



Alpine Shire

ORDINARY COUNCIL MEETING

MINUTES

M3 - 5 April 2016

Bright Council Chambers

7:00pm



The next **Ordinary Meeting** of the **Alpine Shire Council** was held in the Council Chambers, Great Alpine Road, Bright on **5 April 2016** and commenced at **7:00pm**.

PRESENT

COUNCILLORS

Cr Ron Janas - Mayor

Cr Daryl Pearce

Cr Kate Farrell

Cr John Forsyth

Cr Jan Vonarx

Cr Peter Roper

OFFICERS

Mr Dave Barry – Chief Executive Officer

Mr Trevor Britten – Director Corporate Performance

Ms Heather Green – Director Sustainable Development

Mr Rory Hazeldine – Acting Director Assets

APOLOGIES

Cr Tony Keeble – Deputy Mayor

Mr Charlie Bird – Director Assets



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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 recording is focused on Councillors and staff, while audio from the entire room is captured.

By speaking during question time, or at any time, you consent to your voice and any comments you make being recorded.

The entire recording will be live-streamed to the internet on Council's website www.alpineshire.vic.gov.au, and will also be made available online after the meeting. This is to improve access and transparency of Council decision making to our community.

2 ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS, RECOGNITION OF ALL PEOPLE

The CEO read the following statement:

The Alpine Shire Council acknowledges the traditional owners of the land we are now on.

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 – M2 - 1 MARCH 2016

Cr Farrell

Cr Vonarx

That the minutes of Ordinary Council Meeting M2 -held on 1 March 2016 as circulated be confirmed.

Carried

4 APOLOGIES

Cr Tony Keeble

Mr Charlie Bird

5 OBITUARIES / CONGRATULATIONS

Cr Farrell – thanks to Jenny Corser and the Alpine Cycling Club on the National Mountain Bike Championships. A well organised event of national significance

Cr Pearce – Congratulations to Rostrevor Hops Farm and Nightingales Apples on their success



Congratulations to Rory Hazeldine on his dedication to the organisation and success on rising through the ranks.

Cr Vonarx – Condolences to Cr Forsyth on the recent passing of his mother.

Cr Forsyth – Congratulations to both committees on the success of both the Myrtleford and the Brighter Days Festivals.

6 DECLARATIONS BY COUNCILLORS OF CONFLICT OF INTEREST

Cr Forsyth declared he had a conflict of interest in the confidential item being item 15.1.1.

7 QUESTION TIME

Belinda Raviani

Freeburgh Bike trail – Has the Mount Beauty Community put forward a petition or other submission about the pebble beach trail?

CEO advised that the Mount Beauty project has been put forward by the community on many occasions over many years.

Estelle Collinson

What numbers have influenced Council in prioritising the Pebble Beach proposal in next year's budget?

CEO responded with detail about the process Council has commenced in allocating \$200,000 a year towards tracks, trails and footpaths. The Freeburgh project is high on the priority list.

Would Council prioritise it for next year?

CEO advised that by 30 June Council will advise where it is in the pipeline priorities.

Ray Dyer

Is the CEO prepared to meet with Ray and a representative of the State Government?

The Mayor responded that the CEO and the Mayor are happy to attend a meeting if organised by Mr Dyer.

Mary Pike UKVCA

Advised that a Question on Notice was sent to Council but it had largely been answered in the previous answers. Mary advised that the Kiewa Valley community is very supportive of the Pebble Beach Project.

Ray Dyer

Why is Queen Street not line marked and in fact other roads as well?

Acting Director Assets advised that the line marking will be underway in the next few weeks.



Questions on Notice

Kim Murrells

1. *Are residents rates calculated in proportion to the capital funds spent by Council in their respective towns? For example are resident's rates cheaper in Freeburgh than say Bright, given that more funding is given to that town? If so, what is the proportion spent in Freeburgh? If not, how is spending by town justified?*

CEO responded to the first question outlining that rates were collected across the shire and distributed on needs. Normally urban ratepayers subsidise rural ratepayers due to road maintenance.

2. *We are aware the completed project of continuing the Rail Trail from Germantown through Freeburgh will cost in the vicinity of \$200k, which had been allocated in a previous budget. How does Council justify the blowout of the previous phase and consequently the halting of the Freeburgh phase?*

Acting Director Assets advised that stage 1 of the project involved 5km at the bright end and 5km at the Harrierville end which was delivered \$2,000 over budget. There was some misunderstanding that the path should have gone further due to the fact that N.E water built the structure for their pipe which could be used as a bridge for the path.

3. *If Council is to reject the project for the next budget, would they consider using gravel as an interim measure and tarring it at a later stage?*

Acting Director Assets advised that although gravel is an option it is not felt that it is an economical one as you would have to come back and re prep the path to then seal so costing more. The sealing component for this job would be in the vicinity of \$50K out of a \$210K project.



8 PRESENTATION OF REPORTS BY OFFICERS

8.1 CHIEF EXECUTIVE OFFICER – DAVE BARRY

8.1.1 Contracts approved by the CEO

Cr Vonarx

Cr Farrell

That the Contract approved by the CEO be noted.

Contract No:	1506001	Process:	Public Tender
Title:	2015-16 Kerb Renewal Program		
Tenderer:	Bright Concreting		
\$ (excl. GST):	\$127,840.00		
Funding:	\$60,000 from the Kerb Renewal budget account # 3306 \$50,000 VicRoads Contribution for Kerb Renewal works along the Great Alpine Road associated With VicRoads assets \$17,840 from the Road Renewal budget account # 3604		

Carried



8.2 DIRECTOR CORPORATE PERFORMANCE – TREVOR BRITTEN

8.2.1 February 2016 Audit Committee Meeting

File Number: 0900.06

INTRODUCTION

The purpose of this report is to present the minutes of the February 2016 Audit Committee (the Committee) meeting to Council. Key items discussed were:

- Internal audit program;
- Draft employee leave management policy;
- 2016/17 budget process;
- 2015/16 Quarter 2 Health and Safety Report (confidential); and
- 2015/16 Quarter 2 Finance Report.

Cr Farrell

Cr Forsyth

That:

- 1. the minutes of the 23 February 2016 Audit Committee meeting be received and noted; and*
- 2. the following Audit Committee recommendations be adopted; that:*
- 3. Council review the details of its councillor expense report and report to the next meeting of the Finance Committee.*
- 4. Council not appoint an internal auditor for a three year period but rather source quotes on a per audit basis as required under Councils Procurement Policy*
- 5. Council budget for two internal audits to be conducted each financial year*
- 6. A risk assessment and internal audit program be developed externally to inform a three year plan from 2016/17 to 2018/19.*
- 7. Input be sought from the Audit Committee on the scope of audits to be undertaken.*
- 8. The confidential 2015/2016 Quarter 2 Health and Safety Report be endorsed for Council adoption*
- 9. The 2015/2016 Quarter 2 Finance Report be endorsed for Council adoption.*

Carried



BACKGROUND

Internal Audit Program

In past years Council has engaged an independent internal auditor through a formal tender process on a three year contract with an option to extend. The existing tender will expire this financial year after a five year engagement.

At the commencement of a new internal audit engagement it is standard practice for the auditor to conduct a risk assessment and develop an internal audit program from the results of the risk assessment.

The Audit Committee endorsed an alternative approach to establish a new audit program developed by a registered company auditor and select appropriately qualified and experienced auditors on an audit by audit basis.

Employee Leave Management Policy

The Draft Employee Leave Management Policy has been in development for the last 12 months following a recommendation from the VAGO Management Letter. The policy sets guidelines for the management of balances of the following leave entitlements:

- annual leave
- long service leave
- time in lieu; and
- rostered days off.

The Audit Committee endorsed the draft policy with minor changes to ensure Award and Enterprise Agreement conditions were not repeated.

2016/17 Budget Process

The Audit Committee endorsed the 2016/17 budget development process. This process is an important control to ensure financial responsibility of Council and each department. Council employs a robust process to ensure community funds are expended appropriately. During the process Council is briefed on the various components of the budget and the public has the ability to make submissions to ensure that the budget is in line with community expectations.

2015/16 Quarter 2 Health and Safety Report - Confidential

The Audit Committee reviewed the 2015/16 Quarter 2 Health and Safety Report (Confidential). The focus for Quarter 2 was on improving health and safety event reporting, continuing the work in understanding the status of Council's health and safety management systems and raising the awareness of health and safety in the workplace. Mandatory training, education and awareness programs were well attended and there was significant participation in health and wellbeing programs.

2015/16 Quarter 2 Finance Report

The Audit Committee endorsed the 2015/16 Quarter 2 Finance report prior to consideration of the report by Council at this meeting.



IMPLICATIONS

Council complies with the following sections of the *Local Government Act 1989*:

- Section 139 requires Council to have an audit committee and act within the guidelines made by the minister for Audit Committees.
- Section 136 requires Council to implement the principles of sound financial management.

This report is consistent with the following strategic documents:

Council Plan 2013-2017 (2015 Review)	
Theme 5: Performance Focused Organisation	
Strategic Objective 5.2	To manage resources well to ensure sustainability
Strategic Objective 5.3	To support people and business practices
Strategic Objective 5.4	To ensure a high standard of governance
2015/16 Budget	
Section 2.5	Performance focused organisation

CONCLUSION

The Audit Committee noted the progress being made by Council in addressing recommendations of the Committee and again expressed satisfaction with the level of information being provided to the Committee in the agenda. The Audit Committee recommends Council adopt the detailed resolutions.

DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the *Local Government Act 1989*, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate Performance
- Manager Corporate

ATTACHMENT(S)

- 8.2.1 Audit Committee Meeting Minutes 23 February 2016



8.2.2 Appointment of Independent Audit Committee Members

INTRODUCTION

A recruitment process has been undertaken seeking two independent audit committee members. The Audit Committee (the Committee) has comprised of four independent members and two Councillors. Two independent members have now retired allowing for the appointment of two new members. The Committee Charter requires a minimum of five members with a majority of these being independent.

Cr Farrell

Cr Vonarx

That:

- 1. Jane Shepherd and Sinead Ryan be appointed to the audit committee for a term of three years commencing from 1 May 2016 pending satisfactory completion of pre-appointment paperwork.*
- 2. Retiring committee members John Kantor and Narda Cain be acknowledged and thanked for their service.*

Carried

BACKGROUND

Council advertised an expression of interest for two independent audit committee members with the following skills

- Accounting and Finance
- Audit
- Risk
- Governance; or
- Compliance

The expression of interest was advertised in the local paper, on Facebook and Council's website, and sent to Council's auditors (Johnsons MME and Crowe Horwath) for circulation amongst their networks. There were several enquiries, but only two applications.

Both applicants were shortlisted and interviewed by the Mayor, Chief Executive Officer and the Director Corporate Performance.

The applicants were assessed against the listed selection criteria and consideration was also given to their industry experience and previous experience on a board or audit committee. Offers were made to both applicants.

Jane Shepherd resides in Myrtleford and holds three qualifications, in Business, Information Systems and Commercial Law. Jane is currently a member of the Alpine Health Board of Management and the Alpine Children's Services Board of Management. Jane is currently employed as Contracts Coordinator for North East Water and has previously worked as a Procurement Specialist and a Financial Analyst at Carter Holt Harvey.



Sinead Ryan resides in Bright and holds a qualification in Management Science and Industrial System Studies. Sinead has a background in general management and business transformation, predominately in the retail and the power industries. Sinead is currently employed by Deloitte Touche Tohmatsu as Contract Principal. Pre-appointment paperwork is currently being prepared for the new members including a formal letter of offer, police check, confidentiality agreement and conflict of interest declaration. Appointment by Council would be subject to the satisfactory completion and return of all documents prior to commencement and attendance at the first meeting.

IMPLICATIONS

Financial

Independent audit committee members are paid an attendance allowance of \$200 per meeting. The Chairperson is paid \$400 per meeting.

Legislative Issues

The Local Government Act (the Act) requires the following relating to financial management:

Section 139 requires Council to have an audit committee and act within the guidelines made by the minister for Audit Committees.

Section 136 requires Council to implement the principles of sound financial management.

2013-2017 Council Plan	
Strategic Objective 5.2	To manage resources well to ensure sustainability
2013/14 Budget	
Strategic Objective 2.5	Performance focused organisation

CONCLUSION

A rigorous recruitment process was undertaken for independent audit committee members and the calibre of both applicants is outstanding. It is recommended that Council appoint the recommended applicants to the audit committee for a three year term.

DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the Local Government Act 1989, the following officers declare that they have no interest to disclose in providing this report:

- Manager Corporate Services
- Director Corporate Performance
- Chief Executive Officer

ATTACHMENTS

Nil



8.3 ACTING DIRECTOR ASSETS – RORY HAZELDINE

8.3.1 Petition - Proposed Extension of Rail Trail from Germantown to Freeburgh

File Number: 1766.10

INTRODUCTION

The purpose of this report is to inform Council and to provide response to a petition for a proposed extension of the Rail Trail (shared trail) from Germantown to the east border of Freeburgh.

Cr Vonarx

Cr Pearce

That Council:

- 1. Note the petition for a proposed extension of the Rail Trail from Germantown to the East border of Freeburgh.*
- 2. Note that a proposed extension of the shared trail from Germantown to Webster's Lane in Freeburgh is listed in Council's Strategic Project Pipeline.*
- 3. Advise the main proponent that Council's \$200,000 annual commitment to new paths and trails is proposed to be allocated to commence other higher priority projects (i.e. Pebble Beach Walk Extension in Mount Beauty) in the draft 2016-17 Capital Works Budget.*
- 4. Advise the main proponent by 30 June 2016 of the most likely period that the proposed project (extension of the shared trail from Germantown to Webster's Lane in Freeburgh) will be delivered, noting that project delivery into the longer term future is subject to many factors (e.g. future Councils, maintaining an ongoing \$200,000 annual commitment to new paths trails).*

Carried

BACKGROUND

In November 2011 a 'Harrierville Bike Trail' scoping study was completed. Potential trail alignments between Bright and Harrierville were investigated, resulting in a preferred route being recommended.

In 2013, Council secured \$1M of State Government funding to progress stage 1 of the project. A detailed investigation was carried out at the Bright and Harrierville extremities of the trail.

In 2014, a 5 km section of shared trail was completed from Centenary Park in Bright through to Germantown Bridge, and a further 5 km section from Pioneer Park in Harrierville to Stony Creek.

A petition for the extension of the Rail Trail from Germantown to the East border of Freeburgh was received on 15 February 2016. The petition has 468 signatures, and the accompanying letter notes 'over 100 likes' on the Facebook page 'Ride to Freeburgh'. The wording of the petition is:



I support the extension of the rail trail from Germantown Bridge to the east side of Freeburgh, which is approximately 6km long. It is currently a dangerous stretch of road for all users - tourists and residents alike. I would utilise the Rail Trail as a cyclist, jogger or walker.

ISSUES

The following points should be considered in relation to the proposed extension of the shared trail from the current termination point at Germantown Bridge, through to Webster's Lane in Freeburgh:

- Council recently completed two 5 km stretches of shared trail between Bright and Harrierville, with \$1M State Government funding.
- Council has made a commitment to invest approximately \$200,000 annually on new paths and trails across the shire for a four-year period, from 2014-15 to 2017-18. To date, Council has delivered the following projects under this commitment:
 - 2014-15 - Widening the rail trail within Bright (railway station to town entry)
 - 2015-16 - Strategic path connections across the Shire.
- The new Freeburgh Bridge will include a shared path lane and provide a river crossing for a shared trail between Germantown Bridge and the east side of Freeburgh. It is estimated that a standalone shared trail crossing would have added \$100,000 to the proposed shared trail project.

POLICY IMPLICATIONS

This proposal in the petition is consistent with the following Strategic Objectives of the Council Plan:

- 3.1 - To support the health and wellbeing of communities
- 4.1 - To effectively plan and deliver strategic and major projects
- 4.2 - To support investment and existing enterprise.

FINANCIAL AND RESOURCE IMPLICATIONS

The preliminary cost estimate for the project is \$210,000, for a 4.3km extension of the shared trail from the current termination point at Germantown Bridge, through to Webster's Lane in Freeburgh. Council has made a commitment to invest approximately \$200,000 annually on new paths and trails across the shire for a four-year period, from 2014-15 to 2017-18. Council has not made a commitment to complete the proposed trail, however will be considering the draft Council Budget for 2016-17 in the coming months.

CONSULTATION

The proposed route of the shared trail between Germantown Bridge and Freeburgh Bridge passes through Crown Land managed by Parks Victoria along an existing



Telstra easement. Parks Victoria has been engaged during the scoping study, and is aware of the potential shared trail project.

Between Freeburgh Bridge and Webster's Lane in Freeburgh, the proposed route passes through the road reserve for the Great Alpine Road, managed by VicRoads.

Each of Parks Victoria, VicRoads and Telstra will need to be included in the Stakeholder Engagement Plan for the project.

CONCLUSION

A petition with 468 signatures has been received for a proposed Rail Trail from Germantown to the East border of Freeburgh. This project is included in Council's Strategic Project Pipeline, however it is proposed that other higher priority projects (i.e. Pebble Beach Walk Extension in Mount Beauty) be included in the draft 2016-17 Capital Works Budget.

DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the *Local Government Act 1989*, the following officers declare that they have no interests to disclose in providing this report.

- Manager Asset Development
- Director Assets

ATTACHMENT(S)

- 8.3.1 Document Number 3319 received 15 February 2016 titled "Extension of Rail Trail from Germantown to East border of Freeburgh"



8.3.2 Contract CT16009 - Alpine Events Park: Hero Trail Design and Construction

File Number: 1780.87

INTRODUCTION

This report relates to the award of the contract for the management of the design and construction element of the 'Hero Trail' as part of the Alpine Events Park project. The Hero Trail is a feature mountain bike trail constructed within Mystic MTB Park and is expected to be a major attraction for cycle based tourism within Alpine Shire. At the completion of the Alpine Events Park project works, the Hero Trail will link Mystic MTB Park to Pioneer Park.

Cr Vonarx

Cr Farrell

That Council:

- 1. Approve a procedural exemption from Council's Procurement Policy for the procurement of the management of the Design and Construction of the Hero Trail, which is part of the Alpine Events Park project.*
- 2. Award Contract No. CT16009 Hero Trail Design and Construction to Alpine Community Plantation for the lump sum price of \$175,000 (excl. GST).*
- 3. Note that contract award is subject to the signing of the Funding Agreement between the Federal Department of Infrastructure and Regional Development (DIRD) and Alpine Shire Council for the Alpine Events Park project.*

Carried

BACKGROUND

The objective of the Hero Trail is to deliver a high quality mountain bike trail that is connected to both the Mystic MTB Park and Pioneer Park as part of a larger project that will increase the functionality of Pioneer Park to enable hosting of large scale events.

The proposed works will include the design and construction of a feature mountain bike trail, suitable for recreational as well as competitive use. The trail will reflect international best practice trail construction and course guidelines.

Funding for the Alpine Events Park project is based around regional economic development. The Hero Trail is relevant to a broad market segment with the aim of attracting new visitors to Bright and surrounding areas.

As land manager, and financial partners of the project it is proposed that Alpine Community Plantation (ACP) manage the design and construction of the Hero Trail. This approach to trail delivery allows the greatest level of ownership and engagement of the project by ACP with its stakeholders including the Alpine Cycling Club, who have committed \$25,000 in-kind support to the project.



A description of the broader Alpine Events Park project has been included in Attachment 1.

ISSUES

The direct award of the contract to ACP to manage the design and construction of the Hero Trail as sole source is founded on ACP being a financial partner in the Alpine Events Park project and an agreement between Council and ACP at the time of the funding application. At this time it was agreed between Council and ACP that:

- ACP would be a financial partner to the Alpine Events Park project
- \$200,000 of the total project budget is directed to ACP to manage the trail construction element of the Alpine Events Park project. Refer to Attachment 2 - ACP File Note 10/11/14.

The \$200,000 project budget for the Hero Trail element comprises:

- \$175,000 (GST excl.) cash
- \$25,000 in-kind support from the Alpine Cycling Club

As of 22 March 2016 the Funding Agreement between ASC and DIRD has not been signed. The details of the agreement have been finalised and are undergoing quality assurance review at DIRD. It is expected that the agreement will be signed by mid-April 2016. Subject to the execution of the funding agreement, the contract with ACP can be awarded with 50% of the cost to be paid by DIRD.

POLICY IMPLICATIONS

This recommendation is consistent with the following Strategic Objectives of the Council Plan:

- 3.1 - To support the health and wellbeing of communities
- 4.1 - To effectively plan and deliver strategic and major projects
- 4.2 - To support investment and existing enterprise.

Under Section 186 of the Local Government Act 1989 (Act) Council has the discretion to establish its own business rules for the procurement of goods and services with a value less than \$150,000 (incl. GST) and works with a value less than \$200,000 (incl. GST). The value of works for this contact is (\$175,000 excl. GST), consequently Council Procurement Policy applies.

Council's policy advises that for purchases of \$150,000 or more the appropriate method for procurement is an Invitation to Tender process. Approval is sought for a procedural exemption from Council's Procurement Policy for the procurement of the management of the Hero Trail Design and Construction.

Dispensation is sought from running an Invitation To Tender Process and to directly award the contract for the management of the Hero Trail Design and Construction to ACP for a lump sum of \$175,000 (excl. GST).



This approach is founded on the agreement between Council and ACP at the time of the funding application for the Alpine Events Park project, refer to Attachment 2 for supporting information.

ACP is well positioned to deliver this project. It is the land manager, a financial project partner, has a good understanding of the project and sound governance arrangements, including its own procurement policy, ensuring prudent and efficient delivery of Hero Trail. ACP will also be required to comply with the conditions included in Council's funding agreement with DIRD.

FINANCIAL AND RESOURCE IMPLICATIONS

There is allocation for this expenditure within the AEP project budget (\$3.87m), of which 50% is funded through the National Stronger Regions Fund. However, due to the timing of the funding announcement this expenditure is not included in the 2015/16 Council Budget.

CONSULTATION

Noting the agreement between Council and ACP at the time of funding submission, community consultation regarding this appointment has been via the Alpine Events Park Community Working Group. This project specific group represents the financial partners of the project (HVP Plantations, United Bright Football & Netball Club, Alpine Cycling Club and Alpine Community Plantation), existing user groups of Pioneer Park, and local business through the Bright chamber of Commerce.

Council officers have spent significant time with this group since the announcement of funding and members are aware of the intention to appoint ACP following the signing of the Funding Agreement.

CONCLUSION

Subject to the signing of the Funding Agreement with DIRD, it is recommended that Council award the contract for design and construction of the Hero Trail to ACP.

DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the *Local Government Act 1989*, the following officers declare that they have no interests to disclose in providing this report.

- Project Manager
- Manager Asset Development
- Director Assets

ATTACHMENT(S)

- 8.3.2 Attachment 1 - Alpine Events Park Project background
- 8.3.2 Attachment 2 - Alpine Community Plantations file note 10/11/2014



8.4 DIRECTOR SUSTAINABLE DEVELOPMENT – HEATHER GREEN

8.4.1 Alpine Amendment C51 - Review of the Heritage Overlay to include new properties of heritage significance

File Number: 1468.51

INTRODUCTION

The purpose of this report is to:

1. Advise Council of proposed Amendment C51 which reviews existing and adds new properties of heritage significance to the Heritage Overlay.
2. Recommends that Council seek authorisation from the Minister for Planning to prepare Amendment C51, and when authorised, exhibit the amendment.

Cr Pearce

Cr Farrell

The vote was 3 for and 3 against the motion and the Mayor used his casting vote to approve the motion.

That Council:

1. *Request under Section 8A (2) and (3) of the Planning and Environment Act 1987 that the Minister for Planning authorise Alpine Shire Council to prepare Amendment C51 to the Alpine Planning Scheme;*
2. *Notify the Minister for Planning that when it exhibits Amendment C51, Alpine Shire Council intends to give full notification of the amendment under Section 19 of the Planning and Environment Act 1987 for the minimum statutory exhibition period of one month; and*
3. *When authorised by the Minister for Planning, exhibit Amendment C51 to the Alpine Planning Scheme under Section 19 of the Planning and Environment Act 1987.*

Carried

Cr Roper call for a division

For motion: Crs Farrell, Vonarx and Janas

Against motion: Crs Pearce, Forsyth and Roper

Cr Janas used his casting vote in the affirmative.

BACKGROUND

The Schedule to the Heritage Overlay was last reviewed in March 2013 under Amendment VC85 which updated the Schedule in line with the heritage database which is administered by State Government (Department of Environment, Land, Water & Planning). The database has a list of buildings and sites (properties) which have either historical or archaeological significance within the municipality.



Specifically, for those properties listed on the Heritage Register it is good practice for them to be included in the Local Planning Scheme's Schedule to the Heritage Overlay.

Prior to the 2013 update two reports were prepared which looked at the history within the Alpine Shire municipality with a further, later, report identifying properties for inclusion within the Schedule to the Heritage Overlay. In 2004 a Thematic Environmental History of the Alpine Shire was prepared by LRG M Services which detailed the history of the municipality. In 2008 the Historical Archaeological Report was prepared by RJ Kaufman of LRG M Services which provided details of properties that could be included in a review of the Schedule to the Heritage Overlay.

Amendment C51 reviews the existing Schedule to the Heritage Overlay to check its currency including deleting properties that no longer exist and updating the addresses of properties from parcel numbers (where possible) to postal addresses. The revised Schedule has drawn on the 2004 and 2008 reports and includes new properties recommended for inclusion in the Schedule as identified in these reports that add to the historical significance of the Alpine Shire's history and archaeology.

Heritage is increasingly forming a large part of the Shire's visitor attractions encouraging visitors to come to the municipality throughout the year and ensuring that we offer all year round attractions. Heritage tourism is an important contributor to our local economy. In fact cultural and heritage tourism is one of the few tourism sectors that is growing and at the same time produces a higher yield in APEC regions. In the Alpine Shire municipality our rivers, creeks, parks, forests mining sites and township histories with mining legacies all provide an opportunity to grow this growing tourism sector.

This amendment also includes referencing the Wandiligong Heritage Guidelines. Wandiligong is currently on the Schedule to the Heritage Overlay as a heritage precinct as well as acknowledging individual buildings and sites. The Wandiligong Heritage Guidelines have been used as part of the process of assessing and granting planning permits for buildings and works in the town. The inclusion of these guidelines in this amendment formalises that process.

ISSUES

The Alpine Planning Scheme does require Council to take action to ensure that its places of local heritage significance are identified and protected. Specifically, the Alpine Shire Planning Scheme contains a provision under Clause 43.01 "*to conserve and enhance those elements which contribute to the significance of heritage places*", and "*ensure that development does not adversely affect the significance of heritage places*". To this extent this amendment satisfies the planning scheme requirements.

The review of the Schedule to the Heritage Overlay is likely to generate submissions when the Amendment is exhibited. It is proposed to write to all those property owners who are going to be affected by the Schedule with a personalised letter and Frequently Asked Questions fact sheet to increase understanding of the value of heritage within the Shire and to dispel any myths about what the application of the Heritage Overlay means. A draft FAQ is attached in Appendix A.



Not all the recommendations in the 2004 and 2008 have been included in the Schedule this is because a site visit to some of the sites has not been carried out due to weather and topographical conditions. It has been important to undertake site visits as many of the citations were written a few years ago. For example a citation on the Mudgegonga Hall was carried out in May 2004. Since this time works have occurred on the building and the original features listed as of historical significance have changed. Therefore this building has not been included in the Schedule. A complete list of properties that have been included or changed (such as the property address) has been included in Appendix B.

It is likely that another amendment dealing with the heritage properties that can't be included in this amendment will be forth coming in the future.

There are areas that have been given heritage significance and indeed could form a precinct. These include Mount Beauty and Bogong Village. While they have heritage significance it may be more prudent to consider a different overlay such as a Design and Development Overlay to ensure the *character* of these towns remain. This requires further investigation and if deemed appropriate will be the subject of a separate amendment.

POLICY IMPLICATIONS

The amendment will amend some of the strategic directions for land use related to heritage in Alpine Shire, including amending policy directions for protection and conservation of significant heritage items through the review of the Schedule to Heritage Overlay.

This complements Council's own policies and strategies namely the Alpine Shire Council Plan 2013-2017 (review 2015).

The amendment links to and implements the Council Plan, in particular the themes:

- Enhance the environment and liveability; and,
- Prosperous economy, employment and investment.

The amendment links to and implements the whole of the Alpine Shire 2030 Community Vision (2010 review), that is the vision and five out of the seven key directions of:

2. Sympathetic and balanced development;
3. Economic prosperity;
4. Identity and character of our towns, villages and rural communities;
5. Services and facilities (health, wellbeing and lifestyle);
6. Linkages between communities; and,

The amendment also meets Council's obligations under the Local government Act 1989 Sections 126(2A and 2B) relating to the four-year Strategic Resource Plan.



FINANCIAL AND RESOURCE IMPLICATIONS

The review of the Schedule to the Heritage Overlay was largely completed in house. The two reports of 2004 and 2008 were undertaken using funding sourced from State Government. This also provided some funding to undertake preliminary work on a planning scheme amendment to implement the report(s) findings.

The revised Schedule to the Heritage Overlay will promote economic opportunities by providing attractors to year round tourism.

Amendment C51 has been prepared using internal resources. Exhibition costs for the amendment will be funded from the 2015/2016 budget as a Panel hearing was not required for Amendment C39 (Review of the Local Planning Policy Framework and the insertion of the Rural Land Strategy).

CONSULTATION

No formal consultations on the amendment have been carried out with the community and agency stakeholders. Consultations arising as a result of the reports of 2004 and 2008 are too old to be considered in this amendment as forming part of any formal consultation process. However these consultations did not result in any negative issues in relation to the properties affected by this proposed amendment that could not be resolved. As heritage can be a sensitive issue consultation for exhibition will include a detailed letter to those property owners whose property is to be included in the Schedule to the Heritage Overlay. This letter will include the individual heritage citation on the property along with the FAQ sheet.

Full notice of the amendment will be provided across the municipality through letters to those owners and occupiers affected by the amendment, newspaper and gazette notices, websites for council and DELWP and social media outlets.

In the event of unresolved submissions being received, submissions will be referred to an independent panel for consideration.

TIMING

This section has been added to provide an indication of the likely timings of a planning scheme amendment taking into account caretaker period. During caretaker period it will not be possible to seek a resolution on a planning scheme amendment. It is considered that this amendment has time to follow the full process within the appropriate timescale.

Council meeting: Tuesday 5th April - get resolution to prepare and exhibit amendment.

Authorisation: Wednesday 6th April - Planning Scheme Amendment documents sent to Minister for Planning.

Exhibition: Thursday 28th April - all notices are provided under the Planning and Environment Act with the final notice being to the Government Gazette on Thursday 28th April.

Submissions close: Friday 27th May.



Report to council - Tuesday 5th July (timings are tight so it may be necessary to go to Council on Tuesday 2nd August) - requesting endorsement of Amendment and approval to go to Minister for Planning for final Approval (final stage in process).

CONCLUSION

Council has used existing reports written in 2004 and 2008 that identify historical data and properties of significance to be included in a revision of the Schedule to the Heritage Overlay. Proposed amendment C51 will improve the effectiveness of the Alpine Planning Scheme by implementing the findings of this revision and in doing so acknowledge the Shire's heritage and associated properties.

This report recommends that Council seek authorisation from the Minister for Planning to prepare the amendment, and when authorised, exhibit the amendment to provide for community and agency input.

DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the *Local Government Act 1989*, officers providing advice to Council must disclose any interests, including the type of interest. The following officers declare that they have no interests to disclose in providing this report.

- Strategic Planner;
- Manager Planning and Amenity;
- Director Sustainable Development

ATTACHMENT(S)

- 8.4.1 Appendix A - Frequently Asked Questions and Information sheet
- 8.4.1 Appendix B - List of changes to the Heritage Overlay



8.4.2 Dinner Plain Advisory Committee Meetings and Recommendations

File Number: 110.02

INTRODUCTION

The Dinner Plain Advisory Committee (“DPAC”) meets on a quarterly basis in Dinner Plain with Council representation by: Director of Sustainable Development, the Manager of Economic and Community Development and the Dinner Plain Marketing and Events Support Officer. Minutes are attached from the recent meeting of 25 February 2016.

Cr Pearce

Cr Forsyth

That:

- 1. the minutes of the Dinner Plain Advisory Committee meeting 25 February 2016 be noted.*
- 2. Howling Huskys be endorsed to operate sled dog tours in Dinner Plain for the 2016 winter season with an option for a further two years agreement upon satisfactory completion of the 2016 winter season.*
- 3. Council notes Dinner Plain Advisory Committees recommendation for no increase to the Special Rate applied to ratepayers for the 2016/2017 FY and the increases to the “marketing” and “events” expenditure lines for the 2016/2017 Financial Year.*

Carried

BACKGROUND

Most items raised at the DPAC meetings are matters that can be dealt with operationally by Council officers and within budget. Therefore Council is required to make limited decisions – (minutes of DPAC meetings are located on Councils website). The recent DPAC meeting on 25 February 2016, the following items were discussed:

- Recent resignation of the Dinner Plain Coordinator;
- Recent temporary appointment to a Dinner Plain Marketing and Events Officer role;
- Special Rate Survey to be undertaken with property owners (April 2016);
- Dinner Plain Finance Audit;
- Pre-feasibility report for an oval – preliminary report received;
- Picnic table installation at the playground;
- Improvements to ski slope and toboggan run;
- Regional Digital Platform website rollout;



- Public Wi-Fi – request for quote process;
- Dinner Plain Residents Business Operators Society invitation for an executive member to attend DPAC meetings as a non-voting member;
- Capital Project Pipeline;
- Planning – an update from responsible officer;
- Quarterly Finance report;
- Draft Budget 2016/2017;
- Issues with venues operating over the summer;
- 30th Anniversary Celebration Event – Expression of Interest.

ISSUES

The following matters require Councils consideration and decision:

Sled Dog tour Operator:

An expression of interest was sought for an operator to run sled dog tours in Dinner Plain for the 2016 winter season. Two submissions were received. Howling Huskys submission sufficiently addressed all selection criteria of the expression of interest with the most important criteria being the availability of the operator to run tours any day of the week throughout the winter season.

Sled Dog Tour Operators pay a fee of \$250 for an Operator Licence to operate tours on Council's land and to cover administrative costs. The Operator is responsible for the grooming of their own trails. There is no rental fee for the use of Crisps Hut in the first year; however, a rental fee will be negotiated in years two and three. Due to limitations of trail availability and a space (building) for an operator to operate from, only one Sled Dog Tour operator is engaged year on year to operate tours.

DPAC recommendation to Council: That Council endorse Howling Huskys to operate sled dog tours for winter 2016 in Dinner Plain with the option to extend for a further two year at the end of winter 2016.

Budget 2016/2017:

A draft of the 2016/2017 financial year budget was discussed at the DPAC meeting, including forecast of Special Rate income and expenditure.

DPAC recommendation to Council: (1) That the Special Rate applied to property owners not be increased for the 2016/2017 financial year; (2) That Marketing activity expenditure in the budget to be presented to Council be increased to \$100,000; (3) That Event expenditure in the budget to be presented to Council be increased to \$80,000. The budget with the revised figures will be presented to Council as part of the whole of Council budget.

Dinner Plain Special Rate Survey:

The survey will be undertaken with property owners in April. Results will be presented to Council for consideration at a future Council meeting and will inform the 2016/2017 financial year budget.



FINANCIAL AND RESOURCE IMPLICATIONS

Budget 2016/2017 – Special Rate:

Income:

DPAC recommendation to Council that the Special Rate not be increased for the 2016/2017 financial year. The income forecast for the financial year is \$564,045.

Expenditure:

DPAC has recommended to Council that the “marketing” and “event” activities expenditure lines be increased to \$100,000 and \$80,000 respectively. Most other expenditure lines are fixed costs, contracted costs and a portion of associated costs for a resource to deliver services. The increase to “marketing” and “event” activities will result in an overspend to the forecast income. DPAC is recommending that the \$28,099 overspend is taken from the reserve balance. This is for Council to consider when the budget is presented at a later date.

Special Rate 2016/2017 Budget	
Forecast Income:	\$564,045
Forecast Expenditure:	
Marketing	\$100,000
Events	\$ 80,000
Bus Service (winter)	\$185,000
Dinner Plain TV Maintenance	\$ 2,000
Nordic Trail Grooming	\$ 59,500
Road Snow Clearing	\$125,000
Employee Costs	\$ 40,644
Total	\$592,144

CONSULTATION

Consultation has occurred through DPAC, and through other informal discussions and correspondence with business operators and rate payers.

CONCLUSION

The recommendations of DPAC provide a clear pathway for Council.

DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the Local Government Act 1989, the following officers declare that they have no interests to disclose in providing this report.

- Manager Economic and Community Development
- Director Sustainable Development

ATTACHMENT(S)

- 8.4.2 Dinner Plain Minutes - 25 February 2016
- 8.4.2 Dinner Plain Action log - 25 February 2016



8.4.3 Building Resilience in Business across Alpine Shire - Community Resilience Committee

File Number: 1780.70

INTRODUCTION

A grant was received from Regional Development Victoria (RDV) to build resilience in business across Alpine Shire. The intent of the grant was to introduce Business Continuity Planning to businesses. After the "Harrietville" fires in 2013 it was very apparent that businesses did not have a plan to cope with a disruption of "business as usual".

The Building Resilience in Business across Alpine Shire project is now complete.

Cr Pearce

Cr Vonarx

That Council:

- 1. note the completion of this project and the key achievements; and*
- 2. be aware of this project and the opportunity presented to businesses across Alpine Shire to develop a plan to cope with any disruptions to their normal business.*

Carried

BACKGROUND

The bushfires in January 2013 had a massive economic impact on businesses in Harrietville. They did not have a plan to cope with this sort of disruption.

The Alpine Shire Council's Community Resilience Committee (ASC CRC) recognised this problem and applied for a grant from RDV to build resilience in businesses across Alpine Shire.

A tender was put out to invite a consultant to:

- Conduct five workshops around the shire. These were held in Harrietville, Bright, Myrtleford, Mount Beauty and one specifically for farmers (Myrtleford).
- Provide one-on-one consultations after the workshops to help individual businesses complete their plans.
- Provide materials that could be posted on the ASC's website for anyone to use at any time.

The successful tenderer was AgBiz Assist and the consultant, who conducted the workshops, was Jan Barned, Financial Management Trainer.

The Community Development Officer, Alpine Shire Council, liaised with the consultants and the business community to promote this program and to encourage businesses to take advantage of this opportunity.



ISSUES

There is an obvious need for businesses to develop Business Continuity Plans. Alpine Shire is prone to natural disasters, whether it be bushfires, floods, storms, landslips; all of these events can negatively impact on a business. In some cases, the impact is so severe businesses will have to close; in other cases the loss of income due to disruption may take many years to recover from.

This project highlighted disruptions to business need not always be as a result of a natural disaster. Disruptions could include loss of suppliers, changes in government regulations, a global financial shock, loss of IT systems which have not been backed up and prolonged power outage.

From the workshops undertaken across the shire the following issues were raised:

- All participants agreed they were not prepared for a disruption to their business.
- All participants thought the workshops were very well conducted and the materials provided were relevant and easy to use.
- Participants wondered where they would get the time to prepare their Business Continuity Plan due to the pressures of their business.

In response to these issues templates are now available on the ASC's website for anyone to use.

What did we learn?

- It was difficult to convince the various business groups to really encourage this project with their members.
- The take up of this offer by businesses was not as big as originally planned for.
- This process prompted one farmer to complete succession planning for his farms.

Where to from here?

All businesses who attended the workshops will be encouraged to complete their business continuity plans and may still receive free one-on-one consultations from AgBiz Assist.

POLICY IMPLICATIONS

This project is consistent with the:

1. Council Plan 2013-17:
 - a. Strategy 1.3.1: Proactively manage emergency response and recovery
 - b. Strategy 3.2.1: Strengthen the capacity and resilience of communities.
2. 2030 Community Vision: Key Direction Seven: Enhancing Our Strong and Safe Communities.
3. Liveability Plan 2013-17 - Sustainability - To ensure community resilience as key to Council decision making.



FINANCIAL AND RESOURCE IMPLICATIONS

Funding of \$80,000 was granted from the Resilient Communities Program, Regional Development Victoria with "In Kind" funds of \$35,000 promised from Alpine Shire Council.

On completion of the project \$72,710 of the grant was expended and \$24,650 "In Kind" from Alpine Shire Council was used.

This project came in under budget because the tender process resulted in a project price below original estimates and the catering and venue hire was less than predicted.

This project has been acquitted and accepted by RDV.

CONSULTATION

Consultation with the community for this project was wide ranging. The following was done:

- a. Contact was made with the business/tourism associations in Bright, Myrtleford, Mount Beauty, Harrierville and Dinner Plain.
- b. Advertisements were placed in the local papers
- c. A "Resilience Column" was dedicated to this project, encouraging people to attend the workshops.
- d. Notices were posted on ASC's website and Facebook page.
- e. A personalised mail out to all businesses in Myrtleford and district.
- f. Notices distributed through email address lists in various communities e.g. Mudgegonga and Harrierville.
- g. Interview with Alpine Radio.
- h. Invitation extended to businesses to participate in this project via the TAFCO newsletter

CONCLUSION

All participants, who attended the workshops, acknowledged that a Business Continuity Plan for their business would be beneficial, not only to cope with a disruption but to develop better processes and systems.

Business Continuity Planning should be normal business practice for all businesses. This will become an issue at various times, especially after a disaster. Alpine Shire Council needs to be aware of the benefits of this planning, particularly in our roles of recovery and building resilience.

All templates are available under the Emergency tab on Councils website which can be found at: www.alpineshire.vic.gov.au

**DECLARATION OF CONFLICT OF INTEREST**

Under Section 80C of the *Local Government Act 1989*, the following officers declare that they have no interests to disclose in providing this report.

- Community Development Officer
- Manager Economic and Community Development
- Director Sustainable Development

ATTACHMENT(S)

- Nil



9 ASSEMBLY OF COUNCILLORS

INTRODUCTION

Section 80A of the *Local Government Act 1989* requires a written record of Assemblies of Councillors to be reported at an ordinary meeting of the Council and to be incorporated in the minutes of the Council meeting.

Cr Vonarx

Cr Farrell

That the summary of the Assemblies of Councillors for March 2016 be received.

Carried

BACKGROUND

The written records of the assemblies held during the previous month are summarised below. Detailed assembly records can be found in Attachment 8.0 to this report.

Date	Meeting
1 March	Briefing Session
15 March	Briefing Session
29 March	Briefing Session

ATTACHMENT(S)

- 9.0 Assemblies of Councillors - March 2016



10 PRESENTATION OF REPORTS BY DELEGATES

INTRODUCTION

Councillor representation on various committees occurs where Council has an interest. Delegate reports contain information about meetings attended, and the outcomes of those meetings that affect Council.

Cr Farrell

Cr Forsyth

That the summary of the presentation of reports by delegates for March 2016 be received.

Carried

BACKGROUND

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

Date	Meeting	Councillor
7 March	North East Waste Resource & Recovery	Cr Ron Janas
18 March	Municipal Emergency Management	Cr Ron Janas

ATTACHMENT(S)

- 10.0 Presentation of Reports by Delegates - March 2016



11 GENERAL BUSINESS

Cr Farrell – Bright Museum has requested money for maintenance has this been included in the draft budget. The Acting Director of Assets advised that it is being considered in the draft budget.

12 MOTIONS FOR WHICH NOTICE HAS PREVIOUSLY BEEN GIVEN

Nil

13 RECEPTION AND READING OF PETITIONS - BRIGHT SPORTS CENTRE

13.1.1 Bright Sports Centre Extended Hours petition

INTRODUCTION

A petition has been received to:

- 'extend the hours of the Bright Sports Centre to remain open all day, 7 days per week, to improve access for the whole community and enhance health outcomes; and
- lower membership and usage fees so that a broader range of community can afford to use the facility'.

The purpose of this report is to receive the petition and to identify both issues for consideration in the 2016/17 budget.

Cr Pearce

Cr Farrell

That:

1. *the 'Bright Sports Centre Extended Hours' petition be received*
2. *Council resolve to consider the petition at this meeting*
3. *equipment and technology necessary to allow unsupervised access to the dry areas of the Bright Sports Centre be added to the Strategic Projects Pipeline for prioritisation and 2016/17 budget consideration*
4. *Bright Sports Centre membership and usage fees be reviewed as part of the 2016/17 budget process, and*
5. *the main proponent of the petition be advised of these outcomes*

Carried

BACKGROUND

The Bright Sports Centre has been operated by Council since 2009. The centre offers a gym, spin classes, group exercise room, indoor heated activity pool, squash courts and change rooms. The current opening hours are:

Monday to Thursday - 7am to 1pm, and 4pm to 8pm

Friday - 7am to 1pm, and 3pm to 7pm



Saturday - 9am to midday

Sunday - closed

A recent member survey identified limited access as a key issue. The petition (with 104 signatures) supports this finding.

24/7 and extended hours fitness centres are now common across Australia with four major chains operating approximately 700 centres, and numerous independent or small chain operators also adopting this model. A 24/7 fitness centre is now operating in Beechworth.

The recent opening of the Alpine Fitness Centre in Bright offers a range of programs including small group exercise, personal training and specialised training programs. This facility currently does not open after 7pm Monday to Friday, and 12pm Saturday.

ISSUES

The key barriers to the introduction of extended trading hours are supervision and staff costs, but technology and systems supporting low or non-staffed operation of fitness centres is now common-place.

The key issues to consider in relation to providing unstaffed access to the Bright Sports Centre are:

- pool access
- opening times
- access
- security
- emergency management
- Pool access

Unsupervised access is only possible in the dry areas of the Bright Sports Centre, all access to the pool and wet area would be locked down when the centre is unsupervised (or low staffed).

Opening Times

24/7 access is not appropriate or desirable due to the centres location in the residential zone, and feedback indicates that 'reasonable' weekday and weekend access would be acceptable. Therefore the following opening hours may be possible:

Monday to Friday - 6am to 10pm

Saturday - 9am to 10pm

Sunday - 9am to 8pm

Access

Controlling access to current members only during unsupervised times would be necessary. RFID technology linked to supporting membership software is commonly used to control access to facilities. Systems utilise movement monitoring technology and security cameras to record individual users and to supervise entry and exit.



Security/Emergency Management

Personal security and emergency response during unsupervised times are critical issues to resolve. Security cameras, duress buttons and personal duress/panic button lanyards worn by the member (and linked to a security service) deliver a satisfactory and common-place solution.

Other considerations

Movement sensitive lighting systems would be necessary to overcome lighting remaining on or not being activated as required.

No members to be allowed to use the facility unsupervised without full induction.

Abuse of access by members will result in cancellation of membership (no refund) and future banning from membership at the centre.

POLICY IMPLICATIONS

This proposal is consistent with the following Council Plan objectives:

3.1 Facilitate increased community participation

5.2.2 Deliver best value programs and services

5.3.2 Deliver effective and innovative process and technology solutions

The introduction of unsupervised access would require the following policy revisions:

- update the current CCTV policy to recognise the Bright Sports Centre, and
- develop a Bright Sports Centre member use and access policy.

FINANCIAL AND RESOURCE IMPLICATIONS

The estimated capital cost of installing the equipment and technology described above to allow safe, unsupervised access to the dry areas of the Bright Sports Centre is \$25,000.

Recurrent costs associated with security monitoring and software licenses would amount to approximately \$3,000 per annum.

Staffing arrangements will be reviewed if this proposal is implemented.

CONSULTATION

Refer to the previously mentioned petition and member's survey.

CONCLUSION

Prioritisation within the Strategic Projects Pipeline and referral to the normal budget development process is the correct methodology to consider this petition. But Council should consider the weight of community support in their deliberations.

**DECLARATION OF CONFLICT OF INTEREST**

Under Section 80C of the *Local Government Act 1989*, the following officers declare that they have no interests to disclose in providing this report.

- Facilities Officer – Recreation and Leisure
- Manager Facilities
- Director Corporate Performance

ATTACHMENT(S)

- 13.1.1 Bright Sports Centre Extended Hours petition



14 DOCUMENTS FOR SEALING

Cr Pearce

Cr Farrell

That the following documents be signed and sealed.

Contract No 15037 dated 11 December 2015 in favour of Southern Cross Developers Pty Ltd for Lakeview Children's Centre.

Carried

15 CONFIDENTIAL REPORT

The following item was deemed by the Chief Executive Officer to be suitable for consideration in closed session in accordance with section 89(2)(c)(d) of the *Local Government Act 1989*.

In accordance with the Act, Council may resolve to consider these issues in open or closed session.

Cr Vonarx

Cr Farrell

That, in accordance with the provision of section 89(2) (c) (d) of the Local Government Act 1989, the meeting be closed to members of the public for consideration of a confidential item.

Carried

Cr Forsyth left the meeting at 8.15pm after declaring a Conflict of Interest and did not return to Council Chamber.

There being no further business the Chairperson declared the meeting closed at 8:18 pm

Confirmed,

.....
Chairperson



ALPINE

SHIRE COUNCIL

Budget Report – 2016/2017

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Mayor's Introduction

It is my pleasure to present the budget for the 2016/17 financial year to the community for comment and public submissions.

This year Council is proud to introduce a budget which focuses on ratepayers and the community through the following initiatives:

- Rate revenue increase of just 2.3%, lower than the 2.5% cap set by the State Government.
- Lowering the Dinner Plain special rate from 80% of the general rate to 43% of the general rate, saving the average Dinner Plain ratepayer \$417.
- Reducing the early bird family season pool pass from \$99 to \$89.
- The lowest employee costs since 2010, while still maintaining a high level of service for our communities.

This budget also delivers one of Council's largest ever capital works programs of \$9.4 million with a number of exciting projects to commence including:

- Alpine Better Places in Porepunkah and Bright and planning works to commence in Myrtleford;
- Alpine Events Centre;
- Mount Beauty library redevelopment; and
- Road and bridge renewal works of over \$2.7 million.

With the reduction in operational costs comes a renewed capacity to put more money into capital works and deliver projects that:

- Support and build community safety and wellbeing;
- Attract visitors and investment; and
- Boost the local economy.

