opportunities**

- Identify and advocate for infrastructure investment that supports economic growth.
- Undertake ongoing research and analysis that prioritises infrastructure projects and identifies funding opportunities.

Theme Five

Supporting Businesses

Support and grow a diverse business community to generate successful employment and economic outcomes, including disaster recovery assistance to support business recovery from unforeseen events and environmental disasters.

A core function of economic development is the provision of business support services, typically enabled through regular and meaningful engagement, with a view to helping businesses overcome specific challenges they face and help identify opportunities that could be further leveraged to achieve positive business outcomes.

As demonstrated in the economic profile, majority of businesses in the Alpine Shire (98%) are non-employing or classified as SMEs (i.e. fewer than 20 employees). Smaller businesses typically require additional Council support as they lack the resources to maximise growth opportunities or generate employment outcomes. This support is particularly important in light of the recent impact of COVID-19 and bushfires on businesses and future recovery efforts to sustain business going forward.



Theme Five Strategies

- | | |
|------------|--|
| 5.1 | Upskilling the workforce to meet industry needs |
| 5.2 | Create a connected and well-informed business base |
| 5.3 | Promote business resilience (disaster recovery assistance) |

STRATEGY 5.1

Upskilling the Workforce to Meet Industry Needs

Although unemployment is relatively low (2.6%), industry consultation indicated that a key challenge is finding suitable employees that are 'job ready'. This includes finding skilled employees (both permanent and transient) for businesses within the agriculture and manufacturing industries. In addition, tourism businesses, which rely on casual (seasonal) employees during peak seasons have difficulty in attracting skilled or experienced workers.

There is expressed demand for skilled employees, however, many potential employees lack the suitable skills and expertise required to meet the needs of businesses, which creates issues for staff recruitment.

Challenges in employing 'job ready' people can stymie business' capacity to operate effectively and can have implications on growth prospects. Council should, in collaboration with industry, education/training institutions and local chambers of commerce, identify and support programs that can: attract skilled employees; and ensure current employees have the relevant skills to meet industry needs.

Opportunities

- Collaborate with existing businesses and local employment providers, to
 - Identify the issues that are common across the labour force; and
 - Develop strategies to address specific skills shortages.
- Investigate training programs that could be initiated by the private sector to promote up-skilling, including both public and 'in-house' training processes.

STRATEGY 5.2

Create a Connected and Well-Informed Business Base

Given that 98% of businesses in the Alpine Shire are considered small (i.e. non-employing or employing less than 20 people), developing more informed and capable industry is a key priority for Council to support business growth.

This could be delivered through training, mentorship and networking, in collaboration with industry bodies, to help local businesses develop in terms of:

- Marketing;
- Social media and digitalisation (e.g. website development & online presence);
- Business Planning;
- Financial Management; and
- Contracts and tenders.

Consultation with business local hospitality businesses revealed that industry advice is being delivered by Tourism North East (as well as Council). Therefore, informing industry should be a joint effort provided by multiple organisations.

Business networking, in particular, is a key opportunity across industry sectors. It can help businesses collaborate and share information, as well as creating supply-chain/business to business opportunities.

There is a potential for Council to facilitate and support networking and training opportunities for businesses, targeting those businesses who are seeking to upskill in certain areas of business management. This opportunity could be facilitated and administered through a dedicated CRM.

Opportunities

- Provide mentoring and training opportunities to improve industry capability and support business growth, focussing on areas that businesses wish to upskill in (e.g. marketing, financial management, business planning etc.).
- Develop or update Council's CRM database to target relevant businesses in need of training.
- Promote business to business activity and connections through business networking, which can be facilitated by Council in collaboration with other industry bodies (e.g. Tourism North East, local chambers).
- Promote online resources to the business community (e.g. website, social media) and provide access to information and opportunities that encourages business growth and development.



STRATEGY 5.3

Promote Business Resilience (Disaster Recovery Assistance)

The COVID-19 pandemic and the summer bushfires has created a major downturn in Australia's economy, with a rising national unemployment rate of 7.1% in May and a forecast -8% drop in GDP in June 2020. Australian business confidence is low, with 29% of surveyed businesses in June predicting they will not survive for more than 3 months with current cashflow.

As a result, the Alpine Shire economy has experienced major economic losses in the first half of 2020. This includes significant losses in economic output (-9% by September 2020) and employment (-6% in September 2020), as well as substantial increases in JobKeeper (47% of businesses) and JobSeeker (11% of working population) applications. Overall, the Alpine Shire experienced heavier losses than most

municipalities, which can be attributed to the economy's reliance on tourism, which ground to a halt over 2020.

Therefore, there is a pressing need for Council to support businesses and the community through unforeseen events and environmental disasters (e.g. COVID-19, bushfires) via a recovery plan that helps return performance to normal. This should focus on the following:

- Minimise business revenue loss and a decline in JobKeeper payments;
- Minimise job loss and a decline in JobSeeker payments;
- Assist individual businesses to alter operating conditions for a 'with COVID' operating environment (e.g. contactless transactions, outdoor dining, etc.); and
- Support individual businesses to recover to 'pre COVID-19 and bushfires' turnover.

Opportunities

- Encourage business resilience by providing the specific skills, opportunities and information needed to respond to environmental disasters and achieve growth (e.g. access to grants, financial planning, business planning, etc.)
- Develop employee retention strategies to combat increasing unemployment.
- Assist businesses to make physical distancing alterations to improve business operation, including provision of outdoor dining permits and infrastructure.
- Provide pathways to access to mental health support for business owners, operators and employees.



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Coordinate System GDA94 MGA Zone 55

Created: 26/3/2018

While every care is taken by Alpine Shire Council Land Victoria and the Department of Sustainability and Environment to ensure the accuracy of this data, Alpine Shire Council, Land Victoria and the Department of Sustainability and Environment jointly and severally make no representations or warranties about its accuracy, reliability, completeness or suitability for any particular purpose and disclaim all responsibility and all liability (including without limitation, liability in negligence) for all expenses, losses, damages (including indirect or consequential damage) and costs which may be incurred as a result of data being inaccurate or incomplete in any way and for any reason.



Alpine Shire

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Budget 2021/22



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1 Mayor and CEO's Introduction

We are delighted to present the Alpine Shire Council 2021/22 budget.

As our community continues to recover from the twin impacts of the 2020 Bushfires and the COVID 19 pandemic, this budget includes projects and initiatives that will help our community and businesses transition to more prosperous times.

Council is currently seeking feedback from you to guide us in the development of our refreshed Community Vision and key strategies, including a new Council Plan to be adopted in October 2021.

Council's 2021/22 budget provides a strong financial position, enabling us to focus on the critical services and initiatives which support our community and to complete our capital works program, delayed because of the difficult conditions during 2020 and 2021.

In 2021/22, Council is planning to undertake the largest level of capital expenditure in its history totalling \$14m, supported by significant government grant funding of \$8m.

Significant projects include the Mount Beauty Airport Upgrade (\$3m), Dinner Plain Activation Phase 1 (\$1.2m), the Great Valley Trail (\$1.7m) and the Dargo High Plains Road Renewal (\$1.2m).

Please see the Capital works section of the Budget document for more details of Council's 2021/22 capital works program.

We will continue to maintain our vital civil assets to a standard that we are all proud of, from our roads, bridges and footpaths to our buildings, public amenities, bins and recreational areas.

As we progress through 2021, Council will adopt and implement its Economic Development Strategy and Events Strategy, which will deliver a strong foundation for the Shire's economy in the short-term and over the coming years.

Our planning, building, local laws and environmental health functions will continue to underpin our ability to support a safe, sustainable and highly liveable Shire.

Our greenhouse gas emissions will be reduced through various initiatives including the mercury vapour street light replacement project.

While we continue to adapt to changing conditions, our budget provides full support for our diverse community facilities and activities, from our libraries, airports, swimming pools and visitor information centres, to our youth activities and maternal and child health services.

We are well positioned to continue support for the Shire's economic and social development through a range of grant programs and initiatives.

The budget proposes a rate increase of 1.5% for 2021/22, compared with last year's increase of 2.0%, and in line with the Fair Go Rates System, which caps Victorian council rate increases in line with inflation.

In 2021/22 the material and services budget has increased, arising from the additional Capital Works projects, various Strategic Planning projects, additional landfill levy costs and triennial Elm Leaf Beetle treatment.

Employee costs for the 2021/22 year have also temporarily increased in response to the changing service requirements, including continued Bushfire Recovery support, circular economy and climate action initiatives, increased demand for statutory planning services, and an increase in capacity required to deliver the Capital Works program.



We are proud to serve an area which is known for its natural beauty, its vibrant communities and its many opportunities for both residents and visitors.

We look forward to supporting the Alpine Shire in its ability to thrive for years ahead, and as always, welcome your suggestions as to how we can make our region an even better place to live and to visit.

Cr John Forsyth
Mayor

Charlie Bird
Chief Executive Officer

Financial Snapshot

Key Statistics	2020/21 Forecast	2021/22 Budget
Total Operating Expenditure (\$000)	29,265	29,754
Underlying Operating Surplus (\$000)	4,640	7,245
Capital Works Expenditure (\$000)	7,635	14,034
Staff Numbers (EFT)	112	122

Budgeted Expenditure by Strategic Objective	2021/22 Budget	% of Budget
A high performing organisation	11,087	28%
A responsible and sustainable organisation	2,521	6%
Incredible places for our community and visitors	16,309	41%
Infrastructure and open spaces that our community is proud of	2,598	7%
Highly utilised and well managed community facilities	4,973	13%
A well planned and safe community	312	1%
A thriving and connected community	1,938	5%



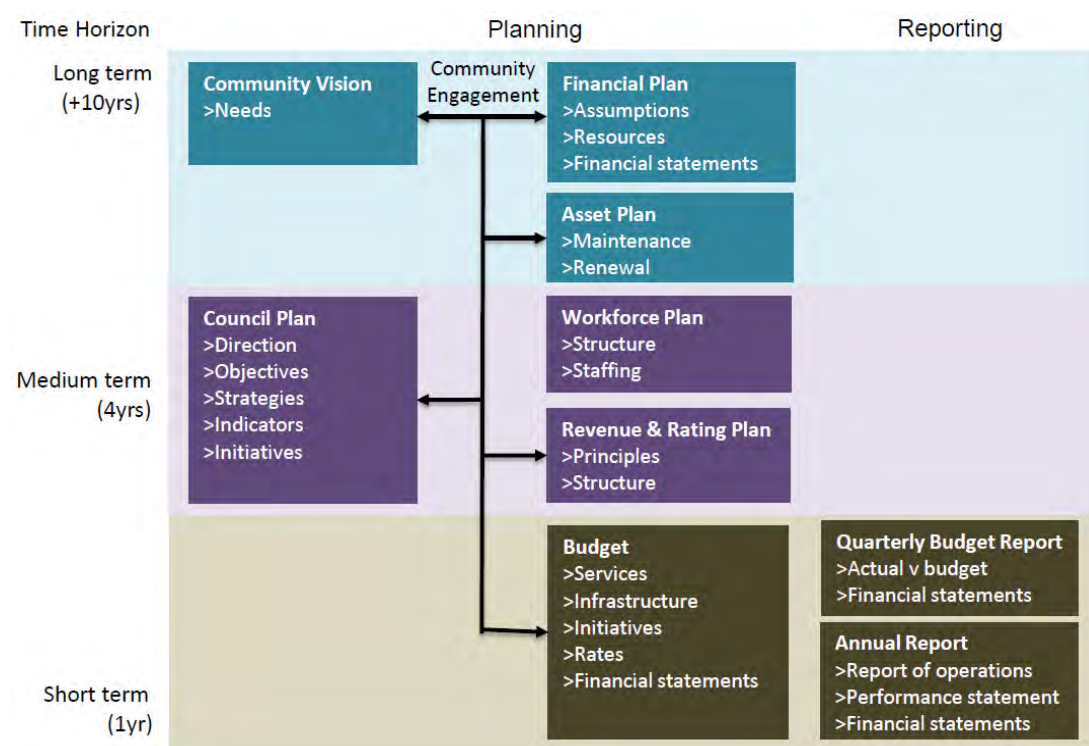
2 Link to the Integrated Planning and Reporting Framework

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

This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

2.1 Legislative planning and accountability framework

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



Source: Mark Davies (Financial Professional Solutions)

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



2.1.1 Key Planning Considerations

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 council's adopted Community Engagement Policy and Public Transparency Policy.



2.2 Our Purpose

Our Community Vision

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

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

Council is currently seeking feedback from you to guide us in the development of our refreshed Community Vision and key strategies with our Council Plan to be adopted in October 2021.

Our Commitment to the community

We take a fresh and enthusiastic approach to delivering outcomes for our community. We will continue to focus on the key functions of Council while delivering on our strategic initiatives and implementing policies and plans to support a healthy and well-connected community.

Our Values

1. Accountable
2. Leadership
3. Productive
4. Integrity
5. Nurture
6. Engaged

2.3 Strategic Objectives

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

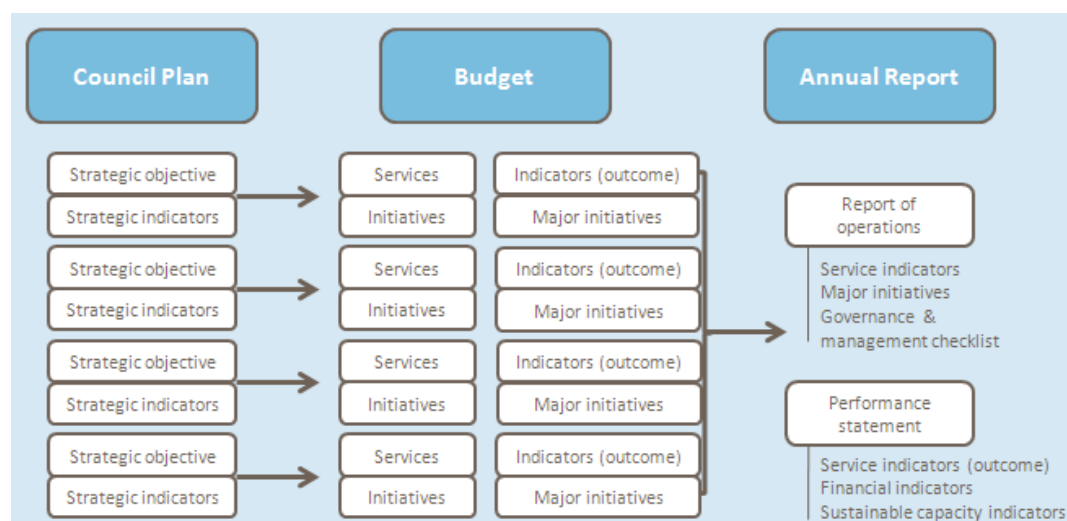
Strategic Objectives	Strategies
1. A high performing organisation	<ul style="list-style-type: none"> • Communicate and engage with stakeholders. • Advocate for the community on key issues. • Lead and govern with integrity. • Build a skilled organisation with a positive culture.
2. A responsible and sustainable organisation	<ul style="list-style-type: none"> • Provide an excellent customer experience. • Manage our financial resources sustainably. • Identify and manage Council's risk. • Balance financial, environmental and community outcomes.
3. Incredible places for our community and visitors	<ul style="list-style-type: none"> • Identify our community's infrastructure aspirations. • Deliver Council's capital works program on time, to budget, and to the satisfaction of stakeholders.
4. Infrastructure and open spaces that our community is proud of	<ul style="list-style-type: none"> • Manage and maintain Council infrastructure. • Understand and plan for Council's asset renewal requirements.

	<ul style="list-style-type: none"> • Prepare for and respond to community emergency events. • Maintain Council's parks, trees and reserves.
5. Highly utilised and well managed community facilities	<ul style="list-style-type: none"> • Soundly operate and manage community facilities. • Deliver quality services for our community. • Align services with community expectations.
6. A well planned and safe community	<ul style="list-style-type: none"> • Plan for and manage development to enhance liveability. • Raise awareness and educate our community about laws, regulations and codes. • Enforce local laws, regulations and codes.
7. A thriving and connected community	<ul style="list-style-type: none"> • Strengthen visitor attraction and the visitor experience. • Support and encourage investment and enterprise. • Improve healthy eating and physical activity. • Stop family violence against women and children. • Reduce the incidence of alcohol and other drug harm. • Create socially connected and supported communities.

Council is currently seeking feedback from you to guide us in the development of our refreshed Community Vision and key strategies with our Council Plan to be adopted in October 2021.

3 Services, and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2021/22 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. In line with legislation, Council has identified major initiatives, and service performance outcome indicators in the Budget and will report against them in the Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Jobs, Precincts and Regions



3.1 A High Performing Organisation

A new Community Vision and Council Plan are currently being developed in consultation with the community, resetting the vision and strategies to guide Council's activities over the next four years.

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

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

3.1.1 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Councillors and Executive	Includes all human resources support, marketing and communications activities, and advocacy activities. This area also includes remuneration for the Council workforce, the Mayor and the Councillors.	Exp	10,948	11,087
		Rev	1,332	0
		NET Expense (Revenue)	9,616	11,087

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

3.1.2 Major Initiatives

- Community Vision (continued)
- Council Plan (continued)
- Gender Equality Action Plan (GEAP)
- Workforce Plan

3.1.3 Service Performance Outcome Indicators

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

3.2 A Responsible and Sustainable Organisation

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

Following a review of Council's business technology strategy, Council will continue work to upgrade its core technology applications to improve our customers' experience. New functionality will better enable timely and efficient maintenance of Council's rates and property database, and reduce



manual effort, duplication and rework for staff. Council will also continue to improve its IT Governance to ensure that technology investments are prudent, prioritised and effective.

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

3.2.1 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Corporate	Corporate manages the supporting functions to help Council to deliver services in an efficient, effective and safe manner. This includes financial control and planning, revenue collection, information technology, customer service, governance, and risk management.	Exp	2,443	2,521
		Rev	20,306	20,841
		NET Expense (Revenue)	(17,863)	(18,320)

3.2.2 Major Initiatives

- Local Government Act Implementation
- Adoption of Financial Plan
- Adoption of Asset Plan

3.2.3 Service Performance Outcome Indicators

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

3.3 Incredible Places for our Community and Visitors

In 2021/22 Council will deliver a steady pipeline of capital projects to renew, upgrade and develop Council's suite of capital assets. Council continues in its commitment to ensuring that our properties, plant and equipment, roads, bridges, footpaths, recreational areas, and the Rail Trail remain in a condition that we can be proud of.

Notably Council will spend \$3m on the Mount Beauty Airport Upgrade and will continue the significant program of work to construct the Great Valley Trail connecting Bright and Harrietville (\$1.7m).

Other notable projects include Dinner Plain Activation and the Dargo High Plains Road Renewal.

3.3.1 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Asset Development	This area delivers the critical projects to renew and upgrade our community assets, and to develop new assets. The area is in part subsidised by recurrent and non-recurrent grants.			Refer to Capital Works budget



3.3.2 Major Initiatives

- Mt Beauty Airport
- Dinner Plain Activation
- Dargo High Plains Road
- Great Valley Trail

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

3.3.3 Service Performance Outcome Indicators

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

3.4 Infrastructure and Open Spaces that our Community is Proud Of

Council will continue to inspect and prioritise regular maintenance of its assets within the engineering, civil infrastructure, open spaces and building areas to ensure the amenity is maintained to achieve a long lifespan of our assets.

Council will update its asset management plans for all major asset classes in line with new legislation and continue to improve data.

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



3.4.1 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Local Roads, Bridges and Drainage	This area involves the maintenance of all Council's roads, and bridges. Council has 576km of roads, 120 bridges and over 40 major culverts. Spending in this area also covers roadside vegetation and drainage.	Exp	750	775
		Rev	18	18
		NET Expense (Revenue)	732	757
Footpaths	Maintenance of Council footpaths. Also includes snow grooming services for Dinner Plain.	Exp	86	86
		Rev	0	0
		NET Expense (Revenue)	86	86
Open Spaces	This service involves the maintenance of all of Council's open space areas such as playgrounds, parks, street trees, roundabouts and public reserves.	Exp	558	592
		Rev	22	22
		NET Expense (Revenue)	536	570
Building Maintenance	This service is responsible for the maintenance of all of Council's buildings. This includes operational buildings such as depots, administration buildings and libraries as well as community buildings such as halls, senior citizens centres and childcare centres. This area is also responsible for rectifying damage caused by vandalism.	Exp	259	290
		Rev	0	0
		NET Expense (Revenue)	259	290
Operations	Administration and management of Myrtleford, Bright and Mount Beauty works depots and plant maintenance and operational expenses.	Exp	768	787
		Rev	68	70
		NET Expense (Revenue)	700	717
Emergency Management	This covers the administrative costs of Council's Emergency Management Planning role, maintenance of various flood warning infrastructure, and additional coordination activities which are fully grant funded.	Exp	69	68
		Rev	98	98
		NET Expense (Revenue)	(29)	(30)

3.4.2 Major Initiatives

- Elm Leaf Beetle Treatment and Upper Canopy Works (High Risk Areas)
- Essential Safety Measures System
- Asset Management Revaluations and Reporting



3.4.3 Service Performance Outcome Indicators

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

3.5 Highly Utilised and Well Managed Community Facilities

During 2021/22 Council will implement its events waste management plan and continue to invest in rehabilitating its Porepunkah and Myrtleford landfills to meet environmental obligations. Council will also upgrade its electronic waste infrastructure to better enable effective processing.

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

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



3.5.1 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Airports	Provision and maintenance of aerodromes at Mount Beauty and Porepunkah.	Exp	40	44
		Rev	35	36
		NET Expense (Revenue)	5	8
Property Management	This service manages public amenity facilities across the Alpine Shire as well as the Bright Holiday Park.	Exp	707	684
		Rev	450	478
		NET Expense (Revenue)	257	206
Recreation	Council supports the development and maintenance of recreation reserves across the Shire and also supports recreation clubs and committees.	Exp	91	106
		Rev	0	0
		NET Expense (Revenue)	91	106
School Crossings	Council provides the school crossing supervisor function to schools within the Alpine Shire Council.	Exp	2	2
		Rev	37	37
		NET Expense (Revenue)	(35)	(35)
Swimming Pools	This service involves the running of Bright Sports Centre, the provision of outdoor seasonal pools at Myrtleford and Mount Beauty and lifeguarding at the Bright and Porepunkah river pools.	Exp	371	412
		Rev	129	210
		NET Expense (Revenue)	242	202
Visitor Information Centres	This service comprises visitor information services located at Bright, Mount Beauty and Myrtleford. Income is derived from the sale of souvenirs and the lease of the River-deck Café in Bright.	Exp	124	127
		Rev	156	156
		NET Expense (Revenue)	(32)	(29)
Waste and Recycling	Provision of waste management and recycling services across the Shire. This includes kerbside garbage and recycling collection services as well as the operation of the Myrtleford landfill and transfer stations at Mount Beauty and Porepunkah.	Exp	2,411	2,556
		Rev	3,338	3,456
		NET Expense (Revenue)	(927)	(900)



3.5.2 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Libraries	Libraries consist of the Alpine Shire library branches in Myrtleford, Bright and Mount Beauty and delivery of programs such as rhyme time, story time, school holiday programs and visiting authors. The Council also operates the High Country Library Network Hub, which undertakes the purchase and management of books and library materials for the Alpine Shire Council as well as neighbouring councils of Benalla, Mansfield and Wangaratta as a shared service.	Exp	632	698
		Rev	900	930
		NET Expense (Revenue)	(268)	(232)
Dinner Plain Facilities	Provision of specific waste collection and public facilities services for Dinner Plain.	Exp	381	344
		Rev	376	384
		NET Expense (Revenue)	5	(40)

3.5.3 Major Initiatives

- Events Waste Management Plan Implementation
- Porepunkah Landfill Rehabilitation
- Myrtleford Landfill Rehabilitation
- Energy Efficient Street Lighting

3.5.4 Service Performance Outcome Indicators

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

3.6 A Well Planned and Safe Community

Council will undertake a suite of strategic planning projects to update our town planning framework to support Alpine Shire's environmental, economic and community aspirations. Our Land Development Strategy aims to understand the future demand for residential, commercial and industrial land, and will provide evidence for future rezoning and amendments to the Alpine Planning Scheme. This will be finalised this year and amendments to the scheme commenced.

Council's Domestic Wastewater Management Plan provides a framework for sustainable domestic wastewater practices to protect the health of the community and the surrounding environment. Council will undertake a review of this plan to ensure we continue to deliver in line with contemporary requirements.



In consultation with our community Council will also complete a new Domestic Animal Management Plan to outline how animal management is administered by Council and to outline programs, services and strategies which Council will employ to effectively manage domestic animals within the municipality.

3.6.1 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Statutory Planning	This function covers the assessment of planning applications, the provision of advice to developers and property owners and representing Council at the Victorian Civil and Administrative Tribunal. The cost of this service is partially offset by income received as planning application fees.	Exp	71	120
		Rev	364	344
		NET Expense (Revenue)	(293)	(224)
Building Services	This service provides statutory building services to the community and includes processing of building applications, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works. The cost of this service is partially offset by income received as application permits.	Exp	36	36
		Rev	299	244
		NET Expense (Revenue)	(263)	(208)
Environmental Health	This service provides for the registration and inspection of all food premises, waste water applications, investigation of complaints in relation to noise, odours, dealing with infectious disease outbreaks and other health issues.	Exp	79	62
		Rev	26	175
		NET Expense (Revenue)	53	(113)
Local Laws	This area provides animal registrations, animal management, and local law enforcement.	Exp	49	49
		Rev	82	81
		NET Expense (Revenue)	(33)	(32)
Strategic Planning	Strategic planning prepares and reviews amendments to the Alpine Planning Scheme, structure plans, strategies, master plans, urban growth plans, frameworks and design guidelines.	Exp	180	45
		Rev	20	20
		NET Expense (Revenue)	160	25

3.6.2 Major Initiatives

- Bright Western Gateway Precinct Structure Plan
- Land Development Strategy
- Myrtleford and Mount Beauty Town Centre Urban Design Frameworks
- Planning Scheme Amendments
- Planning Customer Service Process Improvements



3.6.3 Service Performance Indicators

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

3.7 A Thriving and Connected Community

In 2021/22 Council will continue to strengthen the resilience of our community through reliance activities like community planning sessions as well as programs, events, community catchups, live and local programs identified as priorities throughout our communities. Council will also look to the future through volunteer training and development of a volunteer database through neighbourhood and community centres for mobilising in case of a future emergency event.

Council will also adopt and implement two key strategies, the Economic Development Strategy, and the Events Strategy, underpinning the direction of our economy and vibrancy over the coming years.

3.7.1 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Community Development	This service is concerned with building community capacity. Key areas include community resilience, the community grant program and implementing the Municipal Health and Wellbeing Plan.	Exp	1,055	359
		Rev	654	412
		NET Expense (Revenue)	401	(53)
Dinner Plain Services	Provision of specific services to Dinner Plain such as marketing and events of this alpine village, and the provision of the Dinner Plain to Mount Hotham winter bus service.	Exp	171	420
		Rev	10	0
		NET Expense (Revenue)	161	420



Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Economic Development	This service facilitates local and new business to develop and grow.	Exp	525	53
		Rev	273	0
		NET Expense (Revenue)	252	53
Festivals and Events	Events are a major contributor to the economy. Council has a role in facilitating the events agenda.	Exp	212	492
		Rev	90	65
		NET Expense (Revenue)	122	427
Tourism	This services provides destination marketing and aids in the development of the local industry. It develops and distributes tourism collateral including the Shire's Official Visitors Guide, trail brochures, maps and retail and dining guide.	Exp	514	477
		Rev	20	0
		NET Expense (Revenue)	494	477
Youth	Provision of specific services to youth in the community, including youth awards, youth activities and the Learner to Probationary (L2P) program.	Exp	155	137
		Rev	132	60
		NET Expense (Revenue)	23	77

3.7.2 Major Initiatives

- Emergency Management Community Resilience Education
- Economic Development Strategy Implementation
- The GOAT and Spartan Events
- Youth Strategy
- Sustainable Tourism

3.7.3 Service Performance Outcome Indicators

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



4 Financial Statements

This section presents information regarding the Financial Statements and Statement of Human Resources. The budget information for the year 2021/22 has been supplemented with projections to 2024/25.

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

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

4.1 Comprehensive Income Statement

For the four years ending 30 June 2025

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Projections		
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Income					
Rates and charges	19,144	19,675	19,988	20,494	21,013
Statutory fees and fines	478	614	624	638	652
User fees	1,067	1,101	1,121	1,143	1,166
Contributions - cash	697	668	680	694	708
Contributions - non-monetary assets	214	430	438	447	456
Grants - Operating (recurrent)	4,504	4,630	4,689	4,784	4,881
Grants - Operating (non-recurrent)	2,445	256	-	-	-
Grants - Capital (recurrent)	710	710	710	724	738
Grants - Capital (non-recurrent)	3,906	8,195	3,760	360	360
Other income	740	720	725	850	955
Total income	33,905	36,999	32,735	30,134	30,929
Expenses					
Employee costs	10,054	10,362	10,270	10,383	10,542
Materials and services	13,314	13,466	11,330	11,606	11,857
Depreciation	5,037	5,108	5,529	5,761	5,920
Amortisation	-	28	43	43	43
Landfill rehabilitation	91	78	59	50	38
Other expenses	667	704	717	731	745
Net gain on disposal of property, infrastructure, plant and equipment	102	8	8	8	8
Total expenses	29,265	29,754	27,955	28,582	29,154
Surplus (deficit) for the year	4,640	7,245	4,780	1,552	1,775
Other comprehensive income items that will not be reclassified to surplus or deficit:					
Net asset revaluation increment /(decrement)	1,042	2,945	3,990	4,745	4,876
Comprehensive result	5,682	10,190	8,770	6,297	6,651



4.2 Balance Sheet

For the four years ending 30 June 2025

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Projections		
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Assets					
Current assets					
Cash and cash equivalents	2,351	2,990	2,692	2,268	2,713
Trade and other receivables	2,276	2,546	2,121	1,846	1,897
Financial assets	24,000	21,000	20,000	20,000	19,000
Inventories	122	91	100	109	106
Other assets	266	324	333	358	320
Total current assets	29,015	26,951	25,246	24,581	24,036
Non-current assets					
Investment properties	3,260	3,260	3,260	3,260	3,260
Investments in shared services	129	159	190	222	255
Property, infrastructure, plant & equipment	221,219	232,802	241,992	248,537	255,213
Intangibles	276	428	428	428	428
Total non-current assets	224,884	236,649	245,870	252,447	259,156
Total assets	253,899	263,600	271,116	277,029	283,192
Liabilities					
Current liabilities					
Trade and other payables	2,298	2,329	1,980	2,028	2,072
Trust funds and deposits	434	454	474	494	514
Provisions	2,875	3,205	2,759	2,884	2,373
Income received in advance	834	33	32	31	30
Total current liabilities	6,441	6,021	5,245	5,437	4,989
Non-current liabilities					
Provisions	3,902	3,066	2,621	2,075	2,065
Income received in advance	425	1,192	1,160	1,129	1,099
Total non-current liabilities	4,327	4,258	3,781	3,204	3,164
Total liabilities	10,768	10,279	9,026	8,641	8,153
Net assets	243,131	253,321	262,091	268,388	275,039
Equity					
Accumulated surplus	119,759	127,004	131,784	133,336	135,111
Reserves	123,372	126,317	130,307	135,052	139,928
Total equity	243,131	253,321	262,091	268,388	275,039



4.3 Statement of Changes in Equity

For the four years ending 30 June 2025

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021				
Balance at beginning of the financial year	237,449	115,119	118,206	4,124
Comprehensive result	5,682	4,640	1,042	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	660	-	(660)
Balance at end of the financial year	243,131	120,419	119,248	3,464
2022				
Balance at beginning of the financial year	243,131	120,419	119,248	3,464
Comprehensive result	10,190	7,245	2,945	-
Transfer to reserves	-	(276)	-	276
Transfer from reserves	-	764	-	(764)
Balance at end of the financial year	253,321	128,152	122,193	2,976
2023				
Balance at beginning of the financial year	253,321	128,152	122,193	2,976
Comprehensive result	8,770	4,780	3,990	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	262,091	132,932	126,183	2,976
2024				
Balance at beginning of the financial year	262,091	132,932	126,183	2,976
Comprehensive result	6,297	1,552	4,745	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	268,388	134,484	130,928	2,976
2025				
Balance at beginning of the financial year	268,388	134,484	130,928	2,976
Comprehensive result	6,651	1,775	4,876	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	275,039	136,259	135,804	2,976



4.4 Statement of Cash Flows

For the four years ending 30 June 2025

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Projections		
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	19,122	19,651	19,974	20,471	20,989
Statutory fees and fines	478	614	624	638	652
User fees	1,067	1,101	1,121	1,143	1,166
Contributions - monetary	697	668	680	694	708
Grants - operating	6,577	4,640	5,128	5,082	4,854
Grants - capital	3,348	8,905	4,470	1,084	1,098
Interest	171	121	115	227	319
Other receipts	542	965	984	1,006	1,028
Trust funds deposits taken	2,420	2,420	2,420	2,420	2,420
Trust funds deposits repaid	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
Employee costs	(9,518)	(10,283)	(10,295)	(10,354)	(10,501)
Materials and consumables	(12,856)	(14,125)	(12,622)	(12,092)	(12,372)
Other payments	(667)	(704)	(717)	(731)	(745)
Net cash provided by operating activities	8,981	11,573	9,483	7,188	7,216
Cash flows from investing activities					
Payments for property, plant and equipment	(7,911)	(14,034)	(10,882)	(7,716)	(7,877)
Proceeds from sale of property, plant and equipment	4	100	101	103	106
Proceeds from investments	-	3,000	1,000	-	1,000
Net cash used in investing activities	(7,907)	(10,934)	(9,780)	(7,612)	(6,771)
Cash flows from financing activities					
Finance costs	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-
Net cash provided by (used in) financing activities	-	-	-	-	-
Net (decrease) increase in cash & cash equivalents	1,074	639	(297)	(424)	444
Cash and cash equivalents at beginning of the financial year	1,277	2,351	2,990	2,692	2,268
Cash and cash equivalents at end of the financial year	2,351	2,990	2,692	2,268	2,713