This budget shows that we are delivering on our commitment to reduce recurring operational spending, keeping the cost to ratepayers as low as possible and redirecting funds to important capital works rather than to the day-to-day cost of running Council.

We are fortunate to live in a shire that is unrivalled in natural beauty, boasts close-knit and supportive communities and attracts tens of thousands of visitors each year. Council recognises the importance of infrastructure and facilities that support our residents and encourage growth.

This budget aims to strike a balance between a low rate increase and a strong capital works program, to achieve on-the-ground benefits for our ratepayers and communities.

Cr Ron Janas
Mayor

Executive summary

Council has prepared a Budget for 2016/17 which is aligned to the vision in the Council Plan 2013/17. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this with a lower rate increase than that mandated by the State Government.

This Budget projects a surplus of \$1.8 million which is influenced by:

- Rates and charges revenue only increasing by 2.3% and a reduction in the Dinner Plain special rate from 80% of the general rate to 43% of the general rate.
- Reduction on previous years employee costs of \$1.1 million to \$8.2 million. This is mainly attributed to HACC services being recommissioned to another provider by the Department of Health and Human Services. This is partly offset by only applying a 1.5% increment to salaries and wages in 2016/17 and projected in the long term financial plan.
- Additional Roads to Recovery (R2R) funding expected to be received in 2016/17 of \$1.2 million.
- Reduction in user fees of \$427K. Partly attributed to the recommissioning of HACC services to another provider by the Department of Health and Human Services. User fees are also down partly due to a reduction in revenue derived from pools and facilities. This is mainly attributed to Council reducing the early bird family seasons pool pass from \$99 to \$89 to increase usage of the pool.

Key things we are funding

Council is focusing on its capital works program to provide greater benefits to the local community. This year the capital works program will be the largest program budgeted at \$9.4 million. Major projects being undertaken by Council are:

- Alpine Better Places – Mafeking Square (\$1.5 million), Myrtleford (\$96K) and Porepunkah (\$1.5 million);
- Alpine Events Park – Bright (\$670K);
- Renewal of roads (\$2.2 million); and
- Renewal of bridges (\$524K).

In addition to capital projects Council is undertaking projects that align with the Council Plan strategic objectives as follows:

Strategic Objective 1: Inspired community leadership

- Transition Myrtleford, Mount Beauty and Bright libraries to Council from High Country Library Corporation with a focus on customer service and process improvement.
- Continue to trial participative budgeting techniques.
- Strategically lobby and network with key decision makers to positively influence funding applications and opportunities.

Strategic Objective 2: Enhancing the environment and liveability

- Develop and implement a holistic strategy for the collection, transfer and disposal of waste, recyclables and green/organic waste.
- Cease landfill operations and transition to a landfill diversion strategy.

- Implement stage one of the Asset Management System to provide greater detail on how Council manages its assets and centralising asset maintenance, finance and valuation requirements.
- Undertake Council's tree planting and maintenance programs.

Strategic Objective 3: Strengthening the community

- Improve affordability and accessibility to community facilities;
- Review of the Municipal Public Health and Wellbeing Plan;
- Undertake year two of the Engage program aimed at capacity building in young people.

Strategic Objective 4: Prosperous economy, employment and investment

- Develop a new Alpine Shire Cycle Guide to assist with promoting North East Victoria as the chosen cycle destination in Australia.
- Event attraction including Spartan and Enduro World series to increase the economic benefit derived within the Alpine Shire.
- Market test operations of the Myrtleford Holiday Park to ensure long term sustainability.
- Review operations of Councils business facilities to achieve optimal efficiency.

Strategic Objective 5: Performance focused organisation

- Develop and implement automated business solutions (priorities include customer requests, time and attendance and purchase to pay).
- Review and update the Long Term Financial Plan (LTFP).
- Implement web based health and safety management system.
- Continue to simplify workflows and procedures.

The Rate Rise

Council's rate revenue rise will be 2.3%. This is likely to be one of the lowest rate revenue increases in the State and lower than the 2.5% order set by the Minister for Local Government on 14 December 2015 under the Fair Go Rates System. Service charges are expected to increase by 2.3% for the average ratepayer which is reflective of the cost to manage the waste business function. Council has also proposed to reduce the rate of the Dinner Plain special rate from 80% of the general rate in the dollar to 43% which will equate to the commercial/industrial rate differential. Overall Council's rates and charges revenue will only increase by 1.2% compared to 2015/16.

Key drivers in determining the rates and charges for the year are:

- To minimise rate increases to ratepayers.
- To fund renewal and upgrade of infrastructure and community assets.
- To fund ongoing service delivery.
- Valuations as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).

Refer Section 7 for further Rates and Charges details.

Budget Influences

External Influences

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

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2016/17 has been set at 2.5%.
- State-wide CPI is forecast to be 2.5% for the 2016/17 year.
- The Victorian Wage Price Index is projected to be 3.25% in 2016/17.
- Indexation freeze of the Victorian Grants Commission funding.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. More information and examples are shown in the section below.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

Internal Influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2016/17 Budget. These matters have arisen from events occurring in the 2015/16 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2016/17 year. These matters and their financial impact are set out below:

- HACC services being recommissioned to another provider by the Department of Health and Human Services effective 30 June 2016.
- Library services being brought in-house with the disbandment of the High Country Library Corporation effective 30 June 2016.
- A rate rise lower than the rate cap.

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 16 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

1. Links to Council Plan
2. Services and service indicators
3. Financial statements
4. Financial performance indicators
5. Grants and borrowings
6. Detailed list of capital works
7. Rates and charges

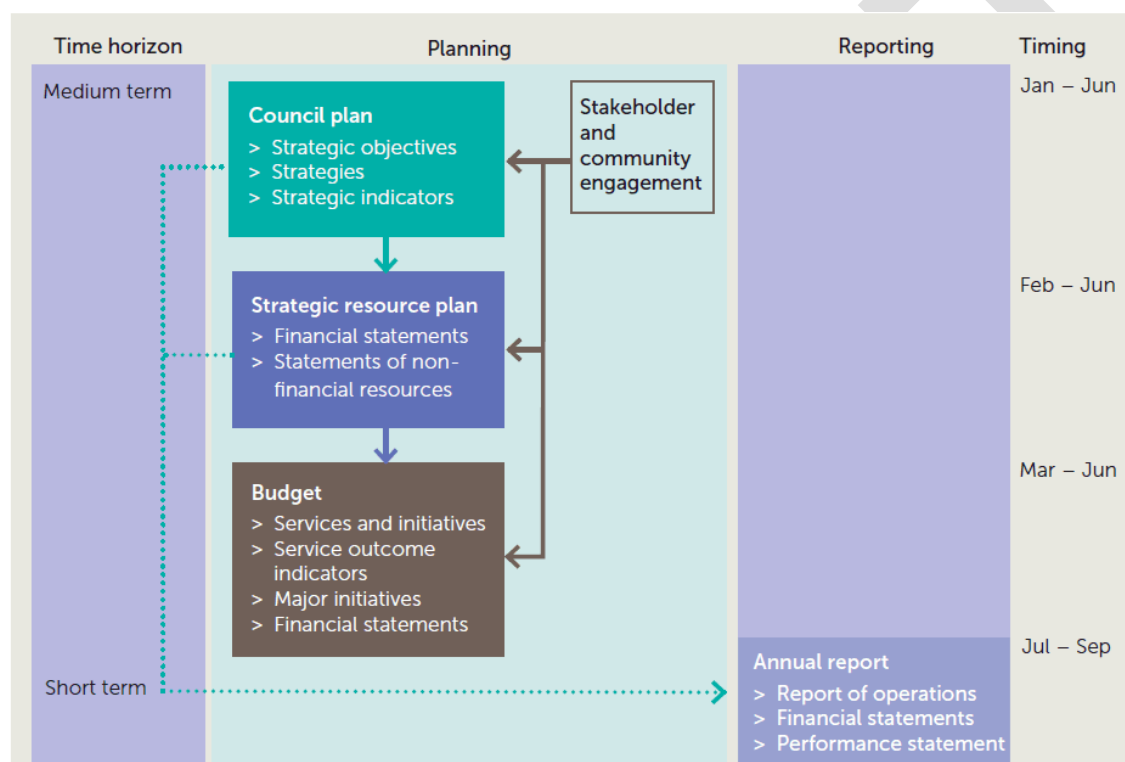
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1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Vision 2030), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

1.1 Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



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

In addition to the above, Council has a long term plan (Vision 2030) which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term financial plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

1.2 Our purpose

Council's vision

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

Alpine Shire 2030 Community Vision

Alpine Shire 2030 Community Vision is committed to planning for and delivering key priorities for the Alpine Shire Community. To achieve this, the Alpine Shire 2030 Community Vision was developed in 2005, and revised in 2010. The vision outlines how the community would like to see the Alpine Shire in 2030. While it is an aspirational document, the key directions in it feed down into the Council Plan, Strategic Resource Plan and Annual Budget, which is Council's means of delivering the vision. The seven key directions are:

- Unspoilt and natural environment;
- Sympathetic and balanced development;
- Economic prosperity;
- Identity and character of our towns, villages and rural communities;
- Services and facilities (health wellbeing and lifestyle);
- Linkages between communities; and
- Enhancing our strong and safe communities.

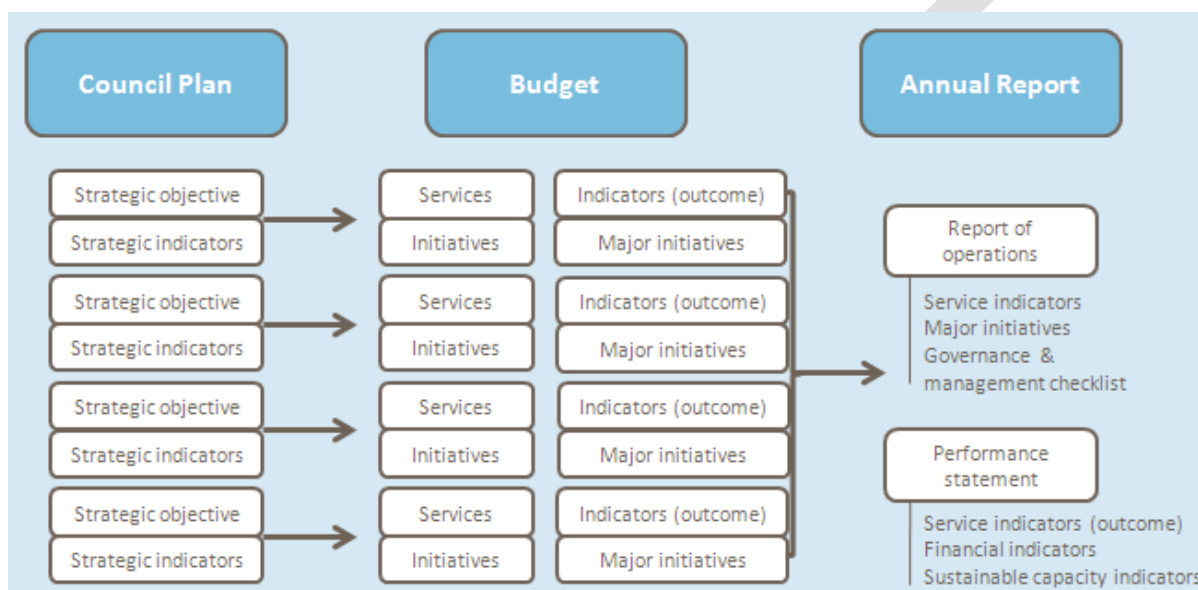
1.3 Strategic objectives

To achieve its vision, Council will deliver outcomes under five strategic themes as follows:

Themes	Description
1. Inspired community leadership	Council values effective community advocacy and partnerships.
2. Enhancing the environment and liveability	An environment managed for now and the future.
3. Strengthening the community	A community supported to be healthy, active and involved.
4. Prosperous economy, employment and investment	A dynamic local economy that is sustainable and supported to respond to opportunities and attract appropriate investment.
5. Performance focused organisation	A customer focused, equitable and sustainable service to the community.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2016/17 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council’s operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



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

In 2015.16 Council centralised all wages costs into the Executive department ‘Inspired Community Leadership’ to ensure greater control over the expenditure. All other services listed below are exclusive of employee costs.

2.1 Inspired Community Leadership

To achieve our objectives within Inspired Community Leadership, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Councillors and Executive	This area includes the Mayor, Councillors, Chief Executive Officer, Executive Management Team and associated support. It also includes HR support and all employee costs are also centralised in this area.	(268) <u>9,207</u> 8,939

Major Initiative

- Transition Myrtleford, Mount Beauty and Bright libraries to Council from High Country Library Corporation with a focus on customer service and process improvement.

Initiatives

- Continue to trial participative budgeting techniques.
- Strategically lobby and network with key decision makers to positively influence funding applications and opportunities.

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)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

2.2 Enhancing the Environment and Liveability

To achieve our objectives within Enhancing the Environment and Liveability, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Asset maintenance department		
Local Roads and Bridges	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.	(46) <u>576</u> 530
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.	(747) <u>747</u> -
Rail Trail Maintenance	The Murray to the Mountains Rail Trail is a significant piece of infrastructure which spans across three municipalities. This is an amount allocated for the maintenance of the trail in Alpine Shire.	26

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Operations	Administration and management of Myrtleford, Bright and Mount Beauty works depots and other maintenance expenses.	(1,006) <u>1,006</u> -
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.	(380) <u>380</u> -
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.	(168) <u>168</u> -
Planning and amenity department		
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.	(125) <u>75</u> (50)
Municipal 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 almost offset by income received as application permits.	(188) <u>23</u> (165)
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.	(163) <u>155</u> (8)
Local laws	This area provides animal registrations, animal management, and local law enforcement.	(102) <u>54</u> (48)
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.	(6) <u>99</u> 93

Major Initiatives

- Develop and implement a holistic strategy for the collection, transfer and disposal of waste, recyclables and green/organic waste.
- Cease landfill operations and transition to a landfill diversion strategy.

Initiatives

- Implement stage one of the Asset Management System to provide greater detail on how Council manages its assets and centralising asset maintenance, finance and valuation requirements.
- Undertake Council's tree planting and maintenance programs.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities)	Number of visits to aquatic facilities / Municipal population

Service	Indicator	Performance Measure	Computation
		per head of municipal population)	

2.3 Strengthening the Community

To achieve our objectives within Strengthening the Community, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Alpine@home		
Maternal and child health	This service assists to provide children with the 'best start' in life and supports the health and well-being of families and their children. Council also provides support to Alpine Children's Services. This function also includes immunisations.	(164) <u>7</u> (157)
Home and community care services	HACC services are being recommissioned to another provider by the Department of Health and Human Services.	(150) <u>150</u> -
Facilities department		
Property management	This service manages the Myrtleford Holiday Park and lease agreements including the Bright Caravan Park.	(659) <u>304</u> (355)
Airports	Provision and maintenance of aerodromes at Mount Beauty and Porepunkah.	(31) <u>31</u> -
Waste management	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.	(339) <u>2,250</u> 1,911
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.	(188) <u>151</u> (37)
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	(230) <u>193</u>

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
	Porepunkah river pools.	(37)
School crossing supervisors	Council provides the school crossing supervisor function to schools within the Alpine Shire Council.	(18)
Recreation	Council supports the development and maintenance of 12 recreation reserves across the Shire and also supports recreation clubs and committees.	(149) <u>149</u>
		-

Major Initiative

- Review of the Municipal Public Health and Wellbeing Plan;

Initiatives

- Undertake year two of the Engage program aimed at capacity building in young people.
- Improve affordability and accessibility to community facilities;

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

Service	Indicator	Performance Measure	Computation
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

2.4 Prosperous Economy, Employment and Investment

To achieve our objectives within Prosperous Economy, Employment and Investment, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service areas	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Economic development	This service facilitates local and new business to develop and grow.	(64) <u>64</u> -
Tourism	Spending in this area is focused on marketing, product and industry development. The development and distribution of tourism collateral including the Shire's Official Visitors Guide, trail brochures, maps and retail and dining guide are also deliverables of this service. Council also contributes to Tourism North East from this business unit.	(271) <u>271</u> -
Festivals and events	Events are a major contributor to the economy. Council has a role in seeking and developing new events.	(277) <u>277</u> -
Dinner Plain	Dinner Plain is an alpine village which has all income and expenditure quarantined. Any unspent funds relating to Dinner Plain are transferred to the Dinner Plain reserve and used in future years.	(60) <u>1,179</u> 1,119

Service areas	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Community development	This service is concerned with building community capacity. Key areas include community resilience, the community grant program and implementing the Liveability Plan.	(360) <u>360</u> -

Major Initiative

- Review operations of Councils business facilities to achieve optimal efficiency.

Initiatives

- Develop a new Alpine Shire Cycle Guide to assist with promoting North East Victoria as the chosen cycle destination in Australia.
- Event attraction including Spartan and Enduro World series to increase the economic benefit derived within the Alpine Shire.
- Market test operations of the Myrtleford Holiday Park to ensure long term sustainability.
- Review operations of Councils business facilities to achieve optimal efficiency.

2.5 Performance Focused Organisation

To achieve our objective of Quality Service, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service areas	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Corporate	<p>Corporate services is concerned with supporting operations so that Council can perform the functions required. Costs in this area include the management of council investments, budget control, accounting, financial planning, revenue collection, information technology, customer service, occupational health and safety and other corporate overheads.</p> <p>In 2016.17 this function will also include libraries.</p> <p>Income is primarily derived from rates, investment income and user fees.</p>	(570) <u>1,318</u> 748

Major Initiative

- Develop and implement automated business solutions (priorities include customer requests, time and attendance and purchase to pay).

Initiatives

- Review and update the Long Term Financial Plan (LTFP).
- Implement web based health and safety management system.
- Continue to simplify workflows and procedures.

2.6 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2016/17 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.7 Reconciliation with budgeted operating result

	Net Cost		
	(Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Inspired community leadership	8,939	9,207	(268)
Enhancing the environment and liveability	378	3,309	(2,931)
Strengthening the community	1,306	3,254	(1,948)
Prosperous economy, employment and investment	1,119	2,152	(1,033)
Performance focused organisation	766	1,336	(570)
Total services and initiatives	12,508	19,258	(6,750)
Other non-attributable	8,167		
Deficit before funding sources	20,675		
Funding sources:			
Rates & charges	(16,660)		
Capital grants	(2,142)		
Total funding sources	(18,802)		
Surplus for the year	1,873		

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2017/18 to 2025/26 has been extracted from the Strategic Resource Plan and Long Term Financial Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

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3.1 Comprehensive Income Statement

For the 10 years ending 30 June 2026

	Forecast Actual	Budget	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Income											
Rates and charges	16,617	16,660	17,226	17,785	18,354	18,951	19,569	20,202	20,865	21,543	22,238
Statutory fees and fines	565	581	480	494	509	524	539	556	574	592	2,242
User fees	1,564	1,137	1,290	1,329	1,368	1,408	1,450	1,494	1,539	1,584	1,632
Contributions - cash	50	36	37	38	39	40	41	42	43	44	45
Contributions - non-monetary assets	103	106	109	112	115	118	122	126	130	134	138
Grants - Operating (recurrent)	2,861	3,856	3,923	3,880	4,050	4,113	4,289	4,360	4,544	4,623	4,815
Grants - Operating (non-recurrent)	88	193	3	3	3	3	3	3	3	3	3
Grants - Capital (recurrent)	1,056	1,748	529	529	529	529	529	529	529	529	529
Grants - Capital (non-recurrent)	1,125	394	500	500	500	500	500	500	500	500	500
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Other income	656	820	703	746	767	785	833	851	871	892	1,098
Total income	24,685	25,531	24,800	25,416	26,234	26,971	27,875	28,663	29,598	30,444	33,240
Expenses											
Employee costs	9,311	8,215	8,170	8,383	8,500	8,763	8,931	9,204	9,383	9,571	9,762
Materials and services	10,386	10,054	9,848	10,147	10,589	10,965	11,413	11,907	12,389	12,853	14,093
Depreciation and amortisation	4,157	4,388	4,718	4,749	4,921	5,143	5,167	5,387	5,626	6,142	6,393
Landfill rehabilitation	246	185	152	134	115	113	77	78	80	54	55
Finance costs	22	-	-	-	-	-	-	-	-	-	-
Other expenses	512	816	840	865	891	918	945	973	1,002	1,032	1,063
Total expenses	24,634	23,658	23,728	24,278	25,016	25,902	26,533	27,549	28,480	29,652	31,366
Surplus (deficit) for the year	51	1,873	1,072	1,138	1,218	1,069	1,342	1,114	1,118	792	1,874
Other comprehensive income											
Items that will not be reclassified to surplus or deficit:											
Net asset revaluation increment /(decrement)	3,362	9,122	-	8,092	10,448	-	8,885	11,411	-	9,910	12,453
Share of other comprehensive income of associates and joint ventures accounted for by the equity method	-	-	-	-	-	-	-	-	-	-	-
Comprehensive result	3,413	10,996	1,072	9,231	11,666	1,069	10,228	12,525	1,118	10,701	14,327

3.2 Balance Sheet

For the 10 years ending 30 June 2026

	Forecast	Budget	Strategic Resource Plan			Long Term Financial Plan					
	Actual		Projections			Projections					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	3,898	3,186	3,085	3,224	3,269	3,289	3,287	3,297	3,340	3,396	3,461
Trade and other receivables	1,406	1,476	1,398	1,427	1,474	1,512	1,564	1,604	1,657	1,701	1,905
Financial assets	5,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Inventories	132	122	113	104	118	114	112	112	114	113	113
Other assets	243	271	262	258	258	262	260	260	260	261	260
Total current assets	10,679	7,555	7,359	7,513	7,620	7,678	7,723	7,772	7,871	7,971	8,239
Non-current assets											
Trade and other receivables	5	3	-	-	-	-	-	-	-	-	-
Investments in regional library corporation	505	-	-	-	-	-	-	-	-	-	-
Property, infrastructure, plant & equipment	204,054	217,879	218,867	227,658	239,258	239,659	249,962	262,593	263,207	273,912	288,199
Inventories	155	159	164	169	174	179	184	190	196	202	208
Total non-current assets	204,719	218,041	219,031	227,826	239,432	239,838	250,146	262,783	263,403	274,113	288,407
Total assets	215,397	225,596	226,390	235,339	247,052	247,516	257,869	270,555	271,274	282,084	296,646
Liabilities											
Current liabilities											
Trade and other payables	1,791	1,787	1,757	1,810	1,887	1,953	2,031	2,117	2,201	2,282	2,491
Trust funds and deposits	793	938	1,081	1,081	1,081	1,081	1,081	1,081	1,081	1,081	1,081
Provisions	2,862	2,308	2,289	1,990	2,691	1,970	2,007	2,603	2,110	2,154	2,196
Income received in advance	30	30	30	30	30	30	30	30	30	30	30
Interest-bearing loans and borrowings	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	5,476	5,063	5,157	4,911	5,689	5,034	5,149	5,831	5,422	5,547	5,798
Non-current liabilities											
Provisions	3,061	2,707	2,365	2,359	1,658	1,739	1,780	1,289	1,329	1,343	1,357
Income received in advance	447	417	387	357	327	297	267	237	207	177	147
Interest-bearing loans and borrowings	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	3,508	3,124	2,752	2,716	1,985	2,036	2,047	1,526	1,536	1,520	1,504
Total liabilities	8,984	8,187	7,909	7,627	7,674	7,070	7,196	7,357	6,958	7,067	7,302
Net assets	206,413	217,409	218,481	227,712	239,377	240,446	250,674	263,198	264,316	275,017	289,344
Equity											
Accumulated surplus	84,951	87,183	88,255	89,394	90,612	91,680	93,022	94,136	95,254	96,045	97,919
Reserves	121,462	130,226	130,226	138,318	148,766	148,766	157,651	169,062	169,062	178,972	191,425
Total equity	206,413	217,409	218,481	227,712	239,377	240,446	250,674	263,198	264,316	275,017	289,344

3.3 Statement of Changes in Equity

For the 10 years ending 30 June 2026

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016 - Forecast				
Balance at beginning of the financial year	203,000	84,226	116,481	2,293
Comprehensive result	3,413	51	3,362	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	674	-	(674)
Balance at end of the financial year	206,413	84,951	119,843	1,619
2017 - Budget				
Balance at beginning of the financial year	206,413	84,951	119,843	1,619
Comprehensive result	10,996	1,873	9,122	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	359	-	(359)
Balance at end of the financial year	217,409	87,183	128,966	1,260
2018 - SRP				
Balance at beginning of the financial year	217,409	87,183	128,966	1,260
Comprehensive result	1,072	1,072	-	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	218,481	88,255	128,966	1,260
2019 - SRP				
Balance at beginning of the financial year	218,481	88,255	128,966	1,260
Comprehensive result	9,231	1,138	8,092	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	227,712	89,394	137,058	1,260
2020 - SRP				
Balance at beginning of the financial year	227,712	89,394	137,058	1,260
Comprehensive result	11,666	1,218	10,448	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	239,377	90,612	147,506	1,260
2021 - LTFP				
Balance at beginning of the financial year	239,377	90,612	147,506	1,260
Comprehensive result	1,069	1,069	-	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	240,446	91,680	147,506	1,260
2022 - LTFP				
Balance at beginning of the financial year	240,446	91,680	147,506	1,260
Comprehensive result	10,228	1,342	8,885	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	250,674	93,022	156,391	1,260
2023 - LTFP				
Balance at beginning of the financial year	250,674	93,022	156,391	1,260
Comprehensive result	12,525	1,114	11,411	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	263,198	94,136	167,802	1,260
2024 - LTFP				
Balance at beginning of the financial year	263,198	94,136	167,802	1,260
Comprehensive result	1,118	1,118	-	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	264,316	95,254	167,802	1,260
2025 - LTFP				
Balance at beginning of the financial year	264,316	95,254	167,802	1,260
Comprehensive result	10,701	792	9,910	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	275,017	96,045	177,712	1,260
2026 - LTFP				
Balance at beginning of the financial year	275,017	96,045	177,712	1,260
Comprehensive result	14,327	1,874	12,453	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	289,344	97,919	190,165	1,260

3.4 Statement of Cash Flows

For the 10 years ending 30 June 2026

	Forecast	Budget	Strategic Resource Plan					Long Term Financial Plan				
	Actual		Projections					Projections				
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Cash flows from operating activities												
Rates and charges	16,518	16,658	17,201	17,760	18,328	18,924	19,541	20,174	20,835	21,513	22,206	
Statutory fees and fines	565	581	480	494	509	524	539	556	574	592	2,242	
User fees	1,564	1,137	1,290	1,329	1,368	1,408	1,450	1,494	1,539	1,584	1,632	
Contributions - cash	50	36	37	38	39	40	41	42	43	44	45	
Grants - operating	2,948	3,983	4,032	3,879	4,032	4,105	4,268	4,351	4,524	4,612	4,646	
Grants - capital	2,181	2,142	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	1,029	
Interest	232	364	233	261	267	270	302	304	307	311	316	
Other receipts	497	1,037	549	567	585	603	623	643	664	685	890	
Trust funds deposits taken	2,463	2,463	2,471	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	
Trust funds deposits repaid	(2,318)	(2,318)	(2,328)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	
Employee costs	(9,549)	(8,494)	(8,182)	(8,329)	(8,469)	(8,696)	(8,888)	(9,135)	(9,338)	(9,522)	(9,713)	
Materials and consumables	(11,406)	(11,710)	(11,206)	(11,442)	(11,568)	(12,644)	(12,323)	(12,841)	(13,893)	(13,855)	(15,000)	
Net cash provided by operating activities	3,746	5,879	5,606	5,586	6,120	5,563	6,582	6,617	6,284	6,993	8,293	
Cash flows from investing activities												
Payments for property, plant and equipment	(8,109)	(9,399)	(5,906)	(5,647)	(6,274)	(5,744)	(6,784)	(6,807)	(6,440)	(7,137)	(8,428)	
Proceeds from sale of property, plant and equipment	364	309	200	200	200	200	200	200	200	200	200	
Proceeds from investments	5,006	2,500	-	-	-	-	-	-	-	-	-	
Net cash used in investing activities	(2,739)	(6,590)	(5,706)	(5,447)	(6,074)	(5,544)	(6,584)	(6,607)	(6,240)	(6,937)	(8,228)	
Cash flows from financing activities												
Finance costs	(21)	-	-	-	-	-	-	-	-	-	-	
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-	
Repayment of borrowings	(946)	-	-	-	-	-	-	-	-	-	-	
Net cash provided by (used in) financing activities	(967)	-	-	-	-	-	-	-	-	-	-	
Net (decrease) increase in cash & cash equivalents	40	(711)	(101)	138	45	20	(3)	10	43	56	65	
Cash and cash equivalents at beginning of the financial year	3,858	3,898	3,186	3,085	3,224	3,269	3,289	3,287	3,297	3,340	3,396	
Cash and cash equivalents at end of the financial year	3,898	3,186	3,085	3,224	3,269	3,289	3,287	3,297	3,340	3,396	3,461	

3.5 Statement of Capital Works

For the 10 years ending 30 June 2026

	Forecast	Budget	Strategic Resource Plan					Long Term Financial Plan				
	Actual		Projections					Projections				
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	
Land improvements	-	-	-	-	-	-	-	-	-	-	-	
Total land	-	-	-	-	-	-	-	-	-	-	-	
Buildings												
Buildings	1,446	907	1,226	1,422	1,900	2,075	2,349	2,280	2,333	2,569	2,597	
Building improvements	-	-	-	-	-	-	-	-	-	-	-	
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	
Total buildings	1,446	907	1,226	1,422	1,900	2,075	2,349	2,280	2,333	2,569	2,597	
Total property	1,446	907	1,226	1,422	1,900	2,075	2,349	2,280	2,333	2,569	2,597	
Plant and equipment												
Plant, machinery and equipment	898	875	447	460	474	488	503	518	534	550	566	
Fixtures, fittings and furniture	41	100	252	260	268	276	284	293	301	310	320	
Playground equipment	83	90	91	93	96	99	102	105	108	112	115	
Total plant and equipment	1,022	1,065	790	814	838	863	889	916	943	972	1,001	
Infrastructure												
Roads	2,566	5,317	3,165	2,383	2,450	1,854	2,279	2,524	2,262	2,614	3,868	
Bridges	870	524	199	451	412	310	417	526	339	653	669	
Footpaths and cycleways	286	21	17	24	30	37	46	53	61	69	76	
Parks, open spaces and streetscapes	1,733	1,121	479	522	607	560	751	444	427	172	190	
Drainage	85	303	30	32	36	44	53	63	76	89	102	
Waste management	101	141	-	-	-	-	-	-	-	-	-	
Total infrastructure	5,641	7,427	3,890	3,411	3,536	2,805	3,546	3,611	3,164	3,596	4,906	
Total capital works expenditure	8,109	9,399	5,906	5,647	6,274	5,744	6,784	6,807	6,440	7,137	8,504	
Represented by:												
New asset expenditure	-	309	-	-	-	-	-	-	-	-	-	
Asset renewal expenditure	4,605	4,169	4,009	4,727	4,820	4,934	5,212	5,465	5,702	5,122	6,150	
Asset upgrade expenditure	3,504	4,921	1,897	920	1,454	810	1,572	1,342	739	2,015	2,354	
Asset expansion	-	-	-	-	-	-	-	-	-	-	-	
Total capital works expenditure	8,109	9,399	5,906	5,647	6,274	5,744	6,784	6,807	6,440	7,137	8,504	

3.6 Statement of Human Resources

For the 10 years ending 30 June 2026

	Forecast Actual	Budget	Strategic Resource Plan			Long Term Financial Plan					
			Projections			Projections					
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Staff expenditure											
Employee costs - operating	9,311	8,215	8,170	8,383	8,500	8,763	8,931	9,204	9,383	9,571	9,762
Employee costs - capital	685	764	787	811	835	860	886	913	940	968	997
Total staff expenditure	9,996	8,979	8,957	9,194	9,335	9,623	9,817	10,117	10,323	10,539	10,759
	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Staff numbers											
Employees	122	101	101	101	101	101	101	101	101	101	101
Total staff numbers	122	101	101	101	101	101	101	101	101	101	101

4. Financial performance indicators

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

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan			Trend
			Actual		Projections			
			2015/16	2016/17	2017/18	2018/19	2019/20	+/-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-5.2%	5.3%	1.8%	2.0%	2.2%	-
Liquidity								
Working Capital	Current assets / current liabilities	2	195.0%	149.2%	142.7%	153.0%	133.9%	+
Unrestricted cash	Unrestricted cash / current liabilities		135.6%	88.7%	124.3%	133.4%	115.9%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	0.0%	0.0%	0.0%	0.0%	0.0%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		5.8%	0.0%	0.0%	0.0%	0.0%	+
Indebtedness	Non-current liabilities / own source revenue		18.1%	16.3%	14.0%	13.3%	9.5%	-
Asset renewal	Asset renewal expenditure / depreciation	4	110.8%	95.0%	85.0%	99.5%	97.9%	+

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan			Trend
			Actual		Projections			
			2015/16	2016/17	2017/18	2018/19	2019/20	+ / o / -
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	54.7%	52.4%	55.6%	55.6%	55.2%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.49%	0.49%	0.49%	0.50%	0.50%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$2,892	\$2,778	\$2,786	\$2,850	\$2,937	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,297	\$1,334	\$1,367	\$1,401	\$1,436	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	6	14.2%	13.1%	13.1%	13.1%	13.1%	o

Key to Forecast Trend:

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

Notes to indicators

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



2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2016/17 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.

3 Debt compared to rates – Council repaid all its borrowings in July 2015 and does not forecast to take out any further borrowings.

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

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

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5. Other budget information (required by the Regulations)

This section presents other budget related information required by the Regulations

This section includes the following statements and reports:

- 5.1. Grants operating
- 5.2. Grants capital
- 5.3. Statement of borrowings

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5.1 Grants - operating

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase by \$1.1 million compared to 2015/16. This is due to Council receiving \$1.7 million of its 2015/16 Financial Assistance Grants (FAGs) allocation in 2014/15. This is partly offset by the reduction in Home Care grants.

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

Operating Grant Funding Type and Source	Forecast	Budget	Variance
	Actual	2016/17	
	2015/16	2016/17	
	\$'000	\$'000	\$'000
Recurrent - Commonwealth Government			
Victorian Grants Commission	1,679	3,438	1,759
General home care	660	-	(660)
Recurrent - State Government			
Immunisations	4	4	-
Valuations	56	58	2
School crossing supervisors	18	18	-
Senior citizens	7	43	36
Maternal and child health	166	160	(6)
Youth services	50	88	38
Emergency services	26	26	-
Other	195	21	(174)
Total recurrent grants	2,861	3,856	995

Operating Grant Funding Type and Source	Forecast	Budget	Variance
	Actual	2016/17	
	2015/16	2016/17	
	\$'000	\$'000	\$'000
Non-recurrent - Commonwealth Government			
Nil	-	-	-
Non-recurrent - State Government			
Community development		70	70
Weed management		20	20
VASP	85	40	(45)
Emergency services		60	60
Other	3	3	-
Total non-recurrent grants	88	193	105

5.1.1 Victoria grants commission allocation

Council allocates its Victorian Grants Commission (VGC) income to specific business functions within Council. The allocation is based on areas which benefit the community and is expenditure less the income of the business function. The table below sets out which business functions have VGCs grants allocated.

Business Function	VGC allocation \$'000
Open spaces	(722)
Operations	(1,006)
Building maintenance	(380)
Emergency management	(59)
HACC	(150)
Airports	(13)
Recreation	(124)
Economic development	(64)
Tourism	(529)
Festivals and events	(277)
Community development	(116)
Total budgeted VGC income	(3,440)

5.2 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 has remained consistent with 2015.16, however in 2016.17 Council is expecting to receive additional Roads to Recovery funding. This is partly offset by the completion of capital projects including Mount Beauty Progressing Place CBD and lakeside.

Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2016/17 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grant Funding Type and Source	Forecast	Budget	Variance
	Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Recurrent - Commonwealth Government			
Roads to recovery	1,056	1,748	692
Recurrent - State Government			
Nil	-	-	-
Total recurrent grants	1,056	1,748	692
Non-recurrent - Commonwealth Government			
Nil			

Capital Grant Funding Type and Source	Forecast		Variance \$'000
	Actual	Budget	
	2015/16 \$'000	2016/17 \$'000	
Non-recurrent - State Government			
Roads	236	-	(228)
Transfer station upgrade	-	35	35
National disaster relief fund	285	-	(285)
Alpine Better Places	54	-	(54)
Alpine Events Park	-	187	187
Bridge renewal program	-	164	164
Recreational	120	8	(120)
Buildings	430	-	(430)
Total non-recurrent grants	1,125	394	(731)

5.3 Statement of borrowings

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

	2015/16 \$	2016/17 \$
Total amount borrowed as at 30 June of the prior year	946	-
Total amount to be borrowed	-	-
Total amount projected to be redeemed	(946)	-
Total amount of borrowings proposed as at 30 June	-	-



6. Detailed list of Capital Works

This section presents a listing of the capital works projects that will be undertaken for the 2016/17 year.

The capital works projects are grouped by class and include the following:

- 6.1 New works for 2016/17
- 6.2 Works carried forward from the 2015/16 year.
- 6.3 Summary

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6.1 New works

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Property									
Buildings									
Bright - office stage 2	407	-	407	-	-	-	-	407	-
Myrtleford - disabled access to Ovens Valley Canine Club	16	-	-	16	-	-	-	16	-
Dinner Plain - depot fencing	27	-	-	27	-	-	-	27	-
Bright - sports centre 24/7 access	27	-	-	27	-	-	-	27	-
Bright - Art Galley storeroom	22	-	-	22	-	-	7	15	-
Total property	499	-	407	92	-	-	7	492	-
Plant and equipment									
Information technology - storage area network	100	-	100	-	-	-	-	100	-
Excavator	80	80	-	-	-	-	-	80	-
Large plant	469	-	469	-	-	-	-	469	-
Loader	90	90	-	-	-	-	-	90	-
White fleet	200	-	200	-	-	-	-	200	-
Small plant	20	-	20	-	-	-	-	20	-
Playground equipment	90	-	90	-	-	-	-	90	-
Traffic Counters	16	-	16	-	-	-	-	16	-
Total plant and equipment	1,065	170	895	-	-	-	-	1,065	-
Infrastructure									
Roads									
Buffalo River - Back creek road - gravel resheeting	55	-	55	-	-	-	-	55	-
Bright - pavement rehabilitation - Anderson st	64	-	64	-	-	64	-	-	-
Bright - pavement rehabilitation - Churchill ave	43	-	43	-	-	43	-	-	-
Bright - Alpine Better Places - Mafeking square	1,542	-	-	1,542	-	500	-	1,042	-
Dederang - pavement rehabilitation - Keegans lane	203	-	203	-	-	203	-	-	-
Dinner Plain - road renewal	96	-	96	-	-	-	-	96	-
Dinner Plain - Scrubbers End carpark rehabilitation	48	-	48	-	-	-	-	48	-
Gapsted - Stoney Creek rd - gravel resheeting	23	-	23	-	-	-	-	23	-
Rosewhite - Havilah rd - gravel resheeting	98	-	98	-	-	-	-	98	-
Kerb and channel	64	-	64	-	-	-	-	64	-
Merriang South rd - gravel resheeting	13	-	13	-	-	-	-	13	-
Merriang - Merri Meadows rd - gravel resheeting	10	-	10	-	-	-	-	10	-
Merriang - Merriang Gap rd - gravel resheeting	34	-	34	-	-	-	-	34	-
Merriang - Merriang Homstead rd - gravel resheeting	61	-	61	-	-	-	-	61	-
Mount Beauty - airport runway resealing	69	-	69	-	-	-	-	69	-
Myrtleford - Alpine Better Places - Myrtle st	96	-	-	96	-	-	-	96	-
Myrtleford - O'Donnell ave/Standish st kerb realignment	43	-	43	-	-	-	-	43	-
Myrtleford - pavement rehabilitation - Standish st	236	-	236	-	-	236	-	-	-

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Myrtleford - pavement rehabilitation - Standish st service lane	161	-	161	-	-	161	-	-	-
Resealing	782	-	782	-	-	100	-	682	-
Porepunkah - Alpine Better Places - Nicholsons st, park and gateway	1,542	-	-	1,542	-	334	-	1,208	-
Wandiligong - School lane	34	-	-	34	-	-	-	34	-
Total roads	5,317	-	2,103	3,214	-	1,641	-	3,676	-
Bridges									
Kancoona - Smarts Creek bridge	53	-	53	-	-	24	-	29	-
Porepunkah - Roberts Creek bridge 3	107	-	107	-	-	107	-	-	-
Myrtleford - Victoria bridge	64	-	64	-	-	-	-	64	-
Wandiligong - Morses Creek bridge network	300	-	300	-	-	140	-	160	-
Total bridges	524	-	524	-	-	271	-	253	-
Footpaths and cycleways									
Tawonga South - Pebble Beach to Damms rd footpath design	21	21	-	-	-	-	-	21	-
Total footpaths and cycleways	21	21	-	-	-	-	-	21	-
Parks, open spaces and streetscapes									
Bright - Alpine Events Park	669	-	-	669	-	187	-	482	-
Bright - Pioneer Park oval drainage improvement	152	-	-	152	-	8	-	144	-
Dinner Plain - mountain bike trail implementation	42	42	-	-	-	-	-	42	-
Dinner Plain - strategic projects	60	60	-	-	-	-	-	60	-
Dinner Plain - balustrade at Castran Corner	21	-	-	21	-	-	-	21	-
Mount Beauty - tennis courts 3 and 4	53	-	53	-	-	-	10	43	-
Myrtleford - pool	69	-	69	-	-	-	-	69	-
Replacement of bins	39	-	39	-	-	-	-	39	-
Total Parks, open spaces and streetscape	1,105	102	161	842	-	195	10	900	-
Drainage									
Urban drainage	91	-	27	64	-	-	-	91	-
Rural road drainage	169	-	-	169	-	-	-	169	-
Porepunkah Airfield drainage	32	-	-	32	-	-	-	32	-
Myrtleford - Standish st floodway modelling	11	-	-	11	-	-	-	11	-
Total Drainage	303	-	27	276	-	-	-	303	-
Waste management									
Transfer station upgrades	89	-	-	89	-	35	-	54	-
Wheelie bin replacement	52	-	52	-	-	-	-	52	-
Total landfill	141	-	52	89	-	35	-	106	-
Total infrastructure	7,411	123	2,867	4,421	-	2,142	10	5,259	-
Total new capital works	8,975	293	4,169	4,513	-	2,142	17	6,816	-

6.2 Works carried forward from the 2015/16 year

Capital Works Area	Project cost \$'000	New \$'000	Asset expenditure type			Grants \$'000	Summary of funding sources		
			Renewal \$'000	Upgrade \$'000	Expansion \$'000		Contributions \$'000	Council cash \$'000	Borrowings \$'000
Property									
Mount Beauty library redevelopment	408	-	-	408	-	-	-	408	-
Total property	408	-	-	408	-	-	-	408	-
Infrastructure									
Parks, open spaces and streetscapes									
Myrtleford - Nimmo bridge beach	16	16	-	-	-	-	-	16	-
Total Parks, open spaces and streetscape	16	16	-	-	-	-	-	16	-
Total infrastructure	16	16	-	-	-	-	-	16	-
Total capital works carried forward from 2015/16	424	16	-	408	-	-	-	424	-

6.3 Summary

Capital Works Area	Project cost \$'000	New \$'000	Asset expenditure type			Grants \$'000	Summary of funding sources		
			Renewal \$'000	Upgrade \$'000	Expansion \$'000		Contributions \$'000	Council cash \$'000	Borrowings \$'000
Property	907	-	407	500	-	-	7	900	-
Plant and equipment	1,065	170	895	-	-	-	-	1,065	-
Infrastructure	7,427	139	2,867	4,421	-	2,142	10	5,275	-
Total capital works	9,399	309	4,169	4,921	-	2,142	17	7,240	-

7. Rates and charges

This section presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget.

7.1 Rates and charges

7.2 Rating strategy

7.3 Differential farm rate policy

7.4 Differential commercial/industrial rate policy

7.5 Waste services charge policy

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7.1 Rates and charges

In developing the Strategic Resource Plan (referred to in Section 15.) and LTFP, rates and charges were identified as an important source of revenue, accounting for approximately 50% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource and Long Term Financial Planning process.

The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2016/17 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

Whilst the State Government has set a rate cap of 2.5% for the 2016/17 financial year, Alpine Shire Council has already made significant changes to its operations over the last 2 years to improve its financial sustainability, including:

- a reduction of budgeted wages in 2016/17 of \$1.1 million compared to the forecast result at 30 June 2016; and
- increased delivery of the capital works program which is forecast to be 93% of the total budget in 2015/16.

This transformational change has been to minimise rate increases to ratepayers, maintain service delivery, improve innovation and deliver greater outcomes for the community.

This year Council is proposing a 2.3% increase in rate revenue which is lower than the rate cap and likely to be one of the lowest increases in the state. Council is also proposing to lower the Dinner Plain special rate from 80% of the general rate to 43% of the general rate.

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

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

Type or class of land	2015/16 cents/\$CIV	2016/17 cents/\$CIV	Change %
General rate for rateable residential properties	0.4968	0.4901	-1.3%
General rate for rateable Dinner Plain properties	0.4968	0.4901	-1.3%
Differential rate for rateable commercial/industrial properties	0.7097	0.7008	-1.2%
Differential rate for rateable farm properties	0.3519	0.3578	1.7%

7.1.2 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	2015/16 annualised \$	2016/17 \$	Change %
Residential	7,833,775	7,997,095	2.1%
Dinner Plain	628,870	638,566	1.5%
Commercial/Industrial	2,243,878	2,343,717	4.4%
Farm	2,120,316	2,148,472	1.3%
Total amount to be raised by general rates	12,826,839	13,127,850	2.3%

7.1.3 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	2015/16 #	2016/17 #	Change #
Residential	6,038	5,996	(42)
Dinner Plain	528	532	4
Commercial/Industrial	781	902	121
Farm	1076	1087	11
Total number of assessments	8,423	8,517	94

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

7.1.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.

Type or class of land	2015/16 annualised \$	2016/17 \$	Change %
Residential	1,576,846,820	1,631,727,100	3.5%
Dinner Plain	126,584,138	130,293,000	2.9%
Commercial/Industrial	316,172,749	334,414,000	5.8%
Farm	602,502,984	600,512,600	-0.3%
Total value of land	2,622,106,691	2,696,946,700	2.9%

7.1.6 Rate in the dollar to be levied as special rates under section 163 of the Act for Dinner Plain properties compared with the previous financial year.

Type or class of land	2015/16 cents/\$CIV	2016/17 cents/\$CIV	Change %
Special rate for rateable Dinner Plain properties (Airport & farm not included - residential only)	0.4007	0.2107	-47.4%

7.1.7 The estimated total amount to be raised by special rates in relation to Dinner Plain properties and rates In Lieu, compared with the previous financial year.

Type or class of land	2015/16 annualised \$	2016/17 \$	Change %
Special rate for rateable Dinner Plain properties (Airport & farm not included - residential only)	507,223	274,583	-45.9%
In Lieu	110,000	110,000	0.0%
Total amount to be raised by special rates	617,223	384,583	-37.7%

7.1.8 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 2015/16 \$	Per Rateable Property 2016/17 \$	Change \$	Change %
Waste - 80 litre bin - weekly	230.00	235.30	5.30	2.3%
Waste - 240 litre bin - weekly	510.00	521.70	11.70	2.3%
Waste - 240 litre bin - fortnightly	230.00	235.30	5.30	2.3%
Recycling - 140 litre - fortnightly	75.80	77.50	1.70	2.2%
Recycling - 240 litre - fortnightly	75.80	77.50	1.70	2.2%
Recycling - 360 litre - fortnightly	75.80	77.50	1.70	2.2%
Recycling - 240 litre - weekly	151.60	155.10	3.50	2.3%
Recycling - 360 litre - weekly	151.60	155.10	3.50	2.3%
Dinner Plain standard service	770.50	788.20	17.70	2.3%
Dinner Plain commercial service	1,622.25	1,659.60	37.35	2.3%
Waste management charge	96.00	98.20	2.20	2.3%

7.1.9 The number of bins or assessments in relation to each charge type compared to the previous financial year.

Type of Charge	Bins 2015/16 #	Bins 2016/17 #	Change #
Waste - 80 litre bin - weekly	5,562	5,629	67
Waste - 240 litre bin - weekly	465	505	40
Waste - 240 litre bin - fortnightly	158	164	6
Recycling - 140 litre - fortnightly	421	405	(16)
Recycling - 240 litre - fortnightly	5,757	5,691	(66)
Recycling - 360 litre - fortnightly	52	242	190
Recycling - 240 litre - weekly	96	93	(3)
Recycling - 360 litre - weekly	58	74	16
Dinner Plain standard service	369	383	14
Dinner Plain commercial service	14	14	-
Total number of bins	12,952	13,200	248

Type of Charge	Assessments 2015/16 #	Assessments 2016/17 #	Change #
Waste management charge	6,841	6,916	75

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

Type of Charge	2015/16 \$	2016/17 \$	Change %
Waste - 80 litre bin - weekly	1,279,260	1,324,504	3.5%
Waste - 240 litre bin - weekly	237,150	263,459	11.1%
Waste - 240 litre bin - fortnightly	36,340	38,589	6.2%
Recycling - 140 litre - fortnightly	31,912	31,388	-1.6%
Recycling - 240 litre - fortnightly	436,381	441,053	1.1%
Recycling - 360 litre - fortnightly	3,942	18,755	375.8%
Recycling - 240 litre - weekly	14,554	14,424	-0.9%
Recycling - 360 litre - weekly	8,793	11,477	30.5%
Dinner Plain standard service	284,315	301,881	6.2%
Dinner Plain commercial service	22,712	23,234	2.3%
Waste management charge	656,736	679,151	3.4%
Total	3,012,095	3,147,915	4.5%

7.1.11 The estimated total amount to be raised by all rates and charges compared with the previous financial year

Type of Charge	2015/16 annualised \$	2016/17 \$	Change %
Rates and charges	15,013,037	15,422,084	2.7%
Rates and charges - Dinner Plain	1,443,120	1,238,264	-14.2%
Total Rates and Charges	16,456,157	16,660,348	1.2%

7.1.12 Average change to assessment

To assist ratepayers in determining how changes to the rates may affect them, Council has included a table which shows what an average ratepayer may expect to pay. This table is split into each rating category.