4.5 Statement of Capital Works

For the four years ending 30 June 2025

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Projections		
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Property					
Land	353	-	-	-	-
Buildings	1,315	2,160	1,866	1,898	1,936
Total property	1,668	2,160	1,866	1,898	1,936
Plant and equipment					
Plant, machinery and equipment	502	927	421	421	422
Fixtures, fittings and furniture	-	-	-	-	-
Computers and telecommunications	68	363	137	137	137
Intangibles	-	180	43	43	43
Library books	79	79	69	70	72
Total plant and equipment	649	1,549	670	671	674
Infrastructure					
Roads	1,567	7,705	5,375	2,102	2,144
Bridges	1,937	497	284	288	294
Footpaths and cycleways	1,255	1,786	307	313	319
Drainage	247	267	213	217	222
Recreational, leisure and community facilities	130	-	171	174	178
Parks, open space and streetscapes	54	-	122	124	126
Waste	128	70	73	74	75
Total infrastructure	5,318	10,325	6,545	3,292	3,358
Unallocated	-	-	1,800	1,854	1,909
Total capital works	7,635	14,034	10,882	7,716	7,877
Represented by:					
New asset expenditure	1,934	3,721	-	-	-
Asset renewal expenditure	3,336	4,729	7,082	5,916	6,077
Asset upgrade expenditure	2,365	5,584	3,800	1,800	1,800
Asset expansion expenditure	-	-	-	-	-
Total capital works expenditure	7,635	14,034	10,882	7,716	7,877



4.6 Statement of Human Resources

For the four years ending 30 June 2025

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Projections		
			2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Staff expenditure					
Employee costs - operating	10,054	10,362	10,270	10,383	10,542
Employee costs - capital	804	1,082	1,072	1,084	826
Total staff expenditure	10,858	11,444	11,342	11,467	11,368
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	112	122	119	118	116
Total staff numbers	112	122	119	118	116

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

Department	Comprises				
	2021/22 \$'000	Permanent Full Time \$'000	Part time \$'000	Casual \$'000	Temporary \$'000
Asset Development	-	-	-	-	-
Asset Maintenance	3,271	2,613	68	26	564
Bushfire Recovery	269	-	-	38	231
Corporate	1,262	350	712	83	117
Councillor and Executive	1,159	802	106	53	198
Customer and Digital Projects	1,176	322	551	184	119
Economic and Community Development	999	137	359	295	208
Facilities	679	410	-	38	231
Planning and Amenity	1,547	945	349	104	149
Total Staff Expenditure	10,362	5,579	2,145	821	1,817
Capitalised Labour Costs	1,082				
Total Expenditure	11,444				

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

Department	Comprises				
	2021/22	Permanent Full Time	Part time	Casual	Temporary
Asset Development	9	2	2	2	3
Asset Maintenance	41	36	1	-	4
Bushfire Recovery	3	-	-	-	3
Corporate	14	3	8	1	2
Councillor and Executive	6	5	1	-	-
Customer and Digital Projects	8	4	1	1	2
Economic and Community Development	10	1	6	2	1
Facilities	16	4	5	4	3
Planning and Amenity	15	10	3	1	1
Total staff full time equivalent	122	65	27	11	19



Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2025

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Executive				
Permanent full time	802	816	833	849
Permanent part time	106	108	110	112
Total executive	908	924	943	962
Corporate				
Permanent full time	2,027	2,063	2,105	2,147
Permanent part time	1,612	1,641	1,674	1,707
Total corporate	3,639	3,705	3,779	3,854
Assets				
Permanent full time	3,291	3,350	3,417	3,486
Permanent part time	748	761	777	792
Total assets	4,039	4,112	4,194	4,278
Casual and other	2,858	2,601	2,551	2,275
Total staff expenditure	11,444	11,342	11,466	11,369
	FTE	FTE	FTE	FTE
Executive				
Permanent full time	5	5	5	5
Permanent part time	1	1	1	1
Total executive	6	6	6	6
Corporate				
Permanent full time	21	21	21	21
Permanent part time	17	17	17	17
Total corporate	38	38	38	38
Assets				
Permanent full time	39	39	39	39
Permanent part time	9	9	9	9
Total assets	48	48	48	48
Casual and other	30	27	26	24
Total staff FTE	122	119	118	116



For the budget year ending 2021/22

Gender	Comprises				
	Total	Permanent		Casual	Temporary
		Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Female	4,615	1,660	1,714	712	529
Male	5,326	4,116	477	187	546
Vacant	1,503	344	275	86	798
Self-described gender	-	-	-	-	-
Total Staff Expenditure	11,444	6,120	2,466	985	1,873

Gender	Comprises				
	Total	Permanent		Casual	Temporary
		Full Time	Part time		
Female	50	16	21	7	6
Male	57	46	4	2	5
Vacant	15	3	2	1	9
Self-described gender	-	-	-	-	-
Total staff full time equivalent	122	65	27	10	20

Council is required to prepare a Gender Equality Action Plan (GEAP) by 31 October 2021. The GEAP is a four-year plan, that will include the strategies and measures to improve gender equality in the workplace, based on the results of a workplace gender audit.

Council is also required to develop and maintain a Workforce Plan by 31 December 2021, that describes the organisational structure, projected staffing over the next four years, and includes measures to ensure gender equality, diversity and inclusiveness.

In future years, Council will use the GEAP and Workforce Plan to inform the statement of human resources and associated planned expenditure. For this budget, and until the GEAP and Workforce Plans are in place, Council has not attempted to classify human resources by gender for the next three financial years.



5 Notes to the Financial Statements

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

5.1 Comprehensive Income Statement

5.1.1 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, programs and services and capital works commitments over a four-year period.

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

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

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

This will raise total rates and charges for 2021/22 to \$19,675,000.

5.1.1.1 Reconciliation of rates and charges to the Comprehensive Income Statement

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
General rates*	15,226	15,627	401	2.64%
Waste management charges	3,236	3,382	146	4.51%
Special rates and charges	183	181	(2)	-1.09%
Supplementary rates and rate adjustments	134	125	(9)	-6.72%
Interest on rates and charges	80	80	-	0.00%
Revenue in lieu of rates	285	280	(5)	-1.75%
Total rates and charges	19,144	19,675	531	2.77%

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



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

Type or class of land	2020/21 cents/\$CIV	2021/22 cents/\$CIV	Change %
General rate for rateable residential properties	0.4038	0.4099	1.5%
General rate for rateable Dinner Plain properties	0.4038	0.4099	1.5%
Differential rate for rateable commercial/industrial properties	0.5774	0.5861	1.5%
Differential rate for rateable farm properties	0.2947	0.2991	1.5%

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

Type or class of land	2020/21 \$'000	2021/22 \$'000	Change \$'000	%
Residential	2,307,156	2,348,258	41,102	1.8%
Dinner Plain	180,453	181,599	1,146	0.6%
Commercial/Industrial	485,874	479,852	-6,022	-1.2%
Farm	806,293	817,957	11,664	1.4%
Total value of land	3,779,776	3,827,666	47,891	1.3%

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

Type or class of land	2020/21 Number	2021/22 Number	Change Number	%
Residential	6,285	6,285	0	0.0%
Dinner Plain	542	542	0	0.0%
Commercial/Industrial	995	988	-7	-0.7%
Farm	1,048	1,049	1	0.1%
Total number of assessments	8,870	8,864	-6	-0.1%

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

Type or class of land	2020/21 \$'000	2021/22 \$'000	Change \$'000	%
Residential	9,316	9,624	308	3.3%
Dinner Plain	729	744	15	2.1%
Commercial/Industrial	2,805	2,812	7	0.3%
Farm	2,376	2,447	71	3.0%
Total amount to be raised by general rates	15,226	15,627	401	2.6%



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

Type or class of land	2020/21 cents/\$CIV	2021/22 cents/\$CIV	Change %
Special rate for rateable Commercial/Industrial Dinner Plain properties (Airport not included)	0.1736	0.1762	1.5%

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

Type or class of land	2020/21 \$'000	2021/22 \$'000	Change \$'000	%
Special rate for rateable Commercial/Industrial Dinner Plain properties (Airport not included)	183	181	(2)	(1.1)%
Total amount to be raised	183	181	(2)	(1.1)%

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

Type of Charge	Per Rateable Property 2020/21 \$	Per Rateable Property 2021/22 \$	Change \$	%
Waste - 80 litre bin - weekly	222.06	226.50	4.44	2.0%
Waste - 240 litre bin - weekly	492.35	502.20	9.85	2.0%
Waste - 240 litre bin - fortnightly	222.06	226.50	4.44	2.0%
Recycling - 140 litre - fortnightly	91.13	99.55	8.42	9.2%
Recycling - 240 litre - fortnightly	91.13	104.90	13.77	15.1%
Recycling - 360 litre - fortnightly	91.13	110.85	19.72	21.6%
Recycling - 240 litre - weekly	182.38	209.93	27.55	15.1%
Recycling - 360 litre - weekly	182.38	221.83	39.45	21.6%
Dinner Plain standard service	682.24	695.88	13.64	2.0%
Dinner Plain commercial service	1,500.48	1,581.49	81.01	5.4%
Waste management charge	80.00	80.00	-	0.0%

Waste charges have been increased to reflect service and processing cost increases.

Recycling charge are higher due to an increase in the industry wide processing costs associated with the China National Sword Policy.



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

Type of Charge	Bins 2020/21 #	Bins 2021/22 #	Change #
Waste - 80 litre bin - weekly	5,904	5,906	2
Waste - 240 litre bin - weekly	668	672	4
Waste - 240 litre bin - fortnightly	204	210	6
Recycling - 140 litre - fortnightly	395	392	(3)
Recycling - 240 litre - fortnightly	5,881	5,883	2
Recycling - 360 litre - fortnightly	542	545	3
Recycling - 240 litre - weekly	82	82	-
Recycling - 360 litre - weekly	65	69	4
Dinner Plain standard service	387	387	-
Dinner Plain commercial service	13	13	-
Total number of bins	14,141	14,159	18

Type of Charge	Assessments 2020/21 #	Assessments 2021/22 #	Change #
Waste management charge	7,738	7,750	12

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

Type of Charge	2020/21 \$	2021/22 \$	Change %
Waste - 80 litre bin - weekly	1,311,042	1,337,709	2.0%
Waste - 240 litre bin - weekly	328,892	337,478	2.6%
Waste - 240 litre bin - fortnightly	45,301	47,565	5.0%
Recycling - 140 litre - fortnightly	35,996	39,024	8.4%
Recycling - 240 litre - fortnightly	535,936	617,127	15.1%
Recycling - 360 litre - fortnightly	49,392	60,413	22.3%
Recycling - 240 litre - weekly	14,955	17,214	15.1%
Recycling - 360 litre - weekly	11,855	15,306	29.1%
Dinner Plain standard service	264,027	269,306	2.0%
Dinner Plain commercial service	19,506	20,559	5.4%
Waste management charge	619,040	620,000	0.2%
Total	3,235,942	3,381,701	4.5%



5.1.1.11 Fair Go Rates System Compliance

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

	2020/21	2021/22
	\$	\$
Total Rates	\$ 15,226,000	\$ 15,627,218
Number of rateable properties	8,870	8,864
Base Average Rate	\$ 1,716.57	\$ 1,763.00
Maximum Rate Increase (set by the State Government)	2.00%	1.50%
Capped Average Rate	\$ 1,750.90	\$ 1,789.44
Maximum General Rates and Municipal Charges Revenue	\$ 15,530,520	\$ 15,861,626
Budgeted General Rates and Municipal Charges Revenue	\$ 15,226,000	\$ 15,627,218
Budgeted Supplementary Rates	\$ 134,000	\$ 125,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 15,360,000	\$ 15,752,218

5.1.1.12 Any significant Changes that may affect the estimated amounts to be raised by rates and charges

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

- The making of supplementary valuations (2021/22: estimated \$125,000 and 2020/21: \$133,700)
- The variation of returned levels of values (e.g., valuation objections)
- 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 commercial/industrial land and vice versa.



5.2 Grants

5.2.1 Grants – Operating

Operating Grants are projected to decrease compared to the forecast for 2020/21 primarily due to further Working for Victoria Grants having been received in 2020/21 as a result of the COVID-19 pandemic. It is not anticipated that further funding will be received in 2021/22.

Recurrent Operating Grants

Operating Grant Funding Type and Source	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Variance \$'000
Recurrent - Commonwealth Government			
Victorian Grants Commission	3,832	4,029	197
Recurrent - State Government			
Senior citizens	30	26	(4)
Youth services	114	44	(70)
School crossing supervisors	37	37	-
Maternal and child health	285	285	-
Libraries	154	156	2
Other	52	53	1
Total recurrent grants	4,504	4,630	126

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

Business Function	VGC Allocation \$'000
Airports	8
Building Maintenance	200
Community Development	300
Councillors and Executive	1,400
Economic Development	450
Festivals & Events	200
Footpaths	21
Libraries	50
Local Laws	50
Open Spaces	350
Operations	350
Property Management	120
Recreation	60
Strategic Planning	100
Swimming Pools	120
Tourism	250
TOTAL	4,029



5.2.1.1 Non-recurrent Operating Grants

Operating Grant Funding Type and Source	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Variance \$'000
Non-recurrent - Commonwealth Government			
Nil	-	-	-
Non-recurrent - State Government			
Bushfire recovery	228	20	(208)
Economic development and tourism	362	65	(297)
Community development	177	91	(86)
Working for Victoria	1,296	-	(1,296)
ICT Infrastructure Support	100	-	(100)
Emergency services	60	60	-
Flood restoration	118	-	(118)
Other	104	20	(84)
Total non-recurrent grants	2,445	256	(2,189)

5.2.2 Grants – Capital

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall, the level of capital grants will increase by \$3.9m compared to the forecast for 2020/21. This is mainly due to the successful application of grants by the Alpine Shire Council for capital works projects including the Tawonga Caravan Park Upgrade and the Dargo High Plains Road Upgrade.

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

5.2.2.1 Recurrent Capital Grants

Capital Grant Funding Type and Source	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Variance \$'000
Recurrent - Commonwealth Government			
Roads to recovery	710	710	-
Recurrent - State Government			
Nil	-	-	-
Total recurrent grants	710	710	-



5.2.2.2 Non-Recurrent Capital Grants

Capital Grant Funding Type and Source	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Variance \$'000
Non-recurrent - Commonwealth Government			
Nil			
Non-recurrent - State Government			
Buildings	867	2,630	1,763
Roads	404	3,960	3,556
Bridges	1,515	125	(1,390)
Pathways	1,120	1,480	360
Total non-recurrent grants	3,906	8,195	4,289

5.3 Borrowings

The Council continues to operate free from borrowings.



5.4 Capital Works Program

This section presents an overview of capital works expenditure and funding sources, as well as a listing of the capital works projects that will be undertaken for the 2021/22 financial year. Works are also disclosed as current budget or carried forward from last year.

5.4.1 Summary of Works

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Property	931	2,975	2,044	220%
Plant and equipment	978	1,562	584	60%
Infrastructure	6,663	11,772	5,109	77%
Total	8,572	16,309	7,737	90%

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
Property	2,975	1,750	225	1,000	-	2,630	-	345	-
Plant and equipment	1,562	-	940	622	-	60	-	1,502	-
Infrastructure	11,772	2,351	4,511	4,910	-	6,215	-	5,557	-
Total capital works	16,309	4,101	5,676	6,532	-	8,905	-	7,404	-



5.4.2 2021/22 Budget Works

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
Property									
Buildings									
Bright Sports Centre Structural Repair	150	-	150	-	-	-	-	150	-
Safe Roof Access Phase 2	55	-	55	-	-	-	-	55	-
Tawonga Caravan Park	1,750	1,750	-	-	-	1,750	-	-	-
Alpine View Children's Centre	1,000	-	-	1,000	-	860	-	140	-
Emergency Management Signage	20	-	20	-	-	20	-	-	-
Total property	2,975	1,750	225	1,000	-	2,630	-	345	-
Plant and equipment									
Plant, machinery and equipment									
Large Plant Renewal	220	-	220	-	-	-	-	220	-
Large Plant New	316	-	-	316	-	-	-	316	-
Street Sweeper	220	-	-	220	-	-	-	220	-
Small Plant And Equipment Renewal	27	-	27	-	-	-	-	27	-
Vehicle Renewal	71	-	71	-	-	-	-	71	-
Pool Vehicle	26	-	-	26	-	-	-	26	-
Emergency Management Trailers and Storage	60	-	-	60	-	60	-	-	-
Office furniture and equipment									
Branch IT Network Renewal	68	-	68	-	-	-	-	68	-
Project Pinnacle	180	-	180	-	-	-	-	180	-
Intranet Renewal	30	-	30	-	-	-	-	30	-
Server Infrastructure Renewal	265	-	265	-	-	-	-	265	-
Library Books	79	-	79	-	-	-	-	79	-
Total plant and equipment	1,562	-	940	622	-	60	-	1,502	-



Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contri- butions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure									
Roads									
Mount Beauty Airport	3,000	-	-	3,000	-	1,500	-	1,500	-
Dinner Plain Activation Phase 1	370	-	-	370	-	300	-	70	-
Dinner Plain Bus Shelter and Bus Bay	140	140	-	-	-	140	-	-	-
Tom's Road	260	-	260	-	-	260	-	-	-
Asphalt Overlays	150	-	150	-	-	140	-	10	-
Gravel Resheeting	290	-	290	-	-	210	-	80	-
Kerb And Channel Renewal	55	-	55	-	-	-	-	55	-
Line Marking	75	-	75	-	-	-	-	75	-
Resealing	450	-	450	-	-	360	-	90	-
Road Stabilisation And Patching	150	-	150	-	-	-	-	150	-
Dargo High Plains Road Upgrade Phase 1	1,200	-	1,200	-	-	1,200	-	-	-
Bright Strategic Traffic Assessment	50	-	-	50	-	-	-	50	-
Snowy Creek Road Upgrade	110	-	-	110	-	110	-	-	-
Energy Efficient Street lighting	450	-	450	-	-	450	-	-	-
Bridges									
Snowy Creek Bridge Upgrade Scoping	25	-	-	25	-	25	-	-	-
East Ovens Bridge	100	100	-	-	-	100	-	-	-
Footpaths and cycleways									
Dinner Plain Pump Track Design	80	-	-	80	-	80	-	-	-
Wandilligong Trail Extension Design	40	40	-	-	-	40	-	-	-
Kiewa River Trail Extension Design	40	40	-	-	-	40	-	-	-
Great Valley Trail	1,700	1,700	-	-	-	1,260	-	440	-
Footpath Renewal	150	-	150	-	-	-	-	150	-



Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contri- butions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Drainage									
Drainage Renewal	250	-	250	-	-	-	-	250	-
Recreational, leisure and community facilities									
Bright Weir Upgrade Scoping	35	-	-	35	-	-	-	35	-
Waste infrastructure									
Kerbside Bins Renewal And New	40	-	40	-	-	-	-	40	-
Public Bins Renewal	30	-	30	-	-	-	-	30	-
Myrtleford Landfill Rehabilitation Engineering Design	100	-	100	-	-	-	-	100	-
Total infrastructure	9,340	2,020	3,650	3,670	-	6,215	-	3,125	-
Capitalised wages	1,082	331	341	410	-	-	-	1,082	-
Total capital works expenditure	14,959	4,101	5,156	5,702	-	8,905	-	6,054	-



5.4.3 Works Carried Forward from 2020/21

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
Infrastructure									
Roads									
Dinner Plain Activation Phase 1	830	-	-	830	-	-	-	830	-
Waste									
Porepunkah Landfill Rehabilitation Stage 2 Capping	520	-	520	-	-	-	-	520	-
Total infrastructure	1,350	-	520	830	-	-	-	1,350	-
Total capital works carried forward from 2020/21	1,350	-	520	830	-	-	-	1,350	-



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

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
2023									
Property									
Buildings	1,866	-	1,866	-	-	-	-	1,866	-
Total property	1,866	-	1,866	-	-	-	-	1,866	-
Plant and equipment									
Plant, machinery and equipment	421	-	421	-	-	-	-	421	-
Computers and telecommunications	137	-	137	-	-	-	-	137	-
Intangibles	43	-	43	-	-	-	-	43	-
Library books	69	-	69	-	-	-	-	69	-
Total plant and equipment	670	-	670	-	-	-	-	670	-
Infrastructure									
Roads	5,375	-	3,375	2,000	-	710	-	4,665	-
Bridges	284	-	284	-	-	-	-	284	-
Footpaths and cycleways	307	-	307	-	-	-	-	307	-
Drainage	213	-	213	-	-	-	-	213	-
Recreational, leisure and community facilities	171	-	171	-	-	-	-	171	-
Parks, open space and streetscapes	122	-	122	-	-	-	-	122	-
Waste	73	-	73	-	-	-	-	73	-
Total infrastructure	6,545	-	4,545	2,000	-	710	-	5,835	-
Unallocated	1,800	-	-	1,800	-	360	-	1,440	-
Total capital works expenditure	10,882	-	7,082	3,800	-	1,070	-	9,812	-



Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
2024									
Property									
Buildings	1,898	-	1,898	-	-	-	-	1,898	-
Total property	1,898	-	1,898	-	-	-	-	1,898	-
Plant and equipment									
Plant, machinery and equipment	421	-	421	-	-	-	-	421	-
Computers and telecommunications	137	-	137	-	-	-	-	137	-
Intangibles	43	-	43	-	-	-	-	43	-
Library books	70	-	70	-	-	-	-	70	-
Total plant and equipment	671	-	671	-	-	-	-	671	-
Infrastructure									
Roads	2,102	-	2,102	-	-	724	-	1,378	-
Bridges	288	-	288	-	-	-	-	288	-
Footpaths and cycleways	313	-	313	-	-	-	-	313	-
Drainage	217	-	217	-	-	-	-	217	-
Recreational, leisure and community facilities	174	-	174	-	-	-	-	174	-
Parks, open space and streetscapes	124	-	124	-	-	-	-	124	-
Waste	74	-	74	-	-	-	-	74	-
Total infrastructure	3,292	-	3,292	-	-	724	-	2,568	-
Unallocated	1,854	-	54	1,800	-	-	-	1,854	-
Total capital works expenditure	7,716	-	5,916	1,800	-	724	-	6,992	-



Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
2025									
Property									
Buildings	1,936	-	1,936	-	-	-	-	1,936	-
Total property	1,936	-	1,936	-	-	-	-	1,936	-
Plant and equipment									
Plant, machinery and equipment	422	-	422	-	-	-	-	422	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	137	-	137	-	-	-	-	137	-
Intangibles	43	-	43	-	-	-	-	43	-
Library books	72	-	72	-	-	-	-	72	-
Total plant and equipment	674	-	674	-	-	-	-	674	-
Infrastructure									
Roads	2,144	-	2,144	-	-	738	-	1,406	-
Bridges	294	-	294	-	-	-	-	294	-
Footpaths and cycleways	319	-	319	-	-	-	-	319	-
Drainage	222	-	222	-	-	-	-	222	-
Recreational, leisure and community facilities	178	-	178	-	-	-	-	178	-
Parks, open space and streetscapes	126	-	126	-	-	-	-	126	-
Waste	75	-	75	-	-	-	-	75	-
Total infrastructure	3,358	-	3,358	-	-	738	-	2,620	-
Unallocated	1,909	-	109	1,800	-	-	-	1,909	-
Total capital works expenditure	7,877	-	6,077	1,800	-	738	-	7,139	-



5.5 Financial Performance Indicators

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

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	Forecast Actual 2020/21	Budget 2021/22	Strategic Resource Plan Projections			Trend + / o / -
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue		-0.6%	-7.2%	-0.3%	0.2%	0.8%	+
Liquidity								
Working Capital	Current assets / current liabilities		450.5%	447.6%	481.3%	452.1%	481.8%	+
Unrestricted cash	Unrestricted cash / current liabilities		352.9%	365.1%	436.8%	413.9%	440.3%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	1	0.0%	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.0%	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue		20.2%	19.3%	16.8%	13.9%	13.3%	-
Asset renewal	Asset renewal expenditure / depreciation		66.2%	92.6%	128.1%	102.7%	102.7%	+
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue		64.3%	69.3%	70.0%	69.9%	69.8%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.5%	0.5%	0.5%	0.5%	0.5%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$3,302	\$3,357	\$3,154	\$3,224	\$3,289	o
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,598	\$1,650	\$1,687	\$1,729	\$1,772	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		17.2%	7.0%	7.0%	7.0%	7.0%	-



Notes to indicators

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

Key to Forecast Trend:

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



6 Schedule of Fees and Charges

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

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

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
ASSET MAINTENANCE									
Asset Maintenance	Operations	Application for Occupation/Works on Council Managed Land permit		Yes	free	free		per permit	No
BUILDING & AMENITY - Health									
Building & Amenity	Health	Class 1 food premises		No	\$537.00	\$545.00	\$8.00	per annum	No
Building & Amenity	Health	Class 1 food premises - Charity and Community Groups		No	\$262.00	\$272.00	\$10.00	per annum	No
Building & Amenity	Health	Class 2 food premises		No	\$466.00	\$473.00	\$7.00	per annum (pro rata)	No
Building & Amenity	Health	Class 2 food premises - Charity and Community Groups		No	\$233.00	\$236.50	\$3.50	per annum (pro rata)	No
Building & Amenity	Health	Class 3 food premises		No	\$266.00	\$270.00	\$4.00	per annum (pro rata)	No
Building & Amenity	Health	Class 3 food premises - Charity and Community Groups		No	\$133.00	\$135.00	\$2.00	per annum (pro rata)	No
Building & Amenity	Health	Class 4 food premises		No	free	free		per annum	No
Building & Amenity	Health	Class 2 temporary food premises & mobile food vendors (Streatrader)		No	\$208.00	\$211.00	\$3.00	per annum	No
Building & Amenity	Health	Class 2 temporary food premises & mobile food vendors, charitable and community groups (Streatrader)		No	\$54.00	\$55.00	\$1.00	per annum	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Health	Class 3 temporary food premises & mobile food vendors (Streatrader)		No	\$124.00	\$126.00	\$2.00	per annum	No
Building & Amenity	Health	Class 3 temporary food premises & mobile food vendors, charitable and community groups (Streatrader)		No	\$30.00	\$30.50	\$0.50	per annum	No
Building & Amenity	Health	New premises fee		No	50% of annual registration fee plus applicable registration fee	50% of annual registration fee plus applicable registration fee		pro rata	
Building & Amenity	Health	Inspection and report fee		No	\$153.00	\$155.50	\$2.50	per registration	No
Building & Amenity	Health	Major non-compliance inspection fee		No	\$179.00	\$181.50	\$2.50	per inspection	No
Building & Amenity	Health	Major non-compliance inspection fee (where a notice has been issued)		No	\$241.00	\$244.50	\$3.50	per inspection	No
Building & Amenity	Health	Hairdresser premise registration		No	\$205.00	\$208.00	\$3.00	per premise	No
Building & Amenity	Health	Beauty or skin penetration registration		No	\$164.00	\$166.50	\$2.50	per annum	No
Building & Amenity	Health	Prescribed accommodation premise registration		No	\$215.00	\$218.00	\$3.00	per annum	No
Building & Amenity	Health	Permit to install wastewater system		No	\$490.00	\$497.50	\$7.50	per application	No
Building & Amenity	Health	Change to an existing wastewater permit		No	\$150.00	\$152.00	\$2.00	per application	No
Building & Amenity	Health	Permit to alter wastewater system		No	\$245.00	\$248.50	\$3.50	per application	No
Building & Amenity	Health	Health search		No	\$40.00	\$40.50	\$0.50	per hour or part thereof	No
Building & Amenity	Health	Caravan park registration		No	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Health	Caravan park rigid annex approval fee		No	\$160.00	\$162.50	\$2.50	per approval	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Health	Transfer registration fee		No	n/a	50% of applicable annual registration fee		of applicable annual registration fee	No
Building & Amenity	Health	Registration late penalty fee		No	n/a	30% addition to annual registration fee		of original registration fee	No
PLANNING & AMENITY - STREET & ROADS									
Planning & Amenity	Streets & Roads	Outdoor eating facility – footpath dining		No	\$153.00	\$155.50	\$2.50	per annum	No
PLANNING & AMENITY - MEMORIALS									
Building & Amenity	Memorials	Memorial plaque fee		Yes	\$60.00	\$61.00	\$1.00	per annum	No
PLANNING & AMENITY - ROADSIDE TRADING									
Building & Amenity	Roadside Trading	Commercial participant – events		No	\$66.00	\$67.00	\$1.00	per event	No
Building & Amenity	Roadside Trading	Business premises – footpath trading		No	\$153.00	\$155.50	\$2.50	per annum	No
Building & Amenity	Roadside Trading	Approved site location – annual		No	\$236.00	\$239.50	\$3.50	Per annum	No
Building & Amenity	Roadside Trading	Horse drawn vehicle / motorcycle tour operator		No	\$153.00	\$155.50	\$2.50	per year	No
Building & Amenity	Roadside Trading	Advertising sign		No	\$72.00	\$73.00	\$1.00	per sign	No
Building & Amenity	Roadside Trading	Busking (adult)	Commercial	No	\$32.00	\$32.50	\$0.50	per year	No
PLANNING & AMENITY - LOCAL LAWS									
Building & Amenity	Local Laws	Dog registration	Full	No	\$90.00	\$91.50	\$1.50	per animal	Partially
Building & Amenity	Local Laws	Dog registration	Pensioner	No	\$42.00	\$45.50	\$3.50	per animal	Yes
Building & Amenity	Local Laws	Dog registration	Reduced (Desexed/wor king dog)	No	\$30.00	\$30.50	\$0.50	per animal	Yes
Building & Amenity	Local Laws	Dog Registration	Reduced Pensioner	No	\$16.50	\$15.00	-\$1.50	Per animal	Yes
Building & Amenity	Local Laws	Dog Registration	Declared Dog	No	\$90.00	\$91.50	\$1.50	Per animal	Yes
Building & Amenity	Local Laws	Cat registration	Full	No	\$90.00	\$91.50	\$1.50	per animal	Yes