Commercial/industrial rates show a decrease due to an increase in the number of properties which fall within this category. This is due to a review which took place in February 2016 which identified residential properties now meeting the criteria of a commercial/industrial property. The Dinner Plain rates will also decrease due to a reduction in the special rate from 80% to 43% of the general rate.

Description	2015/16 \$	2016/17 \$	Change	Change
Average Residential Rates	1,297.41	1,333.74	36.33	2.80%
Waste - 80 litre bin - weekly	230.00	235.30	5.30	2.30%
Recycling - 240 litre - fortnightly	75.80	77.50	1.70	2.24%
Landfill rehabilitation and development charge	96.00	98.20	2.20	2.29%
Total average change	1,699.21	1,744.74	45.53	2.68%
Average Commercial/Industrial Rates	2,873.08	2,598.36	(274.73)	-9.56%
Waste - 80 litre bin - weekly	230.00	235.30	5.30	2.30%
Recycling - 240 litre - fortnightly	75.80	77.50	1.70	2.24%
Landfill rehabilitation and development charge	96.00	98.20	2.20	2.29%
Total average change	3,274.88	3,009.36	(265.53)	-8.11%
Average Farm Rates	1,970.55	1,976.52	5.96	0.30%
Waste - 80 litre bin - weekly	230.00	235.30	5.30	2.30%
Recycling - 240 litre - fortnightly	75.80	77.50	1.70	2.24%
Landfill rehabilitation and development charge	96.00	98.20	2.20	2.29%
Total average change	2,372.35	2,387.52	15.16	0.64%
Average Dinner Plain Rates	2,151.69	1,716.45	(435.25)	-20.23%
Dinner Plain standard service	770.50	788.20	17.70	2.30%
Total average change	2,922.19	2,504.65	(417.55)	-14.29%

Disclaimer: this table calculates the average rates and charges based on rate revenue divided by the number of properties and includes only one of each type of bin per rate category. For ratepayers who have more than one bin or a different size bin, or whose properties are greater than the average CIV, this will result in a different percentage change in the rates notice.

7.1.13 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:

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

7.2 Rating strategy

7.2.1 Purpose

The purpose of this strategy statement is to identify the fairest and most equitable method of distributing the rate burden across the Alpine Shire.

Key considerations for Council when deciding on the most appropriate rating structure include:

- What is a fair and equitable distribution of rates and charges as required by the provisions of the Local Government Act 1989.
- Whether the current rating structure facilitates a fair and equitable distribution of rates and charges.
- To evaluate the use of differential rates and how they are applied to their respective categories, whether they are fair and equitable and if any anomalies exist between them.
- Optimising the rate base.
- Maintaining Dinner Plain as a discreet business unit.
- Evaluate the use of Special Rates and Charges.

7.2.2 Property rating overview

Rates and charges supply approximately 50% of Alpine Shire income and are based on property value. When levying rates, Council adheres to three overriding principles:

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

Action: That equity, efficiency and simplicity be the overriding principles when applying rates in the Alpine Shire.

7.2.3 Objective

The Local Government Act 1989 provides that Council's rating policies should enable the Council to fulfil its purposes. The Local Government Act Objectives that are relevant in the context of a rating strategy are:

- to ensure the equitable imposition of rates and charges;
- to ensure transparency and accountability in Council decision making.

The Alpine Shire sets out to fulfil these objectives through the declaration of a general rate, differential rates and a special rate.

7.2.4 General Rates

Council will apply the general rates to a property unless the property falls into a specific differential rate category. The general rate is the cornerstone of Council's rating system. All differential rates are expressed as a percentage of the general rate.

Action: That the general rate be the default rate applied to all property unless it falls into another category in accordance with Council's rating policies.

7.2.5 Differential Rates

The Local Government Act enables a Council rating on a Capital Improved Value to raise rates by the application of differential rates, if the Council considers the differential rate will contribute to the equitable and efficient carrying out of its functions.

Differentials should be applied where specified local objectives can be achieved. There is no limit to the number of differential rates that can be applied.

The Alpine Shire currently has two differential rates:

- Farm rate; and
- Commercial/Industrial Rate.

7.2.6 Farm rate

Farm properties account for 16.3% of rate revenue (excluding special rates).

The objective of the farm rate policy is *"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."*

A differential farm rate at 73% of the general rate is regarded as a realistic discount and will provide an equitable distribution of rate reductions to this property group.

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.

Action: That the farm rate be applied to land that falls within the definition of Council's Farm Rate Policy.

7.2.7 Commercial/Industrial Rate

Commercial/Industrial properties account for 17.8% of the rates revenue (excluding special rates).

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.”

A commercial/industrial differential rate of 143% of the general rate is regarded as the necessary amount required to provide the additional services to this sector.

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 attract, develop and retain 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.

Action: That the commercial/industrial rate be applied to land that falls within the definition of Council’s Commercial/Industrial Rate Policy.

7.2.8 Valuation Method

Local Government may use the site value, capital improved value and net annual value system as a basis for property valuation.

Capital Improved Value (CIV) is Council’s preferred valuation method. CIV is essentially the market value of a property which is easily understood by the average ratepayer. It also provides the flexibility for differential rates if required. CIV is used by most Councils in Victoria and has been used uniformly by Alpine Shire since the 1995/96 financial year.

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

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

Action: That Capital Improved Value be the basis for the calculation of rates.

7.2.9 Special Rates and Charges

Special rates and charges are a very useful mechanism for funding Council initiatives which directly benefit specific segments of the community. Council can require a person to pay a special rate or charge, if it considers that it will be of special benefit to the person required to pay it.

Special rates are based on the user pays principle. In that, ratepayers should pay for additional services that they receive above what is considered normal. It is also important to note that money collected from any special rate must be spent on the purpose for which it is collected.

Council has one special rate currently in operation, to fund the higher servicing costs at Dinner Plain Village.

Action: That special rates and charges be applied if the Council considers that there will be a special benefit to the person required to pay it.

7.2.10 Dinner Plain

Council operates Dinner Plain as a discreet Business function which makes it unique when compared to other towns within the shire. The servicing costs of Dinner Plain are significantly higher



than all other areas, due to the complex nature and special requirements of this resort. Council applies a general rate, a special rate and Waste Service charges to reflect the actual costs of servicing the village. Under this arrangement the General Rate Income funds traditional services, e.g. road maintenance, street lighting, fire services and administration. Whilst the special rate funds specialist services that are unique to the Dinner Plain village, e.g. snow clearance.

The level of the Dinner Plain special rate is set in consultation with the Dinner Plain Advisory committee. Any unspent money is placed in a reserve for use at Dinner Plain on future projects. Areas of overspending are funded from the reserve balance.

Action: That Dinner Plain continue to be operated as a discreet business function.

7.2.11 Service Rates and Service Charges

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

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

Alpine Shire levies the following annual service charges in addition to general or differential rates:

- Waste Collection
- Recycling Collection
- Waste management charge

Action: That service rates and charges continue to be levied for the collection of kerbside waste and recycling, for landfill rehabilitation and development, transfer station operations and other waste related expenditure.

7.2.12 Rebates and Concessions

Council may grant a rebate or a concession in relation to any rate or charge to assist the proper development of the municipal district, and to preserve, restore and maintain buildings or places of historical or environmental interest. Alpine Shire Council does not grant any rebates or concession of this nature.

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

Action: That Alpine Shire Council continues to deliver pensioner concessions in accordance with the Local Government Act 1989 and the State Concessions Act 1986.

That Alpine Shire Council does not grant any other rebates or concessions.

7.2.13 Municipal Charge

A Municipal Charge is a flat charge per assessment that can be used to offset administrative costs of the Council and is in addition to general rates. The maximum charge that can be levied cannot exceed 20% of the revenue raised from general rates and the Municipal Charge.

It is different to a service rate or charge.

Municipal Charges have the effect of flattening the rate burden making people in lower valued properties pay more. The Alpine Shire does not have a large number of low value properties as some other Councils do. To place a charge on the rate notice to cover 'administrative costs' of the council,



is unpopular and hard for the ratepayer to understand. Accordingly, this mechanism has been deemed to be unsuitable.

Action: That Alpine Shire does not levy a Municipal Charge.

7.2.14 Rate Contributions

The residential sector comprises 60.5% of the total CIV and contributes to approximately 59.2% of the total rate revenue. The Commercial Industrial sector comprises approximately 12.4% of the total CIV and contributes 17.3% of the total rate revenue. The Farm sector comprises 22% of total CIV but contributes 15.9% of rate revenue due to the farm rate discount. Dinner Plain comprises 4.8% of total CIV and contributes 6.8% of total rate revenue due to the Dinner Plain Special Rate while the AGL Rates in Lieu Agreement contribution makes up 0.8% of total rate revenue.

7.2.15 Strategic Resource Plan

The Strategic Resource Plan (SRP) details the resources required to achieve Council's strategic objectives as expressed in the Council Plan, over the next four years (refer to section 15).

The Strategic Resource Plan is intended to achieve the following objectives:

- Maintain a strong cash position, ensuring Council remains financially sustainable in the short and long term.
- Achieve operating statement surpluses which allow for sufficient spending on Capital to reduce the renewal gap and to enable projects to create new and improved infrastructure to be considered.
- Maintain low debt levels.
- Continue to pursue recurrent grant funding for strategic capital projects from the State and Federal government.
- Ensure critical capital renewal projects are funded annually over the timeframe of the Strategic Resource Plan.

Rates and charges are by far the largest source of funding within Council's Strategic Resource Plan and Long Term Financial Plan and are therefore essential for Councils' financial sustainability.

Action: That Council's Strategic Resource Plan and Long term Financial Plan be the guiding documents for the setting of rates and charges.

7.2.16 Review

This statement will be reviewed in conjunction with Council's Strategic Resource Plan (SRP) and Long Term Financial Plan each year.

7.3 Differential farm rate policy

7.3.1 Policy statement

This policy establishes criteria for determining farm properties so that a differential rate may be applied in accordance with the Rating Strategy and section 161 of the *Local Government Act 1989*.

7.3.2 Purpose

To ensure that Council:

- has a sound and equitable basis on which to determine the distribution of the rate burden and ensure consistency with provisions of the Local Government Act 1989.
- applies the farm rate to properties that fit the definition of farm land contained in this policy.

7.3.3 Scope

This policy applies to Council when considering and determining the annual budget of rates and charges. Council officers must consider the application of this policy and that of other rates and charges policies when preparing revenue models or raising rates and charges.

This policy does not apply to land located in Bogong Village and the Dinner Plain Village area.

7.3.4 Objective

To allow for a reduced general 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.

7.3.5 Policy details

An application must be made to change the classification of a property to the differential farm rate.

“Farm Land” means any rateable land which must satisfy the following criteria:-

7.3.5.1 area must be of 8Ha or over; or

7.3.5.1.1 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

7.3.5.1.2 show that the primary source of income is derived from the land; and

7.3.5.2 that it is used by a business:-

7.3.5.2.1 that has a significant and substantial commercial purpose or character; and

7.3.5.2.2 that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and

7.3.5.2.3 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.

7.3.6 Supporting legislation/procedures/ guidelines

- Local Government Act 1989
- Alpine Shire Rating Strategy

7.3.7 Breaches and sanctions

Any variations outside this policy require Council approval.

7.4 Differential commercial/industrial rate policy

7.4.1 Policy statement

This policy establishes the criteria for determining commercial or industrial properties so that a differential rate may be applied in accordance with the Rating Strategy and section 161 of the *Local Government Act 1989*.

7.4.2 Purpose

To ensure that Council:

- has a sound and equitable basis on which to determine the distribution of the rate burden and ensure consistency with provisions of the *Local Government Act 1989*.
- applies the Commercial/Industrial differential rate to properties that fit the Commercial/Industrial Definition contained in this policy.

7.4.3 Scope

The policy applies to Council when considering and determining the annual budget of rates and charges. Council officers must consider the application of this policy and that of other rates and charges policies when preparing revenue models or raising rates and charges.

7.4.4 Objective

The objective of this policy is to ensure equity in the application of the rating burden across the Shire. It provides for the higher cost 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.

7.4.5 Policy details

Principles:

- A differential rate for Commercial or Industrial Land will apply to Commercial or Industrial properties.
- For the purpose of identification, a property is assumed to be Commercial or Industrial if it satisfies any of the definition(s) contained within this policy.
- This policy does not apply to land located in Bogong Village and the Dinner Plain Village area.

7.4.6 Definition and method of determination

Definition

Commercial or Industrial Land means land which:

- is used primarily for commercial or industrial purposes (including but not limited to any accommodation premises, motel or hotel used primarily to accommodate travellers, tourists or other persons engaged in recreational pursuits); or
- is adapted or designed to be used primarily for commercial or industrial purposes (including but not limited to any accommodation premises adapted or designed to be used primarily for accommodating travellers, tourists or other persons engaged in recreational pursuits); or

- is located in a Business 1 Zone, Industrial 1 Zone or Industrial 2 Zone under the Alpine Planning Scheme; or
- has a dwelling constructed on it, which is not the principal place of residence of the owner and which is made available for commercial hire, lease or licence to tourists, persons engaged in recreational pursuits or other like persons (on either a casual or permanent basis). This is defined as a 'holiday house'.

Method of Determination

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

7.4.7 Supporting legislation/procedures/ guidelines

- Local Government Act 1989
- Alpine Planning Scheme
- Valuer General Victoria Best Value Guidelines
- Alpine Shire Rating Strategy

7.4.8 Breaches and sanctions

Any variations outside this policy require Council approval.

7.5 Waste services charges policy

7.5.1 Policy statement

This policy establishes the criteria for determining the basis of the annual waste management charge in accordance with section 162 of the *Local Government Act 1989*.

7.5.2 Purpose

To ensure that Council:

- has a sound and equitable basis on which to determine the application of waste collection, recycling collection and waste management charges and ensure consistency with provisions of the *Local Government Act 1989*.
- applies waste collection, recycling collection and waste management charges to properties as determined by this policy.

7.5.3 Scope

This policy applies to Council when considering and determining the annual budget of rates and charges. Council officers must consider the application of this policy and that of other rates and charges policies when preparing revenue models or raising rates and charges.

7.5.4 Objective

The objective of this policy is to ensure equity in the application of waste services charges across the Shire. It outlines the application of waste costs on the following basis:

- Waste collection
- Recycling collection
- Waste management
- Dinner Plain waste services

7.5.5 Policy details

7.5.5.1 Waste collection

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

- Dinner Plain ratepayers (refer to 7.5.5.4 - Dinner plain waste services); and
- Ratepayers provided an exemption from the standard waste kerbside service.

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

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

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

- size bin;
- quantity of bins; and
- frequency of collection.

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

7.5.5.2 Recycling collection

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

- Dinner Plain ratepayers (refer to 7.5.5.4 - Dinner Plain waste services); and
- Ratepayers provided an exemption from the standard recycling kerbside service.

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

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

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

- size bin;
- quantity of bins; and
- frequency of collection.

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

7.5.5.3 Waste management

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

Expenditure included within the Waste management charge includes:

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

The Waste management charge (formally Landfill and rehabilitation charge) will be charged to all rateable assessments on which a building adapted for separate occupancy exists with the exception of Dinner Plain (refer to 7.5.5.4 – Dinner Plain waste services).

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

7.5.5.4 Dinner Plain waste services

Dinner Plain ratepayers are provided with a separate waste service due to the location of the village. The Dinner Plain waste service is charged on the following basis:

- Standard service; or
- Commercial service.

A commercial service is defined as a property that operates a business outside of a normal residential property rental.



The Dinner Plain waste services charge is in lieu of the waste collection, recycling collection and the Waste management charge.

Dinner Plain also operates as a separate business function within Council. If revenue raised from the Dinner Plain waste services charge exceeds that of expenditure incurred in a given year, then the balance will be transferred to a reserve, namely the 'Dinner Plain reserve'. The Dinner Plain reserve will then be used for future purposes. Balances retained in the Dinner Plain reserve must be considered each year in determining any future Dinner Plain waste services charges and Dinner Plain special rates with the aim of minimising increments being applied to ratepayers.

7.5.6 Supporting legislation/procedures/ guidelines

- Local Government Act 1989
- Alpine Shire Rating Strategy

7.5.7 Breaches and sanctions

Any variations outside this policy require Council approval.

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Budget Analysis

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

This section includes the following analysis and information:

8. Summary of financial position
9. Budget influences
10. Analysis of operating budget
11. Analysis of budgeted cash position
12. Analysis of capital budget
13. Analysis of budgeted financial position
14. Dinner Plain

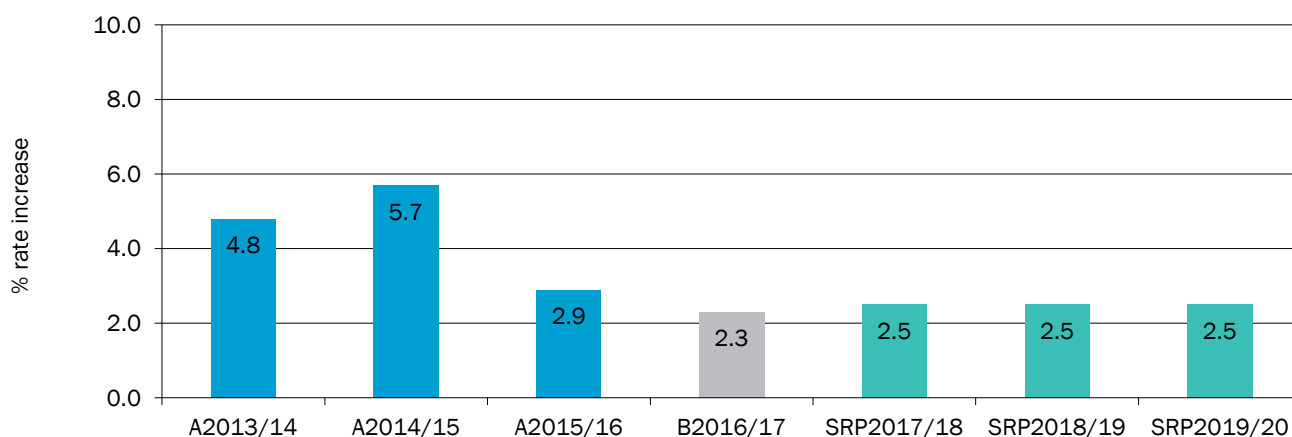
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8. Summary of financial position

Council has prepared a Budget for the 2016/17 financial year which seeks to balance the demand for services and infrastructure with the community’s capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

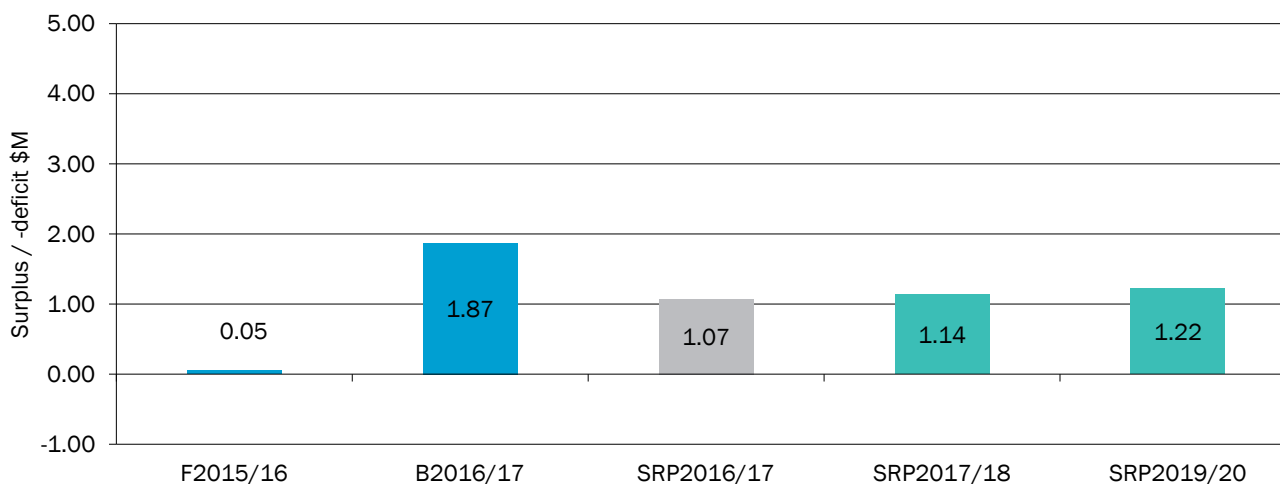
8.1 Total rates and charges



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

Refer to section 7 – Rates and charges

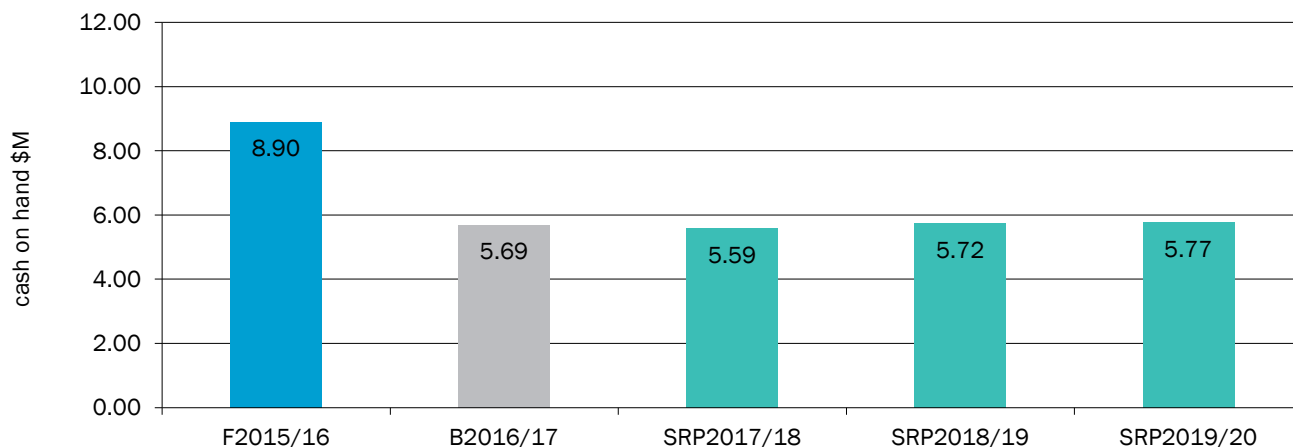
8.2 Operating result



Refer to section 10 – Analysis of the operating budget for a detailed analysis.



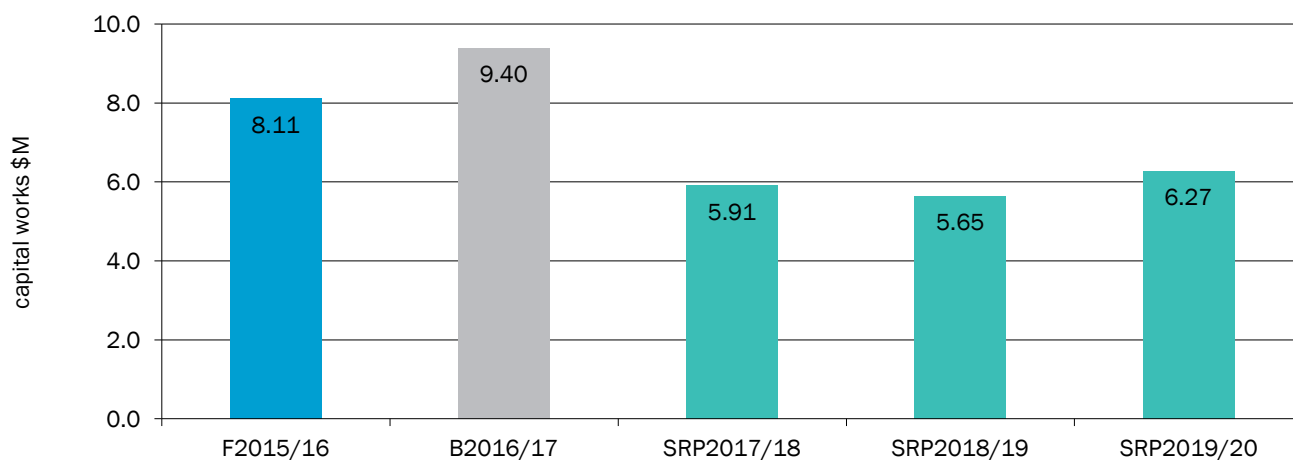
8.3 Cash and investments



Cash and investments are expected to decrease in 2015/16 and 2016/17 due to the delivery of the capital work program and minimal carry forward projects.

Refer also Section 4 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

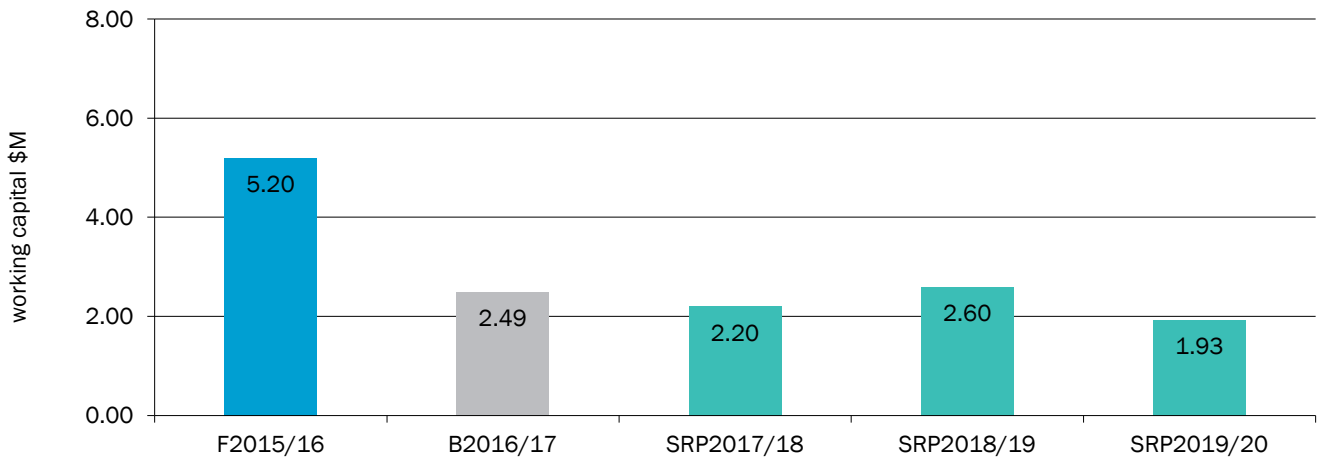
8.4 Capital works



Refer also Section 4 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

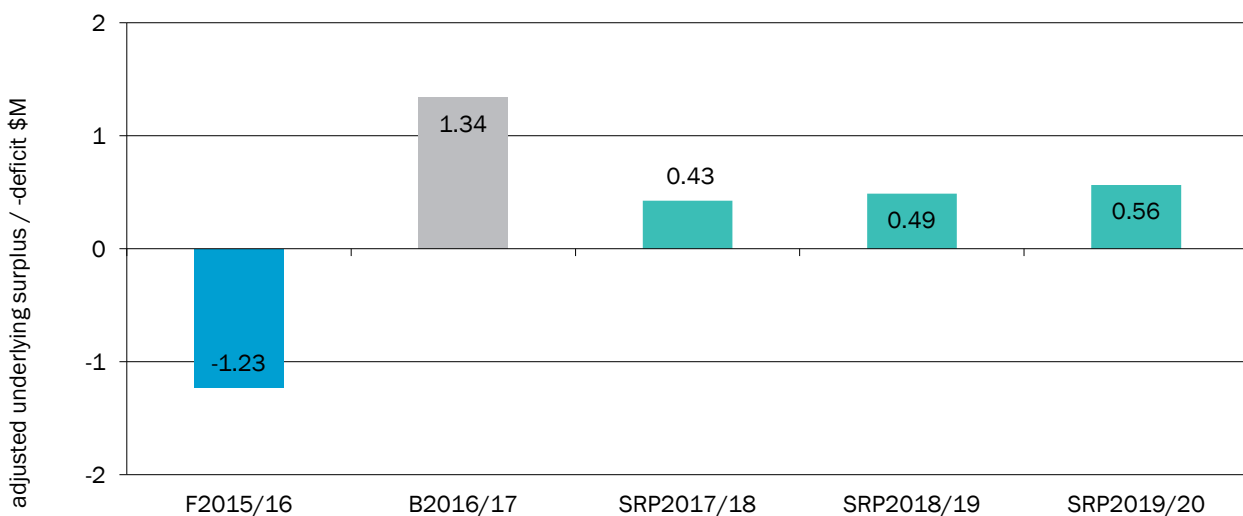


8.5 Financial position



Refer also Section 4 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

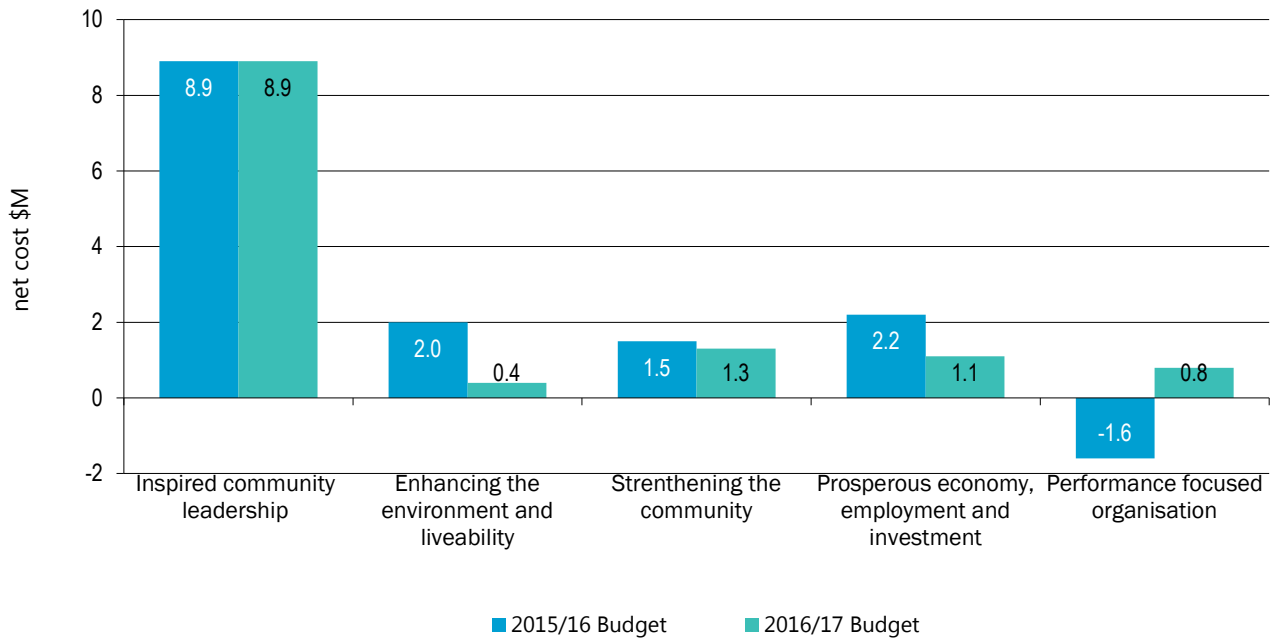
8.6 Financial sustainability



A high level Strategic Resource Plan for the years 2017/18 to 2019/20 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan.

Refer Section 15 for more information on the Strategic Resource Plan.

8.7 Strategic objectives



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2016/17 year.

The services that contribute to these objectives are set out in Section 2.



9. Budget influences

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

9.1 Snapshot of Alpine Shire Council

The Alpine Shire is a small rural shire with the major townships of Bright, Mount Beauty and Myrtleford located across the Ovens and Kiewa valleys. The Alpine Shire covers an area of 4,790 square kilometres, and encompasses the Buffalo, Ovens and Kiewa Rivers and their tributaries.

Approximately 92% of the Shire is public land, including large tracts of the Alpine National Park, as well as the whole of the Mount Buffalo National Park. The remaining 8% of land comprises townships and farming land, which exist along the flood plains of the river valleys. The major townships are nestled in the valleys, located along the river systems.

The Alpine Shire surrounds some of Victoria's major ski resorts at Mount Hotham, and Falls Creek, with smaller snowfield attractions at Dinner Plain and Mount Buffalo.

Population

Approximately 12,000 people call the Alpine Shire home, but the population swells during peak tourism times. Alpine has a large population of over 55s, with the 2011 Census revealing that 38.2% of the population is aged over 55, compared to an Australian average of 25.6%. This ageing population presents unique challenges to Council in order to provide adequate services.

Industry

Alpine Shire has an industry mix that covers goods-producing industries (agriculture, manufacturing, construction) and services.

The key sectors are tourism, timber and forestry, agriculture (livestock and horticulture), services (health, education, community services), and retail.

Tourism is a major driver of the economy. Combined with the Alpine ski resorts, tourism is worth approximately \$264 million per annum to the region.

Budget implications

As a result of the Shire's demographic profile, over 18% of ratepayers are entitled to the pensioner rebate. As pensioners are often asset rich but income poor, the adoption of significant rate increases has a real impact on the disposable income of a significant proportion of our community. Council has hardship provisions in place but these can impact on cash balances when large volumes of ratepayers are involved.

9.2 External influences

- Consumer Price Index (CPI) increases on goods and services of 1.7% through the year to December quarter 2015 (ABS release 28 January 2015). State-wide CPI is forecast to be 2.5% for the 2016/17 year (Victorian Budget Papers 2015/16).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2015 was 1.7% (ABS release 13 August 2015). The wages price index in Victoria is projected to be 3.25% per annum in 2016/17 and the subsequent two years (Victorian Budget Papers 2015/16).
- Freezing of the Victoria Grants Commission funding until 2020.
- Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervision, and Library services. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

9.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2016/17 Budget. These matters have arisen from events occurring in the 2015/16 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2016/17 year. These matters and their financial impact are set out below:

- A reduction in cash held due to receiving only half of the Financial Assistance Grant in 2015/16. Council received \$1.7 million in advance in the 2014/15 financial year. Council has not budgeted to receive Financial Assistance Grants in advance relating to 2016/17.
- Forecast delivery of 93% of the capital works budget which is a significant improvement on previous years thus reducing Council's cash balance.
- A continued reduction on previous years in employee costs of \$1.1 million to \$8.2 million expense.
- Additional Roads to Recovery (R2R) funding expected to be received in 2016/17 of \$1.2 million.
- HACC services being recommissioned to another provider by the Department of Health and Human Services.

9.4 Budget principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

- Existing fees and charges to be increased in line with CPI or market levels.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Service levels to be maintained at 2015/16 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- Operating revenues and expenses arising from completed 2015/16 capital projects to be included.

9.5 Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2016/17 to 2019/20 (Section 15.), Rating Information (Section 7 & 16.) and Other Long Term Strategies (Section 17.) including borrowings, infrastructure and service delivery.

10. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2016/17 year.

10.1 Budgeted income statement

	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Total income	10.2	24,685	25,531	846
Total expenses	10.3	(24,634)	(23,658)	977
Surplus (deficit) for the year		51	1,873	1,823
Grants – capital non-recurrent	10.2.6	(1,125)	(394)	731
10.2.4		(103)	(106)	(3)
Capital contributions - other sources	4.2.4	(50)	(36)	14
Adjusted underlying surplus (deficit)		(1,227)	1,337	2,565

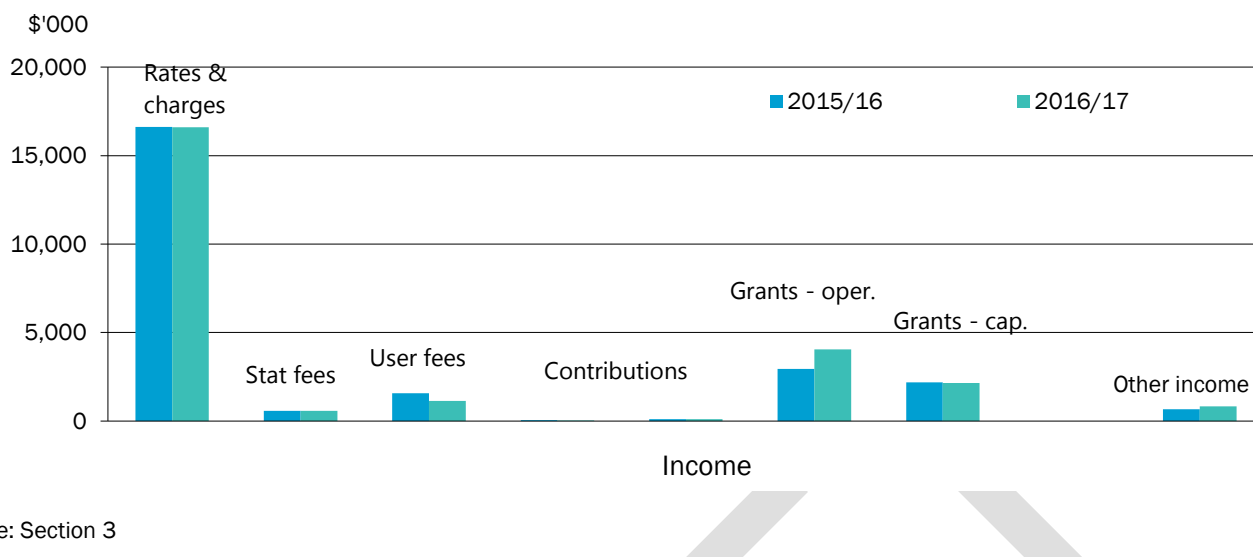
10.1.1 Adjusted underlying result

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result.

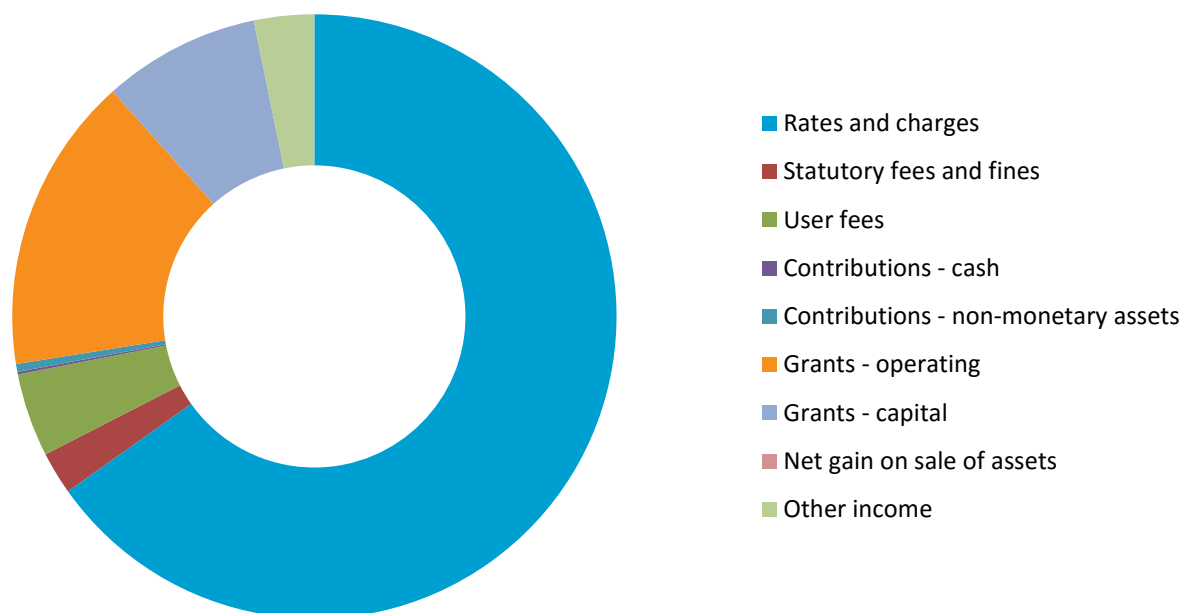
In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

10.2 Income

Income Types	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Rates and charges	10.2.1	16,617	16,660	43
Statutory fees and fines	10.2.2	565	581	16
User fees	10.2.3	1,564	1,137	(427)
Contributions - cash	10.2.4	50	36	(14)
Contributions - non-monetary assets	10.2.4	103	106	3
Grants - operating	5.1.1	2,949	4,049	1,100
Grants - capital	5.1.2	2,181	2,142	(39)
Net gain on sale of assets	10.2.5	-	-	-
Other income	10.2.6	656	820	164
Total income		24,685	25,531	846



Source: Section 3



10.2.1 Rates and charges

It is proposed that income raised by rates and charges will be increased by 2.3%. This is made up of an increase in rates and charges of \$436K and offset by a reduction in the Dinner Plain special rate from 80% of the general rate to 43%. This equates to a reduction in rate revenue of \$274K. The remainder of the variance is due to additional properties meeting the criteria for the Commercial/Industrial differential rate during the year 2015.16 year which were not budgeted for.

Section 7 – Rates and Charges - includes a more detailed analysis of the rates and charges to be levied for 2016/17 and the rates and charges information specifically required by the Regulations.

10.2.2 Statutory fees and fines

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

Statutory fees are forecast to increase in line with CPI.

A detailed listing of statutory fees is included in Appendix A.

10.2.3 User fees

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of pools, halls and other community facilities. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases are in line with CPI or market levels and to ensure community use is maximised.

User charges are projected to decrease due to HACC services being recommissioned to another provider by the Department of Health and Human Services.

A detailed listing of fees and charges is included in Appendix A.

10.2.4 Contributions

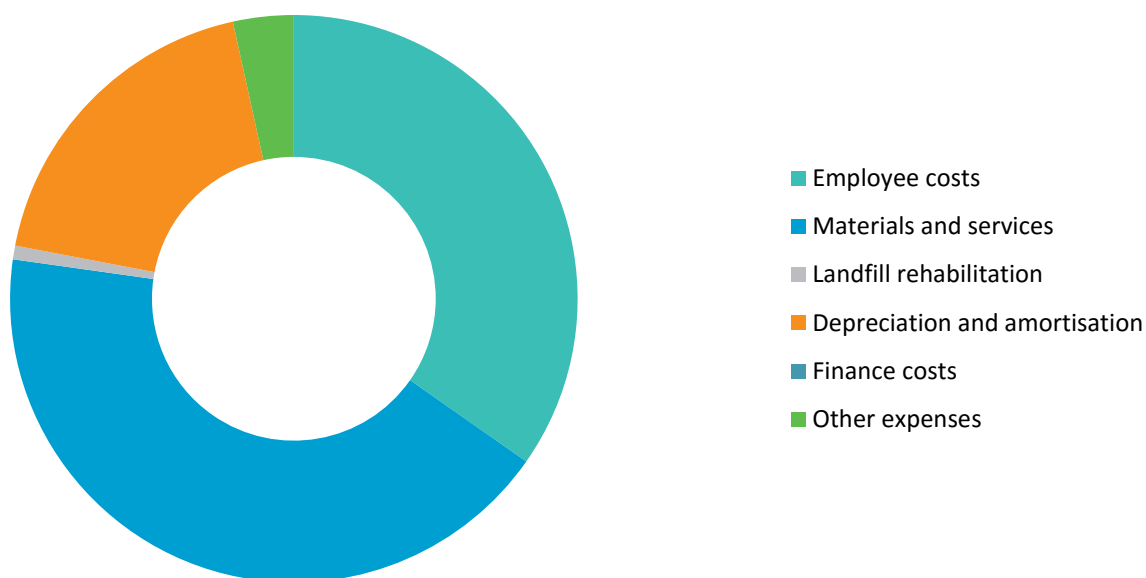
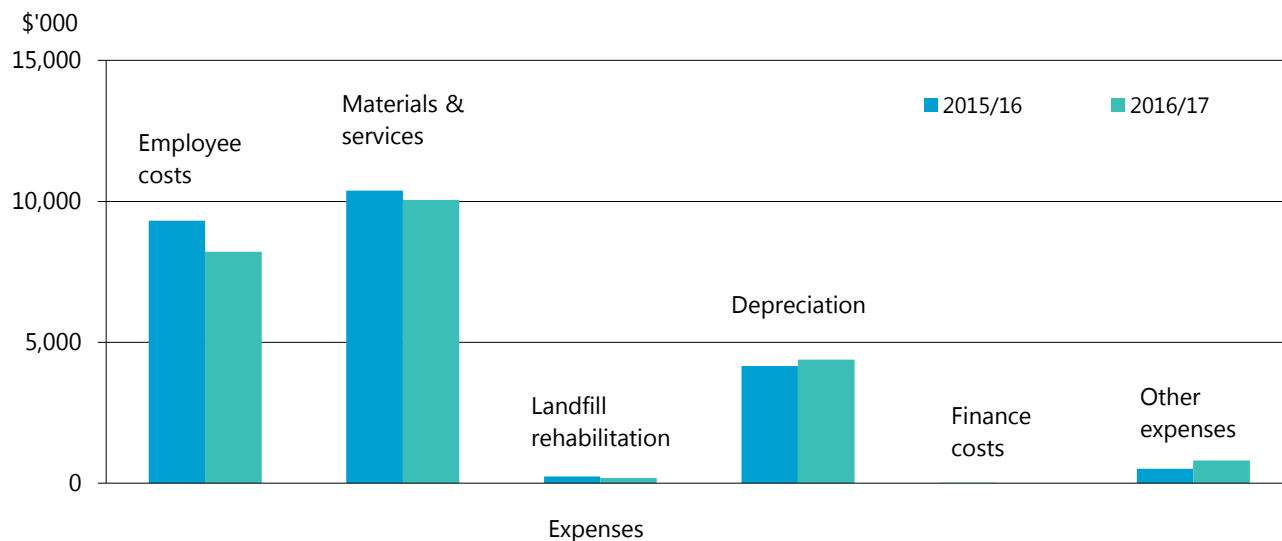
Contributions relate to monies paid by developers in regard to recreation, drainage and car parking in accordance with planning permits issued for property development or funds received from community groups to contribute to towards capital projects.

10.2.5 Other income

Other income relates to a range of items such as interest income, rent from Council owned properties and sale of merchandise at Visitor Information Centres. Other income is budgeted to increase due to CPI as well as Council leasing out more properties than in previous years.

10.3 Expenses

Expense Types	Ref	Forecast		Variance
		Actual 2015/16 \$'000	Budget 2016/17 \$'000	
Employee costs	10.3.1	9,311	8,215	(1,096)
Materials and services	10.3.2	10,386	10,054	(332)
Landfill rehabilitation	10.3.3	246	185	(62)
Depreciation and amortisation	10.3.4	4,157	4,388	231
Finance costs	10.3.5	22	0	(22)
Other expenses	10.3.6	512	816	304
Total expenses		24,634	23,658	(977)



Source: Section 3

10.3.1 Employee costs

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc.

Employee costs are forecast for a further reduction on last year of \$1.1 million to \$8.2 million. This is due to:

- HACC services being recommissioned to another provider by the Department of Health and Human Services.
- 1.5% increase to salaries and wages.
- Outsourcing of labour in operational areas such as pools.
- Operational reviews to ensure resourcing is reflective of demand.
- Ongoing review of positions as they become vacant.

A summary of planned human resources expenditure categorised according to the organisational structure of Council is included below. Note that there are temporary wages included in the asset development departments capitalised wages.

Department	Budget 2016/17 \$'000	Permanent Full Time \$'000	Permanent Part Time \$'000
Alpine@Home	106	106	0
Asset Development	588	330	258
Asset Maintenance	2,653	2,566	87
Corporate	1,210	877	333
Economic and Community Development	511	208	303
Executive	873	763	110
Facilities	812	178	634
Planning and Amenity	1,015	576	439
Total expenditure	7,768	5,604	2,164
Casual and temporary	1,211		
Total employee costs	8,979		
Less capitalised wages			
Asset Development	(604)		
Asset Maintenance	(160)		
Total expenditure	8,215		

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

Department	Budget FTE	Permanent Full Time	Permanent Part Time
Alpine@Home	1.0	1.0	0.0
Asset Development	5.3	3.0	2.3
Asset Maintenance	35.2	34.0	1.2
Corporate	13.8	10.0	3.8
Economic and Community Development	5.5	2.0	3.5
Executive	6.2	5.0	1.2
Facilities	10.4	2.0	8.4
Planning and Amenity	10.5	6.0	4.5
Total permanent employees	86.9	62.0	24.9
Casual and temporary	13.2		
Total full time equivalent employees	100.1		

10.3.2 Materials and services

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by \$332K. This is mainly attributed to:

- HACC services being recommissioned to another provider by the Department of Health and Human Services;
- Continued demand reduction programs; and
- Strong budget management.

The 2015.16 forecast is also higher than expected to due flood recovery works required during the year as a result of the mud slide in Ovens.

10.3.3 Landfill rehabilitation

Landfill rehabilitation costs are expected to decrease. This is due to Council ceasing its landfill operations and transitioning to a landfill diversion strategy. Council still has significant landfill rehabilitation costs in the future, however these will be less due to no new cells being constructed.

10.3.4 Depreciation and amortisation

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. Depreciation is expected to increase based on completion of new capital works.

Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2016/17 year.

10.3.5 Finance costs

In July 2015, Council paid out all its loans and does not intend to borrow for any capital projects. Zero borrowings are also projected in the long term financial plan.

10.3.6 Other items of expense

Other items of expense relate to a range of unclassified items including contributions to community groups, advertising, Councillor allowances and other miscellaneous expenditure items.

11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016/17 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

11.1 Budgeted cash flow statement

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		16,518	16,658	140
User fees and fines		2,129	1,718	(411)
Grants - operating		2,948	3,983	1,035
Grants - capital		2,181	2,142	(39)
Interest		232	364	132
Trust funds deposits taken		2,463	2,463	-
Other receipts		547	1,073	526
		27,018	28,401	1,383
<i>Payments</i>				
Employee costs		(9,549)	(8,494)	1,055
Trust funds deposits repaid		(2,318)	(2,318)	-
Materials and consumables		(11,406)	(11,710)	(305)
		(23,273)	(22,522)	750
Net cash provided by operating activities		3,746	5,879	2,133
Cash flows from investing activities	11.1.2			
Proceeds from sales of property, infrastructure, plant & equipment		364	309	(55)
Proceeds from investments		5,006	2,500	(2,506)
Payments for property, infrastructure, plant and equipment		(8,109)	(9,399)	(1,290)
		(2,739)	(6,590)	(3,851)
Cash flows from financing activities	11.1.3			
Finance costs		(21)	-	21
Proceeds from borrowings		-	-	-
Repayment of borrowings		(946)	-	946
		(967)	-	967
Net increase/(decrease) in cash and cash equivalents		40	(711)	(751)
Cash and cash equivalents at the beginning of the year		3,858	3,898	40
Cash and cash equivalents at end of the year	11.1.4	3,898	3,186	(711)

Source: Appendix A

11.1.1 Operating activities

The change in cash flows from operating activities is due mainly to:

- Council only receiving half of the Financial Assistance Grant in 2015/16 equating to \$1.7 million.
- Reduction in employee costs expected in 2016/17 of \$1.1 million.

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Surplus (deficit) for the year	51	1,873	1,823
Depreciation	4,157	4,388	231
Loss (gain) on sale of assets	-	-	-
Net movement in current assets and liabilities	(1,831)	732	2,563
Cash flows available from operating activities	2,377	6,993	4,617

11.1.2 Investing activities

Council is expecting to utilise \$5 million of cash from its term deposits in the 2015/16 financial year due to:

- Forecasting to deliver 93% of its capital works program which requires cash to be sourced from its term deposits; and
- Receiving \$1.7 million less from the Financial Assistance Grants in the 2015/16 year.

In the 2016/17 year, Council expects to use a further \$2.5 million of cash from investments to fund the Alpine Better Places projects from own source funds as there is currently no confirmed grant funding.

The reduction in cash held in investments is expected and has been modelled in the Long Term Financial Plan prior to Council commencing works to ensure financial sustainability.

11.1.3 Financing activities

In 2015/16 Council budgeted to repay all its outstanding debt. This decision was made as Council was holding greater cash than expected due to timing of works and grants. The payout was made in July 2015 and has reduced recurring finance costs. Council has not forecast any future borrowings in its Long Term Financial Plan.

11.1.4 Cash and cash equivalents at end of the year

Overall, total cash and investments is forecast to decrease due to Council funding significant capital works from own source funds in 2016/17.

11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2016 it will have cash and investments of \$6 million, which has been restricted as shown in the following table. This is expected to decrease further in 2016/17 to \$3.3 million due to Council funding the Alpine Better Places project from own source funds as grants have not yet been confirmed.

		Forecast		
	Ref	Actual	Budget	Variance
		2015/16	2016/17	
		\$'000	\$'000	\$'000
Total cash, investments and financial assets		8,898	5,686	(3,211)
Restricted cash and investments				
- Statutory reserves	11.2.1	(256)	(256)	-
- Cash held to carry forward capital works	11.2.2	(424)	-	424
- Trust funds and deposits		(793)	(938)	(145)
Unrestricted cash and investments	11.2.3	7,425	4,492	(2,932)
- Discretionary reserves	11.2.4	(1,363)	(1,004)	359
Unrestricted cash adjusted for discretionary reserves	11.2.5	6,062	3,488	(2,573)

11.2.1 Statutory reserves

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

11.2.2 Cash held to fund carry forward capital works

There is no amount shown as cash held to fund carry forward works at 30 June 2017, as it is expected that the capital works budget in the 2016/17 financial year will be fully expended. An amount of \$424K is forecast to be held at 30 June 2016 to fund capital works budgeted but not completed in the financial year. Section 6.2 contains further details on capital works funding.

11.2.3 Unrestricted cash and investments

The amount shown is in accordance with the definition of unrestricted cash included in the Section 3 of the Regulations. These funds are free of statutory reserve funds and cash to be used to fund capital works expenditure from the previous financial year.

11.2.4 Discretionary reserves

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

11.2.5 Unrestricted cash adjusted for discretionary reserves

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

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12. Analysis of capital budget

This section analyses the planned capital works expenditure budget for the 2016/17 year and the sources of funding for the capital budget. Further detail on the capital works program can be found in Section 6.

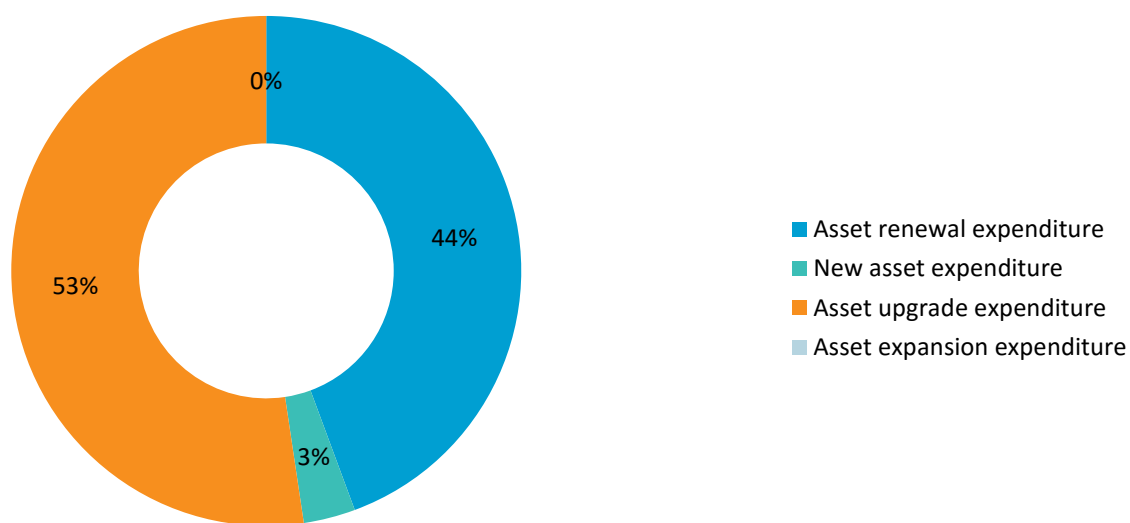
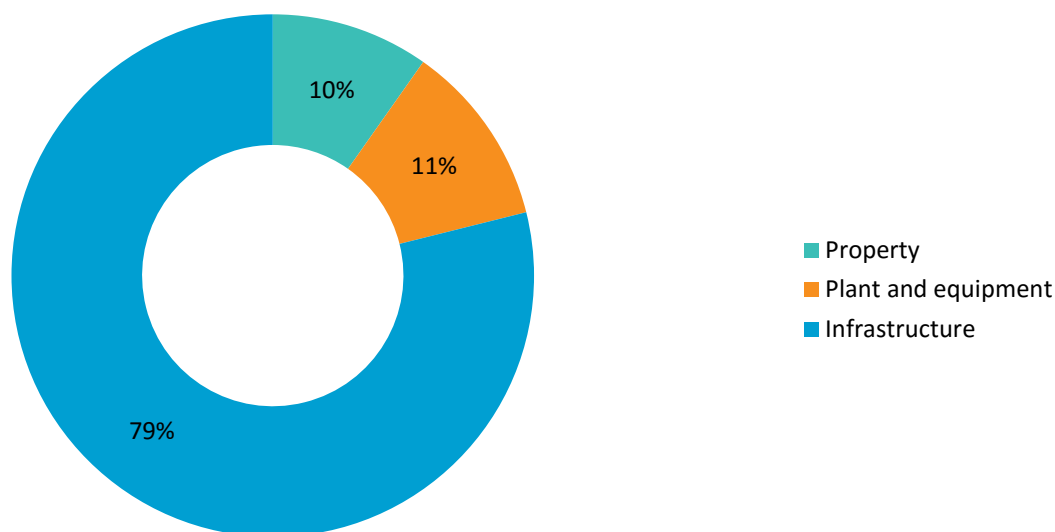
12.1 Capital works expenditure

Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Works carried forward	12.1.1			
Property				
Buildings		360	408	48
Total property		360	408	48
Infrastructure				
Roads		325	-	(325)
Bridges		187	-	(187)
Footpaths and cycleways		104	-	(104)
Parks, open spaces and streetscapes		506	16	(490)
Drainage		-	-	-
Waste management		101	-	(101)
Total infrastructure		1,223	16	(1,207)
Total works carried forward		1,583	424	(1,159)
New works				
Property	12.1.2			
Buildings		1,086	499	(587)
Total property		1,086	499	(587)
Plant and equipment	12.1.3			
Plant, machinery and equipment		898	875	(23)
Fixtures, fittings and furniture		41	100	59
Playground equipment		83	90	7
Total plant and equipment		1,022	1,065	43
Infrastructure	12.1.4			
Roads		2,241	5,317	3,076
Bridges		683	524	(159)
Footpaths and cycleways		182	21	(161)
Parks, open spaces and streetscapes		1,227	1,105	(122)
Drainage		85	303	218
Waste management		-	141	141
Total infrastructure		4,418	7,411	2,993
Total new works		6,526	8,975	2,449
Total capital works expenditure		8,109	9,399	1,290



Capital Works Areas	Ref	Forecast		Variance
		Actual 2015/16 \$'000	Budget 2016/17 \$'000	
Represented by:				
Asset renewal expenditure	6.1.5	4,605	4,169	(436)
New asset expenditure	6.1.5	-	309	309
Asset upgrade expenditure	6.1.5	3,504	4,921	1,417
Asset expansion expenditure	6.1.5	-	-	-
Total capital works expenditure		8,109	9,399	1,290

Source: Section 3. A more detailed listing of the capital works program is included in Section 6



12.1.1 Carried forward works

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016/17 year it is forecast that the only projects to be carried forward from 2015/16 are for Mount Beauty Library redevelopment and Myrtleford Nimmo bridge beach.

Not included in the carry forward works is the Porepunkah landfill rehabilitation work. This project was budgeted to be completed in 2015/16, however will now be completed in 2016/17. This is not reflected in the carry forward works or capital budget due to the landfill rehabilitation work being provided for in Councils landfill provision which resides as a liability. The rehabilitation costs are capitalised at the time the landfill is constructed.

In 2015/16 Council budgeted for the purchase of a snow blower of \$215K. This will not proceed and the funds will be transferred back to the Dinner Plain reserve.

12.1.2 Property

The property class comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

For the 2016/17 year, the main project is the Bright municipal office stage two. This is part of the annual renewal works program.

12.1.3 Plant and equipment

Plant and equipment includes plant, machinery and equipment, computers and telecommunications, and library books.

For the 2016/17 year, there is expected to be renewal of key plant items to ensure smooth operation of Councils facilities and asset maintenance departments.

12.1.4 Infrastructure

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

Council has invested considerable energy into reviewing its asset management systems. This then allows for timely and transparent data on what assets require renewal in any given year. Council also uses innovative technology through the use of an application called Fulcrum to gather and update the data relating to its assets. This saves time and money and produces better results. Improvement in this area will continue in future years.

A listing of all projects being funded by Council in 2016/17 can be found in section 6.

12.1.5 Asset renewal, new assets, upgrade and expansion

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

12.2 Funding sources

Sources of funding	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Works carried forward				
Current year funding				
Grants		129	-	(129)
Contributions		-	-	-
Borrowings		-	-	-
Council cash				
- operations		1,903	424	(1,479)
- proceeds on sale of assets		-	-	-
- reserve cash and investments		-	-	-
- unrestricted cash and investments		-	-	-
Total works carried forward		2,032	424	(1,608)
New works				
Current year funding				
Grants		1,663	2,142	479
Contributions		153	142	(11)
Borrowings		-	-	-
Council cash				
- operations		723	3,633	2,910
- proceeds on sale of assets		364	309	(55)
- reserve cash and investments		674	249	(425)
- unrestricted cash and investments		2,500	2,500	-
Total new works		6,077	8,975	2,898
Total funding sources		8,109	9,399	1,290

Source: Section 6

This table highlights how Council funds its new assets and infrastructure. Council plans to fund some asset and infrastructure development in 2015/16 and 2016/17 from its operating cash balance and terms deposits due to:

- Alpine Better Places project in 2016/17 not yet having confirmed grant funding; and
- Catching up on a backlog of works carried forward from previous years.

13. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2015/16 and 2016/17. It also considers a number of key financial performance indicators.

13.1 Budgeted balance sheet

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Current assets	12.3.1			
Cash and cash equivalents		3,898	3,186	(711)
Trade and other receivables		1,406	1,476	70
Financial assets		5,000	2,500	(2,500)
Inventories		132	122	(10)
Other assets		243	271	28
Total current assets		10,679	7,555	(3,124)
Non-current assets	13.1.1			
Trade and other receivables		5	3	(2)
Investments in regional library corporation		505	-	(505)
Property, infrastructure, plant & equipment		204,054	217,879	13,824
Inventories		155	159	5
Total non-current assets		204,719	218,041	13,322
Total assets		215,397	225,596	10,198
Current liabilities	13.1.2			
Trade and other payables		1,791	1,787	(4)
Trust funds and deposits		793	938	145
Provisions		2,862	2,308	(554)
Income received in advance		30	30	-
Interest-bearing loans and borrowings		-	-	-
Total current liabilities		5,476	5,063	(413)
Non-current liabilities	13.1.2			
Provisions		3,061	2,707	(354)
Income received in advance		447	417	(30)
Interest-bearing loans and borrowings		-	-	-
Total non-current liabilities		3,508	3,124	(384)
Total liabilities		8,984	8,187	(797)
Net assets		206,413	217,409	9,401
Equity	13.1.3			
Accumulated surplus		84,951	87,183	2,232
Asset revaluation reserve		119,843	128,966	9,122
Other reserves		1,619	1,260	(359)
Total equity		206,413	217,409	10,996



13.1.1 Current Assets and Non-Current Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease due to Council catching up on a backlog of carry forward projects and funding the Alpine Better Places project from its own source funds as no grant funding has yet been confirmed.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories and other revenues due to be received in the next 12 months. Council does not expect other assets to change significantly.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. Increases are as a result of the capital works program and asset revaluations which occur each year.

13.1.2 Current Liabilities and Non-Current Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2015/16 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees and the landfill rehabilitation provision.

Employee entitlements are expected to decrease due to the recommissioning of the HACC services to another provider by the Department of Health and Human Services.

13.1.3 Working Capital

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

In addition to the restricted cash shown above, Council is also projected to hold \$1.2 million in discretionary reserves at 30 June 2017. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

13.1.4 Equity

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.

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

13.2 Key assumptions

In preparing the Balance Sheet for the year ending 30 June 2016 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 95.5% of total rates and charges raised will be collected in the 2016/17 year.
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days.
- Other debtors and creditors to remain consistent with 2015/16 levels
- Proceeds from the sale of property in 2015/16 will be received in full in the 2016/17 year.
- Loans were fully paid out in July 2015 and no future loans are forecast in the Long Term Financial Plan.
- Total capital expenditure to be \$9.4 million.

14. Dinner Plain

Dinner Plain operates as a separate business function within Council. All income and expenditure relating to Dinner Plain is quarantined. Unspent funds during the year are transferred to the Dinner Plain reserve, whilst any overspend on funds is transferred out of the reserve and classed as income for the business function in that year.

14.1 Dinner Plain operating statement

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
4.16 Dinner Plain rates and charges			
1601 Dinner Plain rates & charges	(1,298)	(913)	385
1602 Dinner Plain waste & recycling rates	(307)	(325)	(18)
4.16 Dinner Plain rates and charges total	(1,605)	(1,238)	367
4.17 Dinner Plain management			
1605 Dinner Plain village services	(60)	(61)	(1)
2903 Transfer to/(from) Dinner Plain reserves	-	(300)	(300)
4.17 Dinner Plain management total	(60)	(361)	(301)
Total income	(1,665)	(1,599)	66
4.16 Dinner Plain rates and charges			
2701 Dinner Plain marketing	125	100	(25)
2702 Bus services	186	185	(1)
2708 Dinner Plain events	60	80	20
2709 Snow clearing	125	125	-
2710 Dinner Plain TV	10	2	(8)
2711 Snow grooming	62	60	(2)
2712 Plant maintenance - Dinner Plain management	-	5	5
2713 DPAC operating fees - Dinner Plain management	-	2	2
2717 Employee costs - Dinner Plain	60	41	(19)
4.16 Dinner Plain rates and charges total	628	600	(28)
4.17 Dinner Plain management			
2703 Resort maintenance	84	82	(2)
2704 Dinner Plain waste management	252	307	55
2706 Public Facilities	87	55	(32)
2707 Council administration	461	220	(241)
2727 Employee costs - Dinner Plain management	-	41	41
4.17 Dinner Plain management total	884	705	(179)
Dinner Plain capital works			
Dinner Plain - road renewal	54	96	42
Dinner Plain - Scrubbers End carpark rehabilitation		48	48
Dinner Plain - mountain bike trail implementation	26	42	16

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Dinner Plain - strategic projects	10	60	50
Dinner Plain - depot fencing		27	27
Dinner Plain - balustrade at Castran Corner		21	21
Dinner Plain - Gravity adventure park	63	-	(63)
Dinner Plain - link road upgrade	21	-	(21)
Total Dinner Plain capital works	174	294	120
Total expenditure	1,686	1,599	(87)
Dinner Plain net result	21	-	(21)

14.1.1 Dinner Plain rates and charges

There is a reduction in Dinner Plain rates and charges in the 2016/17 budget due to a reduction in the Special Rate. Council is proposing to decrease the Special rate to be consistent with that of the Commercial/industrial differential rate. This results in a reduction in rate revenue for the Dinner Plain business function which will be funded from the Dinner Plain reserve.

14.1.2 Dinner Plain management

There is a reduction in the Dinner Plain management expenditure. This is due to the 2015/16 forecast including the payout of the Dinner Plain loan. Council paid out all its borrowings in July 2015, and the Dinner Plain portion was costed to the Council administration account.

Long term strategies

This section includes the following analysis and information:

15. Strategic resource plan
16. Rating context and structure
17. Other long term strategies

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15. Strategic resource plan

This section includes an extract of the adopted Strategic Resource Plan (SRP) to provide information on the long term financial projections of the Council.

15.1 Plan development

The Act requires a SRP to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared a SRP for the four years 2016/17 to 2019/20 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years. Council has also included a Long Term Financial Plan which considers the financial operations of Council for the next ten years.

The key objective, which underlines the development of the SRP and LTFP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP and LTFP, are:

- Maintain existing service levels.
- Maintain a favourable operating result.
- Maximise Council's capital works program.
- Achieve a balanced budget on a cash basis.

In preparing the SRP and LTFP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

The SRP and LTFP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

15.2 Financial resources

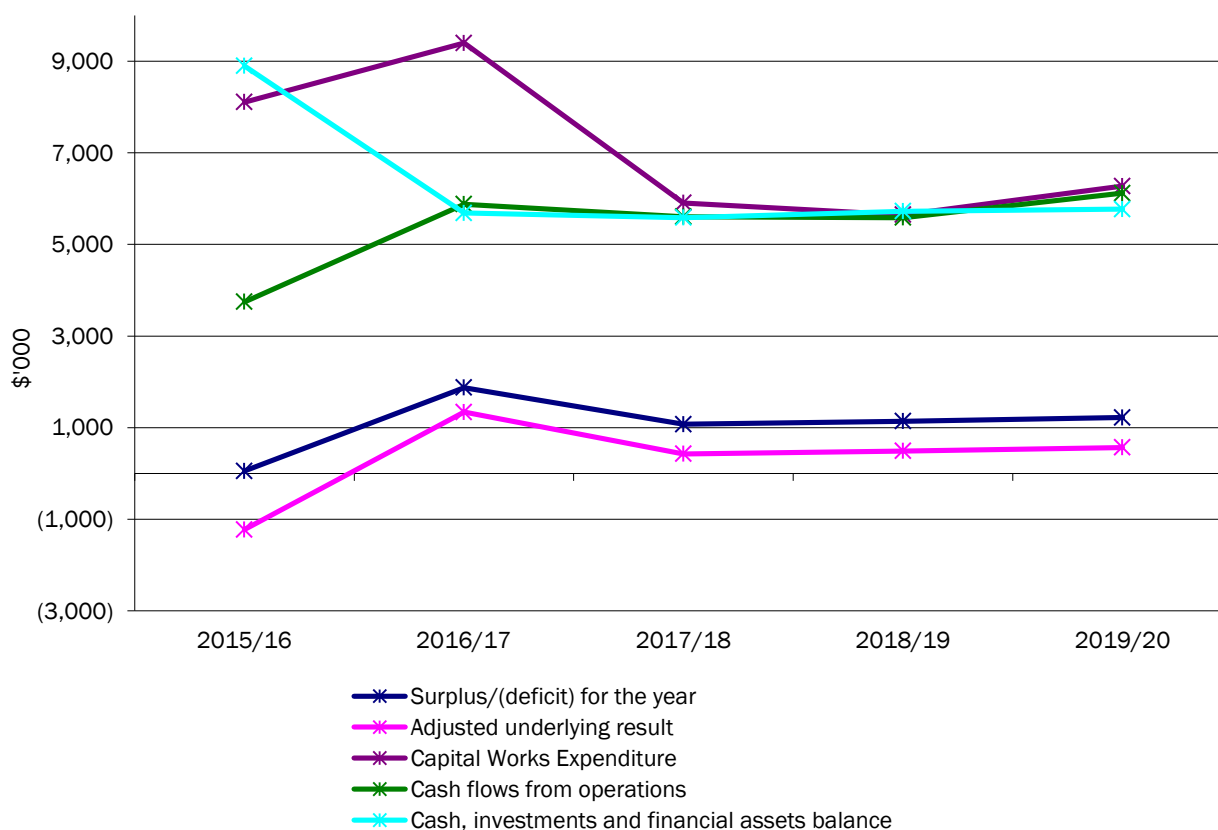
The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/17 to 2019/20. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2015/16	2016/17	2017/18	2018/19	2019/20	+ / o / -
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	51	1,873	1,072	1,138	1,218	+
Adjusted underlying result	(1,227)	1,337	426	488	564	o
Cash, investments and financial assets balance	8,898	5,686	5,585	5,724	5,769	o
Cash flows from operations	3,746	5,879	5,606	5,586	6,120	o
Capital works expenditure	8,109	9,399	5,906	5,647	6,274	o

Key to Forecast Trend:

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

The following graph shows the general financial indicators over the four year period.



The key outcomes of the SRP are as follows:

Financial sustainability (Section 11) - Cash and investments are forecast to decrease marginally over the four year period. This is with the exception of 2015/16 which expected the backlog of capital works carried forward to be delivered.

Rating levels (Section 7 and 16) - Rating levels are forecast to remain consistent at a rate of 2.5%.

Service delivery strategy (Section 2 and 17) - Service levels have been maintained throughout the four year period.

Borrowing strategy (Section 5 and 17) - There are no borrowings forecast.

Infrastructure strategy (Section 6, 12 and 17) - Capital expenditure over the four year period will total \$27 million.

16. Rating context and structure

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy (referred to in section 7), Farm differential policy, Commercial/industrial policy and Waste service charge policy.

16.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 15.) and LTFP, rates and charges were identified as an important source of revenue, accounting for approximately 50% of the total revenue received by Council annually. Minimising future rate increases has therefore been an important component of the Strategic Resource Planning process. 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 Alpine Shire community.

16.2 Current year rates and charges

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2016.

Year	Rate Revenue Increase %	Waste Management Charge Increase %	Garbage Charge Increase %	Recycling Charge Increase %	Total Rates & Charges Raised \$'000
2014/15	5.00	5.00	5.00	5.00	15,911
2015/16	3.85	8.84	6.33	3.13	16,617
2016/17	2.30	2.30	2.30	2.30	16,660
2017/18	2.50	2.50	2.50	2.50	17,226
2018/19	2.50	2.50	2.50	2.50	17,785
2019/20	2.50	2.50	2.50	2.50	18,354

16.3 Rating structure

Council has established a rating structure which aims to identify the fairest and most equitable method of distributing the rate burden across residents. Property values form the central basis of rating under the *Local Government Act 1989*.

There are various valuation bases for determining the property value component of rates. Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council does review its rating structure annually.

Council makes a distinction within the property value component of rates 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 businesses should pay a fair and equitable contribution to rates, taking into account the benefits those commercial properties derive from the local community.

The farm differential rate applies a reduced rate on all land declared as farm land. This is to 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.

The commercial/industrial differential rate applies a higher rate on commercial/industrial properties (including holiday houses available for hire). This provides for the higher costs of servicing commercial and industrial properties, specialist properties and undertaking economic development and tourism strategies.

Council also applies a special rate to ratepayers at Dinner Plain. This provides for the additional servicing costs of Dinner Plain which are significantly higher than all other areas, due to the complex nature and special requirements of this resort such as snow clearing. Council has chosen to operate Dinner Plain as a discreet Business function which makes it unique when compared to other towns within the shire. All special and general rates are quarantined for expenditure on Dinner Plain related expenditure. Where there are unspent funds at the end of the year, these funds will be transferred to a reserve, namely Dinner Plain Reserve, for expenditure in future years.

Council also levies annual service charges for the following:

- Waste collection
- Recycling collection
- Waste management

These service charges are consistent with previous years, however the Waste management charge has been renamed from Landfill rehabilitation and development charge. This is to provide greater detail of the items which the charge covers. Refer to section 7.5 'Waste services charges policy' for the criteria to which the charges apply.

The following table summarises the rates to be determined for the 2016/17 year. A more detailed analysis of the rates to be raised is contained in Section 7 'Rates and charges'.

Rate type	How applied	2015/16	2016/17	Change
Residential rates	Cents/\$ CIV	0.4968	0.4901	-1.3%
Commercial/industrial rates	Cents/\$ CIV	0.7097	0.7008	-1.2%
Farm rates	Cents/\$ CIV	0.3519	0.3578	1.7%
Dinner Plain special rates	Cents/\$ CIV	0.4007	0.2107	-47.4%
Landfill rehabilitation charge	\$/ property	\$96.00	\$98.20	2.3%
Kerbside collection charge	\$/ property	\$230.00	\$235.30	2.3%
Recycling charge	\$/ property	\$75.80	\$77.50	2.2%

16.4 General revaluation of properties

During the 2015/16 year, a revaluation of all properties within the municipality was carried out and will apply from 1 July 2016 for the 2016/17 year. The outcome of the general revaluation has been a small change in property valuations throughout the municipality. Overall, property valuations across the municipal district have increased by 2.9%.

In view of the outcomes of the general revaluation of all properties within the Council's municipal district during the 2015/16 year, Council has chosen not to make any changes to the existing rate structure. In aggregate, total rates and charges will increase by 1.2% (due to a reduction in the Dinner Plain special rate as already outlined) compared to 2015/16. This will be achieved by reducing the rate in the dollar to offset the increase in property valuations across the municipal district following the general revaluation.

16.5 Payment of rates

Council has traditionally offered the following payment options for all ratepayers:

- Lump sum on or before 15 February;
- By four instalments on or before 30 September, 30 November, 28 February and 31 May in accordance with Section 167 of the Local Government Act 1989.

Council continues to seek ways to improve its operations and minimise inefficiencies. Improved efficiencies within Council ultimately result in savings which will be passed onto ratepayers in future years. One area identified is rates administration. In the 2016/17 financial year Council will only offer rates payments by instalments on or before 30 September, 30 November, 28 February and 31 May.

The purpose of offering payments by instalments only is to:

- Reduce overdue rates payments and interest income derived from rates;
- Reduce administration by offering four payment dates rather than five;
- Balance payments received across the year; and
- Align rate payments with neighbouring Councils who also only offer rates by instalments.

17. Summary of other strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

17.1 Borrowings

Council does not currently have any borrowings. Council was able to pay out its borrowings in full at the beginning of 2015/16. In developing the Strategic Resource Plan (SRP) and Long Term Financial Plan, Council has not provided for any borrowings, rather all projects are to be funded from revenue sources and existing cash reserves. This places Council in a strong financial position and ensures financial sustainability into the future. This is not to say that Council will not be required to borrow funds into the future, however each major capital project will be assessed to determine the most appropriate funding model at that time.

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

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2013/14	-	196	75	1,142
2014/15	-	946	21	946
2015/16	-	-	-	-
2016/17	-	-	-	-
2017/18	-	-	-	-
2018/19	-	-	-	-

	2015/16 \$	2016/17 \$
Total amount borrowed as at 30 June of the prior year	946	-
Total amount to be borrowed	-	-
Total amount projected to be redeemed	(946)	-
Total amount of borrowings proposed as at 30 June	-	-

17.2 Infrastructure

The Council has developed an Infrastructure Strategy otherwise referred to as the 'Strategic Project Pipeline' (SPP). The SPP is based on the knowledge provided by Asset Management Plans and Community consultation which sets out the capital expenditure requirements of Council for the next 10 to 20 years on a project by project basis. The SPP ranks each project using two methods (MoSCoW and Stack rank) to determine the project delivery timeline. The ranking process has been determined by Council in consultation with the community.

Projects detailed in the SPP for the first two years include the cost to deliver the project. For later years projects have an indicative budget or are still under review. Each year when the annual budget is developed a number of factors are considered prior to a project being recommended for delivery. This includes:

- Asset renewal requirements;
- Ability to achieve savings (i.e. tendering for contractors based on location)
- Capital works forecast in future years as detailed in the Long Term Financial Plan;
- If the project is 'shovel ready'; and
- Availability of resources to deliver the project.

The SPP is a key input into the SRP and Long Term Financial Plan. It assists with predicting infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations.

A key objective of Council is to maintain or renew existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

At present, Council is fortunate compared to most Council's in that its renewal gap is quite low. This is due to Council having a short road network (576kms) compared to other Council's and having taken full advantage of capital grants which have flowed to Council in recent years.

In updating the Infrastructure Strategy for the 2016/17 year, the following influences have had a significant impact:

- Increased Roads to Recovery (R2R) funding expected;
- Bridges renewal funding expected;
- Previous submissions received from the community; and
- Funding for the Alpine Better Places project not yet confirmed

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Total Capital Program \$'000	Grants \$'000	Summary of funding sources		
			Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2014/15	6,559	3,859	-	2,700	-
2015/16	8,109	2,181	-	5,928	-
2016/17	9,399	2,142	106	7,151	-
2017/18	5,906	1,029	109	4,768	-
2018/19	5,647	1,029	112	4,506	-
2019/20	6,274	1,029	115	5,130	-

In addition to using cash generated from its annual operations and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to car parking, drainage and public resort and recreation. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose, for example Dinner Plain.

17.3 Service delivery

Council's key objectives of service delivery incorporated into the Strategic Resource Plan and Long Term Financial Plan include:

- Minimising rate increases;
- Maintaining service delivery;
- Improving innovation and efficiency in service delivery; and
- Simplifying processes.

These key objectives are all developed based on a core component: the customer. Council continues to ensure that customer service is a primary focus alongside delivery of its capital works program on time and on budget.

There are a number of internal and external influences that have been identified through the budget development process which may have an impact on the scope and level of services to be provided over the next four to ten years. Council's approach to this is to continue to operate 'within its means' and look to the private sector for inspiration for efficiency improvements to ensure sustainability into the future.

There are also specific influences which are considered when developing the budget. These areas are summarised below.

20.3.1 Landfill restoration

Council maintains a provision to allow for the costs associated with rehabilitation and aftercare of its landfill sites as required by the Environmental Protection Authority. Council continues to budget each year to contribute to this provision in accordance with the Landfill Rehabilitation Strategy.

20.3.2 Dinner Plain

Dinner Plain operates as a self-governing and self-funding business unit within Council. This is due to the servicing costs of Dinner Plain being significantly higher than all other areas of the Shire because of the complex nature and special requirements of the village.

20.3.3 Valuation Services

The Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2016 effective for the 2016/17 year and the next revaluation will be undertaken as at 1 January 2018.

20.3.4 Fire services levy

The *Fire Services Property Levy Act 2012* requires Council to collect the Fire Services Property Levy for all rateable and non-rateable within the Municipality. In addition to this the Treasurer of Victoria has directed the Alpine Shire to collect the levy for land not located within the Municipality, being the Mount Hotham and Falls Creek Alpine Resorts. Council acts as a collection agency and remits the funds collected to the State Revenue Office, four times a year.



18. Appendix A: Fees and charges schedule

This appendix 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 2016/17 year.

Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Asset Maintenance	Open Spaces	Asset Maintenance - Open Spaces							
Asset Maintenance	Open Spaces	Elm Leaf Beetle Treatment		Yes	\$ 83.50	\$ 83.50	\$ 0.00	minimum charge per tree.	No
Asset Maintenance	Operations	Asset Maintenance - Operations							
Asset Maintenance	Operations	Traffic management plan		Yes	\$ 75.00	\$ 75.00	\$ 0.00	per plan	No
Asset Maintenance	Operations	Road occupation permit		Yes	\$ 32.00	\$ 32.00	\$ 0.00	per permit	No
Asset Maintenance	Operations	Variable messaging board		Yes	\$ 50.00	\$ 50.00	\$ 0.00	per day	No
Planning and Amenity	Health	Planning and Amenity - Health							
Planning and Amenity	Health	Class 1 food premises		No	\$ 524.00	\$ 524.00	\$ 0.00	Per annum	No
Planning and Amenity	Health	Class 2 food premises		No	\$ 455.00	\$ 455.00	\$ 0.00	Per annum	No
Planning and Amenity	Health	Class 3 food premises		No	\$ 260.00	\$ 260.00	\$ 0.00	Per annum	No
Planning and Amenity	Health	Class 4 food premises		No	\$ 0.00	\$ 0.00	\$ 0.00	Per annum	No
Planning and Amenity	Health	Class 2 temporary food premises & mobile food vendors		No	\$ 203.00	\$ 203.00	\$ 0.00	Per annum	No
Planning and Amenity	Health	Class 2 temporary food premises & mobile food vendors		No	\$ 52.50	\$ 52.50	\$ 0.00	per event	No
Planning and Amenity	Health	Class 3 temporary food premises & mobile food vendors		No	\$ 121.50	\$ 121.50	\$ 0.00	per annum	No
Planning and Amenity	Health	Class 3 temporary food premises & mobile food vendors		No	\$ 35.00	\$ 35.00	\$ 0.00	per event	No
Planning and Amenity	Health	Class 2 charitable and community groups		No	\$ 52.50	\$ 52.50	\$ 0.00	per annum	No
Planning and Amenity	Health	Class 2 charitable and community groups		No	\$ 0.00	\$ 0.00	\$ 0.00	per event	No
Planning and Amenity	Health	Class 3 charitable and community groups		No	\$ 29.00	\$ 29.00	\$ 0.00	per annum	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Health	Class 3 charitable and community groups		No	\$ 0.00	\$ 0.00	\$ 0.00	per event	No
Planning and Amenity	Health	New premises fee				Annual registration fee plus 50%			
Planning and Amenity	Health	Inspection and report fee			new fee	\$ 235.00		per registration	No
Planning and Amenity	Health	Major non compliance inspection fee			new fee	\$ 175.00		per registration	No
Planning and Amenity	Health	Major non compliance inspection fee (where a notice has been issued)			new fee	\$ 235.00		per registration	No
Planning and Amenity	Health	Hairdressers, beauty parlours etc.		No	\$ 190.50	\$ 190.50	\$ 0.00	per annum	No
Planning and Amenity	Health	Beauty Premises			new fee	\$ 150.00		per premises	No
Planning and Amenity	Health	Skin penetration establishments		No	\$ 126.00	\$ 126.00	\$ 0.00	per annum	No
Planning and Amenity	Health	Prescribed accommodation premises	Fixed	No	\$ 210.00	\$ 210.00	\$ 0.00	per annum	No
Planning and Amenity	Health	Septic tank		No	\$ 402.00	\$ 470.00	\$ 68.00	per approval	No
Planning and Amenity	Health	Health search		No	\$ 39.50	\$ 39.50	\$ 0.00	per hour or part thereof	No
Planning and Amenity	Health	Caravan park registration		No			\$ 0.00	as per legislation	Yes
Planning and Amenity	Health	Caravan park rigid annex approval fee		No	\$ 157.00	\$ 157.00	\$ 0.00	per approval	No
Planning and Amenity	Health	Transfer registration fee		No	50%	50%		of original registration fee	No
Planning and Amenity	Health	Late penalty fee		No	30%	30%		of original registration fee	No
Planning and Amenity	Health	That the Senior Environmental Health Officer be authorised to charge a reduced fee at his discretion in the case of a minor alteration to a septic tank system.		No					
Planning and Amenity	Streets & Roads	Planning and Amenity - Streets & Roads							
Planning and Amenity	Streets & Roads	Outdoor eating facility		No	\$ 145.00	\$ 145.00	\$ 0.00	per annum	No
Planning and Amenity	Roadside Trading	Planning and Amenity - Roadside Trading							
Planning and Amenity	Roadside Trading	Commercial participant		No	\$ 61.00	\$ 61.00	\$ 0.00	Per event.	No
Planning and Amenity	Roadside Trading	Business premises		No	\$ 145.00	\$ 145.00	\$ 0.00	per annum	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Roadside Trading	Approved site location		No	\$ 231.00	\$ 231.00	\$ 0.00		No
Planning and Amenity	Roadside Trading	Horse drawn vehicle		No	\$ 145.00	\$ 145.00	\$ 0.00	per year	No
Planning and Amenity	Roadside Trading	Advertising sign		No	\$ 67.00	\$ 67.00	\$ 0.00	per sign	No
Planning and Amenity	Roadside Trading	Busking	Commercial	No	\$ 31.00	\$ 31.00	\$ 0.00	per year	No
Planning and Amenity	Local Laws	Planning and Amenity - Local Laws							
Planning and Amenity	Local Laws	Dog registration	Full	No	\$ 71.00	\$ 71.00	\$ 0.00	per animal	Partially
Planning and Amenity	Local Laws	Dog registration	Reduced	No	\$ 26.00	\$ 26.00	\$ 0.00	per animal	Partially
Planning and Amenity	Local Laws	Cat registration	Full	No	\$ 71.00	\$ 71.00	\$ 0.00	per animal	Partially
Planning and Amenity	Local Laws	Cat registration	Reduced	No	\$ 26.00	\$ 26.00	\$ 0.00	per animal	Partially
Planning and Amenity	Local Laws	Animal registration tag replacement		Yes	\$ 7.00	\$ 7.00	\$ 0.00	per tag	No
Planning and Amenity	Local Laws	Pound release fee	Registered	No	\$ 70.00	\$ 70.00	\$ 0.00	per animal	Partially
Planning and Amenity	Local Laws	Pound release fee	Unregistered	No	\$ 138.00	\$ 138.00	\$ 0.00	per animal	Partially
Planning and Amenity	Local Laws	Failure to register a dog or cat		No				as per legislation	Partially
Planning and Amenity	Local Laws	Dinner Plain snowmobile permit		No	\$ 69.00	\$ 69.00	\$ 0.00	per snowmobile	No
Planning and Amenity	Local Laws	Dinner Plain dog permit		No	\$ 69.00	\$ 69.00	\$ 0.00	per animal	No
Planning and Amenity	Local Laws	Domestic animal business fee		No	\$ 123.00	\$ 123.00	\$ 0.00	per year	Partially
Planning and Amenity	Local Laws	Parking fine	Time limit	No	\$ 52.00	\$ 52.00	\$ 0.00	per offence	No
Planning and Amenity	Local Laws	Parking fine	All other	No				as per legislation	Yes
Planning and Amenity	Local Laws	Vehicle impound fee		No	\$ 103.00	\$ 103.00	\$ 0.00	per vehicle	No
Planning and Amenity	Local Laws	Vehicle storage fee		Yes	\$ 10.50	\$ 10.50	\$ 0.00	per day	No
Planning and Amenity	Local Laws	Animal sustenance fee		Yes	\$ 10.50	\$ 10.50	\$ 0.00	per day	No
Planning and Amenity	Local Laws	Cat trap hire deposit		No	\$ 50.00	\$ 50.00	\$ 0.00	per hire	No
Planning and Amenity	Local Laws	Cat trap hire fee		Yes	\$ 5.00	\$ 5.00	\$ 0.00	per hire	No
Planning and Amenity	Development	Planning and Amenity - Development							
Planning and Amenity	Development	Application for permit to work in a road reserve						as per legislation	Yes
Planning and Amenity	Building	Planning and Amenity - Building							
Planning and Amenity	Building	Lodgement fee	> \$5,000	Yes				as per legislation	Yes
Planning and Amenity	Building	State Government levy	> \$10,000	Yes				as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Building	Commercial works <\$15,000	+ lodgement fee	Yes	competitive quote			minimum fee	No
Planning and Amenity	Building	Commercial works \$15,001 - \$40,000	+ lodgement fee	Yes	competitive quote			minimum fee	No
Planning and Amenity	Building	Commercial works >\$40,001		Yes	competitive quote				No
Planning and Amenity	Building	Carport, garage, sheds, verandah and other small extensions		Yes	\$ 566.50	\$ 566.50	\$ 0.00	minimum fee	No
Planning and Amenity	Building	Swimming pool (in-ground)		Yes	\$ 680.00	\$ 680.00	\$ 0.00	minimum fee	No
Planning and Amenity	Building	Swimming pool (above ground)		Yes	\$ 453.00	\$ 453.00	\$ 0.00	minimum fee	No
Planning and Amenity	Building	Restumping or demolition		Yes	\$ 566.50	\$ 566.50	\$ 0.00	minimum fee	No
Planning and Amenity	Building	Dwelling extensions and alterations		Yes	competitive quote			minimum fee	No
Planning and Amenity	Building	New dwelling		Yes	competitive quote			minimum fee	No
Planning and Amenity	Building	Multi unit development		Yes	competitive quote				No
Planning and Amenity	Building	Extension of time for building permit		Yes	\$ 257.50	\$ 257.50	\$ 0.00	per extension	No
Planning and Amenity	Building	Place of public entertainment (POPE)		Yes	\$ 453.50	\$ 453.50	\$ 0.00	per application	No
Planning and Amenity	Building	Minor amendment to building permit		Yes	\$ 129.00	\$ 129.00	\$ 0.00	per amendment	No
Planning and Amenity	Building	Major amendment to building permit		Yes	\$ 257.50	\$ 257.50	\$ 0.00	per amendment	No
Planning and Amenity	Building	Variation to ResCode (report and consent)		Yes	\$ 246.00	\$ 246.00	\$ 0.00	per variation	No
Planning and Amenity	Building	Additional inspection or re-inspection		Yes	\$ 227.00	\$ 227.00	\$ 0.00	per inspection	No
Planning and Amenity	Building	Additional inspection or re-inspection (remote area)		Yes	\$ 309.00	\$ 309.00	\$ 0.00	per inspection	No
Planning and Amenity	Building	Copy of building permit, endorsed plans, occupancy permit etc		Yes	\$ 35.00	\$ 35.00	\$ 0.00	per copy	No
Planning and Amenity	Building	Legal point of discharge information						as per legislation	Yes
Planning and Amenity	Building	Building information certificate						as per legislation	Yes
Planning and Amenity	Building	Essential service inspection and report		Yes	\$ 340.00	\$ 340.00	\$ 0.00	per inspection	No
Planning and Amenity	Building	Non-mandatory inspection		Yes	\$ 227.00	\$ 227.00	\$ 0.00	per inspection	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Building	Swimming pool inspection		Yes	\$ 227.00	\$ 227.00	\$ 0.00	per inspection	No
Planning and Amenity	Planning	Planning and Amenity - Planning					\$ 0.00		
Planning and Amenity	Planning	Public notification	Notice to neighbours	Yes	\$ 63.00	\$ 63.00	\$ 0.00	per general notification	No
Planning and Amenity	Planning	Public notification	Additional notices	Yes	\$ 7.50	\$ 7.50	\$ 0.00	per notice	No
Planning and Amenity	Planning	Public notification	Notice on land	Yes	\$ 80.00	\$ 80.00	\$ 0.00	up to two signs	No
Planning and Amenity	Planning	Public notification	Additional notices on land	Yes	\$ 12.50	\$ 12.50	\$ 0.00	each additional sign	No
Planning and Amenity	Planning	Public notification	Notice in papers	Yes	\$ 178.00	\$ 178.00	\$ 0.00	per notice	No
Planning and Amenity	Planning	Planning advice in writing - cert of verbal advice		Yes	\$ 120.00	\$ 120.00	\$ 0.00	per advice	No
Planning and Amenity	Planning	Sect 173 agreements		Yes	\$ 398.00	\$ 398.00	\$ 0.00	per agreement	No
Planning and Amenity	Planning	Certificate of title and restrictions covenant		Yes	\$ 60.00	\$ 60.00	\$ 0.00	per certificate	No
Planning and Amenity	Planning	Copy of planning or building permit and endorsed plans		Yes	\$ 35.00	\$ 35.00	\$ 0.00	per copy	No
Planning and Amenity	Planning	Planning panel - proponent request amendment		Yes	cost of panel				Yes
Planning and Amenity	Planning	Extension of time for planning permit certificate fee		no	\$ 103.00	\$ 103.00	\$ 0.00	per extention	No
Planning and Amenity	Planning	Class 1 - Change of use only		No				as per legislation	Yes
Planning and Amenity	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 and Amenity	Planning	Class 2 - Dwellings \$10,000 to \$100,000		No				as per legislation	Yes
Planning and Amenity	Planning	Class 3 - Dwellings more than \$100,001		No				as per legislation	Yes
Planning and Amenity	Planning	To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:							
Planning and Amenity	Planning	Class 4 - \$10,000 or less		No				as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Planning	Class 5 - \$10,000 to \$250,000		No				as per legislation	Yes
Planning and Amenity	Planning	Class 6 - \$250,000 to \$500,000		No				as per legislation	Yes
Planning and Amenity	Planning	Class 7 - \$500,000 to \$1,000,000		No				as per legislation	Yes
Planning and Amenity	Planning	Class 8 - \$1,000,000 to \$7,000,000		No				as per legislation	Yes
Planning and Amenity	Planning	Class 9 - \$7,000,000 to \$10,000,000		No				as per legislation	Yes
Planning and Amenity	Planning	Class 10 - \$10,000,000 to \$50,000,000		No				as per legislation	Yes
Planning and Amenity	Planning	Class 11 - Over \$50,000,000		No				as per legislation	Yes
Planning and Amenity	Planning	Class 12 - Subdivide existing building		No				as per legislation	Yes
Planning and Amenity	Planning	Class 13 - Subdivide land into two lots		No				as per legislation	Yes
Planning and Amenity	Planning	Class 14 - To effect a realignment of a common boundary between lots or to consolidate two or more lots		No				as per legislation	Yes
Planning and Amenity	Planning	Class 15 - To subdivide land		No				as per legislation	Yes
Planning and Amenity	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	Yes
Planning and Amenity	Planning	Class 17 - To create, vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right of way		No				as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	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	Yes
Planning and Amenity	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	Yes
Planning and Amenity	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	Yes
Planning and Amenity	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.							
Planning and Amenity	Planning	Application to amend the planning scheme	Stage 1	No				as per legislation	Yes
Planning and Amenity	Planning	Application to amend the planning scheme	Stage 2	No				as per legislation	Yes
Planning and Amenity	Planning	Application to amend the planning scheme	Stage 3	No				as per legislation	Yes
Planning and Amenity	Planning	Application to amend the planning scheme	Stage 4	No				as per legislation	Yes
Planning and Amenity	Subdivision	Planning and Amenity - Subdivision							
Planning and Amenity	Subdivision	Certification of a plan of subdivision	Fixed	No	\$ 103.00	\$ 103.00	\$ 0.00	per subdivision	Yes
Planning and Amenity	Subdivision	Certification of a plan of subdivision	Variable	No	\$ 20.50	\$ 20.50	\$ 0.00	per lot	Yes