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Local Laws	Cat registration	Pensioner	No	\$42.00	\$45.50	\$3.50	per animal	Yes
Building & Amenity	Local Laws	Cat registration	Reduced	No	\$30.00	\$30.50	\$0.50	per animal	Yes
Building & Amenity	Local Laws	Cat registration	Reduced Pensioner	No	\$16.50	\$15.00	-\$1.50	Per animal	Yes
Building & Amenity	Local Laws	Domestic Animal Act infringements (e.g. Failure to Register Dog or Cat)		No	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Local Laws	Animal registration tag replacement		Yes	\$5.00	\$5.00	\$0.00	per tag	No
Building & Amenity	Local Laws	Pound release fee – animals	Registered	No	\$82.00	\$83.00	\$1.00	per animal	Partially
Building & Amenity	Local Laws	Pound release fee – animals	Unregistered	No	\$164.00	\$166.50	\$2.50	per animal	Partially
Building & Amenity	Local Laws	Impounded item release fee – all other items		Yes	\$60.00	\$61.00	\$1.00	Per movement	No
Building & Amenity	Local Laws	Animal sustenance fee		Yes	\$15.00	\$15.00	\$0.00	per animal per day	No
Building & Amenity	Local Laws	Livestock impound fee – small stock		Yes	\$22.00	\$22.50	\$0.50	Per animal	No
Building & Amenity	Local Laws	Livestock impound fee – large stock		Yes	\$100.00	\$101.50	\$1.50	Per animal	No
Building & Amenity	Local Laws	Sustenance fee – small stock		Yes	\$10.00	\$10.00	\$0.00	Per animal per day	No
Building & Amenity	Local Laws	Sustenance fee – large stock		Yes	\$20.00	\$20.50	\$0.50	Per animal per day	No
Building & Amenity	Local Laws	Veterinary fees		Yes	Reasonable costs	Reasonable costs		Per animal	No
Building & Amenity	Local Laws	Cat trap hire deposit		No	nil	nil		per hire	No
Building & Amenity	Local Laws	Cat trap hire fee		Yes	nil	nil		per hire	No
Building & Amenity	Local Laws	Domestic animal business fee		No	\$130.00	132.00	\$2.00	per year	Yes
Building & Amenity	Local Laws	Dinner Plain snowmobile permit		No	\$71.00	\$72.00	\$1.00	per snowmobile	No
Building & Amenity	Local Laws	Parking infringement	Category 1 (e.g. Time Limit)	No	0.5 Penalty Unit	0.5 Penalty Unit		As per legislation	Partially
Building & Amenity	Local Laws	Parking infringement	Category 2 (e.g. Bus Zone)	No	0.6 Penalty Unit	0.6 Penalty Unit		as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Local Laws	Parking infringement	Category 3 (e.g. No Stopping Area)	No	1.0 Penalty Unit	1.0 Penalty Unit		as per legislation	Yes
Building & Amenity	Local Laws	Vehicle impound fee		No	\$112.00	\$113.50	\$1.50	per vehicle	No
Building & Amenity	Local Laws	Vehicle storage fee		Yes	\$15.00	\$15.00	\$0.00	per vehicle per day	No
Building & Amenity	Local Laws	Vehicle & livestock transport fee		Yes	Reasonable costs	Reasonable costs		Per movement	No
BUILDING & AMENITY - DEVELOPMENT									
Building & Amenity	Development	Application for permit to work in a road reserve		No	as per legislation	as per legislation		as per legislation	Yes
BUILDING & AMENITY - PLANNING									
Building & Amenity	Building	Commercial works <\$15,000	+ lodgement fee	Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Commercial works \$15,001 - \$40,000	+ lodgement fee	Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Commercial works >\$40,001		Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Carport, garage, sheds, veranda and other small extensions		Yes	\$580.00	\$588.50	\$8.50	minimum fee	No
Building & Amenity	Building	Swimming pool (in-ground)		Yes	\$697.00	\$707.50	\$10.50	minimum fee	No
Building & Amenity	Building	Swimming pool (above ground)		Yes	\$464.00	\$471.00	\$7.00	minimum fee	No
Building & Amenity	Building	Swimming pool / spa registration		No	as per legislation	as per legislation		Per property	Yes
Building & Amenity	Building	Swimming pool / spa document search fee		No	as per legislation	as per legislation		Per property	Yes
Building & Amenity	Building	Swimming pool / spa inspection		Yes	\$400.00	\$406.00	\$6.00	Minimum fee	No
Building & Amenity	Building	Restumping or demolition		Yes	competitive quote	competitive quote		minimum fee	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Building	Dwelling extensions and alterations		Yes				minimum fee plus applicable levies	No
Building & Amenity					competitive quote	competitive quote			
Building & Amenity	Building	New dwelling		Yes	competitive quote	competitive quote		minimum fee plus applicable levies	No
Building & Amenity	Building	Multi-unit development		Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Extension of time for building permit		Yes	\$264.00	\$268.00	\$4.00	per extension	No
Building & Amenity	Building	Place of public entertainment (POPE)		Yes	\$465.00	\$472.00	\$7.00	per application	No
Building & Amenity	Building	Minor amendment to building permit		Yes	\$132.00	\$134.00	\$2.00	per amendment	No
Building & Amenity	Building	Major amendment to building permit		Yes	\$264.00	\$268.00	\$4.00	per amendment	No
Building & Amenity	Building	Variation to ResCode (report and consent)		Yes	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Additional inspection or re-inspection		Yes	\$232.00	\$235.50	\$3.50	per inspection	No
Building & Amenity	Building	Additional inspection or re-inspection (remote area)		Yes	\$316.00	\$320.50	\$4.50	per inspection	No
Building & Amenity	Building	Copy of building permit, endorsed plans or occupancy permit		Yes	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Legal point of discharge information		No	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Build over easement		No	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Building information certificate		No	as per legislation	as per legislation		as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Building	Essential service inspection and report		Yes	\$348.00	\$353.00	\$5.00	per inspection	No
Building & Amenity	Building	Non-mandatory inspection		Yes	\$232.00	\$235.50	\$3.50	per inspection	No
CORPORATE – FINANCE									
Corporate	Finance	Land information certificate	Within 7 days	Yes	as per legislation	as per legislation		as per legislation	Yes
Corporate	Finance	Land information certificate	Within 24 hrs	Yes	\$50.00	\$50.50	\$0.50	per certificate	No
Corporate	Finance	Copy of rates notice	Post 1999	Yes	\$12.00	\$12.00	\$0.00	per notice per year	No
Corporate	Finance	Copy of rates notice	Pre 1999	Yes	\$42.00	\$42.50	\$0.50	per notice per year	No
Corporate	Finance	Rates debt recovery costs		Yes	Cost recovery from the ratepayer	Cost recovery from the ratepayer			Partial
Corporate	Finance	Freedom of information		Yes	as per legislation	as per legislation		as per legislation	Yes
Corporate	Finance	Records retrieval	5 years old or less	Yes	\$12.00	\$12.00	\$0.00	per item	No
Corporate	Finance	Records retrieval	over 5 years old	Yes	\$42.00	\$42.50	\$0.50	per item	No
Corporate	Finance	Disabled parking permit			free	free			No
CORPORATE – LIBRARIES									
Corporate	Libraries	Overdue fine > than 2 days	Adult	Yes	\$0.20	\$0.20	\$0.00	per day	No
Corporate	Libraries	Overdue fine > than 2 days	Junior	Yes	nil	nil		per day	No
Corporate	Libraries	Overdue fine > than 2 days	Inter library	Yes	\$0.50	\$0.50	\$0.00	per day	No
Corporate	Libraries	Overdue fine > than 2 days	Book Club	Yes	\$1.00	\$1.00	\$0.00	per day	No
Corporate	Libraries	Overdue fine with lost status		Yes	\$5.00	\$5.00	\$0.00	per item	No
Corporate	Libraries	Printing/photocopying	Black & White	Yes	\$0.10	\$0.10	\$0.00	per page	No
Corporate	Libraries	Printing/photocopying	Colour A4	Yes	\$0.50	\$0.50	\$0.00	per page	No
Corporate	Libraries	Printing/photocopying	Black & White	Yes	\$0.20	\$0.20	\$0.00	per page	No
Corporate	Libraries	Printing/photocopying	Colour A3	Yes	\$1.00	\$1.00	\$0.00	per page	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Corporate	Libraries	Maximum unpaid fines before borrowing privileges are suspended	Adults	Yes	\$12.50	\$12.50	\$0.00	per member	No
Corporate	Libraries	Maximum unpaid fines before borrowing privileges are suspended	Junior	Yes	n/a	n/a		per member	No
Corporate	Libraries	Minor damage to an item or barcode		Yes	\$2.20	\$2.20	\$0.00	per item	No
Corporate	Libraries	DVD or CD ROM replacement cover		Yes	\$2.20	\$2.20	\$0.00	per item	No
Corporate	Libraries	CDB covers		Yes	\$10.00	\$10.00	\$0.00	per item	No
Corporate	Libraries	Lost or damaged items, where price is known		Yes	Price of item	Price of item		Per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Adult book	Yes	\$26.00	\$26.50	\$0.50	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Junior book	Yes	\$14.00	\$14.00	\$0.00	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Light romance	Yes	\$2.00	\$2.00	\$0.00	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Periodical	Yes	\$9.00	\$9.00	\$0.00	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Book on disk	Yes	\$100.00	\$101.50	\$1.50	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Single disk	Yes	\$19.00	\$19.00	\$0.00	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	DVD	Yes	\$27.00	\$27.50	\$0.50	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Playaway	Yes	\$100.00	\$101.50	\$1.50	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	MP3	Yes	\$105.00	\$106.50	\$1.50	per item	No
Corporate	Libraries	Replacement of lost or damaged cards		Yes	\$2.50	\$2.50	\$0.00	per card	No
Corporate	Libraries	Interlibrary loans (for loans outside of Victoria or from non-library institutions)		Yes	As determined by ALIA[1]	\$28.50		per item	No
Corporate	Libraries	Inter library loan strap/barcode		Yes	\$3.30	\$3.30	\$0.00	per item	No
Corporate	Libraries	Requests for photocopies not in stock and obtained on inter library loan		Yes	As charged by supplier	As charged by supplier		per item	No
Corporate	Libraries	Research fee		Yes	\$16.00	\$16.00	\$0.00	per half hour	No
Corporate	Libraries	Programs and activities		Yes	Free to minimal charge	Free to minimal charge		per attendee	No
Corporate	Libraries	Disc Cleaning		Yes	\$4.00	\$4.00	\$0.00	per item	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
FACILITIES – WASTE		FACILITIES – WASTE							
Facilities	Waste	Domestic putrescible and hard waste		Yes	\$45.50	\$46.50	\$1.00	per cubic metre	No
Facilities	Waste	Domestic putrescible and hard waste	minimum charge	Yes	\$8.00	\$8.00	\$0.00	per large bag	No
Facilities	Waste	Concrete and bricks		Yes	\$39.00	\$39.50	\$0.50	per cubic metre	No
Facilities	Waste	Cement sheeting, plaster board		Yes	\$54.50	\$55.00	\$0.50	per cubic metre	No
Facilities	Waste	Green waste		Yes	\$18.50	\$18.50	\$0.00	per cubic metre	No
Facilities	Waste	Raw organic timber		Yes	\$18.50	\$18.50	\$0.00	per cubic metre	No
Facilities	Waste	Processed/treated timber		Yes	\$45.50	\$46.50	\$1.00	per cubic metre	No
Facilities	Waste	Whitegoods (all)		Yes	\$11.50	\$11.50	\$0.00	each	No
Facilities	Waste	Steel		Yes	\$12.00	\$12.00	\$0.00	per cubic metre	No
Facilities	Waste	Oil		Yes	free	free		per litre	No
Facilities	Waste	Plastic and metal oil containers			\$0.80	\$0.80	\$0.00	per item	No
Facilities	Waste	Car bodies		Yes	\$25.50	\$26.00	\$0.50	per item	No
Facilities	Waste	Aluminium, cardboard, steel cans, plastic bottles and containers	1st 1/4 cubic metre free	Yes	\$15.00	\$15.00	\$0.00	per cubic metre	No
Facilities	Waste	Paint cans 10 litres and over of any size containing paint		Yes	\$3.60	\$3.60	\$0.00	per litre	No
Facilities	Waste	Car batteries		Yes	free	free		each	No
Facilities	Waste	LPG cylinders		Yes	\$6.00	\$6.00	\$0.00	each	No
Facilities	Waste	Tyres small/4WD		Yes	\$10.50	\$10.50	\$0.00	each	No
Facilities	Waste	Tyres large - truck		Yes	\$15.50	\$15.50	\$0.00	each	No
Facilities	Waste	Tyres large - tractor or truck		Yes	\$92.50	\$94.00	\$1.50	each	No
Facilities	Waste	E-waste - Small appliances		Yes	free	free		each	No
Facilities	Waste	E-waste - Medium appliances		Yes	free	free		each	No
Facilities	Waste	E-waste - Large appliances		Yes	free	free		each	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Facilities	Waste	E-waste scheme exempt items		Yes	free	free		each	No
Facilities	Waste	Asbestos - Porepunkah only	Minimum charge \$5	Yes	\$100.00	\$101.50	\$1.50	per cubic metre	No
Facilities	Waste	Green organic mulch sales		Yes	free	free		per cubic metre	No
Facilities	Waste	Crushed concrete sales		Yes	\$39.00	\$39.50	\$0.50	per cubic metre	No
Facilities	Waste	Mattress - any size except cot		Yes	\$28.00	\$28.50	\$0.50	each	No
Facilities	Waste	Mattress - cot		Yes	\$10.00	\$10.00	\$0.00	each	No
Facilities	Waste	Single seater couch		Yes	\$20.00	\$20.50	\$0.50	each	No
Facilities	Waste	Two seater, sofa or larger couch		Yes	\$29.00	\$29.50	\$0.50	each	No
Facilities	Waste	Skis or snowboards		Yes	\$6.00	\$6.50	\$0.50	per pair or board	No
Facilities	Waste	Silage wrap		Yes	\$3.50	\$3.50	\$0.00	per cubic metre	No
Facilities	Waste	Drum master		Yes	free	free			No
FACILITIES - SWIMMING POOLS	FACILITIES - SWIMMING POOLS								
Facilities	Swimming Pools	Adult daily		Yes	\$5.20	\$5.20	\$0.00	per person	No
Facilities	Swimming Pools	Child/concession daily		Yes	\$2.50	\$2.50	\$0.00	per person	No
Facilities	Swimming Pools	Supervising parent		Yes	\$4.00	\$4.00	\$0.00	per person	No
Facilities	Swimming Pools	Family season - early bird		Yes	\$89.00	\$89.00	\$0.00	per season	No
Facilities	Swimming Pools	Adult season		Yes	\$80.00	\$80.00	\$0.00	per season	No
Facilities	Swimming Pools	Child/concession season		Yes	\$42.50	\$42.50	\$0.00	per season	No
Facilities	Swimming Pools	Adult 10 visit pass		Yes	\$47.00	\$47.00	\$0.00	per 10 visits	No
Facilities	Swimming Pools	Child/concession 10 visit pass		Yes	\$23.00	\$23.00	\$0.00	per 10 visits	No
Facilities	Swimming Pools	Mount Beauty stadium hire		Yes	\$27.00	\$27.00	\$0.00	per hour	No
Facilities	Swimming Pools	Aqua fit/concession		Yes	\$7.50	\$7.50	\$0.00	per session	No
Facilities	Swimming Pools	Aqua fit/adult		Yes	\$10.50	\$10.50	\$0.00	per session	No
Facilities	Swimming Pools	Arthritis group		Yes	\$3.00	\$3.00	\$0.00	per hour	No
Facilities	Swimming Pools	Lane hire		Yes	\$30.00	\$30.00	\$0.00	per hour	No
Facilities	Swimming Pools	Learn to swim		Yes	\$17.50	\$17.50	\$0.00	one lesson	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Facilities	Swimming Pools	Learn to swim		Yes	\$55.00	\$55.00	\$0.00	private lesson	No
Facilities	Swimming Pools	Pool hire with lifeguard		Yes	\$105.00	\$105.00	\$0.00	per hour	No
Facilities	Swimming Pools	Seniors Hour		Yes	\$3.00	\$3.00	\$0.00	per hour	No
Facilities	Bright Sports Centre	Additional Lifeguard		Yes	new	\$37.00	\$0.00	per hour	No
FACILITES - BRIGHT SP FACILITES - BRIGHT SPORTS CENTRE									
Facilities	Bright Sports Centre	Centre Membership - all areas	Adult - 1 month	Yes	\$87.50	\$90.00	\$2.50	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Concession - 1 month	Yes	\$65.00	\$66.00	\$1.00	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Family - 1 month	Yes	\$155.00	\$160.00	\$5.00	per family	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Adult - 3 month	Yes	\$260.00	\$264.00	\$4.00	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Concession - 3 month	Yes	\$190.00	\$193.00	\$3.00	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Family - 3 month	Yes	\$465.00	\$472.00	\$7.00	per family	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Monthly Direct Debit Adult	Yes	\$73.50	\$75.00	\$1.50	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Monthly Direct Debit Concession	Yes	\$52.50	\$53.50	\$1.00	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Monthly Direct Debit Family	Yes	\$150.00	\$155.00	\$5.00	per family	No
Facilities	Bright Sports Centre	After Hours Access	Fob Charge	Yes	\$20.00	\$20.50	\$0.50	per fob	No
Facilities	Bright Sports Centre	Swimming pool only	Adult - 3 month	Yes	\$120.00	\$125.00	\$5.00	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Concession - 3 Month	Yes	\$77.50	\$78.50	\$1.00	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Family - 3 month	Yes	\$310.00	\$315.00	\$5.00	per family	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Facilities	Bright Sports Centre	Swimming pool only	Adult casual visit	Yes	\$7.50	\$8.00	\$0.50	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Child/concession - casual visit	Yes	\$4.50	\$4.50	\$0.00	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Family - Casual Visit	Yes	\$17.50	\$18.00	\$0.50	per family	No
Facilities	Bright Sports Centre	Swimming pool only	Adult 10 visit card	Yes	\$63.00	\$65.00	\$2.00	per card	No
Facilities	Bright Sports Centre	Swimming pool only	Concession/child 10 visit card	Yes	\$40.00	\$40.50	\$0.50	per card	No
Facilities	Bright Sports Centre	Casual gym entry (includes gym and pool)	Adult Casual	Yes	\$15.00	\$15.00	\$0.00	per person	No
Facilities	Bright Sports Centre	Casual gym entry (includes gym and pool)	Concession - Casual	Yes	\$10.50	\$10.50	\$0.00	per person	No
Facilities	Bright Sports Centre	Casual gym entry (includes gym and pool)	Adult 10 visit card	Yes	\$135.00	\$137.00	\$2.00	per card	No
Facilities	Bright Sports Centre	Casual gym entry (includes gym and pool)	Concession 10 visit card	Yes	\$93.00	\$94.50	\$1.50	per card	No
Facilities	Bright Sports Centre	Hydro program		Yes	\$5.00	\$5.00	\$0.00	per person	No
Facilities	Bright Sports Centre	Learn to swim program		Yes	\$17.75	\$18.00	\$0.25	per person per session	No
Facilities	Bright Sports Centre	Learn to swim program - Early payment discount 10%		Yes				per person	no
Facilities	Bright Sports Centre	Learn to swim private lesson		Yes	\$56.00	\$57.00	\$1.00	per lesson	No
Facilities	Bright Sports Centre	Corporate membership 10% discount on membership prices		Yes					No
Facilities	Bright Sports Centre	Casual group exercise class entry	Regular Class - Non Member	Yes	\$11.50	\$12.00	\$0.50	per person	No
Facilities	Bright Sports Centre	Casual group exercise class entry	Active Seniors Class - Non Member	Yes	\$7.00	\$7.00	\$0.00	per person	No
Facilities	Bright Sports Centre	Casual group exercise class entry	Intro Seniors Class	Yes	\$6.00	\$6.00	\$0.00	per person	No
Facilities	Bright Sports Centre	Squash court	Adult	Yes	\$7.00	\$7.00	\$0.00	per person	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Facilities	Bright Sports Centre	Squash court	Child/concession	Yes	\$4.50	\$4.50	\$0.00	per person	No
Facilities	Bright Sports Centre	Multi-purpose room hire		Yes	\$26.00	\$26.50	\$0.50	per hour	No
Facilities	Bright Sports Centre	Pool hire with lifeguard		Yes	\$105.00	\$106.50	\$1.50	per hour	No
Facilities	Bright Sports Centre	Shower Only		Yes	\$4.50	\$4.50	\$0.00	per person	No
Facilities	Bright Sports Centre	Additional Lifeguard		Yes	new	\$37.00		per hour	No
FACILITES - COMMUNITY CENTRES									
Facilities	Community Centres	Hall or kitchen only hire	Max \$160/day	Yes	\$16.00	\$16.00	\$0.00	per hour	No
Facilities	Community Centres	Hall and kitchen hire	Max \$260/day	Yes	\$26.00	\$26.50	\$0.50	per hour	No
Facilities	Community Centres	Bond		Yes	\$265.00	\$269.00	\$4.00	per hire	No
Facilities	Community Centres	Hall hire insurance (any hall)		Yes	\$36.00	\$36.50	\$0.50	per hire	No
FACILITES - THE PAVILION, PIONEER PARK									
Facilities	The Pavilion	Meeting room	max 10hr charge/day	Yes	\$15.00	\$15.00	\$0.00	per hour	No
Facilities	The Pavilion	Function Centre (no kitchen)	max 10hr charge/day	Yes	\$25.00	\$25.50	\$0.50	per hour	No
Facilities	The Pavilion	Function Centre incl. kitchen	max 10hr charge/day	Yes	\$45.00	\$45.50	\$0.50	per hour	No
Facilities	The Pavilion	Kitchen only	max 10hr charge/day	Yes	\$25.00	\$25.50	\$0.50	per hour	No
Facilities	The Pavilion	First Aid Room & Downstairs Toilets (2) Hire	Full day hire	Yes	\$150.00	\$152.00	\$2.00	per day	No
Facilities	The Pavilion	Entire Downstairs Area (Changerooms, First Aid Room, Toilets)	Full day hire	Yes	\$350.00	\$355.00	\$5.00	per day	No
PLANNING									
Planning	Planning	Public notification	Notice to neighbours	Yes	\$66.50	\$67.50	\$1.00	per general notification	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Planning	Planning	Public notification	Additional notices	Yes	\$8.00	\$8.00	\$0.00	per notice	No
Planning	Planning	Public notification	Notice on land	Yes	\$84.00	\$85.50	\$1.50	up to two signs	No
Planning	Planning	Public notification	Additional notices on land	Yes	\$13.00	\$13.00	\$0.00	each additional sign	No
Planning	Planning	Public notification	Notice in papers	Yes	\$205.00	\$208.00	\$3.00	per notice	No
Planning	Planning	Planning advice in writing - cert of verbal advice		Yes	\$123.00	\$125.00	\$2.00	per advice	No
Planning	Planning	Sect 173 agreements		Yes	\$410.00	\$416.00	\$6.00	per agreement	No
Planning	Planning	Certificate of title and restrictions covenant		Yes	\$61.50	\$62.50	\$1.00	per certificate	No
Planning	Planning	Copy of planning permit, endorsed plans or occupancy permit		Yes	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Planning panel - proponent request amendment		Yes	cost of panel	cost of panel			Yes
Planning	Planning	Extension of time for planning permit certificate fee		No	\$123.00	\$125.00	\$2.00	per extension	No
Planning	Planning	Class 1 – Change of use only		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	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:							
Planning	Planning	Class 2 - Dwellings \$10,000 to \$100,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 3 - Dwellings more than \$100,001		No	as per legislation	as per legislation		as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Planning	Planning	To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:							
Planning	Planning	Class 4 - \$10,000 or less		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 5 - \$10,000 to \$250,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 6 - \$250,000 to \$500,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 7 - \$500,000 to \$1,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 8 - \$1,000,000 to \$7,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 9 - \$7,000,000 to \$10,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 10 - \$10,000,000 to \$50,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 11 - Over \$50,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 12 - Subdivide existing building		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 13 - Subdivide land into two lots		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 14 - To effect a realignment of a common boundary between lots or to consolidate two or more lots		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 15 - To subdivide land		No	as per legislation	as per legislation		as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Planning	Planning	Class 16 - To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act 1987 but for the existence of the restriction		No	as per legislation	as per legislation			
Planning	Planning	Class 17 - To create, vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right of way		No					
Planning	Planning	Class 18 - To create, vary or remove an easement other than a right of way or to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant		No	as per legislation	as per legislation			
Planning	Planning	Amend an application for a permit after notice has been given for every class of application (other than Class 4)		No	as per legislation	as per legislation			
Planning	Planning	Amend an application for a permit after notice has been given for every class of application (other than Class 5)		No	as per legislation	as per legislation			
Planning	Planning	The fee for an application for any combination of the classes of application outlined above is the sum arrived at by adding the highest of the fees which would have applied if separate applications had been made plus 50% of each of the other fees which would have applied if separate applications had been made.			as per legislation	as per legislation			
Planning	Planning	Application to amend the planning scheme	Stage 1	No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Application to amend the planning scheme	Stage 2	No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Application to amend the planning scheme	Stage 3	No	as per legislation	as per legislation		as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Planning	Planning	Application to amend the planning scheme	Stage 4	No	as per legislation	as per legislation		as per legislation	Yes
PLANNING & AMENITY - SUBDIVISION									
Planning	Subdivision	Certification of a plan of subdivision	Fixed	No	as per legislation	as per legislation		per subdivision	Yes
Planning	Subdivision	Supervision of works		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Subdivision	Checking engineering plans		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Subdivision	Public open space contributions		No	<= 5.0%	<= 5.0%		subdivision value	Yes



COUNCIL DOCUMENT

Draft Revenue and Rating Plan

2021

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Date	Version	Revision description
6 April 2021	0.1	Draft released for public submissions

1. Purpose

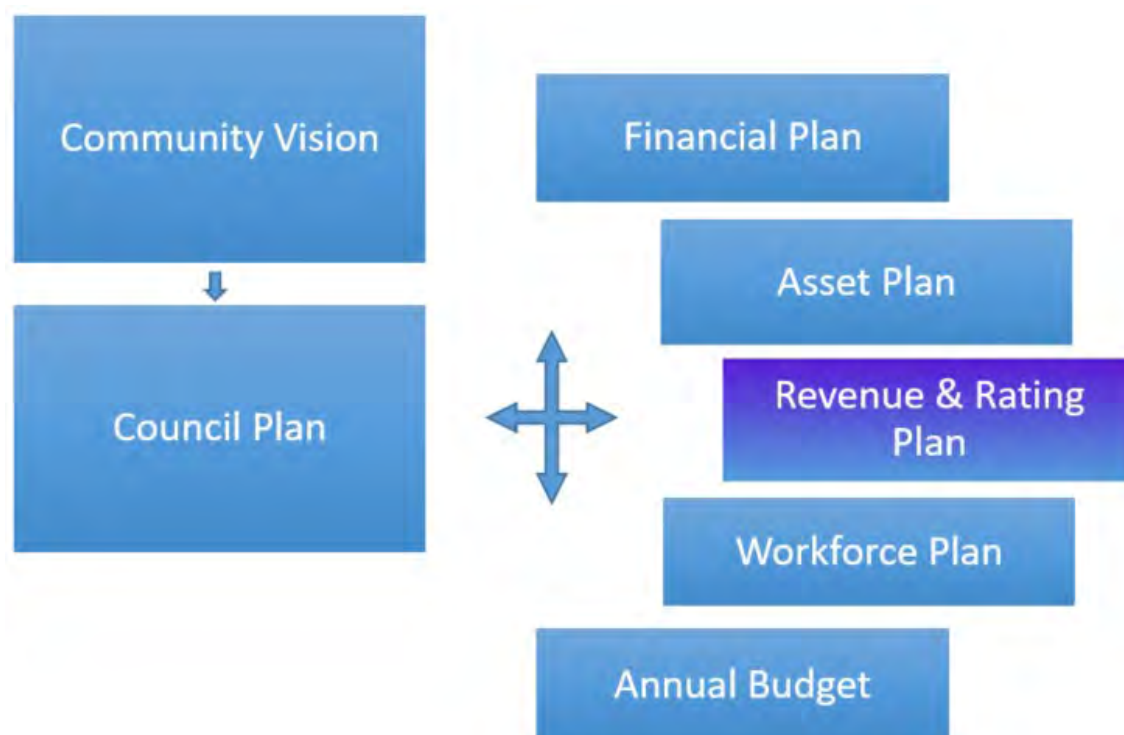
The *Local Government Act 2020* requires each Council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work.

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

This plan is an important part of Council's integrated planning framework, all of which is created to help Council achieve its vision:

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

Strategies outlined in this plan align with the objectives contained in the Council Plan, in particular *"A responsible and sustainable organisation"* and will feed into our budgeting and long-term financial planning documents, as well as other strategic planning documents under our Council's strategic planning framework.



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

This plan will set out decisions that Council has made in relation to rating options available to it under the *Local Government Act 2020* to ensure the fair and equitable

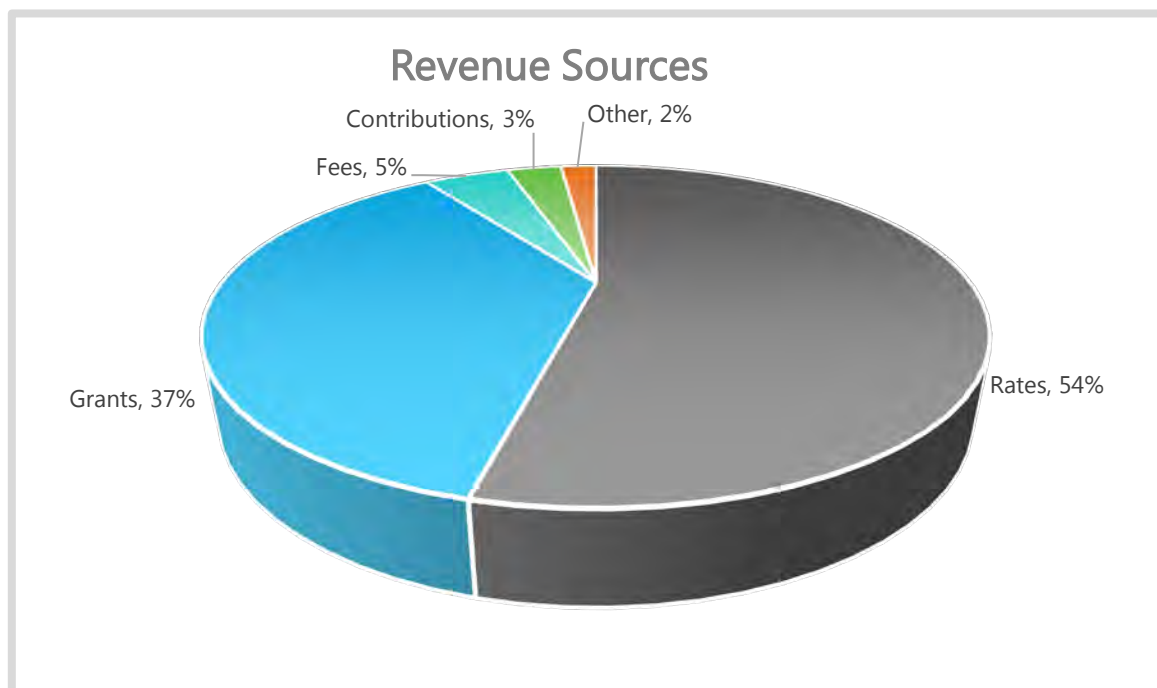
distribution of rates across property owners. It will also set out principles that are used in decision making for other revenue sources such as fees and charges.

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.

This plan provides a control measure towards Council's Strategic Risk as described in Council's Risk Register – *"Financial Sustainability – the organisation has inadequate planning in place to assure sustainable funding and expenditure into the future."*

2. Introduction

Council provides several 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
- Waste charges (if applicable)
- Grants from other levels of Government
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (i.e., developers, community groups)
- Other Income

Rates are the most significant revenue source for Council, accounting for 54% of operating revenue received by Council. The collection of rates is an important factor in funding Council services.

The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) has brought a renewed focus to Council's long-term financial sustainability. The FGRS continues to limit Council's ability to raise revenue above the rate cap unless application is made to the Essential Services Commission for a variation. Maintaining service delivery levels and investing in community assets remain key priorities for Council. This strategy will address Council's reliance on rate income and provide options to actively reduce that reliance.

Council provides a wide range of services to the community, often for a fee or charge. The nature of these fees and charges generally depends on whether they relate to

statutory or discretionary services. Some of these, such as statutory planning fees are set by State Government statute and are commonly known as regulatory fees. In these cases, councils usually have no control over service pricing. However, in relation to other services, Council can set a fee or charge and will set that fee based on the principles outlined in this Revenue and Rating Plan.

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

3. Community engagement

The Revenue and Rating Plan outlines Council's 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 Revenue and Rating Plan placed on public exhibition at April Council meeting for a period of 28 days and calling for public submissions;
- Community engagement through public notice in local newspaper;
- Hearing of public submissions (May); and
- Final Revenue and Rating Plan (including any revisions) presented to (June) Special Council meeting for adoption.

4. Rates and charges

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

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

- **General Rates** – Based on property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the *Local Government Act 1989*,
- **Special Rate** – Based on property values (using the Capital Improved Valuation methodology) and charged in addition to the general rates for commercial/industrial properties located with the Dinner Plain Village, which will defray the expense of an initiative of special benefit.
- **Service Charges** - A 'user pays' component for council services to reflect benefits provided by Council to ratepayers who benefit from a service, such as waste and recycling charges

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

Council makes a further distinction when applying general rates by applying rating differentials based on the purpose for which the property is used. That is, whether the property is used for residential, commercial/industrial, or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution.

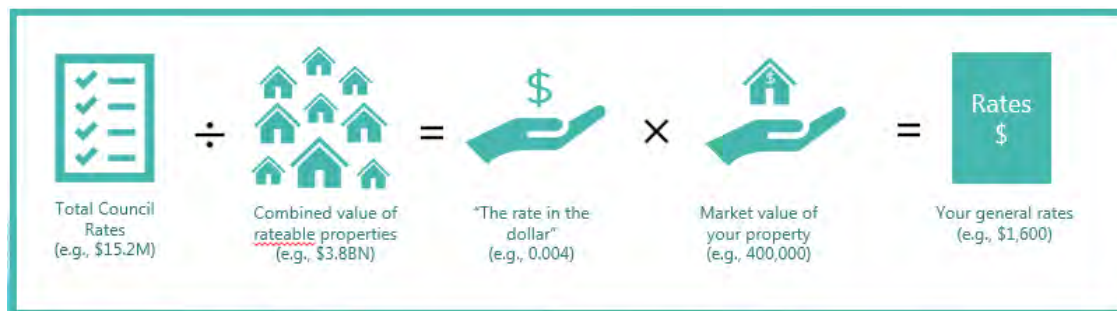
The Alpine Shire Council rating structure comprises three differential rates (residential or general, commercial/industrial, and farm). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the *Local Government Act 1989*, and the Ministerial Guidelines for Differential Rating 2013.

The differential rates are currently set as follows:

- Residential 100%
- Commercial / Industrial 143%
- Farm land 73%

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.

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

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates System, all rate increases are capped to a 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. The waste service charge is not capped under the Fair Go Rates System, and Council will continue to allocate funds from this charge towards the provision of waste services.

4.1 RATING LEGISLATION

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

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

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

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

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 157 (1) of the *Local Government Act 1989* provides Council with three choices in terms of which valuation base to utilise.

They are: Site Value, Capital Improved Value (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(2) of the *Local Government Act 2020* states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a. the total amount that the Council intends to raise by rates and charges;
- b. a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- c. a description of any fixed component of the rates, if applicable;
- d. if the Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*;
- e. if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*.

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

- a. that the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year; or
- b. that the Council has made an application to the ESC for a special order and is waiting for the outcome of the 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 Alpine Shire Council budget.

4.2 TAXATION PRINCIPLES

When developing a rating strategy including, 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 link between consumption/benefit and the rate burden.

Capacity to Pay

The capacity of ratepayers or groups of ratepayers to pay rates.

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

Rates and Charges Revenue Principles:

Property rates will:

- be reviewed annually;
- not change dramatically from one year to next; and
- be sufficient to fund current expenditure commitments and deliverables outlined in the Council Plan, Financial Plan and Asset Plan.

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

4.3 DETERMINING WHICH VALUATION BASE TO USE

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

- **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.