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Subdivision	Supervision of works		No	2.58%	2.58%		subdivision value	No
Planning and Amenity	Subdivision	Checking engineering plans		No	0.77%	0.77%		subdivision value	No
Planning and Amenity	Subdivision	Public open space contributions		No	<= 5.0%	<= 5.0%		subdivision value	Yes
Facilities	Waste	Facilities - Waste							
Facilities	Waste	Putrescible and hard waste	minimum charge \$6.50	Yes	\$ 42.00	\$43.00	\$ 1.00	per cubic metre	No
Facilities	Waste	Putrescible and hard waste	minimum charge	Yes	\$ 6.00	\$6.50	\$ 0.50	per large bag	No
Facilities	Waste	Concrete and bricks		Yes	\$ 35.00	\$36.00	\$ 1.00	per cubic metre	No
Facilities	Waste	Timber and green organic material		Yes	\$ 16.50	\$17.00	\$ 0.50	per cubic metre	No
Facilities	Waste	Whitegoods (all)		Yes	\$ 10.00	\$10.50	\$ 0.50	each	No
Facilities	Waste	Steel		Yes	\$ 12.00	\$12.00	\$ 0.00	per cubic metre	No
Facilities	Waste	Oil		Yes	\$ 0.50	\$0.50	\$ 0.00	per litre	No
Facilities	Waste	Car Bodies		Yes	\$ 20.00	\$25.00	\$ 5.00	per item	No
Facilities	Waste	Aluminium, cardboard, steel cans, plastic bottles and containers	1st 1/4 cubic meter free	Yes	\$ 10.00	\$10.50	\$ 0.50	per cubic metre	No
Facilities	Waste	Paint cans 10 litres and over of any size containing paint		Yes	\$ 3.00	\$3.50	\$ 0.50	per litre	No
Facilities	Waste	Car batteries		Yes	\$ 2.00	\$2.50	\$ 0.50	each	No
Facilities	Waste	LPG cylinders		Yes	\$ 5.00	\$5.50	\$ 0.50	each	No
Facilities	Waste	Tyres small/4WD		Yes	\$ 8.00	\$9.00	\$ 1.00	each	No
Facilities	Waste	Tyres large - truck		Yes	\$ 12.50	\$13.50	\$ 1.00	each	No
Facilities	Waste	Tyres large - tractor or truck		Yes	\$ 85.00	\$85.00	\$ 0.00	each	No
Facilities	Waste	Small/medium appliances		Yes	\$ 5.00	\$7.50	\$ 2.50	each	No
Facilities	Waste	Large appliances		Yes	\$ 10.00	\$15.00	\$ 5.00	each	No
Facilities	Waste	Asbestos - Porepunkah only	Minimum charge \$5	Yes	\$ 75.00	\$75.00	\$ 0.00	per cubic metre	No
Facilities	Waste	Green organic mulch sales		Yes	Free	Free		per cubic metre	No
Facilities	Waste	Crushed concrete sales		Yes	\$ 36.00	\$37.50	\$ 1.50	per cubic metre	No
Facilities	Waste	Mattress - any size		Yes	\$ 26.00	\$27.00	\$ 1.00	each	No
Facilities	Waste	Single seater couch		Yes	\$ 10.00	\$15.00	\$ 5.00	each	No
Facilities	Waste	Two seater, sofa or larger couch		Yes	\$ 20.00	\$25.00	\$ 5.00	each	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Facilities	Waste	Ski's or snowboards		Yes	\$ 5.00	\$5.50	\$ 0.50	per pair or board	No
Facilities	Swimming Pools	Facilities - Swimming Pools							
Facilities	Swimming Pools	Adult daily		Yes	\$ 4.90	\$5.00	\$ 0.10	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	\$ 99.00	\$ 85.00	-\$ 14.00	per season	No
Facilities	Swimming Pools	Adult season		Yes	\$ 88.00	\$ 75.00	-\$ 13.00	per season	No
Facilities	Swimming Pools	Child/concession season		Yes	\$ 45.00	\$ 40.00	-\$ 5.00	per season	No
Facilities	Swimming Pools	Adult 10 visit pass		Yes	\$ 44.00	\$ 44.00	\$ 0.00	per 10 visits	No
Facilities	Swimming Pools	Child/concession 10 visit pass		Yes	\$ 22.50	\$ 22.50	\$ 0.00	per 10 visits	No
Facilities	Swimming Pools	Community stadium hire		Yes	\$ 26.00	\$ 26.00	\$ 0.00	per hour	No
Facilities	Swimming Pools	Aqua fit/concession		Yes	\$ 7.20	\$ 7.20	\$ 0.00	per session	No
Facilities	Swimming Pools	Aqua fit/adult		Yes	\$ 10.30	\$ 10.30	\$ 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	\$ 28.50	\$ 28.50	\$ 0.00	per hour	No
Facilities	Swimming Pools	Learn to swim		Yes	\$ 16.30	\$ 16.50	\$ 0.20	one lesson	No
Facilities	Swimming Pools	Learn to swim		Yes	\$ 52.00	\$ 52.50	\$ 0.50	private lesson	No
Facilities	Swimming Pools	Pool hire with lifeguard		Yes	\$ 100.00	\$ 100.00	\$ 0.00	per hour	No
Facilities	Swimming Pools	Pool hire no lifeguard		Yes	\$ 64.00	\$ 65.00	\$ 1.00	per hour	No
Facilities	Swimming Pools	Seniors Hour		Yes	\$ 3.00	\$ 3.00	\$ 0.00	per hour	No
Facilities	Bright Sports Centre	Facilities - Bright Sports Centre							
Facilities	Bright Sports Centre	Silver membership - gym, group exercise and squash	Adult - 3 month	Yes	\$ 257.50	\$ 250.00	-\$ 7.50	per person	No
Facilities	Bright Sports Centre	Silver membership - gym, group exercise and squash	Concession - 3 month	Yes	\$ 187.50	\$ 180.00	-\$ 7.50	per person	No
Facilities	Bright Sports Centre	Silver membership - gym, group exercise and squash	Family - 3 month	Yes	\$ 445.00	\$ 445.00	\$ 0.00	per family	No
Facilities	Bright Sports Centre	Silver membership - gym, group exercise and squash	Monthly Direct Debit Adult	Yes	\$ 80.00	\$ 70.00	-\$ 10.00	per person	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Facilities	Bright Sports Centre	Silver membership - gym, group exercise and squash	Monthly Direct Debit Concession	Yes	\$ 58.50	\$ 50.00	-\$ 8.50	per person	No
Facilities	Bright Sports Centre	Silver membership - gym, group exercise and squash	Monthly Direct Debit Family	Yes	\$ 145.00	\$ 145.00	\$ 0.00	per family	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Adult - 3 month	Yes	\$ 321.40	\$ 321.00	-\$ 0.40	per person	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Concession 3 month	Yes	\$ 251.50	\$ 251.50	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Family - 3 month	Yes	\$ 525.00	\$ 525.00	\$ 0.00	per family	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Adult - 12 month	Yes	\$ 1,150.00	\$ 1,150.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Concession - 12 month	Yes	\$ 920.00	\$ 920.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Monthly Direct Debit Adult	Yes	\$ 100.00	\$ 100.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Monthly Direct Debit Concession	Yes	\$ 80.00	\$ 80.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Monthly Direct Debit Family	Yes	\$ 165.00	\$ 165.00	\$ 0.00	per family	No
Facilities	Bright Sports Centre	Swimming pool only	Adult - 3 month	Yes	\$ 117.40	\$ 117.40	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Concession - 3 Month	Yes	\$ 75.20	\$ 75.50	\$ 0.30	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Family - 3 month	Yes	\$ 303.50	\$ 303.50	\$ 0.00	per family	No
Facilities	Bright Sports Centre	Swimming pool only	Adult casual visit	Yes	\$ 6.40	\$ 6.50	\$ 0.10	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Child/concession - casual visit	Yes	\$ 3.90	\$ 4.00	\$ 0.10	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Family - Casual Visit	Yes	\$ 16.50	\$ 16.50	\$ 0.00	per family	No
Facilities	Bright Sports Centre	Swimming pool only	Adult 10 visit card	Yes	\$ 58.70	\$ 59.00	\$ 0.30	per card	No
Facilities	Bright Sports Centre	Swimming pool only	Concession/child 10 visit card	Yes	\$ 38.00	\$ 38.00	\$ 0.00	per card	No
Facilities	Bright Sports Centre	Casual gym entry	Adult Casual	Yes	\$ 14.00	\$ 14.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Casual gym entry	Concession - Casual	Yes	\$ 10.70	\$ 10.00	-\$ 0.70	per person	No
Facilities	Bright Sports Centre	Casual gym entry	Adult 10 visit card	Yes	\$ 126.50	\$ 126.50	\$ 0.00	per card	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Facilities	Bright Sports Centre	Casual gym entry	Concession 10 visit card	Yes	\$ 94.30	\$ 90.00	-\$ 4.30	per card	No
Facilities	Bright Sports Centre	Hydro program		Yes	\$ 4.60	\$ 4.60	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Learn to swim program		Yes	\$ 16.30	\$ 16.50	\$ 0.20	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	\$ 51.50	\$ 52.50	\$ 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	\$ 11.20	\$ 11.00	-\$ 0.20	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	\$ 6.20	\$ 6.25	\$ 0.05	per person	No
Facilities	Bright Sports Centre	Squash court	Child/concession	Yes	\$ 4.30	\$ 4.40	\$ 0.10	per person	No
Facilities	Bright Sports Centre	Squash court hire		Yes	\$ 17.50	\$ 17.50	\$ 0.00	per hour	No
Facilities	Bright Sports Centre	Multi purpose room hire		Yes	\$ 24.00	\$ 24.50	\$ 0.50	per hour	No
Facilities	Bright Sports Centre	Pool hire with lifeguard		Yes	\$ 100.00	\$ 100.00	\$ 0.00	per hour	No
Facilities	Bright Sports Centre	Personal training one client		Yes	\$ 56.70	\$ 50.00	-\$ 6.70	per hour	No
Facilities	Bright Sports Centre	Personal training two clients		Yes	\$ 67.00	\$ 60.00	-\$ 7.00	per hour	No
Facilities	Bright Sports Centre	Shower Only		Yes	\$ 3.50	\$ 3.50	\$ 0.00	per person	No
Facilities	Community Centres	Facilities - Community Centres							
Facilities	Community Centres	Hall or kitchen only hire	Max \$150/day	Yes	\$ 15.00	\$ 15.00	\$ 0.00	per hour	No
Facilities	Community Centres	Hall and kitchen hire	Max \$250/day	Yes	\$ 25.00	\$ 25.00	\$ 0.00	per hour	No
Facilities	Community Centres	Bond		Yes	\$ 260.00	\$ 260.00	\$ 0.00	per hire	No
Facilities	Community Centres	Hall hire insurance (any hall)		Yes	\$ 33.00	\$ 35.00	\$ 2.00	per hire	No
Facilities	Myrtleford Caravan Park	Facilities - Myrtleford Caravan Park							
Facilities	Myrtleford Caravan Park	Powered site	Off peak	Yes	\$ 29.00	\$30.00	\$ 1.00	per night	No
Facilities	Myrtleford Caravan Park	Powered site	Peak	Yes	\$ 40.00	\$41.00	\$ 1.00	per night	No
Facilities	Myrtleford Caravan Park	Unpowered site	Off peak	Yes	\$ 27.00	\$27.50	\$ 0.50	per night	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Facilities	Myrtleford Caravan Park	Unpowered site	Peak	Yes	\$ 35.00	\$35.50	\$ 0.50	per night	No
Facilities	Myrtleford Caravan Park	Powered ensuite site	Off peak	Yes	\$ 42.00	\$43.00	\$ 1.00	per night	No
Facilities	Myrtleford Caravan Park	Powered ensuite site	Peak	Yes	\$ 55.00	\$56.00	\$ 1.00	per night	No
Facilities	Myrtleford Caravan Park	Two bedroom cabin	Off peak	Yes	\$ 135.00	\$135.00	\$ 0.00	per night	No
Facilities	Myrtleford Caravan Park	Two bedroom cabin	Peak	Yes	\$ 160.00	\$175.00	\$ 15.00	per night	No
Facilities	Myrtleford Caravan Park	Park cabin	Off peak	Yes	\$ 119.00	\$120.00	\$ 1.00	per night	No
Facilities	Myrtleford Caravan Park	Park cabin	Peak	Yes	\$ 142.00	\$145.00	\$ 3.00	per night	No
Facilities	Myrtleford Caravan Park	Standard cabin	Off peak	Yes	\$ 100.00	\$102.50	\$ 2.50	per night	No
Facilities	Myrtleford Caravan Park	Standard cabin	Peak	Yes	\$ 119.00	\$122.00	\$ 3.00	per night	No
Facilities	Myrtleford Caravan Park	Budget cabin	Off peak	Yes	\$ 89.00	\$91.00	\$ 2.00	per night	No
Facilities	Myrtleford Caravan Park	Budget cabin	Peak	Yes	\$ 113.00	\$115.00	\$ 2.00	per night	No
Facilities	Myrtleford Caravan Park	Linen hire		Yes	\$ 7.00	\$7.18	\$ 0.18	per person	No
Facilities	Myrtleford Caravan Park	Bunkhouse	Adult	Yes	\$ 29.00	\$29.00	\$ 0.00	per night	No
Facilities	Myrtleford Caravan Park	Bunkhouse	Child	Yes	\$ 19.00	\$19.00	\$ 0.00	per night	No
Facilities	Myrtleford Caravan Park	Additional people	Adult	Yes	\$ 14.00	\$14.00	\$ 0.00	per night	No
Facilities	Myrtleford Caravan Park	Additional people	5-15 years	Yes	\$ 7.00	\$7.00	\$ 0.00	per night	No
Facilities	Myrtleford Caravan Park	Annuals		Yes	\$ 1,420.00	\$1,445.00	\$ 25.00	per annum	No
Facilities	Myrtleford Caravan Park	Storage		Yes	\$ 395.00	\$395.00	\$ 0.00	per annum	No
Facilities	Myrtleford Caravan Park	Storage		Yes	new	\$1.10		daily	No
Facilities	Myrtleford Caravan Park	Permanents		Yes	\$ 85.00	\$ 87.00	\$ 2.00	per week	No
Facilities	Myrtleford Caravan Park	Electricity charges for permanent residence		Yes	maximum charge as per SP Ausnet scheduled fee				No
Facilities	Myrtleford Caravan Park	Showers		Yes	\$ 5.00	\$ 5.00	\$ 0.00	per person	No
Facilities	Myrtleford Caravan Park	Dump point use		Yes	\$ 5.00	\$ 5.00	\$ 0.00	per use	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Corporate	Finance	Corporate - Finance							
Corporate	Finance	Land information certificate	Within 7 days	Yes				as per legislation	Yes
Corporate	Finance	Land information certificate	Within 24 hrs	Yes	\$ 50.00	\$ 50.00	\$ 0.00	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	Pree 1999	Yes	\$ 40.00	\$ 40.00	\$ 0.00	per notice per year	No
Corporate	Finance	Freedom of information		Yes				as per legislation	Yes
Corporate	Finance	Records retrieval		Yes	\$ 40.00	\$ 40.00	\$ 0.00	minimum charge	No
Corporate	Finance	Records retrieval		Yes	\$ 80.00	\$ 80.00	\$ 0.00	per hour	No
Corporate	Finance	Disabled parking permit			free	free			No
Corporate	Libraries	Corporate - Libraries							
Corporate	Libraries	Overdue fine > than 2 days	Adult	Yes	new fee	\$ 0.20		per day	No
Corporate	Libraries	Overdue fine > than 2 days	Junior	Yes	new fee	\$ 0.10		per day	No
Corporate	Libraries	Overdue fine > than 2 days	Inter library	Yes	new fee	\$ 0.50		per day	No
Corporate	Libraries	Overdue fine with lost status		Yes	new fee	\$ 5.00		per item	No
Corporate	Libraries	Non-collection of reserved items	Adult & Junior	Yes	new fee	\$ 1.00		per item	No
Corporate	Libraries	Printing/photocopying	Black & white	Yes	new fee	\$ 0.20		per page	No
Corporate	Libraries	Printing/photocopying	Colour	Yes	new fee	\$ 1.00		per page	No
Corporate	Libraries	Maximum unpaid fines before borrowing privileges are suspended	Adults	Yes	new fee	\$ 10.00		per member	No
Corporate	Libraries	Maximum unpaid fines before borrowing privileges are suspended	Junior	Yes	new fee	\$ 5.00		per member	No
Corporate	Libraries	Minor damage to an item or barcode		Yes	new fee	\$ 2.20		per item	No
Corporate	Libraries	DVD or CD ROM replacement cover		Yes	new fee	\$ 2.20		per item	No
Corporate	Libraries	CDB covers		Yes	new fee	\$ 10.00		per item	No
Corporate	Libraries	Lost or damaged items	Adult book	Yes	new fee	\$ 26.00		per item	No
Corporate	Libraries	Lost or damaged items	Junior book	Yes	new fee	\$ 14.00		per item	No
Corporate	Libraries	Lost or damaged items	Light romance	Yes	new fee	\$ 2.00		per item	No
Corporate	Libraries	Lost or damaged items	Periodical	Yes	new fee	\$ 9.00		per item	No
Corporate	Libraries	Lost or damaged items	Book on disk	Yes	new fee	\$ 100.00		per item	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2015/16 Fee/Charge	2016/17 Fee/Charge	\$ Change	Unit of measure	Regulated?
Corporate	Libraries	Lost or damaged items	Single disk	Yes	new fee	\$ 19.00		per item	No
Corporate	Libraries	Lost or damaged items	DVD	Yes	new fee	\$ 27.00		per item	No
Corporate	Libraries	Lost or damaged items	MP3	Yes	new fee	\$ 105.00		per item	No
Corporate	Libraries	Printout from microfilm printer		Yes	new fee	\$ 0.50		per page	No
Corporate	Libraries	Replacement of lost or damaged cards		Yes	new fee	\$ 2.50		per card	No
Corporate	Libraries	Request for items not in stock and obtained by inter library loan		Yes	As charged by supplier			per item	No
Corporate	Libraries	Postage charges for inter library loan		Yes	As charged by supplier			per item	No
Corporate	Libraries	Inter library loan strap/barcode		Yes	new fee	\$ 3.30		per item	No
Corporate	Libraries	Requests for photocopies not in stock and obtained on inter library loan		Yes	As charged by supplier			per item	No
Corporate	Libraries	Research fee		Yes	new fee	\$ 10.00		per half hour	No
Corporate	Libraries	Telephone - local phone call only		Yes	new fee	\$ 0.50		per local call	No
Corporate	Libraries	Faxes (Australia only)		Yes	new fee	\$ 4.00		first page	No
Corporate	Libraries	Faxes (Australia only)		Yes	new fee	\$ 1.00		additional pages	No
Corporate	Libraries	CD for public use		Yes	new fee	\$ 2.00		per disk	No
Corporate	Libraries	Programs and activities		Yes	Cost recovery basis			per attendee	No
Corporate	Libraries	Playaways	Earphones	Yes	new fee	\$ 1.00		per set	No
Corporate	Libraries	Playaways	Battery cover	Yes	new fee	\$ 2.50		per item	No
Corporate	Libraries	USB stick		Yes	new fee	\$ 8.00		per item	No
Corporate	Libraries	Disc cleaning		Yes	new fee	\$ 4.00		per disk	No

Note: This is the first year Council will be operating the libraries. Whilst they are new fees they are comparable to the fees declared last year by the High Country Library Corporation.

19. Appendix B: Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2016/17 budget, which is included in this report, is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ending 30 June 2017 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget Process	Timing
1. Minister of Local Government announces maximum rate increase	Dec
2. Officers update Council's long term financial projections	
3. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
4. Council submits formal rate variation submission to ESC	Mar
5. Proposed budget(s) submitted to Council for approval	Apr/May
6. ESC advises whether rate variation submission is successful	May
7. Public notice advising intention to adopt budget	May

Budget Process	Timing
8. Budget available for public inspection and comment	May
9. Public submission process undertaken	May/Jun
10. Submissions period closes (28 days)	Jun
11. Submissions considered by Council/Committee	Jun
12. Budget and submissions presented to Council for adoption	Jun
13. Copy of adopted budget submitted to the Minister	Jul
14. Revised budget where a material change has arisen	

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End of Alpine Shire Council Budget Report

Local Government Act 1989

Section 127. Council must prepare a budget

1. A Council must prepare a budget for each financial year.
2. The Council must ensure that the budget contains—
 - a. financial statements in the form and containing the information required by the regulations;
 - b. a description of the services and initiatives to be funded in the budget;
 - c. a statement as to how the services and initiatives described under paragraph (b) will contribute to achieving the strategic objectives specified in the Council Plan;
 - d. major initiatives, being initiatives identified by the Council as priorities, to be undertaken during the financial year;
 - da for services to be funded in the budget, the prescribed indicators of service performance that are required to be reported against in the performance statement under section 131;
 - db. the prescribed measures relating to those indicators;
 - e. any other information required by the regulations.
3. The Council must ensure that the budget also contains—
 - a. the information the Council is required to declare under section 158(1);
 - b. if the Council intends to declare a differential rate under section 161 , the information listed in section 161(2);
 - c. if the Council intends to declare a differential rate under section 161A , the information listed in section 161(2).

Section 129. Public notice

1. As soon as practicable after a Council has prepared a proposed budget or revised budget, the Council must give public notice.
2. A person has a right to make a submission under section 223 on any proposal contained in the proposed budget or revised budget.
3. In addition to any other requirements specified by this Act, the notice referred to in subsection (1) must—
 - a. contain any information required by the regulations; and
 - b. advise that copies of the proposed budget or revised budget are available for inspection for at least 28 days after the publication of the notice at—
 - i. the Council office and any district offices; and
 - ii. any other place required by the regulations; and
 - c. advise that the proposed budget or revised budget is published on the Council's Internet website for at least 28 days after the publication of the notice.

4. A copy of the proposed budget or revised budget must be available and published as set out in subsection (3)(b) and (c).

Section 130. Adoption of budget

1. A Council may adopt a budget or revised budget if it has complied with all of the relevant requirements of this Act relating to budgets and revised budgets.
2. The Council must give public notice of its decision under subsection (1).
3. The Council must adopt the budget by 30 June each year.
4. The Council must submit a copy of the budget or revised budget to the Minister within 28 days after adopting the budget under subsection (3) or adopting the revised budget under subsection (1).
5. The Minister may extend the period within which a Council must comply with subsection (4).
6. If a Council fails to submit a copy of the budget or revised budget to the Minister within the time allowed, the Secretary must ensure that details of the failure are published in the annual report of the Department.
7. A Council must give the Minister any information concerning its budget or revised budget that the Minister requests.
8. A Council must comply with subsection (7)—
 - a. within 14 days of receiving a request in writing for the information from the Minister; or
 - b. within any longer period specified by the Minister in the request.
9. A copy of the budget or revised budget must be available for inspection by the public at—
 - a. the Council office and any district offices; and
 - b. any other place required by the regulations.

Section 126. Strategic resource plan

1. The Strategic Resource Plan is a resource plan of the resources required to achieve the strategic objectives.
2. The Strategic Resource Plan must include in respect of at least the next 4 financial years—
 - a. financial statements describing the required financial resources in the form and containing the information required by the regulations;
 - b. statements describing the required non-financial resources, including human resources, in the form and containing the information required by the regulations.
- 2A. Without limiting subsection (1), the Strategic Resource Plan must take into account services and initiatives contained in any plan adopted by the Council (so far as the plan relates to the period covered by the Strategic Resource Plan).

- 2B. A Council that proposes to adopt a plan to provide services or take initiatives must ensure that the resources required for the plan are consistent with the Strategic Resource Plan (so far as the plan relates to the period covered by the Strategic Resource Plan).
3. A Council must—
- a. review the Strategic Resource Plan during the preparation of the Council Plan; and
 - b. adopt the Strategic Resource Plan not later than 30 June each year.
4. A copy of the current Strategic Resource Plan must be available for inspection by the public at—
- a. the Council office and any district offices; and
 - b. any other place required by the regulations.

Local Government (Planning and Reporting) Regulations 2014.

Regulation 9. The financial statements

1. For the purposes of section 127(2)(a) of the Act, the financial statements included in a budget or revised budget must—
 - a. contain a statement of capital works for the financial years to which the financial statements relate; and
 - b. be in the form set out in the Local Government Model Financial Report.

Regulation 10. Other information to be included

1. For the purposes of sections 127(2)(e) and 128(3) of the Act, a budget or revised budget must contain the following information in relation to the financial year to which the budget or revised budget relates—
 - a. a detailed list of capital works expenditure—
 - i. in relation to non-current assets classified in accordance with the model statement of capital works in the Local Government Model Financial Report; and
 - ii. set out according to asset expenditure type;
 - b. a summary of funding sources in relation to the capital works expenditure referred to in paragraph (a), classified separately as—
 - i. grants; and
 - ii. contributions; and
 - iii. Council cash; and
 - iv. borrowings;

- c. a statement of human resources;
 - d. a summary of expenditure in relation to the human resources referred to in the statement of human resources, categorised according to the organisational structure of the Council and classified separately as—
 - i. permanent full time; or
 - ii. permanent part time;
 - e. a summary of the number of full time equivalent Council staff referred to in the statement of human resources, categorised according to the organisational structure of the Council and classified separately as—
 - i. permanent full time; and
 - ii. permanent part time;
 - f. a list of grants by type and source, classified as—
 - i. recurrent grants to be used to fund operating expenditure; or
 - ii. recurrent grants to be used to fund capital expenditure; or
 - iii. non-recurrent grants to be used to fund operating expenditure; or
 - iv. non-recurrent grants to be used to fund capital expenditure;
 - g. the total amount borrowed as at 30 June of the financial year compared with the previous financial year;
 - h. the following information in relation to borrowings (other than borrowings to refinance existing loans)—
 - i. in a budget that has not been revised, the total amount to be borrowed during the financial year compared with the previous financial year; or
 - ii. in a revised budget, any additional amount to be borrowed compared with the budget or the most recent revised budget (as applicable);
 - iii. the total amount projected to be redeemed during the financial year compared with the previous financial year.
2. For the purposes of sections 127(2)(e) and 128(3) of the Act, a budget or revised budget must contain the following information in relation to the financial year to which the budget or revised budget relates—

- a. if Council declares general rates under section 158 of the Act, the rate in the dollar to be levied for each type or class of land;
- b. the percentage change in the rate in the dollar to be levied for each type or class of land compared with the previous financial year;
- c. the estimated amount to be raised by general rates in relation to each type or class of land compared with the previous financial year;
- d. the estimated amount to be raised by general rates compared with the previous financial year;
- e. the number of assessments in relation to each type or class of land compared with the previous financial year;
- f. the number of assessments compared with the previous financial year;
- g. the basis of valuation to be used under section 157 of the Act;
- h. the estimated value of each type or class of land compared with the previous financial year;
- i. the estimated total value of land rated under section 158 of the Act compared with the previous financial year;
- j. the municipal charge under section 159 of the Act compared with the previous financial year;
- k. the percentage change in the municipal charge compared with the previous financial year;
- l. the estimated amount to be raised by municipal charges compared with the previous financial year;
- m. 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;
- n. the percentage change for each type of service rate or charge compared with the previous financial year;
- o. the estimated amount to be raised by each type of service rate or charge compared with the previous financial year;
- p. the estimated total amount to be raised by service rates and charges compared with the previous financial year;
- q. the estimated total amount to be raised by all rates and charges compared with the previous financial year;

r. any significant changes that may affect the estimated amounts referred to in this sub-regulation to be raised.

3. Sub-regulation (2) applies to a revised budget as if a reference in that sub-regulation to the previous financial year were a reference to the budget initially adopted under section 130 of the Act in the current financial year or the most recent revised budget (as applicable).

Regulation 11. Public notice of proposed budget or revised budget

1. For the purposes of section 129(3)(a) of the Act, a public notice under section 129(1) of the Act must contain the following information—

- a. the date on which Council will meet to adopt its budget or revised budget;
- b. in the case of a revised budget, a summary of reasons for the preparation of the revised budget.



Alpine Shire

Alpine Shire Council Quarterly Report

1 January 2016 – 31 March 2016

Presented to Ordinary Council Meeting – 3 May 2016

Alpine Shire Council Plan 2013-2017 (review 2015) – Progress Report

1 January – 31 March 2016

Theme 1: Inspired community leadership

“Council values effective community advocacy and partnerships”

Live streaming of Council meetings

Council commenced audio visual recording and live streaming of its Council meetings in February. The recordings allow the wider community to access the decisions and debate that occur during a council meeting without having to attend in person. Recordings are available to watch live during the meeting, and archives are available for viewing afterwards. Both the live stream and the archived meetings can be accessed via Council’s website, and following links from the home page through Council > Council meetings.

Proposed 2015/16 Activity	Progress to 31 March 2016	Activity / Indicator
Strategic Objective 1.1: Effectively communicate and engage with Stakeholders		
<i>Strategy 1.1.1: Regularly inform and involve our community</i>		
Trial participative budgeting techniques within a discrete Council budget area (community grants?).	Council is conducting a survey of Dinner Plain ratepayers to identify those services that are desired – which would be provided by the Special Rate.	Activity
Podcast Council meetings.	Live streaming of Council meetings commenced in February.	Activity
Utilise contemporary community engagement techniques to reach the whole community (not just the 'squeaky wheels').	Council continues to utilise Facebook as a means of improving the reach of communications, rather than through traditional newspaper channels. Meetings to enable the community to provide feedback on issues such as new projects are also utilised.	Activity
<i>1b. Consultation and engagement: Community satisfaction rating out of 100 with the consultation and engagement efforts of Council</i>	56 (CSS results from March 2015)	Indicator
Strategic Objective 1.2: Advocate on behalf of and represent stakeholders on key issues		
<i>Strategy 1.2.1: Advocate for beneficial community outcomes</i>		
Strategically lobby and network with key decision makers to positively influence funding applications and opportunities.	Council continues to meet with key industry, organisations and government to identify and pursue common goals and issues.	Activity
<i>1c. Attendance: Percentage of attendance at ordinary and special council meetings by Councillors</i>	87%	Indicator
Strategic Objective 1.3: Provide exceptional emergency response and recovery services		
<i>Strategy 1.3.1: Proactively manage emergency response and recovery</i>		
Clarify EM roles in new structure, develop and implement EM staff training plan.	All EM roles in place and various training has been carried out as part of the MEMP review	Activity
<i>Service Standard: Successful audit of the Municipal Emergency Management Plan</i>	<i>Council's Municipal Emergency Management Plan has been audited and approved</i>	Indicator

Theme 2: Enhancing the environment and liveability

"An environment managed for now and the future"

Alpine Better Places

The Alpine Better Places design project was successfully completed prior to its 30 March 2016 deadline. The project involved extensive community engagement and the final detailed concept designs were adopted by Council at the Ordinary Council Meeting in March.

The project was delivered on budget (\$200,000), which included \$150,000 from Regional Development Victoria.

The community supported detailed concept designs provide clear direction for almost \$8M worth of streetscape improvements to the town centres of Bright, Porepunkah and Myrtleford, ready to proceed into detailed design and implementation.

Myrtleford Landfill

A review of the Myrtleford Landfill Operation was completed and Council resolved to close the landfill facility and convert it to a best practice waste transfer station (with no impact on the services provided or opening hours). The key advantages of this decision are:

- Waste disposal in a large regional site is environmentally responsible
- Risk exposure to increasing regulation and compliance requirements is minimised
- Ongoing rehabilitation responsibilities are capped, and
- Significant financial savings will be achieved

Road Reseals Program

The 2015/16 road reseals program was successfully completed on schedule during March.

The program included spray sealing 171,000 square metres asphaltting almost 3,000 square metres of the existing sealed roads. The total cost of the work was \$641,000, which was funded from the Federal Government's Roads to Recovery Program.

The road reseal program is one component of the ongoing renewal program, which ensures sustainability of Council infrastructure and assets.

Support to Mount Beauty Storm Recovery

Council provided support to the community following a damaging storm which passed through Mount Beauty on the evening of 28 January 2016. The storm caused damage to property and trees, including several Council buildings. The Mount Beauty Library incurred significant damage, with a section of the roof being removed.

The Asset Development team supported Council's response through coordinating an engineering assessment of temporary library relocation options, and repair of the library roof. In doing so, library services were able to be re-established from an alternative location within two weeks of the storm, and further damage to the library was minimised.

The costs incurred to repair damage to Council assets will be recovered through an insurance claim.

Myrtleford tree replacement

Following community consultation in September last year, Council has removed a row of declining poplar trees in Myrtle Street along the western entrance to Myrtleford. The trees lined the median strip and were all in various conditions with the majority in poor health or decline, and had caused significant damage to the kerb. VicRoads has contributed funding to conduct kerb repairs, which will be done prior to replanting with more suitable Maple species similar to those already in the Myrtleford township. This will retain the vibrant Autumn colour, and retain the avenue feel of the entrance to the town and to the Shire.



Streetscape presentation

Council's Asset Maintenance crews have had a busy summer period ensuring that the parks and gardens in each township are looking at their best. Given the large amount of events occur throughout the Shire during the summer months, the crews have ensured that the presentation of the towns was at a high standard.



Increased road projects budgets

In late June 2015 the Department of Infrastructure announced that councils Australia-wide would each receive additional funding for roads projects for the 2015/16 and 2016/17 financial years. Council has been busy prioritising and scoping additional roads projects, and subsequently managing the delivery of this additional scope. Council's Asset Delivery team is now on track to deliver roads projects during 2015/16 which meet Roads to Recovery funding obligations, and are preparing for another significant road program during 2016/17.

Proposed 2015/16 Activity	Progress to 31 March 2016	Activity / Indicator
Strategic Objective 2.1: Provide and maintain quality parks, gardens and natural environment		
<i>Strategy 2.1.1: Use sustainable practices to manage open spaces</i>		
Complete the Victorian Adaption and Sustainability Partnership 'Recless' project to make Council's open spaces more sustainable.	Recless Project is currently underway	Activity
<i>Service Standard:</i> <i>Completion of the Victorian Adaptation and Sustainability Partnership project to make Council's open spaces more sustainable</i>	<i>Sustainable practices are part of the Open Spaces management plan</i>	<i>Indicator</i>
Strategic Objective 2.2: Improve the quality of the built environment and amenity		
<i>Strategy 2.2.1: Minimize the impact of Council services on environmental amenity of the community</i>		
Develop and implement a holistic strategy for the collection, transfer and disposal of waste, recyclables and green/organics waste.	The landfill review is continuing. Waste has been diverted for period November 2015 through to the end of March 2016. Final airspace of cell now accessible and expected to be fully utilised by December 2016	Activity
<i>6a. Satisfaction:</i> <i>Number of kerbside bin collection requests per 1,000 kerbside bin collection households</i>	53	<i>Indicator</i>
<i>6b. Service Standard:</i> <i>Number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts</i>	1	<i>Indicator</i>
<i>6c. Service cost</i> <i>Direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin</i>	<i>Cost indicators will be reported annually</i>	<i>Indicator</i>
<i>6c. Service cost</i> <i>Direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin</i>	<i>Cost indicators will be reported annually</i>	<i>Indicator</i>
<i>Strategy 2.2.2: Control development to protect the environment</i>		
Implement the Rural Land Strategy to ensure the protection of rural areas.	Amendment C39 has been adopted by Council and is now with the Minister for Planning for approval. All submissions were dealt with and a panel hearing was not required.	Activity
<i>2a. Timeliness:</i> <i>Median number of days between receipt of a planning application and a decision on the application</i>	34	<i>Indicator</i>
<i>2b. Service Standard:</i> <i>Percentage of planning application decisions made within 60 days</i>	84%	<i>Indicator</i>
<i>2c. Service Cost:</i> <i>Direct cost to council of the statutory planning service per planning application</i>	<i>Cost indicators will be reported annually</i>	<i>Indicator</i>
<i>2d. Decision Making:</i> <i>Percentage of planning application decisions subject to review by VCAT that were not set aside</i>	<i>No VCAT decisions in Q3</i>	<i>Indicator</i>

Proposed 2015/16 Activity	Progress to 31 March 2016	Activity / Indicator
Strategic Objective 2.3: Improve the condition and management of Council's assets		
<i>Strategy 2.3.1: Manage Council assets to ensure sustainability</i>		
Improve asset data in all classifications to accurately inform and manage the renewal budget.	Ongoing works in this area. Building condition assessments are being carried out and purchase of AM software has been put up in 16/17 budget.	Activity
<i>4b. Condition: Percentage of sealed local roads that are below the renewal intervention level set by council and not requiring renewal</i>	99%	Indicator
<i>4c. Service Cost: Direct reconstruction cost to council per square metre of sealed local roads reconstructed</i>	<i>Cost indicators will be reported annually</i>	Indicator
<i>4c. Service Cost: Direct resealing cost to council per square metre of sealed local roads resealed</i>	<i>Cost indicators will be reported annually</i>	Indicator
Strategic Objective 2.4: Reduce Council's ecological footprint		
<i>Strategy 2.4.1: Reduce impact of Council's operations on the environment</i>		
Review putrescible waste disposal arrangements (Myrtleford vs Regional landfill), and implement the findings.	Final airspace of cell at Myrtleford now accessible and expected to be fully utilised by 2016. Diversion will be discontinued until this space is fully utilised. During this period a market test of diversion options will be undertaken.	Activity
<i>Timeliness: Conduct energy and water audit</i>	<i>Energy contract awarded, which will allow consolidated billing. This will allow clear information about resource consumption and allow prioritisation of energy / environmental projects.</i>	Indicator

Theme 3: Strengthening the community

"A community supported to be healthy, active and involved"

Home Care services

Changes are happening in the way Home Care services are delivered in Victoria; from 1 July 2016, responsibility for the service will transfer from the State Government to the Commonwealth Government. In response, Council determined to relinquish the service back to the State in order to:

- preserve the highly regarded alpine@home service delivery model
- maintain the current exceptional quality of care to clients
- maximise local employment, and
- pass on savings to the whole community

Maternal Child Health

Council's Maternal and Child Health (MCH) nurses continue to work towards meeting the requirements set out in the annual Service Improvement Plan:

- Safety display walls in the foyer of Myrtleford and Bright are complete, with Mount Beauty due for completion during April.
- Family Violence cards will be placed into the Child Health Records at the 4 week Key Age & Stage visit.
- The first infant and toddler social, emotional and behavioural health clinic for 2016 was held in March, with parents and grandparents attending.
- The Latching onto Breastfeeding Steering Committee is being progressed - the breast pump continues to be a valuable asset for the community, and the MCH nurses continue to provide support for breastfeeding mothers.

MCH nurses / nurse immunisers have completed the first school immunisation program for 2016 as well as the monthly immunisation sessions in Myrtleford.

Proposed 2015/16 Activity	Progress to 31 March 2016	Activity / Indicator
Strategic Objective 3.1: Support the health and wellbeing of communities		
<i>Strategy 3.1.1: Facilitate increased community participation</i>		
Improve affordability and accessibility to community facilities.	Ongoing review of pricing structures.	Activity
<i>7c. Utilisation:</i>		
<i>Number of visits to aquatic facilities per head of municipal population</i>	3.1	Indicator
<i>7a. Service Standard:</i>		
<i>Number of WorkSafe reportable aquatic safety incidents</i>	Nil	Indicator
<i>7b. Service Cost:</i>		
<i>Direct cost to council less any income received of providing indoor aquatic facilities per visit</i>	Cost indicators will be reported annually	Indicator
<i>7b. Service Cost:</i>		
<i>Direct cost to council less any income received of providing outdoor aquatic facilities per visit</i>	Cost indicators will be reported annually	Indicator
Strategic Objective 3.2: Improve the resilience of communities		
<i>Strategy 3.2.1: Strengthen the capacity and resilience of communities</i>		
Commence the 'Engage' project, aimed at capacity building in young people.	Activity for 2015 calendar year has been planned, to include: Careers (including alternative careers) Expo, school participating in Hallogen conference, Melbourne, working with schools to enhance their work experience and work placement websites and social enterprise works into schools.	Activity
<i>Service Standard:</i>		
<i>Total value of community projects delivered by the community grants program</i>	<i>Majority of 2015/2016 Community Grants are completed. Remaining projects are to be completed prior to 30 June 2016.</i>	Indicator
Participate in the 'Tomorrow Towns' pilot program to develop and implement a youth driven, future economic and community action plan.	Complete	Activity
<i>11b. Service Standard:</i>		
<i>Percentage of infants enrolled in the MCH service</i>	96%	Indicator
<i>11c. Service Cost:</i>		
<i>Cost to council of the MCH service per hour of service delivered</i>	Cost indicators will be reported annually	Indicator
<i>Strategy 3.4.1: Support independence and accessibility</i>		
Complete the 'New Futures for Senior Citizens Centres and Clubs' project to help people to better understand and utilize facilities.	MAV to provide format for 4 participating councils to input results. Finalised report (collective report) from all 4 councils to be completed by 30 June 2016.	Activity
<i>10d. Participation:</i>		
<i>Percentage of the municipal target population that receive a HACC service</i>	25%	Indicator
<i>10c. Service Cost:</i>		
<i>Cost to council of the domestic care service per hour of service delivered</i>	Cost indicators will be reported annually	Indicator

Theme 4: Prosperous economy, employment and investment

"A dynamic local economy that is sustainable and supported to respond to opportunities and attract appropriate new investment"

Tourism updates

The new Official Visitors Guide for Bright and Surrounds has been designed and produced. The new publication is full of new and fresh imagery, has been condensed and is information rich for our tourists.

A new initiative has seen the development of new 'hash tag' destination stickers to promote use of township hash tags for use by visitors and residents when posting destination imagery to Instagram (#lovebright, #myrtleford, #mtbeauty, #harrierville).

Event success

January, February and March saw the events team assist in delivering 32 events (excluding monthly markets). Major events included: Dederang Picnic Races, Myrtleford Bush Market, Audax Alpine Classic, Sweet Valley Sounds, Adventure Travel Film Festival, Brighter Days, The Myrtleford Festival, Peaks Challenge, MTBA National Championships, Geebung Polo, and Rotary Easter Markets.

Television crew visit

Channel 7 "Sunrise" weather crosses occurred out of Bright. There were 7 weather crosses featuring tourism operators (including Bright Chocolate, Adventure Guides Australia and Bastoni Pizza Myrtleford), exposure to the Autumn Festival as well as featuring magnificent landscape shots of Bright and Surrounds.

Proposed 2015/16 Activity	Progress to 31 March 2016	Activity / Indicator
Strategic Objective 4.1: Effectively plan and deliver strategic and major projects		
<i>Strategy 4.1.1: Develop and deliver a major projects plan</i>		
<p>Develop and communicate Council's 10-year Strategic Projects Pipeline and incorporate in the Long Term Financial Plan.</p> <p><i>Effectiveness: Capital program delivered (\$ Actual) / Capital program (\$ Budgeted)</i></p>	<p>Strategic Projects Pipeline communicated to Councillors. Milestone dates entered for all 2015/16 projects, and now being actively tracked.</p> <p><i>\$3.423m spent / \$8.792m budget (38.9%).</i></p> <p><i>The capital program budget has increased by \$695,000 due to additional road funding, and Lakeview Childrens' Centre works.</i></p> <p><i>If works committed were included, this result would be 71%.</i></p>	<p>Activity</p> <p>Indicator</p>
Strategic Objective 4.2: Support investment and existing enterprise		
<i>Strategy 4.2.1: Implement targeted tourism and business support</i>		
<p>Deliver the annual Tourism Activity plan; with particular emphasis on events and marketing new Dinner Plain infrastructure.</p> <p><i>Service Effectiveness: Number of new events attracted to the Alpine Shire</i></p>	<p>Most planned activity from the annual action plan is complete for the FY. In this quarter the new OVG for Bright and Surrounds was developed and is in market. New hashtag stickers for all townships have been developed and distributed. Tourism North East continues to deliver on regional plan.</p> <p><i>Q3 is the busiest operating quarter for major events to the Shire. New event attraction continues with Spartan (November 2016) and Enduro World Series (April 2017 and April 2019) events being planned currently.</i></p>	<p>Activity</p> <p>Indicator</p>
<i>Strategy 4.2.2: Support a diverse and sustainable economy</i>		
<p>Conduct a tour of the municipality to familiarize Councillors with local businesses and enterprises.</p>	<p>Not undertaken at this stage.</p>	<p>Activity</p>

Theme 5: Performance focused organisation

"A customer focused, equitable and sustainable service to the community"

Technology solutions

Council has developed and loaded data into a cloud based project and service prioritisation tool called 'Ignite'. Ignite provides clarity and accountability to Council's Strategic Projects Pipeline. Future refinements will allow the community to view the Strategic Projects Pipeline online.

The 'Vend' Point of Sale system is now installed and operating successfully at 10 sites. Its introduction into the Bright, Myrtleford and Mount Beauty libraries is the final step in its rollout.

Customer service at Bright office

The customer service area at Council's Bright office has been modified to remove walls to improve Council's customer service focus. The whole customer service team are now better able to attend to customers and there has been positive feedback from customers that the open plan is more inviting.

Proposed 2015/16 Activity	Progress to 31 March 2016	Activity / Indicator
Strategic Objective 5.1: Provide excellent customer service		
<i>Strategy 5.1.1: Deliver outstanding customer service</i>		
Work with the new Customer Service team (and organization) to introduce and embed innovative and modern processes, systems and culture.	Customer service team has implemented new software to workflow the service of bin replacement and bin repairs. This has saved time and improved efficiencies.	Activity
<i>Timeliness:</i> Implement new Customer Request Management (CRM) system	<i>Not yet commenced (will not be delivered during 2015/16)</i>	Indicator
<i>Satisfaction:</i> Satisfaction with customer service (community satisfaction rating out of 100 for Council's customer service)	<i>Sourced from LGPRF</i>	Indicator
Strategic Objective 5.2: Manage resources well to ensure sustainability		
<i>Strategy 5.2.1: Deliver responsible and prudent financial management</i>		
Review and update the 10-year Long Term Financial Plan.	LTFP reviewed in March and April and will be adopted in June as part of the budget.	Activity
<i>1. Adjusted underlying result:</i> Adjusted underlying surplus (or deficit) as a percentage of underlying revenue	<i>Cost indicators will be reported annually</i>	Indicator
<i>2a. Working Capital:</i> Current assets as a percentage of current liabilities	<i>Cost indicators will be reported annually</i>	Indicator
<i>3b. Indebtedness:</i> Non-current liabilities as a percentage of own-source revenue	<i>Cost indicators will be reported annually</i>	Indicator
<i>Strategy 5.2.2: Deliver best value programs and services</i>		
Complete stages 2b and 3 of the Strategic Alignment Project.	Council's performance management system has been utilised to prioritise projects that will be put forward for consideration in the 2016/17 budget.	Activity
Continue to simplify workflows and procedures.	Officers continue to develop solutions to internal processes. This is an ongoing project.	Activity
Strategic Objective 5.3: Support people and business practices		
<i>Strategy 5.3.1: Develop and maintain a dedicated and passionate workforce</i>		
Complete HR review elements to ensure; <ul style="list-style-type: none"> · clarity of responsibility, expectation and authority, · consistent application of policies and rules, · equity, and · accountability. 	Phase 1 of the HR review has been completed including the elements identified in the activity description. Position descriptions have been updated, policies are being reviewed, expectations are clear, and performance is being managed. Ignite will be utilised to manage accountability.	Activity
<i>5c. Workforce Turnover:</i> Number of permanent staff resignations and terminations as a percentage of average number of permanent staff	<i>Sourced from LGPRF</i>	Indicator

Proposed 2015/16 Activity	Progress to 31 March 2016	Activity / Indicator
<i>Strategy 5.3.2: Deliver effective and innovative process and technology solutions</i>		
Complete the introduction of Point of Sale systems.	The project of converting to new Point of Sale platform was completed in the first quarter.	Activity
Introduce cloud based rostering system into outdoor pools as first stage introduction to all facilities	Ento was introduced for rostering of outdoor pools over the current pool season. Currently planning for the introduction of Ento for rostering of VIC's, Bright Sports Centre and Transfer stations.	Activity
Develop and implement automated business solutions (priorities include customer requests, time in attendance, and purchase to pay).	0	Activity
Strategic Objective 5.4: Ensure a high standard of governance		
<i>Strategy 5.4.1: Provide good governance</i>		
Focus on improving OHS management and reporting.	Health and safety culture survey completed. Health and Safety improvement plan, strategic plan and communication plan drafted and presented to audit committee. Reviewing the Health and Safety framework and incident reporting workflow.	Activity
<i>1a. Transparency: Percentage of Council resolutions made at an ordinary or special meeting of Council, or at a meeting of a special committee consisting only of councillors, close to the public under section 89(2) of the Local Government Act 1989.</i>	4%	Indicator

EXISTING IMPROVEMENTS

ALPINE SHIRE COUNCIL

AND

KERRIE SINCLAIR

**Section 17D Crown Land (Reserves) Act 1978
Lease
(Retail)**

**DEPARTMENT OF ENVIRONMENT, LAND,
WATER AND PLANNING**

EXECUTED as a deed.

EXECUTED by **KERRIE SINCLAIR** in)
the presence of:)
)

.....
.

.....
Witness

[*]

.....
Name of Witness (print)

THE COMMON SEAL of **ALPINE**)
SHIRE COUNCIL is affixed in accordance)
with its constitution in the presence of:)

.....
Director/Chief Executive Officer

.....
Director

.....
Name of Director/Chief Executive Officer
(print)

.....
Name of Director (print)

MINISTERIAL ATTESTATION

Under Section 17D(4)(c) of the *Crown Land (Reserves) Act 1978* I *Therese Davis, Program Manager Public Land Administration North East* in the Department of Environment, Land, Water and Planning as delegate of the Minister for Environment, Climate Change and Water hereby approve the covenants, exceptions, reservations and conditions contained therein.

(Signature)

SCHEDULE 1

- 1 LANDLORD:** Alpine Shire Council
- 2 TENANT:** Kerrie Sinclair
- 3 LAND:** The area shown on the plan attached to this Lease in Appendix 1 and known as 5 Elms Court Bright SEC: C2 CA: 2E Psh: BRIGHT (T)
- 4 COMMENCEMENT DATE:** 1st day of May 2016
- 5 TERM:** 5 years
- 6 RENT:** \$6000 per annum plus GST payable by monthly instalments in advance on or before the 10th day of each month*
- The Rent shall be revised on the Rent Review Dates in accordance with the Schedule Two
- 7 PERMITTED USE:** Dancing School
- 8 FURTHER TERM:** Nil
- 9 GUARANTEED SUM:** n/a
- 10 REVIEW DATE(S):** CPI Adjustment Dates:
Each anniversary of the Commencement Date during the term.
- 11 NAME AND NOTICE ADDRESS:** **Landlord:**
Alpine Shire Council
Great Alpine Road
Bright VIC 3741
(P.O. Box 139)
- Tenant:**
Kerrie Sinclair
53 Walkers Lane
Bright VIC 3741
- 12 INSURED SUM:** \$10 Million dollars
- 13 RESERVATION:** **The land in the Township of Bright temporarily reserved for public purposes (pre-school centre) by Orders in Council of 9 November 1971 published in the Government Gazette on 17 November 1971 page 3637.**

- 14 PAYMENT ADDRESS:** Alpine Shire Council
Great Alpine Road
Bright VIC 3741
(P.O. Box 139)
- 15 LANDLORD'S IMPROVEMENTS:** The items listed in appendix two
- 16 TENANT'S IMPROVEMENTS:** Nil

SCHEDULE 2
(RENT REVIEW)

CPI Rent Review

1.1 In this clause:

CPI means the Consumer Price Index – All Groups Melbourne or if this index is not available or is discontinued or suspended, such other index that represent the rise in the cost of living in Melbourne, as the Landlord reasonably determines;

CPI Adjustment Date means the date(s) (if any) described in Item 10 of Schedule 1;

Current CPI means the CPI number for the quarter ending immediately prior to the CPI Adjustment Date; and

Previous CPI means the CPI number for the quarter ending immediately prior to the last date that the Rent was reviewed, adjusted or increased.