4.3.1 Capital Improved Value (CIV)

Capital Improved Value is the most 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.

4.3.2 Site value (SV)

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 Alpine 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 Alpine Shire Council.

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 using 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.

4.3.3 Net annual value (NAV)

NAV, in concept, represents the annual rental value of a property. However, in practice, NAV is linked to capital improved value for residential and farm properties. Valuers derive the NAV directly as 5 per cent of CIV for residential and farm properties.

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.

4.3.4 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.

Alpine Shire Council applies Capital Improved Value (CIV) to all properties within the municipality to consider the fully developed value of the property. This basis of valuation considers the total market value of the land plus buildings and other improvements.

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

Section 161(1) of the *Local Government Act 1989* outlines the 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 Council's 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.
- 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 1989*.

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.

4.3.5 Property Valuations

The *Valuation of Land Act 1960* is the principle legislation in determining property valuations. Under this Act, the Valuer General Victoria conducts property valuations on an annual basis.

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 must 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.

4.3.6 Supplementary Valuations

Supplementary valuations are carried out for a variety of reasons including rezoning, subdivisions, amalgamations, renovations, new constructions, extensions, demolitions, 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.

4.3.7 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 either in writing to the Alpine Shire Council or lodge electronically via the Valuer General Victoria Portal. Property owners can also 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).

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.

4.4.1 General Rate

The general rate is applied to every property unless the property falls into a specific differential rate category.

Definition:

General land is any rateable land which does not have the characteristics of Farm Rate land and Commercial/ Industrial Rate Land.

Objectives:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined general rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

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

4.4.2 Farm Rate

A differential rate is applied to farm land at 73% of the general rate. An application must be made in writing to change the classification of a property to the differential farm rate.

Definition:

"Farm Land" means any rateable land which satisfies the following criteria:

- The land area must be of 8Ha or over; or
 - be used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; and
 - show that the primary source of income is derived from the land; and
- The land must be used by a business:
 - that has a significant and substantial commercial purpose or character; and
 - that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and - that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way it is operating.

Any variations outside this policy require Council approval.

Objectives:

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

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

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

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:

73% of the General Rate.

4.4.3 Commercial / Industrial Rate

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

Definition:

Commercial or industrial land is any land, which is:

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

Any variations outside this policy require Council approval.

Objectives:

The objective of the Commercial / Industrial Rate Policy is "to ensure equity in the application of the rating burden across the Shire. It provides for the higher costs of servicing commercial and industrial properties, specialist properties and undertaking economic development and tourism strategies. This is reflected in the application of a rate in the dollar which is higher than the rate in the dollar for other land."

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

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

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

Scope:

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

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:

143% of the General Rate.

4.4.4 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 (eg. 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. (ie. Vacant Commercial properties still attract the commercial differential rate)

4.4.5 Disadvantages of a differential rating system

The disadvantages in applying differential rating 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.

- 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.

4.5 CULTURAL AND RECREATIONAL LANDS

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

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

4.6 RATES IN LIEU

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

4.7 MUNICIPAL CHARGE

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

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

Under the *Local Government Act 1989*, a council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the combined sum of 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.

Municipal Charges have the effect of flattening the rate burden making people in lower valued properties pay more. The Alpine Shire does not have many low value properties and to place a charge on the rate notice to cover the 'administrative costs' of Council, is unpopular and hard for the ratepayer to understand. Accordingly, this mechanism has been deemed to be unsuitable and is not applied to the Alpine Shire.

4.8 SPECIAL RATE AND CHARGE SCHEMES

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

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

The special 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.

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

DINNER PLAIN

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

Dinner Plain receives a number of services of special benefit to Dinner Plain's Commercial and Industrial ratepayers.

In 2021/22 this includes the Dinner Plain to Hotham winter bus service, roadways snow clearing, cross country trail grooming, marketing and event support undertaken specifically for Dinner Plain, and cable television maintenance. The Dinner Plain Special Rate is applied to defray the expenses associated with these special services.

The Special Rate is applied to Commercial and Industrial ratepayers in the Dinner Plain village in addition to the General Rate. The Special Rate has reduced over time to align with the rate applied to the Commercial/Industrial land across the rest of the Shire.

4.9 SERVICE RATES AND CHARGES

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

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

Alpine Shire Council levies the following annual waste service charges:

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

Waste charges will continue to be charged according to

- a. the bins or waste services that each ratepayer receives and
- b. the overall cost of managing waste, for example developing, monitoring, managing and rehabilitating landfills; operating our transfer stations; and managing public place waste.

4.10 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.

4.10.1 Payment options

In accordance with section 167(1) of the *Local Government Act 1989* 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, EFTPOS, credit/debit cards and cash)
- online via Council's ratepayer portal
- BPAY
- BPAY View
- Australia Post (over the counter, over the phone via credit card and on the internet),
- by mail (cheques and money orders only).

4.10.2 Interest on arrears and overdue rates

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

4.10.3 Pensioner rebates

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

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

4.10.4 Deferred payments

Under Section 170 of the *Local Government Act 1989*, 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 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 have proven financial difficulties. Where Council approves an application for deferral of rates or charges, interest will continue to be levied on the outstanding balance of rates and charges.

4.10.5 Revenue and Debtor Management 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 several difficulties that may be faced. The purpose of the Revenue and Debtor Management 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.

4.10.6 Debt recovery

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

If an account becomes overdue, Council will issue an overdue reminder notice which will include accrued penalty interest. If 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.

4.10.7 Fire Services Property Levy

In 2013 the Victorian State Government passed legislation requiring the Fire Services Property Levy (FSPL) to be collected from ratepayers. Previously this was collected through building and property insurance premiums. The FSPL 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 FSPL is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. This levy is not included in the rate cap and increases in the levy are at the discretion of the State Government.

5. Other revenue items

5.1 USER FEES AND CHARGES

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

Examples of user fees and charges include:

- Kindergarten and Childcare fees
- Leisure Centre, Gym, and Pool visitation and membership fees
- Waste Management fees
- Aged and Health Care service fees
- Leases and facility hire fees

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

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

In providing services to the community, council must determine the extent of cost recovery for 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 based on one of the following pricing methods:

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

Market pricing 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 aims to recover all direct and indirect costs incurred by council. This pricing should be used 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 is where council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (ie council provides the service free of charge) to partial subsidies, where council provides the service to the user with a discount. The subsidy can be funded from council's rate revenue or other sources such as Commonwealth and state funding programs. Full council subsidy pricing and partial cost pricing should always be based on knowledge of the full cost of providing a service.

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

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

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

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.

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

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

Fee units

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

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

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

5.3 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.

5.4 CONTRIBUTIONS

Contributions represent funds received by council, other than the State or Commonwealth Governments and are usually linked to projects or specific activities.

Contributions can be made to council in the form of either cash payments or asset handovers.

Examples of contributions include:

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

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

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

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 policy, which seeks to earn the best return on funds, whilst minimising risk.

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.

The following financial sustainability principles must be adhered to with new borrowings:

- Borrowings must only be applied for where it can be proven that repayments can be met in the Long Term Financial Plan
- Borrowings must not be used to fund ongoing operations
- Borrowings are appropriate for funding large capital works where the benefits are provided to future generations
- Council will maintain its debt at levels which are sustainable.

6. Approval

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 6 day of April 2021
in the presence of:

COUNCILLOR NAME

SIGNATURE

COUNCILLOR NAME

SIGNATURE

CHIEF EXECUTIVE OFFICER NAME

SIGNATURE



COUNCIL POLICY

Councillor Gift Policy

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REVISION RECORD

MANDATORY – Use 1.0, 2.0 for adopted / approved versions and 1.1, 1.2 for drafts or revisions without change.

Date	Version	Revision description
	1.0	Adopted - in accordance with s138 of the <i>Local Government Act 2020</i>

1. Purpose

The Alpine Shire Council is committed to protecting its assets, integrity and reputation and protecting its Councillors from allegations of impropriety.

The purpose of this Policy is to provide clear guidelines for Councillors on the treatment of gifts, including benefits or hospitality from individuals or other entities that are external to Council.

2. Scope

This Policy applies to the Councillors of Alpine Shire Council.

The statutory gift disclosure threshold set by the *Local Government Act 2020* (LGA 2020) is \$500 or such higher amount or value as prescribed by the regulations. Gifts of this value must be disclosed in initial and biannual Personal Interests Returns, as required by sections 132-136 of the LGA 2020.

This policy deals with the offer of gifts, benefits and hospitality **below** the statutory gift disclosure threshold.

The following gifts are not considered within the scope of this policy:

- Attendance at events paid for by Council such as external training, education sessions, and workshops, including any food and beverages; or
- Council organised events where Council provides or pays for the hospitality.

3. Policy details

3.1 WHAT IS A GIFT?

For the purposes of this policy, "gift" refers to any gift, benefit, or hospitality offered to a Councillor as a result of their role with Council. This includes anything of monetary or other value that is offered by an external source (organisation or individual) – refer to definitions.

3.2 CONFLICT OF INTEREST

Councillors must not accept a gift that is likely to create a conflict of interest, whether real, potential, or perceived. Councillors should also be mindful that gifts extended to their family and friends could also constitute a conflict of interest.

Councillors must familiarise themselves with the conflict of interest provisions in sections 126-131 of the *Local Government Act 2020* (LGA 2020) and ensure that they are complying with those requirements in the first instance. The LGA 2020 separates conflict of interest into two main types: a general interest or a material interest. A failure to disclose a conflict of interest is a breach of the LGA 2020 and the Councillor Code of Conduct.

3.3 PROHIBITED GIFTS

3.3.1 Anonymous gifts

Councillors must not accept anonymous gifts under any circumstances.

Section 137 of the *Local Government Act 2020* (LGA 2020) stipulates that a Councillor must not accept a gift exceeding the gift disclosure threshold, unless the name and address of the person making the gift are known or made available to the Councillor at the time the gift is made. A 60 penalty unit fine is applicable to a breach of this section of the LGA 2020.

If the name and address of the person making the gift are not known to the Councillor (for whom the gift or benefit is intended), the Councillor must transfer the gift to Council within 30 days of the gift being received to avoid being in breach of the LGA 2020.

3.3.2 Other gifts that must be refused

Councillors must not accept or receive:

- Cash or suppliers' goods or services at no cost.
- Gifts from current or potential suppliers who are in the process of tendering for the supply of goods, the provision of services or the carrying out of works with Council.
- Invitations to attend a supplier's Christmas party, event, or function
- Gifts extended to family and friends that could also constitute a conflict of interest.

3.3.3 Attempts to bribe

A bribe is an offer of money or other inducement made with the intention to corruptly influence a Councillor in the performance of their duties.

A Councillor who receives a gift offer that they believe is an attempted bribe must refuse the offer. They must immediately notify the Mayor and CEO and lodge a Gift Declaration Form so that their refusal can be properly recorded.

The CEO must determine whether the matter constitutes corrupt conduct which must be disclosed to IBAC.

3.3.4 No soliciting of gifts

Councillors must not solicit gifts for themselves or anyone else, in any form. To do so may constitute misuse of their position or corrupt conduct, leading to a breach of the *Local Government Act 2020*, and the Councillor Code of Conduct.

3.3.5 Recording of prohibited gift offers

Where offers of prohibited gifts are made to a Councillor, the Councillor must refuse the offer, and record the offer and subsequent refusal by lodging a Gift Declaration Form.

3.4 RECEIPT OF GIFTS

3.4.1 Determining whether to accept a gift

Councillors are encouraged to decline any gift offer in the first instance.

When deciding whether to accept an offer, Councillors should first consider if the offer could be perceived as influencing them in performing their duties or lead to reputational damage. The more valuable the offer, the more likely that a conflict of interest or reputational risk exists.

Councillors should offer the GIFT test (Appendix A) when offered a gift, including hospitality that exceeds a token offer.

3.4.2 Commemorative gifts

Commemorative gifts are occasionally offered to the Mayor and Councillors as part of the culture and practice of visiting delegations (including overseas delegations) meeting with Council.

The Mayor and Councillors should ensure these gifts are registered in the Gift Register, and must donate these gifts to Council for display in the Mayor's office.

3.4.3 Declaration of gifts

All gifts offered to Councillors valued >\$50 must be declared and registered in the Gift Register, whether they are accepted or declined.

The monitoring of gifts offered to Councillors, whether accepted or declined, ensures that repeated offers of gifts from a single source – and any inappropriate attempts to sway the opinion of Councillors or Council – can be monitored.

Where a Councillor receives numerous gifts from the same source and the cumulative value is in excess of the statutory gift disclosure threshold in the LGA 2020 (\$500) within a 12 month period, these gifts must be reported in a Councillor's Personal Interest Return as required by sections 132-136 of the LGA 2020.

Gifts valued >\$200

Details of gifts offered or received in excess of \$200 must be documented, and submitted to the Mayor for consideration, before they may be accepted. The gift offer must be declared and registered in the Gift Register, whether accepted or declined.

Gifts valued >\$500

Councillors must follow gift disclosure threshold requirements as governed by the LGA 2020.

3.5 GIFTS REGISTER

The CEO will maintain a Councillor Gift Register to record all gifts offered to Councillors during their term of office. A Gift Declaration Form is available in the Councillor portal and must be lodged with Council's EA to CEO within five (5) working days of being offered a gift.

A Councillor Gift Register will be maintained to record all gifts valued >\$50 offered to Councillors, regardless of whether they are accepted or declined. The details to be recorded in the Councillor Gift Register include:

- Date of Declaration
- Date Gift offered / received
- Name of Councillor
- Description of Gift
- Approximate value (\$)
- Name of individual or organisation offering the Gift
- Reason for offering the Gift
- Whether the Gift was accepted or politely refused

An extract from the Councillor Gift Register will be made available on Council's website.

Where a Councillor reasonably believes that an offer of a gift has been made in an attempt to influence the outcome of Council business, details are to be provided to the Mayor and CEO as a matter of urgency.

4. Roles and responsibilities

The following positions are responsible for

Responsibility	Role / Position
Implementation of this Policy	Councillors CEO Director Corporate Performance Governance Officer
Compliance with this Policy	Councillors CEO Director Corporate Performance Governance Officer
Development and review of this Policy	Governance Officer
Interpretation of this Policy and the provision of advice	CEO Director Corporate Performance Governance Officer

5. Breaches

Failure to comply with this Policy, supporting procedures or guidelines will be subject to investigation, which may lead to disciplinary action.

Penalties apply for breaches of the *Local Government Act 2020* relating to receipt of anonymous gifts, lodgement of personal interests returns, and declarations of conflict of interest.

6. Human Rights Charter compatibility

This Policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006*.

7. Supporting documents

This Policy should be read in conjunction with all other relevant, Council policies and procedures, as well as relevant legislative requirements.

Related Legislation

- *Local Government Act 2020*

Related Guidelines, Operational Directives or Policies

- Councillor Code of Conduct
- Council Fraud & Corruption Policy

8. Definitions and abbreviations

Term	Meaning
Benefit	Something that is believed to be of value to the receiver. This includes preferential treatment, privileged access, favours or other advantage offered. Examples of benefits include: <ul style="list-style-type: none"> • Invitations to sporting, cultural or social events • Access to discounts and loyalty programs • Promises of a new job
Bribe	Money, reward or service offered to procure an action, decision, or preferential treatment.
Complimentary ticket	Means free access to an event or function where other attendees or the general public would otherwise be required to purchase a ticket / pay money in order to attend the event or function.

Term	Meaning
Conflict of Interest	<p>A conflict of interest is a conflict between a Councillor's public duty to act in the best interests of Council, and their private interests (financial or non-financial). A conflict exists whether it is:</p> <p>Actual / Real: There is a current conflict between Councillor's public duties and private interests. i.e. an actual conflict currently exists.</p> <p>Potential: A Councillor has private interests that could conflict with their Council duties. This refers to circumstances where it is foreseeable that a conflict may arise in future and steps should be taken now to mitigate that future risk. i.e. it may arise, given the circumstances.</p> <p>Perceived: The public or a third party could reasonably form the view that the Councillor's private interests could improperly influence their decisions or actions, now or in the future. i.e. members of the public could reasonably form the view that a conflict exists, or could arise, that may improperly influence the Councillor's performance of their duty to Council, now or in the future.</p> <p>Includes both general and material conflicts of interest as defined in the LGA 2020.</p>
Councillor	A person officially elected to the position of Councillor of the Alpine Shire Council.
Gift	<p>Anything of monetary or other value that is offered by an external person or organisation to a Councillor as a result of their position with Council. It includes free or discounted items or services, benefits or hospitality that exceeds common courtesy, and any item that would generally be seen by the public as a gift.</p> <p>Examples of gifts include:</p> <ul style="list-style-type: none"> • Alcohol, gift baskets, flowers, chocolates • Complimentary tickets • Gift voucher • Discounted products for personal use • Hospitality • Entertainment • Free or discounted travel including airfares • Accommodation including use of a holiday home <p>For the purposes of this policy, "gift" includes any gift, benefit or hospitality. See also "token offer".</p> <p>Gifts are further defined in s3 of the LGA 2020.</p>

Term	Meaning
Hospitality	The friendly reception and entertainment of guests. Hospitality may range from light refreshments at a business meeting to expensive restaurant meals and sponsored travel and accommodation.
LGA 2020	<i>Local Government Act 2020</i>
Supplier	Refers to any person or organisation who provides or is likely to provide goods, services or undertake works to Council.
Token offers	<p>Token offers are a gift that is of inconsequential or trivial value to both the person making the offer and the recipient (such as basic / common courtesy), and must not be reasonably perceived as raising an actual, potential, or perceived conflict of interest.</p> <p>Examples of a token offer include one of the following. A single offer containing multiple examples below (eg a bottle of wine and some chocolates) is likely to amount to more than a token gift. An internet search for current pricing will assist in determining an offer's value (nominally <\$50).</p> <ul style="list-style-type: none"> • Light refreshments offered and consumed during a meeting; • Budget bottle of wine; • Commemorative / marketing mementos such as ties, scarves, pens, coasters, etc; • Flowers; • Small box of chocolates.