1.2 If a CPI Adjustment Date is specified in Item 10 of Schedule 1, the Rent on the CPI Adjustment Date will be adjusted to an amount equal to the Rent payable immediately prior to the CPI Adjustment Date multiplied by the Current CPI and divided by the Previous CPI in accordance with the following formula:

$$R = (A \times B) / C$$

Where:

R = the Rent payable for the following 12 month period commencing on the relevant Review Date;

A = the Rent payable during the 12 month period just ended

B = the Current CPI; and

C = the Previous CPI

SCHEDULE 3

FURTHER OBLIGATIONS

1. Local Government Act 1989

Where applicable, the grant of this Lease is subject to the Landlord giving notice of its intention to grant this Lease and resolving to grant this Lease pursuant to requirement of the *Local Government Act 1989*.

2. Restriction on grant of Lease

The Tenant acknowledges that the grant of the Lease is subject to the right of the general public to access those areas of the Premises set aside as public areas, including park and picnic areas.

3. Appendices and Further Obligations

The parties agree that:

- 3.1 the schedules and appendices to this Lease are deemed to form part of this Lease;
and
- 3.2 use of the Premises are to comply with the conditions of use as detailed in the approved Planning Permit (attached to this Lease);

APPENDIX ONE
(PLAN OF LAND)

See Plans attached.

APPENDIX TWO
(LANDLORDS IMPROVEMENTS)

ASSET SCHEDULE

Building and Furnishing Statement

Buildings

Main Building - main room/kitchen/store room/changeroom & toilets/office
Brick garage style shed with roller door (detached from main building)
Metal storage shed (detached from main building)
Water tank

Fixtures/Fittings

Internal

Main room - ceiling fans x 3
 - split (air-conditioning) units x 2
 - sink
 - robe/shelving with sliding doors
 - paper towel dispenser
 - fire extinguisher

Office - desk in office
 - first aid box in office (mounted to wall)

Kitchen - cupboards including sink/tap
 - paper towel dispenser
 - range hood and cupboard
 - fire blanket

Changeroom-toilets

- sinks x 3
- paper towels dispensers x 4
- child toilets & toilet paper dispensers x 2
- adult toilet/hand basin/toilet roll holder/shelving/paper towel dispenser
- smoke detector

External

Main Building - speakers under veranda roof x 2
 - stainless steel hand basin
 - electric hot water system
 - garden tap
 - airconditioning units x 2

General - metal fence with 2 x child proof gates

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SCHEDULE 1

SCHEDULE 2 - (RENT REVIEW)

SCHEDULE 3 - FURTHER OBLIGATIONS

APPENDIX ONE (PLAN OF LAND)

THIS LEASE is made on _____ and commences on the date in Item 4 of Schedule 1

BETWEEN THE LANDLORD whose name appears in Item 1 (**Landlord**)

AND THE TENANT whose name appears in Item 2 (**Tenant**)

RECITALS

- A** The Land is reserved pursuant to Section 4 of the Act for the purposes set out in Item 13.
- B** The Minister has appointed the Landlord as the Committee of Management of the Land and has power to enter into this Lease pursuant to Section 17D of the Act subject to the approval in writing of the Minister.
- C** The Landlord has agreed to lease the Land to the Tenant pursuant to Section 17D of the Act subject to the conditions, covenants, reservations, restrictions and exceptions and at the Rent set out in this Lease.

OPERATIVE PROVISIONS

1 PART 1 – DEFINITIONS AND INTERPRETATION

1.1 Definitions

In this document:

Act means the *Crown Land (Reserves) Act 1978*.

Authority includes any government, local government, statutory, public or other Person, authority, instrumentality or body having jurisdiction over the Land, the Premises or any part of it or anything in relation to it;

Bank Guarantee means an unconditional and irrevocable undertaking in a form acceptable to the Landlord given by a bank authorised under the provisions of the *Banking Act 1959* (Cth.) or an Act of the Parliament of Victoria;

Business Day means any day (except a Saturday, Sunday or public holiday) on which banks are open for business in Melbourne, Victoria;

Claim includes any claim, demand, remedy, suit, injury, damage, loss, Cost, liability, action, proceeding and right of action;

Clause means a clause of this Lease; ("sub-clause" has a similar meaning); a reference to a Clause followed by a number refers to the relevant Clause in this Lease;

Commencement Date means the date set out in Item 4;

Cost includes any cost, charge, expense, outgoing, payment or other expenditure of any nature whatever;

Crown means the Crown in right of the State of Victoria;

Default Rate means the rate for the time being fixed under section 2 of the *Penalty Interest Rates Act 1983*; if that rate ceases to be published then it means any rate substituted in its place;

Further Obligations means any obligations set out in Schedule 3;

Further Term means the further term or terms set out in Item 8;

GST means any consumption, goods and services or value added tax, by whatever name called, imposed, levied or collected by any Federal or State Government which operates at any time or times during the Term or any renewal or overholding of the Lease including, without limitation, GST as defined in the GST Act and any replacement tax;

GST Act means *A New System (Goods and Services Tax) Act 1999*;

Guaranteed Sum means the amount set out in Item 9;

Hazardous Materials includes any substance, material, thing, component or element which is hazardous, a contaminant or a pollutant to persons or property;

Insured Sum means the amount set out in Item 12;

Her Majesty means Her Majesty Queen Elizabeth II and her heirs and successors;

Item means the relevant item in Schedule 1 to this Lease;

Land means the land described in Item 3 to a depth of 15 metres below the surface and all rights, easements and appurtenances usually and normally enjoyed with that land and listed in Item 15 of Schedule 1 together with any improvements, fixtures, fittings, plant, equipment and chattels on the land at the Commencement Date;

Landlord means the Landlord named in this Lease and the person for the time being entitled to the Lease reversion when the Lease ends;

Landlord's Agents means the employees, contractors, agents and any other Person appointed from time to time by the Landlord as agent of the Landlord;

Law includes any requirement of any statute, rule, regulation, proclamation, ordinance or local law, present or future, and whether State, Federal or otherwise;

Minister means the Minister having responsibility for the administration of the Act or such other Minister of the Crown or Authority to whom responsibility for this Lease may at any time be given;

Minister's Agents and Officers includes any person, committee or delegate (including any statutory authority or statutory body corporate or committee for the time being responsible for the administration, care and management of the Land) from time to time responsible for carrying out functions, including the functions of the Minister, under this Lease;

Name and Notice Address means the name and address in Item 11 as it may be changed from time to time;

Notice means any notice or other written communication;

Party means a party to this Lease and includes any Guarantor;

Permitted Use means the permitted use of the Land set out in Item 7;

Person includes any corporation and vice versa;

Premises mean the Land and the Tenant's Improvements;

Proposed Work means the construction, alteration, addition, renovation, refurbishment, demolition, removal of or to any improvement on the Land;

Rates and Taxes means all existing and future rates (including any special rates or levies) taxes (excluding if the *Retail Act* applies and prohibits its recovery land tax charged against the Landlord as owner of the Land), duties, charges, assessments, impositions and outgoings whatsoever now or at any time imposed, charged or assessed on or against the Land or the Landlord or the Tenant or payable by the owner or occupier of the Land;

Rent means the annual Rent set out in Item 6;

Requirement includes any lawful Notice, order or direction received from or given by any Authority or pursuant to any Law, in writing or otherwise, and notwithstanding to whom such Requirement is addressed or directed but if not addressed to the Tenant then the Tenant must be given a copy;

Retail Act means the *Retail Leases Act 2003*;

Review Date means at the date or dates set out in Item 10.

Services means all services installed or to be installed and connected to the Premises including, without limitation, gas, electricity, telephone and telecommunication, water, sewerage and drainage;

Supply means the supply of any good, service or thing by either Party under this Lease.

Tenant means the Tenant named in this Lease and includes in the case of a:

- (a) corporation the Tenant, its successors and permitted assigns;
- (b) natural Person the Tenant, his executors, administrators and permitted assigns;

Tenant's Employees means each of the Tenant's employees, agents, contractors, invitees or others (whether with or without invitation), sublessees, licensees and concessionaires or others (whether expressly or impliedly) who may at any time be in or upon the Land;

Tenant's Improvements means those items listed in Item 16 of Schedule 1 and all buildings, structures, fixtures, fittings, plant, equipment, partitions, signs or other material or articles and chattels of all kinds which are at any time erected or installed by the Tenant in or on the Land;

Term means the term of this Lease set out in Item 5 commencing from and including the Commencement Date; and

this Lease or "the Lease" means this lease and includes all schedules, appendices, attachments, plans and specifications, annexures and exhibits to it.

1.2 Interpretation

- (a) The singular includes the plural and vice versa;
- (b) A gender includes all genders;
- (c) An obligation imposed by this Lease on more than one Person binds them jointly and severally;
- (d) Every covenant by the Tenant includes a covenant by the Tenant to procure compliance with the covenant by each of the Tenant's Employees;
- (e) A reference to legislation includes a modification or re-enactment of it, a legislative provision substituted for it or amendment of it and a regulation, rule or statutory instrument issued under it;
- (f) This Lease must be interpreted so that it complies with all Laws applicable in Victoria. Any provision must be read down so as to give it as much effect as possible. If it is not possible to give a provision any effect at all, then it must be severed from the rest of the Lease. If any provision or part of it cannot be so read down, such provision or part shall be deemed to be void and severable and the remaining provisions of this Lease shall not in any way be affected or impaired;
- (g) Unless otherwise stated, no provision of this Lease limits the effect of any other provision of this Lease. "Including" and similar expressions are not and must not be treated as words of limitation;
- (h) A reference to the Land, Premises or any thing includes the whole and each part of it;
- (i) The Landlord and the Tenant agree that:
 - (i) the terms contained in this Lease constitute the whole of the agreement in respect of the Land and Premises between the Landlord and the Tenant and all previous negotiations and agreements are negated;
 - (ii) no further terms are to be implied or arise between the Landlord and the Tenant by way of collateral or other agreement made by or on behalf of the Landlord or by or on behalf of the Tenant on or before or after the execution of this Lease, and any implication or collateral or other agreement is excluded and negated;
 - (iii) no information, representation or warranty by the Landlord or the Landlord's agents was supplied or made with the intention or knowledge that it would be relied on by the Tenant in entering into this Lease; and
 - (iv) no information, representation or warranty has been relied on by the Tenant in entering into this Lease.
- (j) Headings and the index to this Lease are for guidance only and do not affect the interpretation of this Lease;
- (k) If a reference is made to any Person, body or Authority and that person, body or Authority has ceased to exist, then the reference is deemed to be a reference to the

Person, body or Authority that then serves substantially the same or equivalent objects as the Person, body or Authority that has ceased to exist;

- (l) Reference to the President of a Person, body or Authority must, in the absence of a President, be read as a reference to the senior officer or equivalent employee for the time being of the Person, body or Authority or such other Person fulfilling the duties of President;
- (m) A reference to "writing" or "written" and any words of similar import include printing, typing, lithography and any other means of reproducing characters in tangible and visible form, including any communication effected through any electronic medium if such communication is subsequently capable of reproduction in tangible or visible form;
- (n) A reference to "corporation" and any other words or expressions used or defined in the *Corporations Act 2001*, unless the context otherwise requires, has the same meaning that is given to them in the *Corporations Act 2001*;
- (o) This Lease is governed by Victorian law. The Parties irrevocably submit to the non-exclusive jurisdiction of the courts of that State and courts of appeal from them. Except as expressly agreed in writing by both Parties or for an action required at a federal level, each Party waives any right it has to object to an action being brought in any court outside Victoria including, without limitation, by claiming that the action has been brought in an inconvenient forum or that those courts do not have jurisdiction;
- (p) If the day or last day for doing anything or on which an entitlement is due to arise is not a Business Day, the day or last day for doing the thing or date on which the entitlement arises for the purposes of this Lease shall be the next Business Day;
- (q) Each provision of this Lease continues to have full force and effect until it is satisfied or completed;
- (r) Where a word or phrase is defined, its other grammatical forms have a corresponding meaning; and
- (s) A reference to an agreement or a document is to that agreement or document as amended, novated, supplemented, varied or replaced from time to time except to the extent prohibited by this Lease.

1.3 Minister's delegations

- (a) Wherever this Lease refers to an action, consent, approval or other thing to be done by, or matter to be considered by the Minister, the reference to the Minister shall be deemed to include a reference to the Minister's Agents and Officers.
- (b) The Minister may appoint any person as the Minister's delegate to exercise all powers conferred by this Lease on the Minister expressly, including without limitation, the power to give any consent or approval pursuant to this Lease.
- (c) The Minister may change the appointment at any time.

2 PART 2 - EXCLUSION OF STATUTORY PROVISIONS

2.1 Moratorium

To the extent permitted by law, the application to this Lease or to any Party of any Law or any Requirement or any moratorium having the effect of extending or reducing the Term, reducing or postponing the payment of Rent or any part of it or otherwise affecting the operation of the terms of this Lease or its application to any Party is excluded and negatived.

2.2 Exclusion of Statutory Provisions

The covenants, powers and provisions implied in leases by virtue of the *Transfer of Land Act 1958* are expressly negatived.

3 PART 3 - LEASE OF LAND

3.1 Lease of Land for Term

The Landlord leases the Land to the Tenant for the Term.

3.2 Landlord's Reservations

The Landlord reserves the right for the Landlord and the Landlord's Agents to:

- (a) carry out any works that may be required to comply with any applicable Law or Requirement; and
- (b) create any registered or unregistered easement or other right over the Land as long as it does not adversely affect the Tenant's rights under this Lease;
- (c) enter the Land and the Premises for the purposes set out in this Clause.

3.3 Other Reservations

This Lease is granted subject to the following reservations:

- (a) the reservation to the Crown of all gold and minerals within the meaning of the *Mineral Resources Development Act 1990* and petroleum within the meaning of the *Petroleum Act 1958*, all of which are described as the "reserved minerals";
- (b) the reservation to the Crown of the rights of access for the purpose of searching for and obtaining the reserved minerals in any part of the Land;
- (c) the reservation to the Crown of the rights of access for any pipeline works and other purposes necessary for obtaining and conveying on and from the Land any of the reserved minerals obtained in any part of the Land; and
- (d) the right to resume the Land for mining purposes under Section 205 of the *Land Act 1958*.

3.4 Landlord's Exercise of Rights

Except in an emergency, the Landlord must give the Tenant reasonable notice of the Landlord's intended exercise of the rights set out in this Clause. The Landlord must only

exercise the rights at reasonable times and must minimise interference to the Tenant when doing so.

3.5 Ownership of Tenant's Improvements

The Tenant owns all of the Tenant's Improvements unless the Act requires any buildings and structures erected on the Land by the Tenant to be and to remain the property of the Landlord.

4 PART 4 - RENT

4.1 Tenant to pay Rent

The Tenant covenants to pay the Rent:

- (a) at the times and in the manner set out in Item 6 without demand by the Landlord;
- (b) without any abatement, deduction or right of set-off;
- (c) to the Landlord at the address set out in Item 14 or to any other address or in any other way the Landlord directs the Tenant by Notice.

4.2 Apportionment of Rent

If the Commencement Date is not the first day of a rent period, the first and last instalments of Rent will be apportioned on a pro-rata daily basis for the periods from:

- (a) the Commencement Date to the first day of the next rent period;
- (b) the first day of the last rent period of the Term until the date on which the Term expires.

5 PART 5 - RATES AND TAXES AND GST

5.1 Tenant to pay Rates and Taxes

The Tenant must pay the Rates and Taxes:

- (a) to the assessing Authority on time if assessed directly against the Tenant or the Land; but otherwise
- (b) to the Landlord by the date which is 10 Business Days before the due date for payment if the Landlord must pay the Rates and Taxes and has given the Tenant a copy of the notice at least 10 Business Days before then.

5.2 Tenant to Produce Receipts

The Tenant must produce receipts to the Landlord evidencing payment of the Rates and Taxes by the due date for payment if the Tenant is required to pay them to the assessing Authority.

5.3 Pro-rata apportionment

If necessary, the Rates and Taxes will be apportioned on a pro-rata daily basis at the beginning and at the end of the Term.

5.4 Goods and Services Tax

- (a) If GST is or will be or is purported to be payable on any Supply the Party receiving the Supply must pay the Party making the Supply a sum equal to any GST payable by the supplier for that Supply.
- (b) To the extent that one Party is required to reimburse the other Party for costs incurred by the other Party, those costs do not include any amount in respect of GST for which the Party is entitled to claim an input tax credit.
- (c) A Party's obligation to pay an amount under this Clause is subject to a valid tax invoice being delivered to that Party. For the avoidance of any doubt, the Rent and all other payments under this Lease are exclusive of GST.

6 PART 6 - COST OF SERVICES AND MAINTENANCE

6.1 Services

The Tenant must pay Costs for all Services (including any special, additional or unusual Services separately supplied, metered, consumed or connected as appropriate in, to or on the Land or the Premises):

- (a) by direct payment on or before the due date if assessed directly against the Land or the Premises; but otherwise
- (b) by reimbursing the Landlord by the date which is 5 Business Days before the due date for payment if the Landlord has given a copy of the Notice to the Tenant at least 10 Business Days before then.

6.2 Maintenance

If the *Retail Act* applies and to the extent permitted by the *Retail Act*, the Tenant must reimburse the Landlord on demand for costs incurred by the Landlord in maintaining the Premises in accordance with Section 52 of the *Retail Act*.

7 PART 7 - COSTS

The Tenant must pay to the Landlord all the Landlord's reasonable legal and other Costs including the costs of valuers, quantity surveyors and other consultants engaged by the Landlord of and incidental to:

- (a) if the *Retail Act* does not apply, the negotiation, preparation and execution of this Lease;
- (b) any consent required under this Lease;
- (c) any assignment or subletting for which the Landlord's consent is required by this Lease;
- (d) any variation, extension, surrender or termination of this Lease otherwise than by effluxion of time;
- (e) any default by the Tenant or the Tenant's Employees in observing or performing any covenants contained or implied in this Lease.

8 PART 8 - INTEREST

8.1 Payment

The Tenant must pay on demand interest at the Default Rate on any Rent or other moneys which the Tenant has not paid within 30 days of the due date for payment.

8.2 Calculation

Interest is to be calculated daily from the due date and is to continue until the overdue money is paid. The interest will be capitalised on the last day of each month and may be recovered in the same way as Rent in arrears.

8.3 No Prejudice

If the Landlord requires a Tenant to pay interest, it is without prejudice to any other rights, powers and remedies which the Landlord may have under this Lease or at law.

9 PART 9 - USE OF PREMISES

9.1 Tenant's Permitted Use and negative covenants

The Tenant must not:

- (a) use the Premises for any purpose other than the Permitted Use;
- (b) do anything in or on the Premises which in the reasonable opinion of the Landlord causes or may cause nuisance, damage, disturbance or danger to the Landlord or the occupiers or owners of any other property;
- (c) use or allow the use of any radio, television or other sound producing equipment at a volume that can be heard outside the Premises except with the prior written consent of the Landlord which is not to be unreasonably withheld but may be given conditionally;
- (d) affix any television or radio mast or antennae, satellite dish or any other communication device to any part of the Premises except with the prior written consent of the Landlord which is not to be unreasonably withheld but may be given conditionally;
- (e) write, paint, display, hang or affix any sign, advertisement, placard, name, flagpole, flag or notice on any part of the Premises except with the prior written consent of the Landlord which is not to be unreasonably withheld but may be given conditionally;
- (f) overload the floor, walls, roof or any other part of the Premises, or, bring onto or remove from the Premises any plant or heavy equipment which by reason of its weight or vibration in its operation or in any way is likely in the reasonable opinion of the Landlord to cause damage to any part of the Premises or the Services;
- (g) except to the extent that they are necessary for the Permitted Use and then only in compliance with any Law or Requirement and in such quantities as are reasonably appropriate, store Hazardous Materials on or in the Premises;

- (h) install any equipment or system in the Premises that overloads or may overload the electrical or other Services to the Premises;
- (i) use the Premises as a residence unless it is a Permitted Use;
- (j) use the Premises for an illegal purpose;
- (k) burn any rubbish or waste on the Premises other than the burning of vegetation in accordance with all necessary permits.

9.2 Tenant's positive covenants

The Tenant at its Cost must:

- (a) at all times carry out the Permitted Use in a business like and reputable manner;
- (b) keep the Premises clean and not permit any accumulation of useless property or rubbish in them;
- (c) keep the Premises free of pests, insects and vermin;
- (d) provide the Landlord (and keep updated when it changes) with the name, postal address, e-mail address, telephone and facsimile transmission numbers of a person or persons to contact during and after business hours if an emergency arises which affects the Premises;
- (e) comply with the Landlord's reasonable operational requirements for the Services and not interfere with the Services;
- (f) on vacating the Premises, remove all lettering, signs, flagpoles, flags, and other distinctive marks from the Premises and make good any damage caused by the removal;
- (g) obtain, maintain and comply with all consents or approvals from all Authorities which from time to time are necessary or appropriate for the Permitted Use. The Tenant must not by any act or omission cause or permit any consent or approval to lapse or be revoked;
- (h) maintain documented risk management identification and treatment programs for the Premises and the Services;
- (i) arrange for the regular and efficient removal from the Premises of its refuse and rubbish;
- (j) the Tenant must if a notifiable infectious illness occurs in the Premises promptly give Notice to the Landlord and all relevant Authorities and thoroughly fumigate and disinfect the Premises to the satisfaction of the Landlord and all relevant Authorities;
- (k) undertake all fire protection works on the Land required by Law to the satisfaction of the Landlord and all relevant Authorities;

- (l) permit the Landlord or the Landlord's servants or agents with or without vehicles and equipment, workmen or others at all times to enter the Land for fire protection and suppression purposes;
- (m) comply with the further obligations, if any, set out Schedule 3.

9.3 No warranty as to use

- (a) The Landlord gives no warranty (either present or future) that the Land or the Premises are fit for the Permitted Use.
- (b) The Tenant has entered into this Lease with full knowledge of and subject to any prohibitions or restrictions contained in any Law or any Requirement on how the Land or the Premises may be used.

9.4 To Let Signs and Inspection

The Landlord may after giving reasonable notice and at reasonable times:

- (a) place advertisements and signs on those parts of Land and Premises as are reasonable having regard to the interests of the Landlord and the Tenant where the Premises are available for lease if the Tenant does not exercise any option to renew this Lease for a Further Term;
- (b) by appointment with the Tenant, show prospective tenants through the Land and the Premises.

The Landlord in exercising rights under this Clause must endeavour to minimise any inconvenience to the Tenant.

9.5 Cost of alteration

Pay to the Landlord on demand the Cost reasonably incurred by the Landlord of any alteration to any Services, sprinkler or fire prevention equipment and installations (including alarms) which may become necessary because of the non-compliance of the Tenant or of the Tenant's Employees with any Requirements, including those of any Tenant's insurer of the Premises or any Tenant's fittings within the period required or, if no period is required, within a reasonable period to meet those requirements.

10 PART 10 - COMPLIANCE WITH LAWS AND REQUIREMENTS

10.1 Compliance with Laws

- (a) The Tenant at its Cost must comply with and observe all Laws and Requirements relating to the Land, the Premises, the Services and the Permitted Use. If the Tenant receives any Notice from an Authority, the Tenant must immediately provide a complete copy of it to the Landlord;
- (b) Before complying with any Law or Requirement, the Tenant must:
 - (i) obtain the written consent of the Landlord which is not to be unreasonably withheld and;
 - (ii) observe the provisions of this Lease.

10.2 Landlord may comply with Laws if Tenant defaults

If the Tenant fails to do so, the Landlord may comply with any Law or Requirement referred to in this Clause either in part or whole. If the Landlord does this:

- (a) any Costs incurred by the Landlord must be paid or reimbursed to the Landlord by the Tenant;
- (b) it is without prejudice to any of the Landlord's other rights in respect of non-compliance by the Tenant with its obligations under this Lease.

11 PART 11 - MAINTENANCE REPAIRS ALTERATIONS AND ADDITIONS

11.1 General repairing obligation

- (a) The Tenant at its Cost during the Term and any extension or holding over must keep the Premises and the Services in good repair and condition and clean and tidy. For the avoidance of any doubt, the Tenant acknowledges that the Landlord will have no responsibility for any repairs or maintenance to the Premises and the Services, except if the *Retail Act* applies and then only to the extent required by the *Retail Act*;
- (b) Before carrying out any repairs or maintenance to the Premises, the Tenant must obtain the written approval of the Landlord and all relevant Authorities but the Tenant will not be required to obtain written or any form of approval from the Landlord for maintenance of a non-structural nature.

11.2 Landlord's right of inspection

The Landlord or the Landlord's Agents may enter the Premises and view the state of repair and condition of the Premises and Services:

- (a) in the presence of the Authorised Officer of the Tenant if required by the Tenant;
- (b) at reasonable times on giving to the Tenant reasonable notice in writing (except in the case of emergency when no notice is required) .

11.3 Enforcement of repairing obligations

The Landlord may serve on the Tenant a Notice:

- (a) specifying any failure by the Tenant to carry out any repair, replacement or cleaning of the Premises or the Services which the Tenant is required to do under this Lease; and/or
- (b) require the Tenant to carry out the repair, replacement or cleaning within a reasonable time. If the Tenant does not comply with the Notice, the Landlord may elect to carry out such repair, replacement or cleaning and any Costs incurred must be paid by the Tenant when demanded by the Landlord.

11.4 Landlord may enter to repair

The Landlord, the Landlord's Agents and others authorised by the Landlord may at all reasonable times after giving the Tenant reasonable notice (except in the case of

emergency when no notice is required) enter the Land and the Premises to carry out any works and repairs in the circumstances set out below. In doing so, the Landlord must endeavour not to cause undue inconvenience to the Tenant.

- (a) The circumstances for entry are:
 - (i) to carry out any repairs on or to the Premises or the Services, which the Landlord considers necessary or desirable or which relate to anything which the Landlord is obliged or entitled to do under this Lease;
 - (ii) if an Authority requires any repair or work to be undertaken on or to the Premises or the Services which the Landlord is either required or in the Landlord's discretion elects to do and for which the Tenant is not liable under this Lease; and/or
 - (iii) if the Landlord elects to carry out any repair work which the Tenant is required or liable to do under this Lease by any Law or by any Requirement but fails to do so within the time specified or otherwise allowed for that work to be done.

11.5 Alterations to Premises

- (a) The Tenant must not and must not permit any other person to carry out any Proposed Work without the Landlord's and the Minister's prior written consent which must not be unreasonably withheld or delayed;
- (b) In seeking the Landlord's and the Minister's consent the Tenant must submit plans and specifications of the Proposed Work for the approval of the Landlord together with a list of the Persons (if any) from or to whom the Tenant proposes to call a tender or award a contract for the Proposed Work;
- (c) the Landlord and the Minister may give consent subject to the Tenant satisfying the following requirements:
 - (i) any Proposed Work must be supervised by a Person approved by the Landlord;
 - (ii) any Proposed Work must be executed promptly and continuously in a proper and workmanlike manner, using the materials and by contractors or tradesmen approved by the Landlord (unless the *Retail Act* applies in which case the Landlord's approval is not required but the contractors and tradesmen must be fully qualified and experienced), in accordance with all Laws and Requirements;
 - (iii) the Tenant must pay on demand all Costs incurred by the Landlord in considering or inspecting the Proposed Work and its supervision, including the reasonable fees of architects, engineers or other building consultants reasonably engaged by or on behalf of the Landlord;
 - (iv) the Tenant must obtain and keep current and comply with all necessary approvals or permits from all Authorities necessary to enable any Proposed Work to be lawfully effected, and must on request by the

Landlord produce for inspection by the Landlord copies of all such approvals and permits;

- (v) on completion of the Proposed Work the Tenant must immediately obtain and produce to the Landlord, any unconditional certificates of compliance or of satisfactory completion issued by relevant Authorities and, a certificate by a consultant approved by the Landlord that the Proposed Work has been carried out in accordance with the plans and specifications approved by the Landlord.

11.6 Notice to Landlord of damage, accident etc

The Tenant must immediately give Notice to the Landlord of any:

- (a) damage however caused, accident to or defects in the Premises or the Services;
- (b) circumstances likely to cause any damage or injury occurring within the Premises of which the Tenant has actual or constructive notice;
- (c) any fault in the Services; or
- (d) Notice from any Authority.

12 PART 12 - ASSIGNMENT AND SUBLETTING

12.1 No disposal of Tenant's interest

The Tenant must not without the prior written consent of the Landlord and the Minister:

- (a) assign, transfer, sub-let, grant any licence, mortgage, encumber, charge or part with or share the possession of or otherwise deal with or dispose of the Tenant's estate or interest in the Land or any part of the Land or the Premises;
- (b) declare itself trustee of the Land or any part of the Land or of any legal or equitable estate or interest in the Land or the Premises.

12.2 Landlord's consent

If the *Retail Act* applies, the Landlord and the Minister will consent to a proposed assignment of the Premises if:

- (a) the Tenant seeks the Landlord's consent in the manner provided by the Act;
- (b) the Tenant is not at the time in breach of this Lease;
- (c) the Tenant proves to the satisfaction of the Landlord that the proposed assignee is a respectable, responsible and solvent Person having the financial capacity and trading experience necessary to enable the Permitted Use to be successfully undertaken and maintained. The Tenant must submit to the Landlord all information reasonably required by the Landlord including:
 - (i) at least two references as to the proposed assignee's business experience;

- (ii) at least two references as to the proposed assignee's financial circumstances; and
 - (iii) a detailed statement of the financial circumstances of the proposed assignee and any proposed guarantor;
- (d) the Tenant arranges for the proposed assignee to execute a deed of assignment of lease:
- (i) to which the Landlord is a party;
 - (ii) in a form approved by the Landlord or its solicitors;
 - (iii) which contains a covenant by the assignee to be bound by the terms of the Lease and unless the Act provides otherwise an acknowledgment by the Tenant that the Tenant is not to be released from its obligations under the Lease;
- (e) if the proposed assignee is a company (other than a company whose shares are listed on the Australian Stock Exchange) then all the directors and shareholders of the company and any ultimate holding company (as defined in the *Corporations Act 2001* (Commonwealth)) of that company must by deed (in a form acceptable to the Landlord) guarantee the due performance by the company of the terms and conditions of the Lease; and
- (f) the Tenant pays to the Landlord all Costs incurred by the Landlord in enquiring as to the respectability, responsibility and solvency of the proposed assignee and of obtaining the approval by the Landlord's solicitors of the documents referred to in this Clause.

12.3 Deemed assignment on change of shareholding

There is a deemed assignment under this Clause if the Tenant is a Corporation (other than an incorporated association) and there is any change in any of the following which results in a change in the effective control of the Tenant:

- (a) the membership of the Corporation or any holding Company of the Corporation;
- (b) the beneficial ownership of any shares in the capital of the Corporation or any holding Company of the Corporation; or
- (c) the beneficial ownership of the business or assets in the Corporation or part of it.

If any of these events occur then the Tenant must obtain the Landlord's written consent under this Clause. This does not apply in relation to the sale of shares in the Tenant or the Tenant's holding company that is listed on a recognised stock exchange.

12.4 Acceptance of Rent by Landlord

The acceptance by the Landlord of any Rent or other payment from any Person other than the Tenant does not constitute an acknowledgment by the Landlord that it recognises that person as the Authorised assignee or sub tenant.

12.5 S.144 excluded

Section 144 of the *Property Law Act 1958* does not apply to this Lease.

13 PART 13 - INSURANCE AND INDEMNITIES**13.1 Insurances to be taken out by Tenant**

The Tenant must effect and maintain at the Tenant's Cost:

- (a) a standard public liability insurance policy endorsed to extend the indemnity under the policy to include the Tenant's liability under Clause 13.5. The policy must:
 - (i) be for an amount of not less than the Insured Sum or such higher amount as the Landlord may reasonably require in respect of any single occurrence; and
 - (ii) be on terms that the insurer waives all rights of subrogation against the Landlord;
- (b) insurance for the Premises and all Tenant's property for their full replacement value; and
- (c) any other insurance reasonably required by the Landlord.

13.2 Tenant's insurance obligations

The Tenant must:

- (a) ensure that all policies of insurance effected by the Tenant pursuant to this Clause are taken out with an insurance office or company authorised by the Australian Prudential Regulation Authority to conduct new or renewal insurance business in Australia including policies underwritten by Lloyd's of London or otherwise approved by the Landlord.
- (b) by 30 July in each year of the Term produce to the Landlord a certificate of currency; and
- (c) pay all premiums and other money payable in respect of the insurance policies when they become due and payable.

13.3 Non-vitiation of policies

The Tenant must not do anything in, to or on the Premises and must use its best endeavours not to allow anything to be done which may vitiate or render void or voidable any Tenant's insurances or any condition of any insurance taken out by the Landlord of which the Tenant has been made aware in respect of the Premises or any property in or on it.

13.4 Exclusion of Landlord's liability

- (a) In the absence of any negligence or deliberate act or omission or material breach of this Lease by the Landlord or the Landlord's Agents, the Tenant acknowledges that all property which may be in or on the Premises will be at the sole risk of the

Tenant and the Landlord will not be liable for any Claim that the Tenant or the Tenant's Employees or any Person claiming by, through or under the Tenant may incur or make or any which arises from:

- (i) any fault in the construction or state of repair of the Premises or any part of it; or
 - (ii) the collapse of the Premises irrespective of the cause; or
 - (iii) any defect in any Services; or
 - (iv) the flow, overflow, leakage, condensation or breakdown of any water, air-conditioning, gas, oil or other sources of energy or fuel, whether from the roof, walls, gutter, downpipes or other parts of the Premises.
- (b) In the absence of any negligence or deliberate act or omission or material breach of this Lease by the Landlord or the Landlord's Agents, the Tenant agrees that the Landlord will not be responsible for and releases the Landlord, the Crown and the Landlord's Agents from liability in respect of any:
- (i) Claim relating to any property of the Tenant or any other Person in or on the Premises or any part of it however occurring; or
 - (ii) death, damage or injury to any Person or property in on or under the Premises or on any land near it suffered as a direct consequence of the construction, operation, presence or maintenance of the Premises and including, without limitation, damage or injury to any person or property resulting from any collision with or the collapse of the Premises.

13.5 Indemnities

In the absence of any negligence or deliberate act or omission or material breach of this Lease by the Landlord or the Landlord's Agents and Officers and despite:

- (a) any Claims having resulted from anything which the Tenant may be authorised or obliged to do under this Lease; and/or
- (b) at any time any waiver or other indulgence having been given to the Tenant in respect of any obligation of the Tenant under this Clause,

the Tenant will indemnify and keep indemnified the Landlord, the Landlord's Agents and the Crown from and against all Claims for which any of them will or may be or become liable, during or after the Term, in respect of or arising from:

- (i) any cause whatever in respect of damage or injury to the Premises, to any property or to any Person or the death of any Person inside or outside the Premises caused or contributed to by any neglect or default of the Tenant or the Tenant's Employees under this Lease or by the use of the Premises by the Tenant or by the Tenant's Employees including, without limitation, injury or death to any Person or property resulting from any collision with or collapse of the Premises;
- (ii) the negligent or careless use or neglect of the Services and facilities of the Premises by the Tenant or the Tenant's Employees or any other

Person claiming through or under the Tenant or of any trespasser while such trespasser is in or on the Premises caused or contributed to by any default or negligent act or omission of the Tenant;

- (iii) overflow or leakage of water (including rain water) or from any Services whether originating inside or outside the Premises caused or contributed to by any act or omission on the part of the Tenant or the Tenant's Employees or other Person claiming through or under the Tenant;
- (iv) failure of the Tenant to give Notice to the Landlord of any defect in any of the mechanical or any other Services in the Premises within a reasonable time of the Tenant becoming aware of it; and
- (v) damage to plate, float and other glass caused or contributed to by any act or omission on the part of the Tenant or the Tenant's Employees.

14 PART 14 - DAMAGE AND DESTRUCTION

14.1 If the Retail Act applies

If the *Retail Act* applies and contains provisions dealing with damage to the Premises, the provisions of the *Retail Act* will apply.

14.2 If the Retail Act does not apply

If the *Retail Act* does not apply or does not contain provisions dealing with damage to the Premises, clauses 14.3 to 14.5 apply.

14.3 Tenant to reinstate Premises

If the Premises or any part of them are at any time damaged or destroyed by any disabling cause then the Tenant must expeditiously re-instate the Premises and make them fit for the occupation and use by the Tenant as if it was Proposed Work.

14.4 Obligation to reinstate is absolute

The Tenant's obligation under Clause 14.3 to reinstate the Premises applies irrespective of how the damage and destruction occurred and irrespective of whether any policy of insurance effected for the Premises is avoided or payment refused or reduced.

14.5 Rent and Rates and Taxes

The Tenant must continue to pay the Rent and the Rates and Taxes even if the Premises are destroyed or damaged.

15 PART 15 - LANDLORD'S COVENANT

15.1 Quiet Enjoyment

If the Tenant pays the Rent and observes and performs in a timely fashion the covenants and conditions on its part contained in this Lease, the Tenant may occupy and enjoy the Land during the Term without any interruption by the Landlord or by any Person claiming through the Landlord except as provided in this Lease.

16 PART 16 - TERMINATION AND DEFAULT

16.1 Events of Default

The following are Events of Default:

- (a) if the Rent or any other money payable under this Lease is not paid within 30 days of the due date for payment whether legally demanded or not;
- (b) if the Tenant at any time fails to perform or observe any of its obligations under this Lease;
- (c) if the Tenant or the Guarantor are companies then if either the Tenant or the Guarantor:
 - (i) enter into any compromise or arrangement with any of its creditors or if an application is made to any court for an order summoning a meeting of creditors; or
 - (ii) has a receiver or receiver and manager or administrator or controller appointed of any of its assets; or
 - (iii) is wound up or dissolved or notice is given of intention to propose a resolution for winding up or an order is made or resolution passed or an application is made for winding up or dissolution; or
 - (iv) has a resolution passed by the directors that in their opinion the company can no longer continue its business; or
 - (v) calls a meeting of its creditors pursuant to the *Corporations Act 2001*; or
 - (vi) is placed under official management or if the members determine to convene a meeting of creditors for the purpose of placing the company under official management; or
 - (vii) has an inspector appointed pursuant to the *Australian Securities and Investments Commission Act 2001*; or
 - (viii) is unable to pay its debts as and when they fall due; or
 - (ix) makes an assignment for the benefit of or enters into an arrangement or composition or a moratorium whether formal or informal with its creditors or financiers; or
 - (x) has a provisional liquidator or a liquidator by any means appointed;
- (d) if any execution exceeding ten thousand dollars is issued, levied or enforced against the Tenant or the Guarantor or on any of the assets of the Tenant or the Guarantor unless such execution is fully paid or satisfied within seven days from the date of the issue, levy or enforcement, or appropriate legal proceedings to invalidate the execution are taken within seven days of the issue, levy or enforcement; and

- (e) if the Tenant or the Guarantor is a natural person and becomes or is made bankrupt or makes any assignment of his estate or any part of it for the benefit of creditors or otherwise seeks relief under or takes advantage of any Law for the time being in force relating to bankruptcy or insolvent debtors or causes or permits his goods to be levied on or under any execution or other legal process.

16.2 Forfeiture of Lease

If an Event of Default occurs the Landlord may, without prejudice to any other Claim which the Landlord has or may have against the Tenant or any other Person at any time re-enter into and upon the Land or any part of it in the name of the whole and thereupon this Lease will be absolutely determined.

16.3 Re-entry

The right of re-entry for breach of any covenant or condition to which section 146(1) of the *Property Law Act 1958* applies must not be exercised until the expiration of 30 days after the Landlord has served on the Tenant the notice required pursuant to that section.

16.4 Landlord may rectify

If the Tenant is in default under this Lease and fails to commence to rectify that default within 7 days of the Landlord notifying the Tenant in writing of that default and requiring its rectification or, having commenced, fails to expeditiously complete that rectification within a reasonable time, the Landlord may, but will not be obliged to, remedy at any time without further notice any default by the Tenant under this Lease. If the Landlord so elects all reasonable Costs incurred by the Landlord (including legal costs and expenses) in remedying the default will constitute a liquidated debt and must be paid by the Tenant to the Landlord on demand.

16.5 Waiver

- (a) The Landlord's failure to take advantage of any default or breach of covenant by the Tenant will not be or be construed as a waiver of it, nor will any custom or practice which may grow up between any of the Parties in the course of administering this Lease be construed to waive or to lessen the right of the Landlord to insist upon the timely performance or observance by the Tenant of any covenant or condition of this Lease or to exercise any rights given to the Landlord in respect of any such default;
- (b) A waiver by the Landlord of a particular breach is not deemed to be a waiver of the same or any other subsequent breach or default;
- (c) The demand by the Landlord for, or subsequent acceptance by or on behalf of the Landlord of, Rent or any other money payable under this Lease will not constitute a waiver of any earlier breach by the Tenant of any covenant or condition of this Lease, other than the failure of the Tenant to make the particular payment or payments of Rent or other moneys so accepted, regardless of the Landlord's knowledge of any earlier breach at the time of acceptance of such Rent or other moneys.

16.6 Tender after determination

If the Landlord accepts money from the Tenant after the Landlord ends this Lease the Landlord may (in the absence of any express election of the Landlord) apply it:

- (a) first, on account of any Rent and other moneys accrued and due under this Lease but unpaid at the date the Lease is ended; and
- (b) secondly, on account of the Landlord's Costs of re-entry.

16.7 Essential terms

The Landlord and the Tenant agree that each of the following covenants by the Tenant are essential terms of this Lease:-

- (a) to pay the Rent;
- (b) to keep the Premises open for use;
- (c) to carry on the Permitted Use;
- (d) to comply with Laws and Requirements;
- (e) subject to this Lease, to repair and maintain and, if necessary, reinstate or demolish the Tenant's Improvements;
- (f) not to assign this Lease or sub-let the Land or any part of it;
- (g) to take out and keep current those insurances required to be taken out by the Tenant;
- (h) to pay or reimburse Rates and Taxes.

16.8 Damages for Breach

The Tenant covenants to compensate the Landlord for any breach of an essential term of this Lease. The Landlord may recover damages from the Tenant for such breaches. The Landlord's entitlement under this Clause is in addition to any other remedy or entitlement to which the Landlord is entitled (including to terminate this Lease).

16.9 Repudiation by Tenant

- (a) The Tenant covenants to compensate the Landlord for any loss or damage suffered by reason of the Tenant's conduct (whether acts or omissions):
 - (i) constituting a repudiation of this Lease or of the Tenant's obligations under this Lease; or
 - (ii) breaching any Lease covenants.
- (b) The Landlord may recover damages against the Tenant in respect of repudiation or breach of covenant for the loss or damage suffered by the Landlord during the entire term of this Lease.

16.10 Acts by the Landlord not to constitute forfeiture

The Landlord's entitlement to recover damages shall not be affected or limited if any of the following events occur:-

- (a) the Tenant abandons or vacates the Land; or
- (b) the Landlord elects to re-enter the Land or to terminate the Lease; or
- (c) the Landlord accepts the Tenant's repudiation; or
- (d) the Parties' conduct (or that of any of their servants or agents) constitutes a surrender by operation of law.

16.11 Mitigation

Nothing in this Clause will operate to relieve the Landlord of any obligation which would otherwise apply to mitigate any loss or damage suffered by the Landlord.

17 PART 17 - DETERMINATION OF TERM**17.1 Tenant to yield up**

When this Lease ends the Tenant at its Cost, if required by the Landlord must remove the Tenant's Improvements in a proper and workmanlike manner in compliance with the requirements of all Authorities and to the satisfaction of the Landlord. If the Landlord does not require the Tenant to remove the Tenant's Improvements those improvements that have not vested in the Landlord by operation of Law will revert to and become the absolute property of the Crown (except for the Tenant's trade fixtures, fittings and chattels) without any payment or compensation.

17.2 Tenant to continue pay rent etc

If the Tenant is required to remove the Tenant's Improvements the Tenant must continue to pay the Rent, the Rates and Taxes and all other money payable under this Lease until it has demolished and removed the Tenant's Improvements.

17.3 Tenant not to cause damage

- (a) The Tenant must not cause or contribute to any damage to the Land in the demolition and removal of the Tenant's Improvements.
- (b) If the Tenant causes any such damage in the demolition and removal of the Tenant's Improvements, the Tenant must make good any such damage and must leave the Land in a condition that is acceptable to the Landlord and all Authorities.
- (c) If the Tenant fails to do so within a reasonable time, the Landlord may make good any such damage at the Cost of and as agent for the Tenant and recover from the Tenant the reasonable cost to the Landlord of doing so as a liquidated debt payable on demand.

17.4 Failure by Tenant to remove the Tenant's Improvements

If the Tenant fails to remove the Tenant's Improvements in accordance with this Clause or if the Landlord re-enters the Land, the Landlord at the Landlord's option (without prejudice to any action or other remedy which the Landlord has) may:

- (a) demolish and remove the Tenant's Improvements; and
- (b) without being guilty of any manner of trespass, cause any of the Tenant's property to be removed and stored in such manner as is reasonable at the risk and at the Cost of Tenant and/or at the option of the Landlord sell it as the attorney of the Tenant and appropriate the proceeds of sale in payment of any Rent or other money owing by the Tenant to the Landlord and pay any residue without interest to the Tenant; or
- (c) treat the Tenant's property as if the Tenant had abandoned its interest in it and it had become the property of the Landlord, and deal with it in such manner as the Landlord thinks fit without being liable in any way to account to the Tenant for them.

17.5 Tenant to indemnify and pay Landlord's Costs

The Tenant must:

- (a) indemnify and keep indemnified the Landlord in respect of the reasonable cost of the removal and storage of the Tenant's property, the cost of demolishing and removing the Tenant's Improvements and also in respect of all Claims which the Landlord may suffer or incur at the suit of any Person (other than the Tenant) claiming an interest in the Premises or the Tenant's property by reason of the Landlord acting in any manner permitted in this Clause; and
- (b) pay to the Landlord as a liquidated debt payable on demand any reasonable Costs incurred by the Landlord in exercising its rights pursuant to this Clause, including any excess of Costs over moneys received in disposal of the Tenant's property pursuant to the Landlord's rights contained in Clause 17.4 except to the extent caused by any negligent act or omission of the Landlord.

17.6 Condition at Termination

At the end of this Lease the Tenant must return the Premises to the Landlord in the condition required by this Lease.

17.7 Earlier breaches

The ending of this Lease does not prejudice or affect any rights or remedies of the Landlord against the Tenant in respect of any earlier breach by the Tenant of any Lease covenants and conditions.

18 PART 18 – MISCELLANEOUS

18.1 Notices

- (a) Any Notice served or given by either Party pursuant to this Lease will be valid and effectual if signed by either Party or by any director, alternate director,

secretary, executive officer, attorney, managing agent, Authorised Officer or solicitors for the time being of that Party or any other Person nominated from time to time by that Party.

- (b) Each Party must immediately provide the other Party with a Notice containing full particulars of the address and facsimile information of the Party giving the Notice and must update such notice in the event of any change.
- (c) Any Notice required to be served or which the Landlord may elect to serve on the Tenant shall be sufficiently served if:
 - (i) served personally
 - (ii) sent by facsimile transmission
 - (iii) forwarded by prepaid security post to the Tenant at its address in this Lease.
- (d) Any Notice required to be served on the Landlord shall be sufficiently served if:
 - (i) served personally
 - (ii) sent by facsimile transmission
 - (iii) forwarded by prepaid security post addressed to the Landlord to the Name and Notice Address.

All such Notices must be addressed to the Landlord at that address or at such other address as the Landlord from time to time nominates.

- (e) Any Notice is deemed to have been duly served if given:-
 - (i) by post, two Business Days after the day it was posted;
 - (ii) by facsimile, at the time of transmission to the Party's facsimile number unless the time of dispatch is later than 5.00 p.m. at the place to which the facsimile transmission is sent in which case it shall be deemed to have been received at the commencement of business on the next Business Day in that place. A copy of any Notice sent by facsimile transmission must also on the date of dispatch be sent by mail to the Party to whom it was sent by facsimile transmission;
 - (iii) personally, on the date of service.

18.2 Overholding

If the Tenant continues in occupation of the Land after the Term has expired without objection by the Landlord:

- (a) the Tenant will be deemed a tenant on the terms of this Lease from month to month for a period not exceeding the period permitted by the Act (if any) at a rent to be agreed and failing agreement at a rent to be determined by a qualified valuer acting as an expert and not as an arbitrator and his costs must be paid equally by the Parties;

- (b) either Party may end the Lease by giving to the other Party at any time one month's Notice.

18.3 Set-Off

If the Tenant defaults in the payment of the Rent, the Rates and Taxes or any other money payable under this Lease to the Landlord or any Authority, the Landlord may set-off that amount against any moneys which may from time to time be payable by the Landlord to the Tenant on any account whatsoever but any set-off will not relieve the Tenant from its default for any non-payment of the Rent, the Rates and Taxes or other moneys under this Lease.

18.4 Easements

The Landlord may grant rights of support and enter into any arrangement or agreement with any party with an interest in any adjacent land or with any Authority as the Landlord thinks fit for the purpose of:

- (a) public or private access to the Land; or
- (b) support structures erected on adjoining land;
- (c) the provision of Services.

The Landlord must not exercise any rights under this Clause if it substantially and permanently derogates from the enjoyment of the rights of the Tenant under this Lease.

18.5 Guarantee

If a Guarantee and Indemnity is annexed to this Lease, the Tenant must on the same date as the execution of this Lease procure its execution by the Guarantors named in it and deliver the executed Guarantee and Indemnity to the Landlord. If that Landlord elects, this Lease will not take effect until the Guarantee and Indemnity has been properly executed by the Guarantors and delivered to the Landlord.

18.6 Waiver

No waiver by one Party of a breach by or on behalf of the other Party of any obligation, provision or condition of this Lease expressed or implied shall operate as a waiver to or of any other breach of the same or any other obligation, provision or condition of this Lease expressed or implied.

19 PART 19 – FURTHER TERM

19.1 Option for new lease

The Landlord must grant the Tenant and the Tenant must take a new lease for the next Further Term if:

- (a) the Tenant gives the Landlord a renewal Notice not more than six months or less than three months before the Term expires;
- (b) there is no unremedied default of which the Landlord has given the Tenant written notice;

- (c) the Tenant has not persistently defaulted under this Lease throughout its Term and the Landlord has not given the Tenant Notices of the defaults; and
- (d) if the *Retail Act* does not apply, the Tenant does not default under this Lease after giving the Landlord the renewal Notice.

19.2 Terms of new lease

The new lease will:

- (a) commence on the day after the Term expires;
- (b) be at an initial annual Rent from the commencement of the Further Term determined in the manner set out in this Lease and the Second Schedule; and
- (c) be on the terms and conditions contained in this Lease including any provision for the review of Rent but not including any provision for renewal if there are no Further Terms.

19.3 Execution of extension of lease

The Landlord and the Tenant, at the Landlord's option, must execute either a new lease or an extension of lease to be prepared at the direction of the Landlord and at the Tenant's Cost, unless the *Retail Act* applies in which case each party will bear its own costs.

19.4 Guarantor to execute extension of lease or guarantee

- (a) If the Tenant is a corporation, then the Tenant must procure the Guarantor to execute a guarantee of the Tenant's obligations under the new lease.
- (b) The Landlord does not have to grant the new lease if the Tenant does not procure the Guarantor to execute the guarantee in accordance with the preceding sub-Clause.

20 PART 20 – BANK GUARANTEE

20.1 Tenant to provide Bank Guarantee

If asked to do so by the Landlord, in order to secure the performance of the obligations of the Tenant under this Lease the Tenant must procure in favour of the Landlord a Bank Guarantee for the Guaranteed Sum. The following provisions apply to the Bank Guarantee:-

- (a) The Bank Guarantee will remain in force until the bank is notified in writing by the Landlord that it is no longer required.
- (b) The Bank Guarantee must be provided to the Landlord and come into effect on the Commencement Date;
- (c) If the Tenant is in breach of or fails to perform its obligations under this Lease the Landlord may, without prejudice to all other rights and remedies available to it, draw down the whole or any part of the Bank Guarantee and apply the proceeds drawn down to remedy or assist in remedying and to compensate the Landlord for

that default and to assist the Landlord in exercising any or all of the Landlord's rights and remedies under this Lease;

- (d) If the Landlord is entitled to exercise any rights and remedies under this Lease the whole of the Bank Guarantee or such of it remaining may be drawn down and the amount deposited in an interest bearing bank account in the name and under the control of the Landlord and the amount together with interest applied to remedy or assist in remedying the default and to compensate the Landlord for the reasonable loss, cost, expense and damage resultant upon the Tenant's default and the Landlord having to exercise its rights and remedies and to assist in the exercise of any rights and remedies under this Lease;
- (e) The Bank Guarantee must require the bank to pay to the Landlord the Guaranteed Sum or such part of the Guaranteed Sum which has not already been paid to the Landlord without any form of deduction, counterclaim or set off whatsoever on receipt by the bank of a copy of a notice of default certified by or on behalf of the Landlord or its solicitors and without reference or regard to the Tenant or any communication or direction given by the Tenant to the bank to the contrary. The bank must have no responsibility to investigate the entitlement of the Landlord to terminate or seek specific performance of this Lease or demand the payment of any money under this Lease.

20.2 Return of Bank Guarantee

The Landlord must return the Bank Guarantee to the Tenant when this Lease comes to an end and the Tenant has no outstanding obligations under this Lease or liability or potential liability in damages for any breach or non-performance of any obligations under this Lease.

20.3 Assignment or sale does not affect guarantee

The Landlord will not be deemed to have waived or relinquished any right under the Bank Guarantee if the Tenant assigns this Lease. If that occurs, the Bank Guarantee will remain in full force and effect as if it had been provided by the assignee and it will be read accordingly. The Landlord may, as a condition of assignment, require the assignee to provide an equivalent replacement Bank Guarantee and if that occurs, the Landlord must return the Bank Guarantee provided by the Tenant assigning this Lease.

Sch. 1

SCHEDULE 1

LANDLORD'S DISCLOSURE STATEMENT—RETAIL PREMISES NOT LOCATED IN RETAIL SHOPPING CENTRES

by the Landlord under section 17(1)(a) and section 61(5) of the
Retail Leases Act 2003

NOTE

This statement is to be completed by the Landlord and must be provided to the Tenant with a copy of the proposed lease at least 7 days before the signing of a new lease.

The layout of this statement does not need to be the same as the prescribed disclosure statement in the Retail Leases Regulations 2013.

It is prudent for a Tenant to obtain independent legal and financial advice before entering into a retail premises lease.

The Tenant has remedies including termination of a lease under the **Retail Leases Act 2003** if information in this statement is misleading, false or materially incomplete.

Information contained in this statement is correct as at the date of this statement but may change after the date of this statement and during the term of the lease.

DISCLOSURE STATEMENT by the Landlord

Landlord:	Alpine Shire Council Great Alpine Road Bright VIC 3741
Tenant:	Kerrie Sinclair 53 Walkers Lane Bright VIC 3741
Premises:	5 Elm Court Bright VIC 3741 SEC: C2 CA: 2E Prsh: Bright T

Sch. 1

PART 1 PREMISES

1 Premises details

1.1 Street address of premises

5 Elm Court Bright VIC 3741
SEC: C2 CA: 2E Prsh: Bright T

1.2 Plan of premises (if available)

Plan of property and building attached

 1.3 Lettable area of premises 182 m²

Will a survey be conducted? ~~Actual~~/Estimate
 ~~Yes~~
 No

1.4 Existing structures, fixtures, plant and equipment in the premises, provided by the landlord (excluding any works, fit out and refurbishment described in Part 3)

[select as appropriate]

<input checked="" type="checkbox"/> air conditioning <input type="checkbox"/> cool room <input checked="" type="checkbox"/> floor coverage <input checked="" type="checkbox"/> grease trap <input checked="" type="checkbox"/> hot water service <input checked="" type="checkbox"/> lighting <input type="checkbox"/> mechanical exhaust <input checked="" type="checkbox"/> painted walls <input type="checkbox"/> electrical distribution load (3 phase) <input checked="" type="checkbox"/> electrical distribution load (single phase) <input checked="" type="checkbox"/> separate utility meter—gas <input checked="" type="checkbox"/> separate utility meter—water <input checked="" type="checkbox"/> separate utility meter—electricity <input checked="" type="checkbox"/> other	<input checked="" type="checkbox"/> plastered walls <input type="checkbox"/> shop front <input type="checkbox"/> sink <input checked="" type="checkbox"/> sprinklers <input type="checkbox"/> suspended ceilings <input type="checkbox"/> telephone <input checked="" type="checkbox"/> water supply <input checked="" type="checkbox"/> waste
--	--

 1.5 Services and facilities provided by the landlord for the benefit of the premises (for example, security services, cleaning)

Sch. 1

2 Permitted use	
2.1	Description of permitted use Dancing School in accordance with Planning Permit 2015.175.1 attached hereto
3 Number of car parking spaces	
3.1	Approximate total spaces – spaces Vehicles of dancing school patrons must utilise the car park at the north end of Elm Court, with any overflow parking from the facility to be along the southern kerbside of Mountbatten Avenue to the satisfaction of the responsible authority
3.2	Available spaces for customers of the building As above
3.3	Reserved spaces for use of the tenant only 0 spaces
4 Head lease	
4.1	Is the premises under a head lease or Crown lease? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
4.2	Has the landlord provided a copy of the head lease or Crown lease to the tenant? <input type="checkbox"/> Yes attached as per item 23.2 <input type="checkbox"/> No <input checked="" type="checkbox"/> Not applicable
4.3	Current term under the head lease or Crown lease and option/s to renew <input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Details of head lease as follows: Current term: _____ years _____ / ____/20 to _____ / ____/20 Options to renew: _____ years _____ / ____/20 to _____ / ____/20 <i>[list any options for further terms held by the landlord under the</i>

Sch. 1

	<i>head lease]</i>	
4.4	Is the head landlord's consent to the lease required?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

PART 2 TERM OF LEASE AND OPTION/S TO RENEW LEASE

5 Term of lease

5.1	Date lease commences (see also date of handover at item 7)	1 /5 /2016 Actual /Estimate
5.2	Length of term	5 years months
5.3	Date lease expires (based on the date indicated at item 5.1 as the date the lease commences)	30/4/2021

6 Option/s to renew lease

6.1 Option/s details
(Note: an option to renew a lease must be exercised in writing and given to the landlord on or before the last day stated in the option clause of the lease)

No options to renew lease

Options as follows:

Length of option	Period of option	Exercise date
years	/ /20 to	/ /20 to
Actual/Estimate	/ /20	/ /20
years	/ /20 to	/ /20 to
Actual/Estimate	/ /20	/ /20

[list all options to renew lease]

PART 3 WORKS, FIT OUT AND REFURBISHMENT

7 Date of handover

7.1 Date of handover 1/5/2016
 (if different to the date the lease ~~Actual~~/Estimate
 commences indicated at item 5.1)

8 Landlord's works

8.1 Description of works to be carried out by the landlord before the
 date the lease commences

repairs to damaged downpipe and grounds clean up

8.2 Estimate of expected contribution \$0
 by the tenant towards the cost of the
 landlord's works
 [see also outgoings (item 13) in relation to any maintenance and
 repair outgoings]

9 Tenant's fit out works

9.1 Fit out works to be carried out by the tenant
 (excluding the landlord's works at item 8)

9.2 Is the landlord providing any contribution towards the cost of the
 tenant's fit out?

Yes

[insert details of landlord's contribution]

No

9.3 Does the landlord have requirements as to the quality and
 standard of shop front and fit out?

Yes

Sch. 1

[insert details or provide fit out guide]

~~No~~

PART 4 RENT

10 Annual base rent

10.1	Starting annual base rent (i.e. when the lease commences)	\$6000 Including /Excluding GST
------	--	---

10.2	Rent free period N/A
------	-------------------------

10.3	Date of rent commencement	1/5/2016
------	---------------------------	----------

10.4	How rent payments are to be made?
------	-----------------------------------

Monthly in advance

11 Rent adjustment (rent review)

11.1	Rent adjustment date(s) and adjustment method
------	---

On each anniversary of the commencement date during the term,
by Consumer Price Index Adjustment (CPI)

PART 5 OUTGOINGS

12 Contribution by tenant towards landlord's outgoings

12.1	Is the tenant required to pay or contribute towards the landlord's outgoings?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
------	---	---

12.2	Describe any period during which the tenant is not required to pay outgoings Nil
------	--

12.3	Date on which payment of outgoings is to commence	1/5/2016
------	--	----------

Sch. 1

12.4	Formulae for apportioning outgoings	
		100%
13	Outgoings estimates (annual) for the 12 month period 1 /5 /2016 to 30/4/2017	
	<i>[State which of the following are payable by the tenant. The landlord may be prevented by the Retail Leases Act 2003 from claiming certain costs.]</i>	
		Estimate per annum for the building (Including/Excluding GST)
13.1	Administration	
	Administration costs (excluding management fees and wages)	- not applicable
	Management fees	- not applicable
13.2	Air conditioning/temperature control	
	Air conditioning maintenance	\$600
	Air conditioning operating costs	- tenants own responsibility
13.3	Building management	
	Body corporate/strata levies	- not applicable
	Building intelligence services	- tenants own responsibility
	Energy management services	- not applicable
	Gardening and landscaping	- tenants own responsibility
	Insurance	\$500
	Pest control	- tenants own responsibility
	Ventilation	- tenants own responsibility
13.4	Building security	
	Caretaking	- tenants own responsibility
	Emergency systems	- tenants own responsibility
	Fire protection	\$100 – fee for maintenance of fire extinguishers
	Security services	- tenants own responsibility
13.5	Cleaning	
	Cleaning consumables	- tenants own responsibility
	Cleaning costs (excluding consumables)	- tenants own responsibility

Sch. 1

13.6	Government rates and charges	
	Local government rates and charges	nil
	Water, sewerage and drainage rates and charges	\$500 (dependant on tenants usage)
	Fire services property levy	
	(Note: under section 50 of the Retail Leases Act 2003 , the landlord may not claim land tax as an outgoing)	In accordance with the Fire Services Levy Act 2012 (VIC)
<hr/>		
13.7	Repairs	
	Repairs and maintenance	\$500 (estimate only)
	Sinking fund for repairs and maintenance	- not applicable
	(Note: under section 41 of the Retail Leases Act 2003 , the landlord may not claim the capital costs of the building in which the premises are located)	
<hr/>		
13.8	Utility services	
	Electricity	- tenants own responsibility
	Gas	- tenants own responsibility
	Oil	- tenants own responsibility
	Water	- tenants own responsibility
<hr/>		
13.9	Waste management	
	Sewerage disposal	- see above
	Waste collection and disposal	\$401.80
<hr/>		
13.10	List any other outgoings	
		nil
<hr/>		
13.11	Estimated tenant contribution to outgoings	\$2601.80
<hr/>		

PART 6 OTHER COSTS

14 Other monetary obligations and charges

-
- 14.1 Outline any costs arising under the lease including up-front costs or other costs not part of the outgoings and not referred to elsewhere in this disclosure statement
- the cost of carrying out any repairs or maintenance required to be carried out by the tenant under the lease, including the cost of compliance with all laws, in accordance with clauses 6.2, 9.5 and 10.2;
 - the landlord's:
 - costs in granting any consents of approvals under the lease in accordance with clauses 7(b), 7(c) and 7(d);
 - supervision fees in accordance with clause 11.5(iii); costs incurred as a result of a breach of the lease by the tenant in accordance with clauses 7(d) and 7(e);
 - costs in carrying out repairs and maintenance on the tenant's behalf in accordance with clause 11.4;
 - interest on late payments in accordance with clause 8.2; and
 - any damages following determination of the lease in accordance with clause 16.8.
-

PART 7 ALTERATION WORKS (INCLUDING RENOVATIONS, EXTENSIONS, REDEVELOPMENT, DEMOLITION)

15 Alteration works

- 15.1 Are there any alteration or demolition works, planned or known to the landlord at this point in time, to the premises or building, including surrounding roads, during the term or any further term or terms?

Yes

[insert details of the proposed works]

No

Sch. 1

16 Clauses in lease dealing with relocation and demolition works

16.1 Clause(s) in lease providing for relocation of tenant

~~Clause(s) of the lease~~

✓ Not applicable

16.2 Clause(s) in lease providing for demolition of the premises or building

~~Clause(s) of the lease~~

✓ Not applicable

PART 8 OTHER DISCLOSURES

17 Other disclosures

17.1 Are there any current legal proceedings in relation to the lawful use of the premises or building?

~~Yes~~

[provide details]

✓ No

17.2 Are there any alteration or demolition works, planned or known to the landlord at this point in time, to land adjacent to or in close proximity to the premises or building, during the term or any further term or terms?

~~Yes~~

[provide details]

✓ No

18 Representations by landlord

18.1 Any other representations by the landlord or the landlord's agent

None other than written representations

PART 9 LANDLORD ACKNOWLEDGEMENTS AND SIGNATURE

19 Acknowledgements by landlord

By signing this disclosure statement, the landlord confirms and acknowledges that:

- this disclosure statement contains all representations in relation to the proposed lease by the landlord and the landlord's agents as at the date of this disclosure statement;
 - this disclosure statement reflects all agreements that have been made by the parties;
 - the landlord has not knowingly withheld information which is likely to have an impact on the tenant's proposed business.
-

Warnings to landlord when completing this disclosure statement:

- The tenant may have remedies including termination of lease if the information in this statement is misleading, false or materially incomplete.
-

20 Landlord's signature

20.1 Name of landlord

ALPINE SHIRE COUNCIL

20.2 Signed by the landlord or the landlord's agent for and on behalf of the landlord

Sch. 1

x.....

20.3 Name of the landlord's authorised representative or landlord's agent

[insert name of person signing with the authority of the landlord]

20.4 Date / /20

PART 10 TENANT ACKNOWLEDGEMENTS AND SIGNATURE

21 Acknowledgements by the tenant

By signing this disclosure statement, the tenant confirms and acknowledges that the tenant received this disclosure statement.

Before entering into a lease, tenants should consider these key questions:

- Does the planning authority allow your proposed use for the premises under planning law?
 - Is the security of your occupancy affected by:
 - mortgages, charges or encumbrances granted by the landlord?
 - rights and obligations under a head lease?
 - Does the premises comply with building and safety regulations? Is the premises affected by outstanding notices by any authority?
 - Could your trading be affected by disturbances or changes to the building?
 - Does the landlord require you to refurbish the premises regularly or at the end of the lease?
 - Can the landlord end the lease early even if you comply with the lease?
 - Are all the existing structures, fixtures and plant and equipment in good working order?
 - Are you required to make good the premises at the end of the lease?
-

Sch. 1

22 Tenant's signature

It is important that a tenant seek independent legal and financial advice before entering into a lease.

22.1 Name of tenant
KERRIE SINCLAIR

22.2 Signed by the tenant or for and on behalf of the tenant

X.....

22.3 Name of the tenant's authorised representative

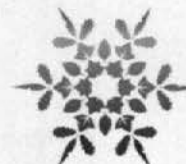
[insert name of person signing with the authority of the tenant]

22.4 Date / /20

PART 11 ATTACHMENTS

23 List of attachments

	Attached?
23.1 Plan of premises (see item 1.2)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not applicable
23.2 Head lease or Crown lease (see item 4.2)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not applicable
23.3 Additional attachments PLANNING PERMIT 2015.175.1 PROPERTY BOUNDARY MAP	

PLANNING PERMIT**Alpine Shire****PERMIT NO: 2015.175.1**

PO Box 139
Bright Vic. 3741
Tel: 03 5755 0555
Fax: 03 5755 1811

PLANNING SCHEME: ALPINE
RESPONSIBLE AUTHORITY: ALPINE SHIRE COUNCIL

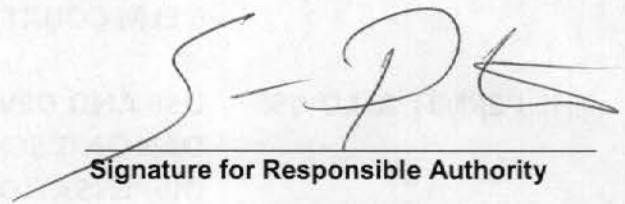
ADDRESS OF THE LAND: SEC: C2 CA: 2E Psh: BRIGHT (T),
5 ELM COURT BRIGHT

**THE PERMIT ALLOWS: USE AND DEVELOPMENT OF THE LAND AS A
DANCING SCHOOL AND ASSOCIATED CAR PARKING
DISPENSATION** in accordance with the endorsed plans

THE FOLLOWING CONDITIONS APPLY TO THIS PERMIT:

1. The layout of the uses on the endorsed plans must not be altered without the written consent of the responsible authority.
2. The number of students on the premises at any one time must not exceed 15, to the satisfaction of the responsible authority.
3. The use may operate only between the hours of 9am and 8.30pm Monday to Saturday.
4. The use hereby permitted shall not cause injury to or prejudicially affect the amenity of the locality by reason of the activities carried on by the emission of noise, nuisance, light, vibration, rubbish or otherwise to the satisfaction of the Responsible Authority.
5. Noise levels emanating from the premises must not exceed those required to be met under State Environment Protection Policy (Control of Music Noise from Public Premises) No. N-2.
6. Prior to the commencement of the use, the windows marked in red on the endorsed plans are to be screened and soundproofed to restrict noise to the adjoining property to the satisfaction of the responsible authority.
7. Prior to commencement of the use, a sign shall be erected inside the building that informs students of the need to respect the privacy of neighbouring residential properties by keeping noise to a minimum. The sign shall be not less than 200mm by 200mm.
8. The operator of this permit shall ensure the good order and conduct of students leaving the premises at night and that no unreasonable disruption is caused to nearby property owners and occupiers to the satisfaction of the Responsible Authority.

9. A minimum of eight bike racks are to be installed adjacent to the building to the satisfaction of the responsible authority.
10. Vehicles of dancing school patrons must utilise the car park at the north end of Elm Court, with any overflow parking from this facility to be along the southern kerbside of Mountbatten Avenue to the satisfaction of the responsible authority.
11. This permit will expire if the development and use is not commenced within two years of the date of this permit. The responsible authority may extend the period referred to if a request is made in writing before the permit expires, or within six months afterwards.



Signature for Responsible Authority

SAM PORTER
Senior Statutory Planner
Development Department

Date Issued: 15 January 2016
Reference: 11250.02000

Note:

INFORMATION ABOUT THIS PERMIT**What has been decided?**

The Responsible Authority has issued a permit.

Note: This is not a permit granted under Division 5 or 6 of Part 4 of the *Planning and Environment Act 1987*.

Can the Responsible Authority Amend this Permit?

If this permit was not issued at the direction of the Victorian Civil and Administrative Tribunal or if this permit was issued at the direction of the Tribunal but the Tribunal did not direct that the permit or part of the permit must not be amended by the responsible authority under Division 1A of Part 4 of the Act include the following paragraph—]

The responsible authority may amend this permit under Division 1A of Part 4 of the *Planning and Environment Act 1987*.

When does a permit begin?

A permit operates:

1. from the date specified in the permit; or
2. if no date is specified, from
 - the date of the decision of the Victorian Civil and Administrative Tribunal, if the permit was issued at the direction of the Tribunal; or
 - the date on which it was issued, in any other case.

When does a permit expire?

1. A permit for the **development** of land expires if:
 - the development or any stage of it does not start within the time specified in the permit, or
 - the development requires the certification of a plan of subdivision or consolidation under the *Subdivision Act 1988* and the plan is not certified within two years of the issue of permit, unless the permit contains a different provision; or
 - the development or any stage is not completed within the time specified in the permit, or if no time is specified, within two years after the issue of the permit or in the case of a subdivision or consolidation within five years of the certification of the plan of subdivision or consolidation under the *Subdivision Act 1988*.
2. A permit for the **use** of land expires if:
 - the use does not start within the time specified in the permit, or if no time is specified, within two (2) years after the issue of the permit; or
 - the use is discontinued for a period of two years.
3. A permit for the **development and use** of land expires if:
 - the development or any stage of it does not start within the time specified in the permit, or
 - the development or any stage of it is not completed within the time specified in the permit, or if no time is specified, within two years after the issue of the permit; or
 - the use does not start within the time specified in the permit, or if no time is specified, within two years after the completion date of the development; or
 - the use is discontinued for a period of two years.
4. If a permit for the use of land or the development and use of land or relating to any of the circumstances mentioned in section 6A(2) of the *Planning and Environment Act 1987*, or to any combination of use, development or any of those circumstances requires the certification of a plan under the *Subdivision Act 1988*, unless the permit contains a different provision:
 - the use or development of any stage is to be taken to have started when the plan is certified; and
 - the permit expires if the plan is not certified within two years of the issue of the permit.
5. The expiry of a permit does not affect the validity of anything done under that permit before the expiry.

What about reviews?

- The person who applied for the permit may apply for a review of any condition in the permit unless it was granted at the direction of the Victorian Civil and Administrative Tribunal, in which case no right of review exists.
- An application for review must be lodged within 60 days after the permit was issued, unless a notice of decision to grant a permit has been issued previously, in which case the application for review must be lodged within 60 days after the giving of that notice.
- An application for review is lodged with the Victorian Civil and Administrative Tribunal.
- An application for review must be made on the relevant form which can be obtained from the Victorian Civil and Administrative Tribunal, and be accompanied by the applicable fee.
- An application for review must state the grounds upon which it is based.
- A copy of an application for review must also be served on the Responsible Authority.
- Details about applications for review and the fees payable can be obtained from the Victorian Civil and Administrative Tribunal.

BRIGHT KINDERGARTEN



Sheet of
 PLANNING AND ENVIRONMENT ACT
 ALPINE SHIRE PLANNING SCHEME
 PLANNING PERMIT No. S-2015-175 .0
 ENDORSED PLAN.

SIGNED: [Signature]
 FOR: ALPINE SHIRE
 DATE: 15/1/16

- FIRE EXTINGUISHER
- HOSE REEL

Alpine Shire Council
 11 DEC 2015
 Planning Dept Received

EVACUATION POINT 1
- ON GRASS AREA

ALPINE SHIRE COUNCIL AND HARRIETVILLE COMMUNITY FORUM

Harrietville – Our Future

Strategic Master Plan - Draft

April 2016



Executive Summary:

The Harrieville Strategic Master Plan has been developed as a part of the *Communities Adapting to Climate Change* project – a Victorian Government funded project delivered by the Alpine Shire Council in partnership with the Harrieville Community Forum. The project was developed after the 2013 fire and flood in Harrieville to help strengthen resilience and sustainability of the Harrieville community in the face of predicted climate change impacts.

The Strategic Master Plan will define the vision and strategic direction for the town, and will outline of the roles and responsibilities of key stakeholders in the community. It will be a clear statement of intent regarding the priorities for the Harrieville community's long term sustainability and strengthened resilience. Future funding applications and projects will be guided by the Strategic Master Plan and will share an overarching common goal and vision.

A community survey and a series of nine discussion sessions with Harrieville residents held in October and November 2015 have provided much of the priorities and ideas contained in the Strategic Master Plan. There have also been a number of expert reports and HCF strategic documents consulted during the development process.

Community resilience is often discussed as the ability of a community to bounce back and respond to shocks and emergencies. It has become particularly important in the face of fire emergencies in Victoria. In the scope of this Strategic Master Plan, the concept of resilience is much broader. It is defined as the ability of the community to function and thrive in the face of a range of pressures. In this context, resilience is defined as:

- Economic sustainability of the community and of individual residents, whereby people are able to earn a living that satisfies reasonable needs.
- Sustainability of the population, whereby residential numbers and population structure is able to support a range of services and businesses.
- An aggregated low vulnerability, whereby a majority of the population are able to respond and adapt to change and shocks.
- Stability of services and businesses.
- Strong social networks.
- Functional community facilities.

The Strategic Master Plan incorporates all aspects of resilience and sustainability in the face of climate change impacts expected in Harrieville.

Strategic Direction

The vision for Harrieville in 10-20 years is that *Harrieville will be a strong, resilient, connected and thriving community. It will have a robust population, active and committed to meeting the needs of the town and engaging in a range of events and community development initiatives. Harrieville will have a 'heart' and will have a range of facilities that work to meet the needs of the community. The natural environment and rural landscapes, including forests, parks, rivers and farmlands will be an*

integral part of the Harrietville lifestyle and will support people’s livelihoods in diverse ways. Visitor numbers will be healthy throughout the year, supporting a strong tourism industry focussed on the nature-based offerings of the town, without detracting from the rural lifestyle and nature-focussed experience, which residents and tourists are seeking. Harrietville will be ‘connected’ with regional agencies, working together to integrate the latest in understanding of the environment, resource options and sustainable development options for the town and its surrounding environment.

To achieve the Vision, Figure 1 identifies an Aim and ten Strategic Themes that work together to achieve the Aim for the Strategic Master Plan. Each Strategic Theme contains a number of actions and responsibilities. These are presented in tables presented in the section “Strategic Approach”, below. Appendix one contains the actions grouped according to type of work and presented in order of priority.

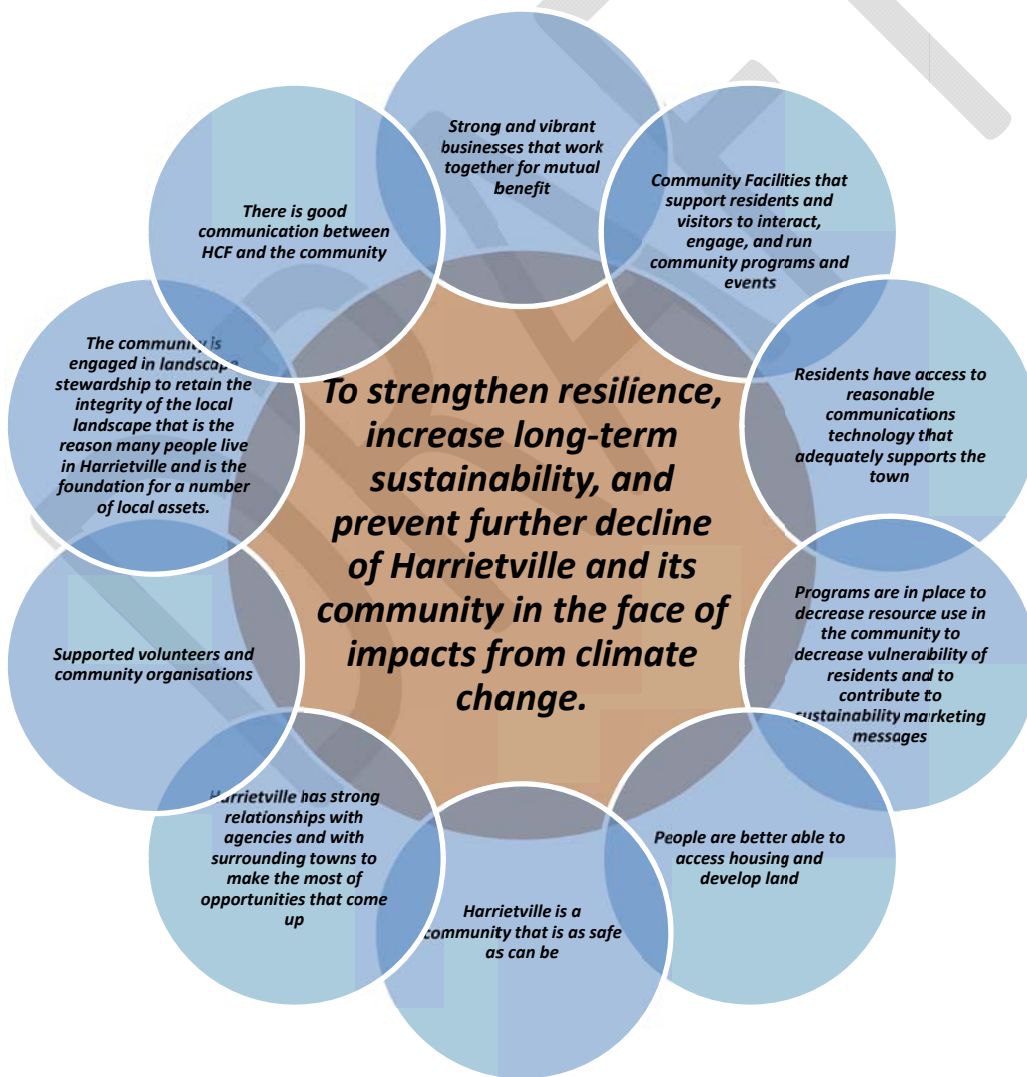


Figure 1: The Aim and Themes of the Strategic Master Plan

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Strong and vibrant businesses that work together for mutual benefit.....	14
Community Facilities that support residents and visitors to interact, engage, and run community programs and events while remaining appropriate for the Harrietville small rural community context.	15
People are able to access housing and develop land	17
Residents have access to reasonable communications technology that adequately supports the town	18
Programs are in place to decrease resource use in the community to decrease vulnerability of residents and to contribute to sustainability marketing messages.....	18
Harrietville is a community that is as safe as can be	20
Harrietville has strong relationships with agencies and with surrounding towns to make the most of opportunities that come up.....	21
Supported volunteers and community organisations	22
The community is engaged in landscape stewardship to retain the integrity of the local landscape that is the reason many people live in Harrietville and is the foundation for a number of local assets.....	23
There is good communication between HCF and the community	24
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Background

Harrietville

Harrietville is a small township in Victoria at the headwaters of the Ovens River. It is surrounded on three sides by a pristine natural environment with a rich history, a century of stories about gold mining, and is a gateway town to the Victorian high plains and the Mount Hotham ski resort and Dinner Plain alpine village.

The community in Harrietville actively works to ensure its continued function as a community and is acutely aware of its circumstances, environment, history and opportunities for future development and progress. It is especially aware of its climate dependant future, and the vulnerabilities inherent to such a small community surrounded by mountains and forests.

The community demonstrates an energy and commitment to sustain the quality of the immediate environment and surrounding native forests and the vitality, essence and quiet lifestyle of the community itself. Strengthening of community services and facilities is vital to ensure resilience to climate change and related climate shocks. The Harrietville community has a strong volunteer ethic with a substantial proportion of its residents involved in looking after environmental and community assets. Residents see that the development of tourism is key to furthering the economic security that is essential for the long-term sustainability of the town.

Climate Change and Community Resilience

The changing nature of the alpine environment and climate is without question. Historical and scientific evidence show that Harrietville's environment has changed and will continue to change. It will also continue to be subjected to fire, flood and heat events that have an impact on the community. In 2013 the town was subjected to a fire that ravaged the surrounding Alpine National Park and State Forest areas, quickly followed by a flood that had a significant impact on the town. The community school has low numbers and the ability to source fuel and basic essentials in town has either stopped, or is sporadic. Connections to internet and the ability to receive television and radio and be connected in this way to other communities in Victoria, to Australia and the rest of the world can be difficult to access for some people in the community. The combination of these challenges means that some residents are afraid that their community is in danger of decline. The sustainability and resilience of the community, in the broadest sense, is a fundamental issue.



In August 2015 Climate Scientist Dr Graham Pearman spoke to the Harrietville community about climate change impacts in the area. Scientists know that Harrietville will experience hotter, drier summers and warmer winters. Annual rainfall is likely to decrease, but there is the possibility that the frequency of high-intensity rain and wind events may increase. The implications for Harrietville are that there is increased risk of fires, floods, heat events, and poor snow seasons. In addition, water and energy security may decrease with negative impacts on local businesses and households. Key CSIRO climate predictions for the Murray-Basin region, which includes Harrietville, are represented in Figure 2.

Increasing community resilience through strengthening the health and wellbeing of the community and through diversifying and strengthening economic activity is key to communities surviving long-term climate change and recovering quickly and well from climate related emergency events. A strong and diverse economic structure supporting diversity and stability in how people attain their livelihoods is particularly important for long-term sustainability of the town. Without it people will need to move away to meet their financial needs and the risks inherent in emergency events will be more severe and more likely.

A strong, connected community with access to good facilities that meet the needs of the population is also very important for community resilience and long term sustainability. Strong social networks and participation in community events and groups is understood by experts to be critical for community and resident health and wellbeing. Long-term sustainability of the community is dependent on Harrietville being an attractive place for a range of people at varying stages of their lives to live, move to, or return to. Being an attractive place to live is primarily dependent on being able to make a living and secure affordable housing, but it is also about having a range of means by which people can engage in community activity and recreation whilst retaining the context of a small, rural community surrounded by a natural landscape steeped in history.

Harrietville is particularly dependent on the state forests and Alpine National Park that surround the town. Many residents have chosen Harrietville as a place to live because of its proximity to mountains, nature and the river and this proximity also supports, and has the potential to further support, a range of economic activity focussed on tourism. Effort to enhance the resilience of surrounding ecosystems and landscapes will also be important to maintain the natural assets that the town depends upon for both its liveability, and its economic sustainability.

Key climate change messages for the Murray Basin

	<p>Average temperatures will continue to increase in all seasons.</p>		<p>Less rainfall is projected during the cool season. Rainfall may remain unchanged in the warm season.</p>
	<p>More hot days & warm spells, & fewer frosts.</p>		<p>Increased intensity of extreme daily rainfall events.</p>
	<p>A harsher fire-weather climate in the future.</p>		

<http://www.climatechangeinaustralia.gov.au>

Figure 2: Key Climate Messages for the Murray Basin

Communities Adapting to Climate Change Project

The Harrietville Strategic Master Plan has been developed as a part of the *Communities Adapting to Climate Change* project – a Victorian Government funded project delivered by the Alpine Shire Council in partnership with the Harrietville Community Forum. The project was developed after the 2013 fire and flood in Harrietville to help strengthen resilience and sustainability of the Harrietville community.

Prior to the 2013 emergency events Harrietville community members had established a Community Building Initiative, which had developed a Sustainability Action Plan articulating actions to increase the environmental sustainability of the township. As well as an overarching goal of strengthening resilience, the *Communities Adapting to Climate Change* project also supported some of the actions in the Sustainability Action Plan.

Developing a clear vision for the future and establishing strategies for its realisation is essential for the town to support sustainability and resilience. Recognising, enhancing and safeguarding key potential economic activity will help to ensure residents are engaged in a broad and diverse range of commercial pursuits. Ensuring community facilities adequately service the community, while allowing the community to retain its identity as a small, rural community with unprecedented access to the alpine landscape is an important strategy to maximise community health and wellbeing.

The Harrietville Strategic Master Plan aims to acknowledge the factors that make Harrietville such a valued location, include support and guidance from relevant agencies, and outline a set of relevant strategies to build on the work that has been ongoing in Harrietville for a number of years. The Strategic Master Plan will define the vision and strategic direction for the town, and will outline of the roles and responsibilities of key stakeholders in the community. It will be a clear statement of intent regarding the priorities for the Harrietville community's long term sustainability. Future funding applications and projects will be guided by the Strategic Master Plan and will share an overarching common goal and vision.

Strategic Master Plan Development Process

The Strategic Master Plan draft has been informed by a series of nine discussion sessions with Harrietville residents held in October and November 2015. The initial three sessions focussed on residents' vision for the community. The remaining six sessions focussed on specific topics that were commonly raised during the first three sessions that needed further exploring. The issues discussed and articulating during the consultation sessions were then subjected to an analysis by the Harrietville Community Forum. The HCF looked at the overarching goal of strengthening community resilience and long-term broad sustainability and considered what needs to change to meet that long term goal and how the issues and suggestions raised by the community contribute to meeting the goal of the Strategic Master Plan.

Assessments by a number of experts have been used, where applicable to support the content of this Strategic Master Plan. These include the following documents:

- Dr Graeme Pearman presentation on climate change in Harrietville August 2015
- Victoria University Report on managing emergencies and tourism.

- Moreland Energy Foundation (2016) *Harrietville: Renewable Energy Options Report*

In addition to expert reports, the HCF has prepared a number of strategic documents that have been used to inform the development of the Strategic Master Plan. These documents include:

- Bon Accord/Tronoh Track Complex
- Harrietville Tourism Promotion Management Plan
- Tracks and Trails Strategy Paper
- Harrietville: Gateway to the nature and history of Mount Feathertop and the Alpine National Park

In addition to the community discussions, the HCF has also conducted a survey of the community to identify community priorities. The survey was conducted in late 2014 and received fifty respondents. The results of the survey are contained in Appendix two.

During the development of the Strategic Master Plan letters were received from the Harrietville Cricket Club, the Harrietville branch of the Country Fire Authority, and the Harrietville TV Committee. Key issues presented include:

- The potential to sink a bore at the Recreation Reserve to facilitate irrigation of the oval and, potentially, to service emergency management.
- Communications technology and the need to ensure that all residents have access to information before and during an emergency.
- Upgrade of CFA equipment

It is important to note that the loss of the General Store in Harrietville and, particularly the fuel service supplied by the General Store, was seen by the community as one of the critical issues in Harrietville. This is not reflected in the strategic content of this plan as the General Store is currently a private business for sale. In the future if the fuel service is not returned to the community through the function of the General Store it may be included in future updates of the Strategic Master Plan as appropriate.

The Harrietville Context

Community Assets

Community resilience is partly about maximising the potential for community ‘assets’ to contribute to the health and wellbeing of the community. In order to identify what we need, we need to fully understand what we have, and how we can use what we have. The map shown in Figure 1 details the assets identified by the community during the first three consultation sessions in October 2015.

Resilience

Community resilience is often discussed as the ability of a community to bounce back and respond to shocks and emergencies. It has become particularly important in the face of fire emergencies in Victoria. In the scope of this Strategic Master Plan, the concept of resilience is much broader. It is defined as the ability of the community to function and thrive in the face of a range of pressures. In this context, resilience is defined as:

- Economic sustainability of the community and of individual residents, whereby people are able to earn a living that satisfies reasonable needs.
- Sustainability of the population, whereby residential numbers and population structure is able to support a range of services and businesses.
- An aggregated low vulnerability, whereby a majority of the population are able to respond and adapt to change and shocks.
- Stability of services and businesses.
- Strong social networks.
- Functional community facilities.

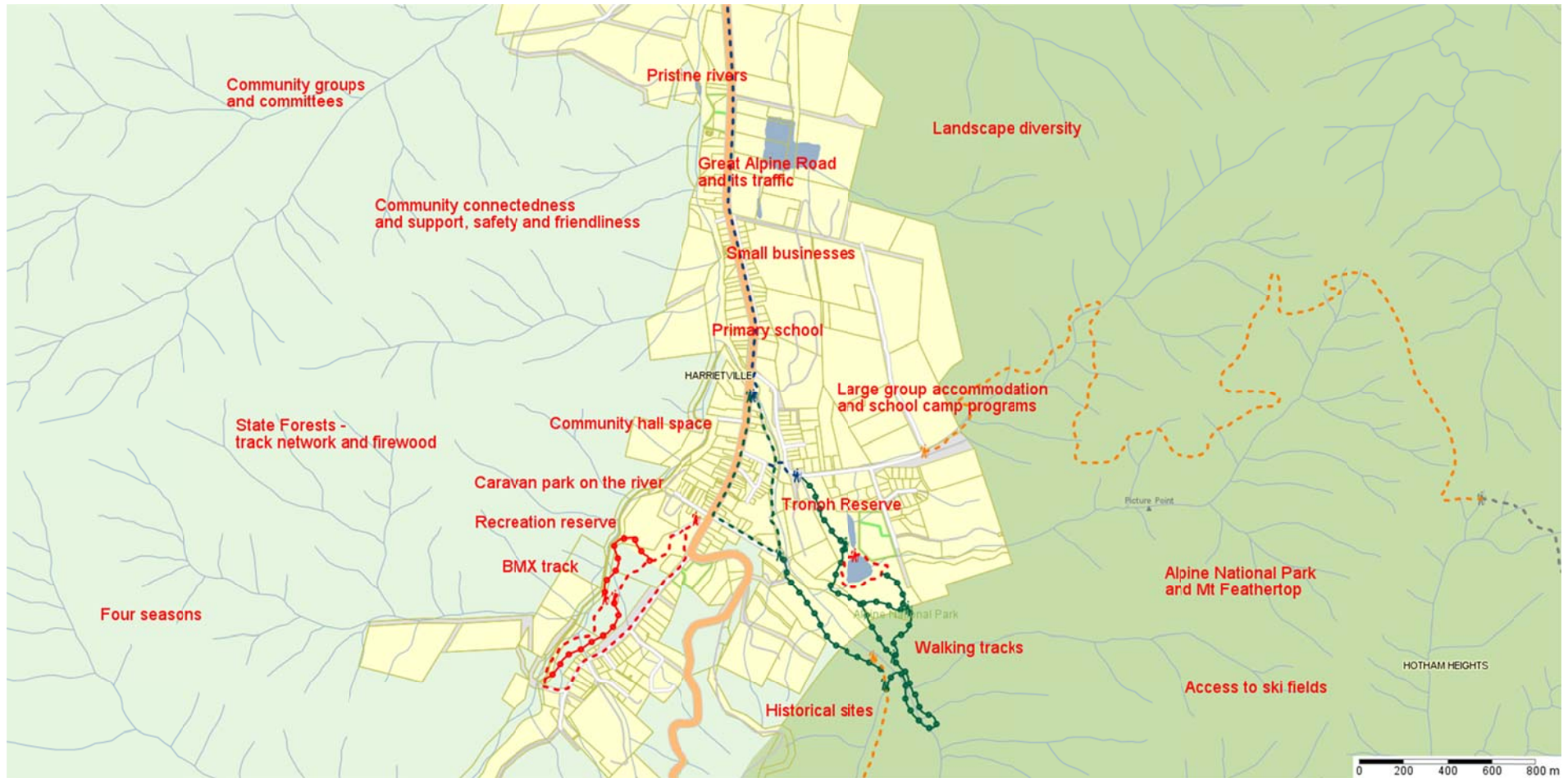


Figure 3: Harrietville Assets

Risk

The Harrieville Community Forum strongly believes the community is at risk of further decline if nothing is done to strengthen the economic base of the town and encourage people at a range of different life stages to live in and move to Harrieville. Impacts of climate change will result in a number of changes to pressures the community faces. Some changes may result in greater challenges, while others may be opportunities. The following list identifies some of the climate-related risks and other obvious risks the community is likely to face into the future.

- Increased heat events that stress residents and tourists with no access to air-conditioning.
- Increased hot, dry weather that damages surrounding landscapes.
- Increased risk of bushfire resulting from drier landscapes.
- Increased risk of high-intensity rain events that cause localised flooding, particularly when occurring after a fire event.
- Increased risk of fire, flood or heat having a negative impact on the summer tourism industry.
- Increased risk of a poor snow season, which impacts winter tourism numbers and seasonal employment opportunities.
- Population dropping below a critical mass necessary to sustain some basic community services and businesses.
- Small size of the community and remoteness present a potential risk of missing out on opportunities

To address these risks it is important that the economic base that supports the community is strengthened and that social aspects of the community are strong and vibrant so people are encouraged to live and remain living in Harrieville. Residents and visitors must feel safe and fulfilled, and able to meet their life or vacation goals.

Discussions with the community have illuminated a number of areas in which these risks can be addressed. Based on what we have heard whilst developing the Strategic Master Plan, planning for action must take into account the following:

- Diversity in the economic base of the town is important to allow the community to survive parts of the economic base of the town being impacted by an emergency or by a poor season.
- It is critical the community remains vigilant and prepared for emergencies.
- Town marketing to attract tourists throughout the year and to attract people to live must have clear, consistent, and precise key messages.
- Housing must be accessible for people in a range of life stages.
- Hazards that make travelling along the Great Alpine Road less safe must be addressed (hazards include large deer numbers and a lack of road shoulders in some key locations that makes sharing the road with cyclists hazardous)
- Identifying opportunities brought about by changes in climate is just as important as preparing to address risks that increase.

Strategic Approach

Vision

Harrietteville will be a strong, resilient, connected and thriving community. It will have a robust population, active and committed to meeting the needs of the town and engaging in a range of events and community development initiatives. Harrietteville will have a 'heart' and will have a range of facilities that work to meet the needs of the community. The natural environment and rural landscapes, including forests, parks, rivers and farmlands will be an integral part of the Harrietteville lifestyle and will support people's livelihoods in diverse ways. Visitor numbers will be healthy throughout the year, supporting a strong tourism industry focussed on the nature-based offerings of the town, without detracting from the rural lifestyle and nature-focussed experience, which residents and tourists are seeking. Harrietteville will be 'connected' with regional agencies, working together to integrate the latest in understanding of the environment, resource options and sustainable development options for the town and its surrounding environment.

The Vision articulates the end goal of the Strategic Master Plan by describing the future reality that is desired. The Vision is supported by the Aim of the Strategy:

To strengthen resilience, increase long-term sustainability, and prevent further decline of Harrietteville and its community in the face of impacts from climate change.

The above sections detail what it means for the Harrietteville community with regards to impacts from climate change, resilience, and sustainability.

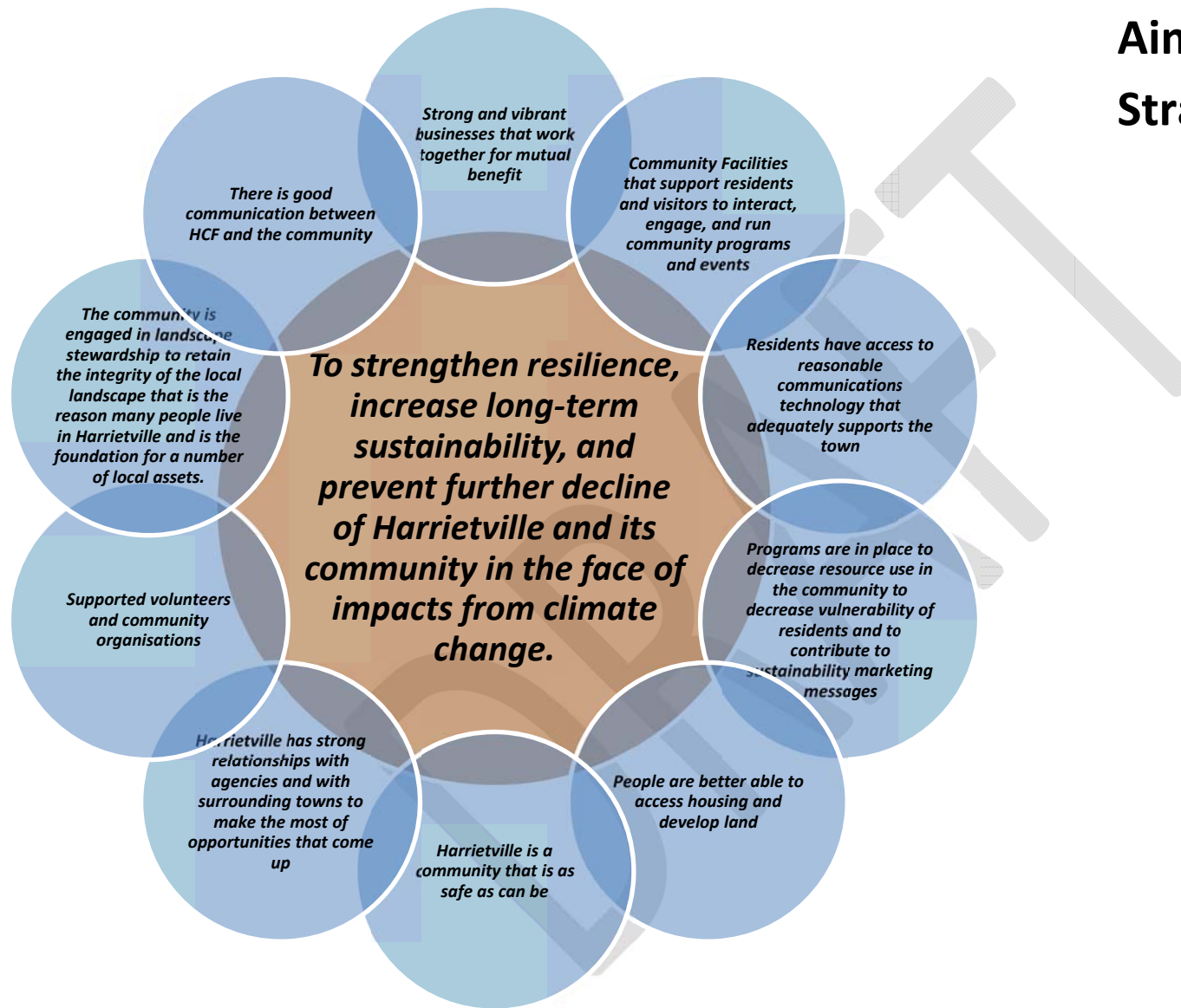
The aim is supported by a number of strategic themes, each of which has been identified by the community and by the Harrietteville Community Forum as important to building community sustainability or resilience. Each strategic theme has a number of actions presented in a series of tables. The tables present the action required and identify the key stakeholder responsibilities for each action.