9. Approval

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 6th day of April
2021 in the presence of:

.....
COUNCILLOR NAME

.....
SIGNATURE

.....
COUNCILLOR NAME

.....
SIGNATURE

.....
CHIEF EXECUTIVE OFFICER NAME

.....
SIGNATURE

Appendix A: GIFT test

When deciding whether to accept an offer, Councillors should first consider if the offer could be perceived as influencing them in performing their duties or lead to reputational damage. The more valuable the offer, the more likely that a conflict of interest or reputational risk exists.

Councillors should offer the GIFT test below when offered a gift (noting that 'gift' includes any gift, benefit or hospitality).

G	Giver	Who is providing the gift and what is their relationship to me? Does my role require me to select contractors, award grants, regulate industries or determine government policies? Could the person or organisation benefit from a decision I make?
I	Influence	Are they seeking to gain an advantage or influence my decisions or actions? Has the gift been offered to me publicly or privately? Is it a courtesy or a token of appreciation or valuable non-token offer? Does its timing coincide with a decision I am about to make or endorse a product or service?
F	Favour	Are they seeking a favour in return for the gift? Has the gift been offered honestly? Has the person or organisation made several offers over the last 12 months? Would accepting it create an obligation to return a favour?
T	Trust	Would accepting a gift diminish public trust? How would the public view acceptance of this gift? What would my colleagues, family, friends or associates think? Consider the 'front page of the local newspaper' test – if your receipt of a gift was reported, how would it be perceived within the community?

Appendix B: Attendance at Events and Functions

Councillors are often invited to attend events and functions in their official capacity, as a representative of Council. Sometimes there is an expectation that Councillors perform a ceremonial function, while in other cases the invitation is extended as a courtesy only.

The following is a brief guide when to register the invitation as a gift:

Events and functions held within the Alpine Shire

- Invitation to attend event or function, with a ceremonial role – i.e. an official opening / welcome speech, presentation of awards, judging best in show, etc – no requirement to register as a gift.
- Complimentary ticket for a Councillor to attend event or function, with no ceremonial role – Councillors are encouraged to report the complimentary ticket as a gift and include in the Gift Register.
- Complimentary ticket for a Councillor's spouse or family member to attend event or function – must be reported as a gift and included in the Gift Register.

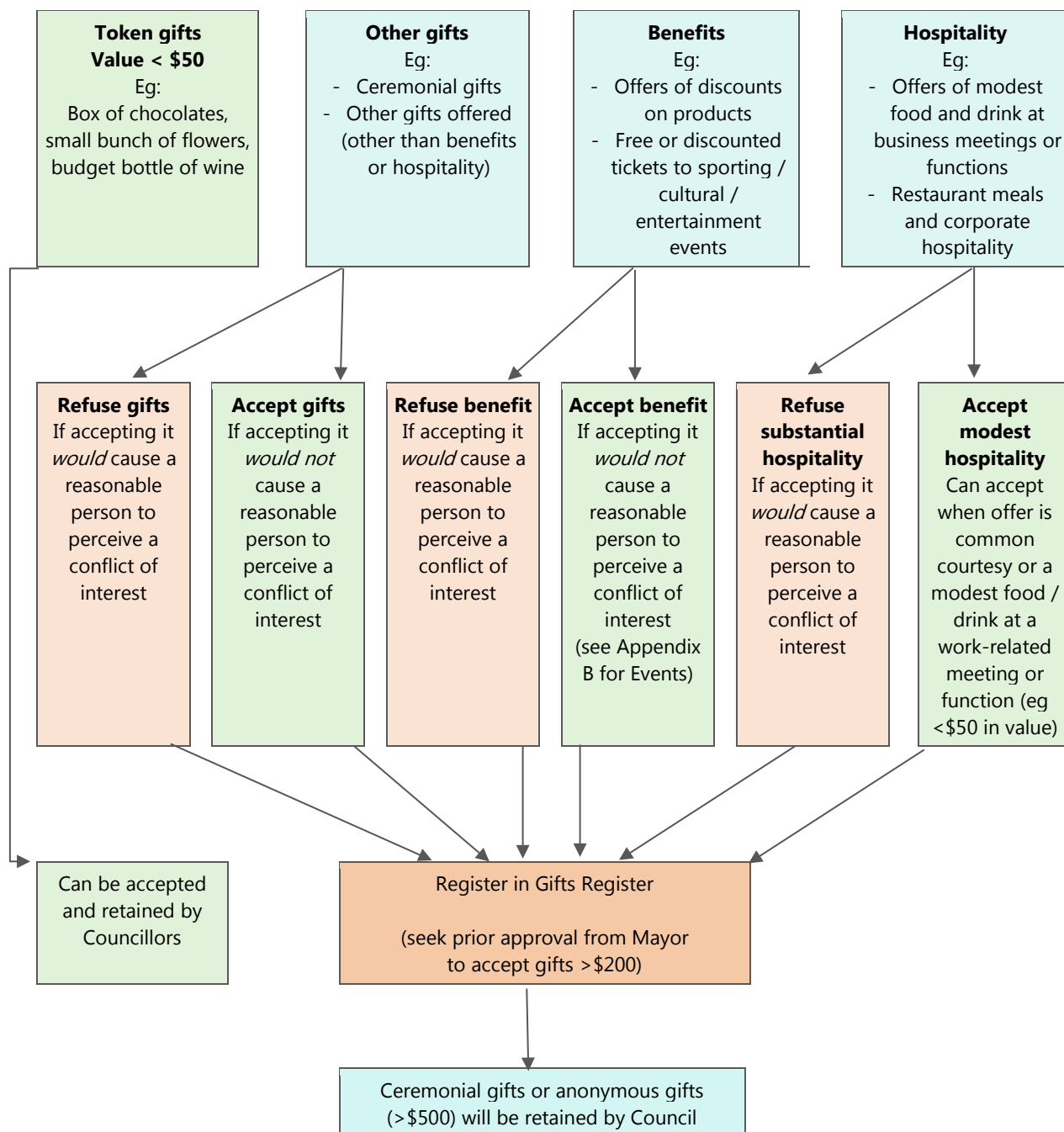
Events and functions held outside the Alpine Shire

Where Councillors are provided with complimentary tickets to attend events and functions outside of the Alpine Shire, these must be reported as a gift and included in the Gift Register.

Events and functions specific to Local Government

Where Councillors are invited to or provided complimentary tickets to an event or function that is conducted solely for a Local Government audience, or to provide further education in their role as a Councillor, this is not required to be reported as a gift – see also 3.6.1.

Appendix C: Quick Reference Guide for Refusing / Accepting Gifts, Benefits and Hospitality





Informal Meeting of Councillors

In accordance with Chapter 8, section A1 of Council's [Governance Rules](#), the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting..

Meeting Title: Briefing Session

Date: Tuesday 23 February 2021

Location: Bright Committee Room / Council Chambers

Start Time: 12.00pm

Finish Time: 5.00pm

Chairperson: Charlie Bird, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Charlie Bird	Chief Executive Officer
Cr Sarah Nicholas	Deputy Mayor	Nathalie Cooke	Director Corporate
Cr Katarina Chalwell	Councillor	Will Jeremy	Director Assets
Cr Ron Janas	Councillor		
Cr Tony Keeble	Councillor		
Cr Kelli Prime	Councillor		
Cr Charlie Vincent	Councillor		

Councillor and staff apologies:

Name	Position		

1. Conflict of interest disclosures

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's [Governance Rules](#), and recorded here.

2. Record of Councillors that have disclosed a conflict of interest leaving the meeting**3. Items discussed**

A list of items discussed at the meeting must be included here.

Item
Councillor only time
Acknowledgment of Traditional Custodians
Currawong Resources – external presentation
No Drilling for the Ovens Valley – external presentation via Zoom
Q2 Finance Report
Agenda review : Ordinary Council Meeting (March)
Digital Transformation – Property and Rating System
Agenda review: Special Council Meeting



Informal Meeting of Councillors

In accordance with Chapter 8, section A1 of Council's [Governance Rules](#), the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting..

Meeting Title: Briefing Session

Date: Tuesday 2 March 2021

Location: Bright Committee Room / Council Chambers

Start Time: 12.00pm

Finish Time: 5.00pm

Chairperson: Charlie Bird, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Charlie Bird	Chief Executive Officer
Cr Sarah Nicholas	Deputy Mayor	Nathalie Cooke	Director Corporate
Cr Katarina Chalwell	Councillor	Will Jeremy	Director Assets
Cr Ron Janas	Councillor		
Cr Tony Keeble	Councillor		
Cr Kelli Prime	Councillor		
Cr Charlie Vincent	Councillor		

Councillor and staff apologies:

Name	Position		

1. Conflict of interest disclosures

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's [Governance Rules](#), and recorded here.

2. Record of Councillors that have disclosed a conflict of interest leaving the meeting**3. Items discussed**

A list of items discussed at the meeting must be included here.

Item
Councillor only time
Acknowledgment of Traditional Custodians
Harrietville Greenwaste Lease
Bright Sports Centre update
Buckland Bridge remedial works update
Agenda review: Special Council Meeting
Agenda review : Ordinary Council Meeting (March)



Informal Meeting of Councillors

In accordance with Chapter 8, section A1 of Council's [Governance Rules](#), the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting..

Meeting Title: Briefing Session

Date: Tuesday 16 March 2021

Location: Bright Committee Room / Council Chambers

Start Time: 11.00am

Finish Time: 5.30pm

Chairperson: Charlie Bird, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Charlie Bird	Chief Executive Officer
Cr Sarah Nicholas	Deputy Mayor	Alan Rees	A/Director Assets
Cr Katarina Chalwell	Councillor	Ruth Kneebone	Director Commercial
Cr Ron Janas	Councillor	Nathalie Cooke	Director Corporate
Cr Tony Keeble	Councillor		
Cr Charlie Vincent	Councillor		

Councillor and staff apologies:

Name	Position		
Cr Kelli Prime	Councillor	Will Jeremy	Director Assets

1. Conflict of interest disclosures

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's [Governance Rules](#), and recorded here.

2. Record of Councillors that have disclosed a conflict of interest leaving the meeting**3. Items discussed**

A list of items discussed at the meeting must be included here.

Item
Councillor only time
Acknowledgment of Traditional Custodians
Economic Development Strategy – external presentation
Events Strategy – external presentation
Easter Weekend Rotary Club Market
Community Engagement Council Plan and Community Vision – external presentation
Alpine View Children's Centre Expansion update
Alpine Pools and fee structure
Initial draft Budget
Capital works draft budget review
Power Purchase Agreement
Land Development Strategy



Informal Meeting of Councillors

In accordance with Chapter 8, section A1 of Council's [Governance Rules](#), the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting..

Meeting Title: Briefing Session

Date: Tuesday 23 March 2021

Location: Bright Committee Room / Council Chambers

Start Time: 12.00pm

Finish Time: 5.30pm

Chairperson: Charlie Bird, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Charlie Bird	Chief Executive Officer
Cr Sarah Nicholas	Deputy Mayor	Will Jeremy	Director Assets
Cr Katarina Chalwell	Councillor	Ruth Kneebone	Director Commercial
Cr Ron Janas	Councillor	Nathalie Cooke	Director Corporate
Cr Tony Keeble	Councillor		
Cr Kelli Prime	Councillor		
Cr Charlie Vincent	Councillor		

Councillor and staff apologies:

Name	Position		

1. Conflict of interest disclosures

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's [Governance Rules](#), and recorded here.

2. Record of Councillors that have disclosed a conflict of interest leaving the meeting

3. Items discussed

A list of items discussed at the meeting must be included here.

Item
Acknowledgment of Traditional Custodians
Long Term Finance Plan
Fees and charges
Waste and recycling charges
Operational projects
Revenue and Rating Plan
Dinner Plain Special Rate 2021/22) Public Notice of proposed Declaration
Councillor Gift Policy
Collection, transportation and disposal of waste from Myrtleford Transfer Station Tender
Events Strategy update
EOI UCI Grand Fondo World Championships 2025
Great Valley Trail Civil Works Tender
Power Purchase Agreement Webinar update
P2020.158 – 90 Clements Lane, Myrtleford
Working for Victoria Contract award to MomentumOne



Informal Meeting of Councillors

In accordance with Chapter 8, section A1 of Council's [Governance Rules](#), the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting..

Meeting Title: Councillor Induction Training

Date: Tuesday 23 March 2021

Location: Bright Committee Room / Council Chambers

Start Time: 11.00am

Finish Time: 12.00pm

Chairperson: Charlie Bird, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Charlie Bird	Chief Executive Officer
Cr Sarah Nicholas	Deputy Mayor	Will Jeremy	Director Assets
Cr Katarina Chalwell	Councillor	Ruth Kneebone	Director Commercial
Cr Ron Janas	Councillor		
Cr Tony Keeble	Councillor		
Cr Kelli Prime	Councillor		
Cr Charlie Vincent	Councillor		

Councillor and staff apologies:

Name	Position
	Nathalie Cooke
	Director Corporate

1. Conflict of interest disclosures

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's [Governance Rules](#), and recorded here.

2. Record of Councillors that have disclosed a conflict of interest leaving the meeting**3. Items discussed**

A list of items discussed at the meeting must be included here.

Item
Gender Equality, diversity and inclusiveness

Mr Charlie Bird, CEO,
Alpine Shire,

19th March, 2021

Dear Mr Bird,

Re: Petition

On Wednesday 10th February, 2021 mdg consultants along with staff from the Alpine Shire conducted two community feedback sessions on the mdg's Alpine Better Places Tawonga proposal.

At one of the sessions, the lead consultant advised the audience that all submissions lodged would be considered and a final plan would be presented to Council for adoption, but there would be no further consultation with the community.

Personal information Tawonga Post Office Personal information The Old Tawonga Store, I am absolutely astonished that the proposal plans show a loss of two parking spaces immediately in front of the store and a further two spaces lost on the other side of the road.

Australia Post regulations require the Australia Post delivery vehicles to park immediately in front of the post office receival door, which is one of the sites that the mdg consultants have marked as part of the loss of parking bays.

The consultants are obviously unaware that every mail collection requires a resident to do a Uturn in front of the store when they are collecting their mail or before they collect their mail. There is also a number of elderly and infirm residents who collect their mail and require special assistance when parked in front of the store.

I am aware that a petition is usually forwarded after Council receives a document but I started this petition now so that Council would be able to direct mdg consultants not to install a traffic island and remove four car parking spaces in their final draft proposal to Council.

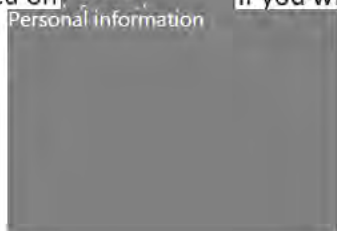
It does not make any sense to wait until the proposal is put to Council, then complain, when the consultants could be made aware of community sentiment before the final draft is presented.

My petition contains 171 signatures of which 72% represent the people in the Tawonga 3697 district that obtain their mail and parcels at the Tawonga Post Office, with a further 20% of signatories from Tawonga via Wodonga 3691 postcode who receive their parcel mail at the store.

I may be contacted on Personal information if you wish to discuss this matter further.

Personal information

Personal information



Petition

To: Chief Executive Officer, Alpine Shire Council, Hawthorn Lane, Bright, Vic 3741

HEAD PETITIONER DETAILS

Name:	Personal information
Address:	Personal information
Email:	Personal information
Telephone:	Personal information

We, the undersigned, petition the Mayor and Councillors of the Alpine Shire Council to:

take no action whatsoever that will allow or permit the installation of a traffic island on the Kiewa Valley Highway immediately in front of, or in close proximity to The Old Tawonga Store and Tawonga Pioneer Memorial Park on the grounds that it will be detrimental to traffic movement to and from the Store including passing traffic whether they stop or continue through Tawonga.

Name <i>{Please Print}</i>	Address <i>{Please Print}</i>	Signature
Personal information		