Supporting documents

The following supporting documents further define and add detail to some of the strategic themes in this plan:

- Community Emergency Management Plan (HCF) – Defines how the HCF and other agencies can assist the community to plan and prepare for, respond to, and recover from an emergency by ensuring residents are kept informed of developments in managing emergencies.
- Bon Accord/Tronoh Trail Complex (HCF) and Tracks and Trails Strategy Paper (HCF) – articulates the work needed on tracks and trails.
- Destination Action Plan (in development) – details the actions needed to diversify the tourism offering for Harrietteville.
- Business Prospectus (HCF – in development) – identifies business and work opportunities in Harrietteville and defines the lifestyle benefits to market Harrietteville as a place to live.

Aim and Themes of the Strategic Master Plan



Action Tables

Strong and vibrant businesses that work together for mutual benefit

With a small population, the local businesses are more vulnerable to change and to hardships. This section aims to strengthen the business community and position businesses to be able to maximise their return from visitors. It also includes means by which the business community can work together to maximise efficiencies and benefits for the whole community.

Action	Responsible party and key stakeholders	Timeframe	Benefits
Create a business group to achieve coordinated effort to meet identified goals. <ul style="list-style-type: none"> Coordinate so that not all services are closed at once (Online calendar of intentions) Compile a coordinated program of events (identify and market events) 	HCF, business community	2016	<ul style="list-style-type: none"> Coordination to ensure continuity of supply of basic services Better understanding of businesses' goals, objectives, and collaborative opportunities Strategic and unified approach to marketing to work towards Harrietville as a brand
Work with TNE to finalise the Destination Action Plan, which defines the brand and marketing direction for Harrietville and articulates products the town can offer.	HCF and VASP coordinator, TNE	2016	<ul style="list-style-type: none"> Defines marketing direction for the town A tool to communicate the marketing direction to businesses and to people in a position to promote Harrietville Can strengthen the tourism industry and ensure the town is capitalising on natural assets across all four seasons Integration with Alpine Shire Council, Tourism North East, Parks Victoria, and Hotham Resort
Develop a business prospectus for the town to market the town to people wanting a tree change.	HCF	2016	<ul style="list-style-type: none"> Identifies key services and needs that are currently undeveloped in Harrietville. Could encourage local residents to develop a new business. Can be used to encourage new families and people to move to Harrietville.

Community Facilities that support residents and visitors to interact, engage, and run community programs and events while remaining appropriate for the Harrietville small rural community context.

Facilities that provide space for residents to engage, interact, and run community programs and events support the health and wellbeing of residents. If people feel that they are part of a community, have activities to do, and are a part of a strong social network, they are more likely to remain in Harrietville into the future. This section aims to ensure that community facilities meet the needs of the community and contribute positively to the health and wellbeing of residents.

Action	Responsible party and key stakeholders	Timeframe	Benefits
<p>Renovation of the Harrietville Hall to improve the functionality of indoor community space.</p> <p>Important points:</p> <ul style="list-style-type: none"> • Roof integrity • Small space for small meetings • Link to outside space • Energy efficiency • Protection from fire • Function as a Neighbourhood Safer Place • Parking • Usability of outside space 	Alpine Shire Council, Hall Committee (with community input)	As soon as possible, resources allowing	<ul style="list-style-type: none"> • More functional space for meetings of small groups • Capacity to hold events that can be both indoor and outdoor • Encourages more events, community events and private bookings such as weddings, that help the economy • Better functionality for the community in case of fire, heatwave, flood or severe storm that would require use as a relief centre. • Potentially could open up indoor sport opportunities.
<p>Create a 'hub' for Harrietville through a 'Better Places' project for Harrietville or through 'Small Towns Transformation' or equivalent. Key points include:</p> <ul style="list-style-type: none"> • Better parking options that are logical for people going on day or overnight hikes and for people who want to look around the town. • Revamped Pioneer Park – clean up lawn and seal floor of bus shelter. Provide parking and information hub providing info about the town history, key services, and map. • Good town signage directing people where they need to go. • Good integration with Rec Reserve, Hall 	ASC in consultation with the community. HCF to champion and identify appropriate grants.	Advocacy ongoing. Projects as soon as possible, resources allowing.	<ul style="list-style-type: none"> • Safer parking that encourages people to stop and look around and locates hikers' vehicles away from other key parking areas. • Allows visitors to clearly identify what is available in town, where to access key services, and understand a bit about Harrietville. • Town is more attractive and user friendly for visitors and frees up parking space for residents.

location, and tracks and trails			
<p>Advocacy to support the urban landscape.</p> <ul style="list-style-type: none"> • Succession planning for street trees • Relocation of power lines along GAR or bundling through trees. 	HCF letters to ASC (street trees) and Ausnet (power relocation)	Ongoing	<ul style="list-style-type: none"> • More beautiful streetscape to improve amenity for residents and tourists.
<p>Pursue improvements in public transport options.</p> <ul style="list-style-type: none"> • Include the option of a community bus service as an addition to another business within the business prospectus • Engage with VLine and request the option for people travelling via public transport to be transported through to Harrietville from Bright. • Engage with VLine to request better scheduling to encourage weekend visitors 	HCF	2017	<ul style="list-style-type: none"> • May provide better transport options for teens to travel to Bright. • Could bring more touring backpackers to Harrietville and more young, outdoor oriented, people who may convert to more lucrative visitor types in years to come. • Could encourage local residents to develop a new business. • Can be used to encourage new families and people to move to Harrietville.
Update Recreation Reserve Master Plan	Potential for VASP coordinator to work with DELWP and Rec Reserve Committee to deliver	October 2016	Better use of Rec Reserve land to provide a wider range of recreation opportunities.

People are able to access housing and develop land

During the consultation process a number of pressures were identified that make it difficult for newcomers to Harrietville to access affordable housing. There is also a perception that land requirements for waste water management and the Bushfire Management Overlay to the Planning Scheme make it difficult for owners of vacant land to build. Potential new residents are deterred from moving to Harrietville due to these constraints, and land owners are deterred from developing land. Some of this is a result of the tourism economy and is not able to be influenced by stakeholders of the Strategic Master Plan. For example, the large portion of housing stock that is used for holiday accommodation is because house owners prefer this for a number of reasons. This section details what can be done to encourage new residents and to support land owners.

Action	Responsible party and key stakeholders	Timeframe	Benefits
Assess the potential availability of vacant land and how this is affected by zoning, overlays, and the availability of services.	Alpine Shire Council, HCF. Potential for the VASP coordinator to play a role.	End 2016	<ul style="list-style-type: none"> Land owners have some clarity in what zoning, overlays and availability of services mean for them in regard to land development.
Community event to include information on how the planning process, zoning, overlays and service availability impact on land development.	ASC. Potential for the VASP coordinator to implement	End 2016.	<ul style="list-style-type: none"> The community has a better understanding of development constraints.
Feasibility Study to determine optimal development of the Tailings to provide low-cost land. Include market feasibility for low-cost housing to service Bright	ASC.	2017	<ul style="list-style-type: none"> The potential for development of the Tailings and its constraints will be well understood. Plans can be made for development if appropriate.

Residents have access to reasonable communications technology that adequately supports the town

To encourage people to move to Harrieville, businesses to operate in Harrieville, and residents to stay in Harrieville, people need access to mobile and internet services. People also need to access communications technology to stay informed during an emergency.

Action	Responsible party and key stakeholders	Timeframe	Benefits
Champion for more landline access points	HCF	Annually	<ul style="list-style-type: none"> More people able to access landline phone and internet.
NBN representative to visit Harrieville to inform the community about benefits and constraints of NBN Satellite service and how it can be used and accessed.	VASP coordinator to implement	By June 2016	<ul style="list-style-type: none"> The community has a better understanding of how NBN Satellite can meet their needs.
Research other small rural and remote communities with similar contexts to Harrieville to assess what telecommunications services they have available to them. Use this as a background for advocacy	HCF	2017	<ul style="list-style-type: none"> Lends weight to an argument for service providers to upgrade infrastructure in Harrieville
Review options for residents to access TV in Harrieville. Include a review of costs of different options and make a recommendation to the community	TV committee	Mid 2016	<ul style="list-style-type: none"> Potential for greater security around TV reception and greater access to TV/radio services.

Programs are in place to decrease resource use in the community to decrease vulnerability of residents and to contribute to sustainability marketing messages

Our lifestyles currently depend upon use of resources. Resources cost money, and their use is a critical component of the way we live. As the price of resources increase it becomes more difficult for people to maintain their lifestyles and meet their needs. Finding ways to reduce the amount of resources we need to live well, or to switch from one resource type to another, leaves people with more funds to dedicate elsewhere. It also creates an environmentally aware 'story' that can be used for marketing purposes.

Action	Responsible party and key stakeholders	Timeframe	Benefits
Ensure recommendations from the energy report specific to large businesses in Harrieville are given	VASP coordinator	May 2016	<ul style="list-style-type: none"> Businesses have key information available to make decisions on how best to meet their energy needs

<p>to business owners</p> <ul style="list-style-type: none"> • Include reports from other businesses who have switched to solar in the area. Deer Farm and Brewery may have further information on financing options 			
<p>Energy report recommendations and findings are summarised and delivered to the community.</p> <ul style="list-style-type: none"> • Information on low-cost ways to insulate old houses important for Harrietville. • Information on innovative and interactive heating systems that use wood to heat water and space simultaneously, and use wood heated water as a source of heat, made available. 	VASP coordinator to implement	By June 2016	<ul style="list-style-type: none"> • The community has a better understanding of the changes they personally can make to reduce their energy use.
<p>Create space on Facebook for residents to comment on their experience with meeting their energy needs.</p> <ul style="list-style-type: none"> • Eg: solar providers that are good to work with, energy companies with cheaper green options. 	HCF	2017	<ul style="list-style-type: none"> • Residents are able to easily access information that helps them to make good decisions about where to access energy. • Collaborative space that generates community connectedness.
<p>Work with DELWP and request designated firewood supplies that are close to Harrietville</p>	HCF	Annually during agency catch ups	<ul style="list-style-type: none"> • Community better able to access firewood in a sustainable manner. • Use of firewood in remote rural communities can be used as part of a sustainable community marketing story.
<p>Promote 'I Love Harrietville'.</p> <ul style="list-style-type: none"> • Put in the town newsletter. • Encourage businesses to identify what they are doing in the sustainability area • Tell tourists the sustainability story. • Include land stewardship and resource sustainability elements 	HCF	Ongoing	<ul style="list-style-type: none"> • Contributes to consistent key messaging and helps with residents and businesses have a shared understanding of what Harrietville is about. • Has some consistent communications material associated with it that contributes to sharing key messages around what Harrietville is about. • May promote some environmentally aware behaviour among residents.

Harrietville is a community that is as safe as can be

Living in and visiting Harrietville has some specific risks associated with it that must be effectively managed. Located in a valley surrounded by native vegetation means there is a risk of bushfire. Prolific deer and kangaroo numbers make night time travel out of Harrietville hazardous. The Great Alpine Road is an asset in that it brings people to town but larger volumes of people cycling and driving on the GAR has highlighted a number of areas where the road needs to be improved to facilitate safer road sharing. Increase storminess and extreme weather will mean Harrietville is more likely to be cut off from other communities or from the electricity grid due to storm damage or flooding. This section looks at ways that the community can ensure it is prepared for these risks and is able to recover quickly from an emergency.

Action	Responsible party and key stakeholders	Timeframe	Benefits
Community meeting to inform the community about the new risk-based approach to planned burns (Safer Victoria Policy)	DELWP	Mid 2016	<ul style="list-style-type: none"> Residents are aware of the new approach to planned burns and how it will affect Harrietville. Residents are able to have a say on vulnerable areas around the community.
Ongoing maintenance of the SMS service and the HCF Facebook page and email list so that as many people as possible are connected to communications mechanisms that will allow them to remain informed before, during and after an emergency.	HCF	Ongoing	<ul style="list-style-type: none"> Residents are better connected to information pathways before, during and after an emergency. Community leaders and emergency services have good communications pathways accessible to them. Residents feel safer.
Communicate with VicRoads to improve the Great Alpine Road to increase safety for cyclists and drivers sharing the road. <ul style="list-style-type: none"> Increase shoulder areas around Mill Bend particularly. Better signs warning of road narrowing. Map where the road needs improvement. Also request Alpine Shire Council to prioritise improvements to GAR in their advocacy. 	HCF and ASC	Annually	<ul style="list-style-type: none"> Improved safety for residents and visitors driving and cycling on the GAR. Improved sense of health and wellbeing around living in Harrietville if residents feel they can use the road safely.
Consistent communication with the Municipal Emergency Management Plan Committee. DELWP and Parks Victoria representatives to engage with HCF at agency meetings and feedback information from the MEMPC	DELWP, Parks Victoria, HCF	Ongoing	<ul style="list-style-type: none"> Improved information flows around emergency management planning. Improved relationships between agencies and HCF.
Community Emergency Management Plan	HCF	Annually	<ul style="list-style-type: none"> Community have information easily accessible on roles and

<p>communicates safety measures to community and to visitors.</p> <ul style="list-style-type: none"> • HCF and agencies collaborate to update the Community Emergency Management Plan • CEMP is updated annually 			<p>responsibilities and contact information for various agencies related to managing emergencies.</p> <ul style="list-style-type: none"> • The process of developing and updating the CEMP helps residents to be prepared for an emergency. • The Alpine Shire Resilience Committee has a point of reference for how the community in Harrietville prepares for and responds to an emergency.
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Harrietville has strong relationships with agencies and with surrounding towns to make the most of opportunities that come up

Collaboration and support is important for small towns to be able to leverage off work that others are doing – thereby decreasing the burden on a small population. This section contains some action that will strengthen relationships with other communities and with agencies and position Harrietville as a town able to be informed of and take advantage of opportunities for funding and project support in the future.

Action	Responsible party and key stakeholders	Timeframe	Benefits
<p>Formalisation of partnerships with Parks Victoria, DELWP, and Alpine Shire Council through endorsement of the Strategic Master Plan. Explore this as an option for Mt Hotham Resort through involvement with the Destination Action Plan</p>	<p>VASP coordinator and ongoing through HCF communications with DELWP, Parks Victoria, Mt Hotham Resort, and Alpine Shire Council</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Relationships established that provide direct lines of communication between the community and the agencies mentioned • All agencies are aware of and understand priorities for Harrietville.
<p>Maintenance of an agency network map so HCF is able to direct new lines of enquiry to the correct people.</p> <ul style="list-style-type: none"> • Direct residents looking for customer service contacts to the Community Directory. 	<p>HCF</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • HCF are familiar with one or more contact people at each appropriate agency to best direct new lines of enquiry. • Community can easily access customer service numbers.
<p>Look for opportunities to partner with other agencies and towns</p>	<p>HCF</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Being well positioned to take advantage of opportunities when they arise.
<p>See 'Annual Event' action in the section below regarding communication and engagement with the community.</p>			

Supported volunteers and community organisations

Harrieville is a small community with a number of activities ongoing and a number of committees running various aspects of the town. As Harrieville has a small population, there is a risk of fatigue in the community and action stalling due to a lack of volunteers. This section seeks to put in place some measures to protect the work that has been done and ensure some continuity in personnel available to continue to implement community programs and services.

Action	Responsible party and key stakeholders	Timeframe	Benefits
<p>Work with committees on Succession Planning for vital roles.</p> <ul style="list-style-type: none"> Identify ‘position descriptions’ for vital committee roles. Have a meeting with executives from all committees to discuss future planning. Consider making committee roles of limited duration to encourage other community members to take on roles. Consider turning some roles into ‘fixed term’ projects where possible. Consider HCF being nominated as a facilitator or ‘bridge’ to the next phase in the event that a committee is at risk of folding due to no personnel. 	HCF to drive	End 2016	<ul style="list-style-type: none"> Greater commitment to committees by a broader pool of community members Well defined roles and duration of roles.
<p>Communicate with the community key messages around volunteering to ensure that residents understand that some things will not be done without people to drive them.</p> <ul style="list-style-type: none"> Use language that refers to projects and fixed duration of volunteer roles rather than ongoing, vague descriptions. 	HCF	Ongoing	<ul style="list-style-type: none"> Residents feel like they are able to take on a role if they have a clear idea of what is involved and feel like there is an end point so they are not stuck in the position forever. Volunteers are supported so no single person takes on too much and feels burdened. There is a greater pool of volunteers to draw from.
<p>Develop a schedule of meetings and associated goals to see what can be combined. Add this to the Calendar of Events (see business section, above).</p>	HCF	Ongoing	<ul style="list-style-type: none"> Residents are able to see exactly what is coming up and committees are able to identify opportunities for collaboration.

The community is engaged in landscape stewardship to retain the integrity of the local landscape that is the reason many people live in Harrietville and is the foundation for a number of local assets.

The local landscape is a significant contributing factor to why people choose to live in Harrietville and why people like to visit Harrietville. Climate change impacts pose a significant risk for the natural environment that surrounds Harrietville. This section looks at some ways that the community can be involved in working towards landscape protection and enhancement for the benefit of the community.

Action	Responsible party and key stakeholders	Timeframe	Benefits
Pursue funding for a professional to work with the community to identify landscape values.	HCF to drive	2017	<ul style="list-style-type: none"> • Identification of the vistas that we draw attention to. • Define the vistas that need protection and can be further developed for tourism and community purposes.
Develop a Memorandum of Understanding or a Service Agreement based upon the HCF Tracks and Trails strategic work already completed. The agreement should be updated annually and should outline responsibilities, priorities, and commitments for track upgrades and maintenance.	HCF/Tronoh, ASC, DELWP, Parks Victoria	By August 2016 and then annually	Tracks and trails are a key asset to support nature based tourism. They also provide a valuable means for residents to access surrounding natural areas and contribute to the health and wellbeing of people living in Harrietville.
Fundraising activities for work that needs to be done is a part of the community event (see community communications below)	HCF	Ongoing	<ul style="list-style-type: none"> • Residents feel like they are able to take on a role if they have a clear idea of what is involved and feel like there is an end point so they are not stuck in the position forever. • Volunteers are supported so no single person takes on too much and feels burdened. • There is a greater pool of volunteers to draw from.
Working bees and information on landscape works better communicated to the community through improved digital connection with the community (see community communication below)	HCF	Ongoing	<ul style="list-style-type: none"> • More residents are informed of opportunities to be involved in landscape protection and maintenance.

There is good communication between HCF and the community

The HCF represents the community in many ways. It is made up of a number of individuals who devote very significant amounts of time to bettering the community. The HCF wants to be as representative as it can of community views and representations. It will always welcome more people to jump on board! This section presents some ways to improve communication lines between HCF and the rest of the community.

Action	Responsible party and key stakeholders	Timeframe	Benefits
<p>HCF to plan and deliver an annual event focussed on Harrieville to achieve a number of purposes:</p> <ul style="list-style-type: none"> • Invite guests to speak on important themes or issues that are in the eye of the community in a given year. • Have stalls available where people can be informed of agency activities and HCF activities. • Have a volunteer stall to encourage volunteers, outline projects and timeframes and have a sign up. • Fundraising activities. • Showcase the town and community to other people and towns, and potential residents. • Celebrate the community 	HCF to drive	Annually. First one in late 2016	<ul style="list-style-type: none"> • Improves community connectedness. • Goes some way to meeting a number of the parameters around volunteers and collaboration and information sharing outlined through this document. • Is a positive event the community can look forward to and own each year. • Could include an arts/music angle.
Hold a digital workshop to connect non-connected members of the community.	HCF	July 2016	People who have not been connected to information lines on email or Facebook feel empowered to do so.
Identify the key messages included in the Strategic Master Plan and the communication networks and delivery pathways and timeframes for delivery.	VASP coordinator	By October 2016	<ul style="list-style-type: none"> • Messages are consistent and able to be picked up by businesses or residents in Harrieville
See Emergency Section for action on maintaining SMS and email contact systems.			

Appendix one

This section re-organises the actions listed in the tables above and sorts them according to whether they are capital works, advocacy, or actions to be undertaken by the HCF. This sorting helps with the prioritisation process. The actions in each table are also listed in priority order according to a set of 'resilience' criteria, whether or not it was recognised as a high priority in the HCF survey, whether it emerged as a strong issue in community discussions, whether it has been recommended by external expert advice, and whether it passes the 'common sense' test.

Capital Works

Action	Responsible party and key stakeholders	Timeframe	Benefits	Prioritisation recommendation
Develop a Memorandum of Understanding or a Service Agreement that is updated annually and outlines responsibilities, priorities, and commitments for track upgrades and maintenance.	HCF/Tronoh, ASC, DELWP, Parks Victoria	By August 2016 and then annually	Tracks and trails are a key asset to support nature based tourism. They also provide a valuable means for residents to access surrounding natural areas and contribute to the health and wellbeing of people living in Harrietville.	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Potential to improve health and wellbeing of residents Supporting the economic base of the town by increasing the attractiveness and ease of use of tracks and trails for tourists. Tracks and trails supported during community discussions. Walking trails feature 3rd in priority in community survey results
Track/Trail maintenance works	DELWP, Parks Victoria, Tronoh CoM, ASC	Ongoing	<ul style="list-style-type: none"> Enhance and develop tracks and trails. Link trails so that people have access to a wide range of walking lengths and difficulty. Supports health and wellbeing of the community Supports nature tourism messaging and provision of activities for tourists to do. 	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Potential to improve health and wellbeing of residents Supporting the economic base of the town by increasing the attractiveness and ease of use of tracks and trails for tourists. Tracks and trails supported during community discussions. Walking trails feature 3rd in priority in community survey results
Feasibility Study to determine optimal development of the Tailings to provide low-cost land. Include market feasibility for low-cost housing to service Bright	ASC.	2017	<ul style="list-style-type: none"> The potential for development of the Tailings and its constraints will be well understood. Plans can be made for development if appropriate. 	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Potential creation of housing that could serve to encourage more working families to move to Harrietville, increasing population, supporting community facilities, and potentially providing services. Supported during community discussions. A development at the Tailings could address some of the survey priorities at a small scale including: <ul style="list-style-type: none"> Sewerage (ranked 2) Energy (ranked 7)
Renovation of the Harrietville Hall to improve the functionality of indoor community space. Important points: <ul style="list-style-type: none"> Roof integrity Small space for small meetings Link to outside space Energy efficiency Protection from fire Function as a relief centre Parking Usability of outside space 	Alpine Shire Council, Hall Committee (with community input)	As soon as possible, resources allowing	<ul style="list-style-type: none"> More functional space for meetings of small groups Capacity to hold events that can be both indoor and outdoor Encourages more events, community events and private bookings such as weddings, that help the economy Better functionality for the community in case of fire, heatwave, flood or severe storm that would require use as a relief centre. Potentially could open up indoor sport opportunities. 	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Social network strengthening Emergency management role Provides opportunities for events that boost the local economy Potential to improve residents' physical health Supported during community discussions. Not featured in survey results, except more broadly within event development (11) and town fire preparation (5).
Create a 'hub' for Harrietville through a 'Better Places' project for Harrietville or through 'Small Towns Transformation' or equivalent. Key points include: <ul style="list-style-type: none"> Better parking options that are logical for people going on day or overnight hikes and for people who want to look around the town. Revamped Pioneer Park – clean up lawn and seal floor of bus 	ASC in consultation with the community. HCF to champion and identify appropriate grants.	Advocacy ongoing. Projects as soon as possible, resources allowing.	<ul style="list-style-type: none"> Safer parking that encourages people to stop and look around and locates hikers' vehicles away from other key parking areas. Allows visitors to clearly identify what is available in town, where to access key services, and understand a bit about Harrietville. Town is more attractive and user friendly for visitors 	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Supporting the economic base of the town by increasing Harrietville's attractiveness to vehicles on the GAR and through facilitating an easier tourism experience to encourage word-of-mouth marketing and repeat visitation. Supported during community discussions. Not featured in survey results except more broadly within tourism

shelter. Provide parking and information hub providing info about the town history, key services, and map. <ul style="list-style-type: none"> • Good town signage directing people where they need to go. • Good integration with Rec Reserve, Hall location, and tracks and trails 			and frees up parking space for residents.	development (11)
Pursue funding for a professional to work with the community to identify landscape values.	HCF to drive	2017	<ul style="list-style-type: none"> • Identification of the vistas that we draw attention to. • Define the vistas that need protection and can be further developed for tourism and community purposes. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Promoting community connection with landscape ○ Use in marketing materials to support tourism to boost the economic base of the community • Not raised in community discussions • Not raised in HCF survey

HCF: Champions for community priorities

Action	Responsible party and key stakeholders	Timeframe	Benefits	Prioritisation Recommendation
Community meeting to inform the community about the new risk-based approach to planned burns (Safer Victoria Policy)	DELWP	Mid 2016	<ul style="list-style-type: none"> • Residents are aware of the new approach to planned burns and how it will affect Harrietville. • Residents are able to have a say on vulnerable areas around the community. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Increasing understanding of residents on Government emergency management priorities. Potential increase in safety. ○ Strengthens agency/community relationships • Keeping abreast of fire management planning mentioned briefly in community discussions • Town fire preparation ranked 5th in HCF survey.
Champion for improved internet services	HCF	Annually	<ul style="list-style-type: none"> • More people able to access landline phone and internet. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Improving access to communications supports emergency response ○ Improves business opportunities • Raised several times in community discussions • Ranked 12th in HCF survey
Communicate with VicRoads to improve the Great Alpine Road to increase safety for cyclists and drivers sharing the road. <ul style="list-style-type: none"> • Increase shoulder areas around Mill Bend particularly. • Better signs warning of road narrowing. • Map where the road needs improvement. • Also communicate with Alpine Shire Council to request they prioritise improvements to GAR in their advocacy. 	HCF	Annually	<ul style="list-style-type: none"> • Improved safety for residents and visitors driving and cycling on the GAR. • Improved sense of health and wellbeing around living in Harrietville if residents feel they can use the road safely. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Improving road safety reassures residents and improves their safety, which is also more encouraging for people considering moving to Harrietville. • Raised briefly in community discussions. • Not indicated as a priority in the HCF survey, although was mentioned by five respondents.
Championing to support the urban landscape. <ul style="list-style-type: none"> • Succession planning for street trees • Relocation of power lines along GAP or bundling through trees. 	HCF letters to ASC (street trees) and Ausnet (power relocation)	Ongoing	<ul style="list-style-type: none"> • More beautiful streetscape to improve amenity for residents and tourists. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Enhancing town amenity raises residents' appreciation of the town (health and wellbeing). ○ Increases town appeal to tourists. • Raised as a small point in community discussions • Raised once in HCF survey
Work with DELWP and request designated firewood supplies that are close to Harrietville	HCF	Annually during agency catch ups	<ul style="list-style-type: none"> • Community better able to access firewood in a sustainable manner. • Use of firewood in remote rural communities can be used as part of a sustainable community marketing story. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Improving community access to heating ○ Increasing sustainability through decreasing reliance on coal-fired power plants ○ Increases marketability, which increases tourism and economic base of the town. • Not raised in community discussions • Not indicated in HCF survey results

<p>Pursue improvements in public transport options.</p> <ul style="list-style-type: none"> • Include the option of a community bus service as an addition to another business within the business prospectus • Engage with VLine and request they provide the option for people travelling via public transport to be transported through to Harrietville from Bright. • Engage with VLine to request better scheduling to encourage weekend visitors 	HCF	2017	<ul style="list-style-type: none"> • May provide better transport options for teens to travel to Bright. • Could bring more touring backpackers to Harrietville and more young, outdoor oriented, people who may convert to more lucrative visitor types in years to come. • Could encourage local residents to develop a new business. • Can be used to encourage new families and people to move to Harrietville. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Providing better transport options for residents improves health and wellbeing of residents through strengthening access to services and social networks. • Mentioned as a small point more than once in community discussions • Ranked 10th in the HCF survey
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VASP coordinator projects

Action	Responsible party and key stakeholders	Timeframe	Benefits	Prioritisation recommendation
Formalisation of partnerships with Parks Victoria, DELWP, and Alpine Shire Council through endorsement of the Strategic Master Plan. Explore this as an option for Mt Hotham Resort through involvement with the Destination Action Plan	VASP coordinator and ongoing through HCF communications with DELWP, Parks Victoria, Mt Hotham Resort, and Alpine Shire Council	Ongoing	<ul style="list-style-type: none"> • Relationships established that provide direct lines of communication between the community and the agencies mentioned • All agencies are aware of and understand priorities for Harrietville. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Strengthening partnerships between communities and agencies and increasing mutual gains • Interagency partnerships seen as crucial for the success of the Strategic Master Plan.
Identify the key messages included in the Strategic Master Plan and the communication networks and delivery pathways and timeframes for delivery.	VASP coordinator	By October 2016	<ul style="list-style-type: none"> • Messages are consistent and able to be picked up by businesses or residents in Harrietville 	<ul style="list-style-type: none"> • Increases understanding and ownership of the Strategic Master Plan • Key communication activity
Work with TNE to finalise the Destination Action Plan, which defines the brand and marketing direction for Harrietville and articulates products the town can offer.	HCF and VASP coordinator, TNE	2016	<ul style="list-style-type: none"> • Defines marketing direction for the town • A tool to communicate the marketing direction to businesses and to people in a position to promote Harrietville • Can strengthen the tourism industry and ensure the town is capitalising on natural assets across all four seasons • Integration with Alpine Shire Council, Tourism North East, Parks Victoria, and Hotham Resort 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Improving the economic sustainability of Harrietville through identifying further tourism activities that can boost the Harrietville economy. ○ Strengthening networks between businesses • Tourism marketing and development discussed widely during community discussion sessions • Ranked 11th in the HCF survey • Tourism development and expansion to more of a nature-based year-round destination recommended by experts as a way to diversify the tourism dollar and protect the community from climate related shock events.
Update Recreation Reserve Master Plan	Potential for VASP coordinator to work with DELWP and Rec Reserve Committee to deliver	October 2016	Better use of Rec Reserve land to provide a wider range of recreation opportunities.	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Providing facilities to promote health and wellbeing across a broad range of the community ○ Improving social connections • Discussed during community discussions as part of the broader conversation around providing better outdoor space and facilities for a wider range of activities for residents and tourists. • Sports facilities ranked 14th in HCF survey • Submission received from Cricket club regarding sinking a bore for more secure water supply • Oval also used in emergency management activities.
Community meeting to include information on how the planning	ASC. Potential for	End 2016.	<ul style="list-style-type: none"> • The community has a better understanding of 	<ul style="list-style-type: none"> • Increases resilience through:

process, zoning, overlays and service availability impact on land development.	the VASP coordinator to implement		development constraints.	<ul style="list-style-type: none"> ○ Increasing knowledge and understanding of development mechanisms so residents are able to make well-informed decisions. ● Discussed widely during community discussion sessions. ● Present in HCF survey results in that respondents ranked sewerage as 2nd.
NBN representative to visit Harrietville to inform the community about benefits and constraints of NBN Satellite service and how it can be used and accessed.	VASP coordinator to implement	By June 2016	<ul style="list-style-type: none"> ● The community has a better understanding of how NBN Satellite can meet their needs. 	<ul style="list-style-type: none"> ● Increases resilience through increasing understanding of a service that can provide: <ul style="list-style-type: none"> ○ Better access to communications provides better opportunities for businesses to operate out of Harrietville, boosting the economy ○ Enhanced social networks ○ Enhanced health and wellbeing ● Better internet discussed during community discussions ● Ranked 12th in HCF survey
Ensure recommendations from the energy report specific to large businesses in Harrietville are given to business owners <ul style="list-style-type: none"> ● Include reports from other businesses who have switched to solar in the area. Deer Farm and Brewery may have further information on financing options 	VASP coordinator	May 2016	<ul style="list-style-type: none"> ● Businesses have key information available to make decisions on how best to meet their energy needs 	<ul style="list-style-type: none"> ● Increases resilience through: <ul style="list-style-type: none"> ○ Reducing operational costs of businesses in some cases ○ Potential to considerably decrease the overall energy use of the community, increasing sustainability. ● Not a significant topic in community discussions ● Ranked 7th in HCF survey results
Energy report recommendations and findings are summarised and delivered to the community. <ul style="list-style-type: none"> ● Information on low-cost ways to insulate old houses important for Harrietville. ● Information on innovative and interactive heating systems that use wood to heat water and space simultaneously, and use wood heated water as a source of heat, made available. 	VASP coordinator to implement	By June 2016	<ul style="list-style-type: none"> ● The community has a better understanding of the changes they personally can make to reduce their energy use. 	<ul style="list-style-type: none"> ● Increases resilience through: <ul style="list-style-type: none"> ○ More informed community on how to be more energy efficient – saving money and increasing sustainability ○ More informed community are better equipped with information to discuss community energy options ● Not a significant topic in community discussions. ● Ranked 7th in HCF survey results
Assess the potential availability of vacant land and how this is affected by zoning, overlays, and the availability of services.	Alpine Shire Council, HCF. Potential for the VASP coordinator to play a role.	End 2016	<ul style="list-style-type: none"> ● Land owners have some clarity in what zoning, overlays and availability of services mean for them in regard to land development. 	<ul style="list-style-type: none"> ● Increases resilience through: <ul style="list-style-type: none"> ○ Increasing knowledge and understanding of land availability so HCF and ASC are able to make well-informed assessments around development needs. ○ Not specifically mentioned in community discussions, although could be considered important as part of the broader development discussions ○ Not mentioned in the HCF survey results

HCF Action

Action	Responsible party and key stakeholders	Timeframe	Benefits	Prioritisation recommendation
Ongoing maintenance of the SMS service and the HCF Facebook page and email list so that as many people as possible are connected to communications mechanisms that will allow them to remain informed before, during and after an emergency.	HCF	Ongoing	<ul style="list-style-type: none"> ● Residents are better connected to information pathways before, during and after an emergency. ● Community leaders and emergency services have good communications pathways accessible to them. ● Residents feel safer. 	<ul style="list-style-type: none"> ● Increases resilience through: <ul style="list-style-type: none"> ○ Strengthening communications networks so people can make informed decisions ○ Increase in safety through access to timely, relevant information in and before an emergency ● Emergency management and need to stay informed discussed during community discussions. ● Emergency communications ranked 13th in HCF survey results
Community Emergency Management Plan communicates safety	HCF	Annually	<ul style="list-style-type: none"> ● Community have information easily accessible on 	<ul style="list-style-type: none"> ● Increases resilience through:

<p>measures to community and to visitors.</p> <ul style="list-style-type: none"> • HCF and agencies collaborate to update the Community Emergency Management Plan • CEMP is updated annually 			<p>roles and responsibilities and contact information for various agencies related to managing emergencies.</p> <ul style="list-style-type: none"> • The process of developing and updating the CEMP helps residents to be prepared for an emergency. • The Alpine Shire Resilience Committee has a point of reference for how the community in Harrietville prepares for and responds to an emergency. 	<ul style="list-style-type: none"> ○ Strengthening communications networks so people can make informed decisions ○ Increase in safety through access to timely, relevant information in and before an emergency • Emergency management and need to stay informed discussed during community discussions. • Emergency communications ranked 13th in HCF survey results
<p>Create a business group to achieve coordinated effort to meet identified goals.</p> <ul style="list-style-type: none"> • Coordinate so that not all services are closed at once (Online calendar of intentions) • Compile a coordinated program of events (identify and market events) 	<p>HCF, business community</p>	<p>2016</p>	<ul style="list-style-type: none"> • Coordination to ensure continuity of supply of basic services • Better understanding of businesses’ goals, objectives, and collaborative opportunities • Strategic and unified approach to marketing to work towards Harrietville as a brand 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Improving economic base of Harrietville through more inter-business collaboration around services offered and events • Businesses working together part of discussions around destination action planning • Not specifically mentioned in the HCF survey results.
<p>Develop a business prospectus for the town to market the town to people wanting a tree change.</p>	<p>HCF</p>	<p>2016</p>	<ul style="list-style-type: none"> • Identifies key services and needs that are currently undeveloped in Harrietville. • Could encourage local residents to develop a new business. • Can be used to encourage new families and people to move to Harrietville. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Potentially increasing population to service community facilities and to provide services in town • Not specifically mentioned in community discussions, but a small increase in population to support community services was viewed widely as necessary. • Business development mentioned in the HCF survey results but not a top priority
<p>HCF to plan and deliver an annual event focussed on Harrietville to achieve a number of purposes:</p> <ul style="list-style-type: none"> • Invite guests to speak on important themes or issues that are in the eye of the community in a given year. • Have stalls available where people can be informed of agency activities and HCF activities. • Have a volunteer stall to encourage volunteers, outline projects and timeframes and have a sign up. • Fundraising activities. • Showcase the town and community to other people and towns, and potential residents. • Celebrate the community 	<p>HCF to drive</p>	<p>Annually. First one in late 2016</p>	<ul style="list-style-type: none"> • Improves community connectedness. • Goes some way to meeting a number of the parameters around volunteers and collaboration and information sharing outlined through this document. • Is a positive event the community can look forward to and own each year. • Could include an arts/music angle. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Strengthening relationships and social networks ○ Marketing to strengthen the town’s economic base ○ Supporting and increasing volunteer numbers to keep services going ○ Improving health and wellbeing of residents ○ Providing access to information that can help residents’ sustainability and safety. • Events and potential to hold more events discussed during community discussions • New event creation mentioned but not prioritised in HCF survey results
<p>Work with committees on Succession Planning for vital roles.</p> <ul style="list-style-type: none"> • Identify ‘position descriptions’ for vital committee roles. • Have a meeting with executives from all committees to discuss future planning. • Consider making committee roles of limited duration to encourage other community members to take on roles. • Consider turning some roles into ‘fixed term’ projects where possible. • Consider HCF being nominated as a facilitator or ‘bridge’ to the next phase in the event that a committee is at risk of folding due to no personnel. 	<p>HCF to drive</p>	<p>End 2016</p>	<ul style="list-style-type: none"> • Greater commitment to committees by a broader pool of community members • Well defined roles and duration of roles. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Supporting volunteers to continue to or begin to support the community in volunteer roles ○ Supports continuation of volunteer work in the community • ‘Community’ and willingness to participate was considered a key asset of Harrietville during community discussions • Not mentioned in HCF survey results • Tenuous nature of some committees and ideas to secure the future of community groups discussed at HCF meetings
<p>Communicate with the community key messages around volunteering to ensure that residents understand that some things will not be done without people to drive them.</p> <ul style="list-style-type: none"> • Use language that refers to projects and fixed duration of volunteer roles rather than ongoing, vague descriptions. 	<p>HCF</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Residents feel like they are able to take on a role if they have a clear idea of what is involved and feel like there is an end point so they are not stuck in the position forever. • Volunteers are supported so no single person takes on too much and feels burdened. • There is a greater pool of volunteers to draw from. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Supporting volunteers to continue to or begin to support the community in volunteer roles ○ Supports continuation of volunteer work in the community • ‘Community’ and willingness to participate was considered a key asset of Harrietville during community discussions • Not mentioned in HCF survey results • Tenuous nature of some committees and ideas to secure the future of community groups discussed at HCF meetings

Research other small rural and remote communities with similar contexts to Harrieville to assess what telecommunications services they have available to them. Use this as a background for advocacy	HCF	2017	<ul style="list-style-type: none"> Lends weight to an argument for service providers to upgrade infrastructure in Harrieville 	<ul style="list-style-type: none"> Better telecommunications Increases resilience through: <ul style="list-style-type: none"> Improving access to communications supports emergency response Improves business opportunities Telecommunications raised several times in community discussions Telecommunications ranked 12th in HCF survey
Create space on Facebook for residents to comment on their experience with meeting their energy needs. <ul style="list-style-type: none"> Eg: solar providers that are good to work with, energy companies with cheaper green options. 	HCF	2017	<ul style="list-style-type: none"> Residents are able to easily access information that helps them to make good decisions about where to access energy. Collaborative space that generates community connectedness. 	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Potentially decreasing energy use collectively across the community – saving residents’ money Increasing collective community sustainability Not discussed during community discussions. Ranked 7th in HCF survey results
Promote ‘I Love Harrieville’. <ul style="list-style-type: none"> Put in the town newsletter. Encourage businesses to identify what they are doing in the sustainability area Tell tourists the sustainability story. Include land stewardship and resource sustainability elements 	HCF	Ongoing	<ul style="list-style-type: none"> Contributes to consistent key messaging and helps with residents and businesses have a shared understanding of what Harrieville is about. Has some consistent communications material associated with it that contributes to sharing key messages around what Harrieville is about. May promote some environmentally aware behaviour among residents. 	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Creating a marketing story that can be used to improve tourism in town, increasing the town’s economic base. Increasing sustainable behaviour Not discussed in detail during community discussions Not mentioned in the HCF survey results
Hold a digital workshop to connect non-connected members of the community.	HCF	July 2016	People who have not been connected to information lines on email or Facebook feel empowered to do so.	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Increasing access to information, improving safety, social connections, and health and wellbeing Being digitally connected not mentioned during community discussions but has been raised in feedback on the Strategic Master Plan development Not mentioned in HCF survey results
Maintenance of an agency network map so HCF are able to direct new lines of enquiry to the correct people. <ul style="list-style-type: none"> Direct residents looking for customer service contacts to the Community Directory. 	HCF	Ongoing	<ul style="list-style-type: none"> HCF are familiar with one or more contact people at each appropriate agency to best direct new lines of enquiry. Community can easily access customer service numbers. 	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Understanding who to talk to about issues and opportunities as they arise. Not discussed during community discussions Not mentioned in HCF survey results
Look for opportunities to partner with other agencies and towns	HCF	Ongoing	<ul style="list-style-type: none"> Being well positioned to take advantage of opportunities when they arise. 	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Joining forces to achieve mutual gains. Seizing opportunities Not discussed during community discussions Not mentioned in HCF survey results
Develop a schedule of meetings and associated goals to see what can be combined. Add this to the Calendar of Events (see business section, above).	HCF	Ongoing	<ul style="list-style-type: none"> Residents are able to see exactly what is coming up and committees are able to identify opportunities for collaboration. 	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Joining forces to achieve mutual gains. Seizing opportunities Not discussed during community discussions Not mentioned in HCF survey results
Fundraising activities for work that needs to be done is a part of the community event (see community communications below)	HCF	Ongoing	<ul style="list-style-type: none"> Residents feel like they are able to take on a role if they have a clear idea of what is involved and feel like there is an end point so they are not stuck in the position forever. Volunteers are supported so no single person takes on too much and feels burdened. There is a greater pool of volunteers to draw from. 	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Greater ability to achieve town goals Not discussed during community discussion Not mentioned in HCF survey results
Working bees and information on landscape works better communicated to the community through improved digital connection with the community (see community communication below)	HCF	Ongoing	<ul style="list-style-type: none"> More residents are informed of opportunities to be involved in landscape protection and maintenance. 	<ul style="list-style-type: none"> Increases resilience through: <ul style="list-style-type: none"> Encourages more residents to be involved in community work Not discussed during community discussion Not mentioned in HCF survey results

Other

<p>Review options for residents to access TV and radio in Harrietville. Include a review of costs of different options and make a recommendation to the community</p>	<p>TV committee</p>	<p>Mid 2016</p>	<ul style="list-style-type: none"> • Potential for greater security around TV reception and greater access to TV/radio services. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Expanding the mechanisms by which residents receive information. Other sources include mobile and land line phones and the internet. Radio can also be streamed through a mobile or internet device. ○ Can be a form of entertainment that improves health and wellbeing • Discussed during community discussions, often in the context of being critical for emergency management, which it is not. • Ranked 9th in the HCF survey results • Referred to in the CFA letter on the development of the Strategic Master Plan
<p>Consistent communication with the Municipal Emergency Management Plan Committee. DELWP and Parks Victoria representatives to engage with HCF at agency meetings and feedback information from the MEMPC</p>	<p>DELWP, Parks Victoria, HCF</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Improved information flows around emergency management planning. • Improved relationships between agencies and HCF. 	<ul style="list-style-type: none"> • Increases resilience through: <ul style="list-style-type: none"> ○ Strengthening communications networks so people can make informed decisions ○ Increase in safety through access to timely, relevant information in and before an emergency • Emergency management and need to stay informed discussed during community discussions. • Emergency communications ranked 13th in HCF survey results

Appendix two

Summary of points raised during discussion sessions October and November 2015.

Assets:	Vision – Harrietville will look like
<ul style="list-style-type: none"> • Community connectedness and friendliness • Alpine National Park and Mt Feathertop • Four distinct seasons • The physical, natural environment, amenity and beauty – also good for kids • Access to ski fields • Diversity in landscapes – agriculture, village, mountains and bush. • Safe community with passive surveillance for kids. • Historical sites • The school • Lack of large developments • The Hall • Tronoh Reserve • River and water quality • The main road, and use of the road, makes tourism possible. • Pioneer Park • Existing businesses, including the two pubs • Tavare Park • Caravan Park with river access • Two school camps • BMX track 	<ul style="list-style-type: none"> • A good sustainable town • A few more families – town has undergone some balanced growth for the survival of the town • A broader arts capacity. A capacity for the expression of arts locally and a place for people to stop and look at artists’ products. • Businesses supplying nature-based experiences • Small business servicing locals and visitors. A bakery for example. • People are using Harrietville as access points to the Alpine National Park and Mt Feathertop. Harrietville is the Gateway to the National Park and to State Forest activities. • Properly signposted tracks and trails making use of some of the old mining tracks • There are activities to do in town other than walking that are attractive for locals of all ages and for tourists. • A strong niche agricultural sector outside of town. • School well attended • Community events happening

Need to reconcile the conflict, or ride the line, between no change and preservation of the lack of development for the lifestyle, and some change so that people are better able to have a livelihood and services are strong and resilient. Need to build capacity of small businesses but don’t want too much growth.

Most businesses are accommodation, with some providing food services. This means most people are capitalising off people – the ones living here and most especially the ones visiting. A few more people will increase the resilience of the ones already here.

Tracks and Trails

See tracks and trails precinct document.

- Need excellent interpretive signage so people feel connected to the landscape, so people are able to find what they’re looking for, and so people understand the places they are walking through.
- Tronoh complex, Charlie Miley Complex, and Shamrock track are the three ‘areas’ to work on. These are in priority order.

Central Hub

- Community sporting area – both grassed and hard surface multi-court.
- Parking is an issue. Ice-creamery needs parking.
- Purpose of space:
 - Draw for tourists, a place for people to go, a logical start point
 - Community social interaction spot, connection, meeting space
 - Multifunctional. Tell the story about the community
 - Provide information for the community and tourists
 - Potential to connect to education opportunities
 - Must not constrain future opportunities
 - Owned by the community

<ul style="list-style-type: none"> • Must haves: <ul style="list-style-type: none"> ○ Parking ○ Toilet block, change area and shower ○ Information – must be interactive and technically solid <ul style="list-style-type: none"> ▪ Tracks and trails ▪ About the town ▪ Staying safe during a fire, while walking, and with regards to wildlife ▪ Environmental info and how to care for it ▪ Research being done ○ Shade and seating ○ Expandable ○ Bike parking and water bottle fill ○ Outside green space 	<ul style="list-style-type: none"> • Could haves: <ul style="list-style-type: none"> ○ Children’s garden ○ Soundshell ○ Space to hire for workplace training venue ○ Something to do <ul style="list-style-type: none"> ▪ Skate park ▪ Information on activities, skills delivery that people could organise, experience-based activities • Rec Reserve has potential for outside space. Needs better access, signage, lighting, needs a plan for the site and a timeframe. Needs seating and picnic facilities and a walking/biking path to get people there. • Pioneer Park/Tavare Park has space for soundshell, BBQ/picnic, could have information provision, start point for tracks and trails
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<ul style="list-style-type: none"> ○ Power, water, lighting ○ Visible ○ Environmental sustainability flavour or vibe. ○ Recreation area ○ Indoor multi-functional space <ul style="list-style-type: none"> ▪ Playgroups ▪ Sport/exercise ▪ Conferencing ▪ Events ▪ Small community meetings ▪ Social events such as weddings, parties etc ▪ Wifi 	<ul style="list-style-type: none"> ● Front of Tronoh could serve as overnight parking area. ● Hall needs some small space, could put up pre-fab for this purpose. Needs better signage to direct people in. Streetscape and modernisation needed. Solar, veranda, render it. ● Fee for use?? Governance – multi agency, Education, TAFE, Shire, Parks, DELWP, CFA, SES etc??
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Emergency Management

What is the next phase of the Community Emergency Management Plan?

Probably needs to be a communication document, but still need agency buy in. Unique position of the community as small and vulnerable. Needs ongoing involvement by the agencies and commitment to involve the community in planning, responding, and recovering from an emergency.

General Store

Key functions include:

- Fuel
- Place for people to stop
- Central spot to get basics and connect
- Bread
- Milk
- Papers
- Another thing to do and place for kids to go
- Centralised information/maps
- DVD hire, wet weather activity.

Potential to form a co-op or a social enterprise system to fulfil these services. Also potential to include this as an opportunity in a business prospectus for the town. March meeting to re-discuss.

Marketing and Promotion

- Be involved in the Falls to Hotham trail
- Be a part of a three-town approach
- Need to offer products
- Develop services for these offerings
- Working out what are the priority offerings and what is the point of difference
- Tell the positive Chinese history story and connect to the tracks and trails
- This area competes with the likes of Mt Beauty, Mansfield etc. The road and through traffic and the community mean that this town is well-placed to be a strong player.
- Info points where road and snow conditions are displayed.
- Service the big walk and identify and promote what you have on the ground.
- Offer more events, Open garden days, access to training in old artisan skills

Growth/Development

- Don't want too much growth.
- Want a higher residential occupancy rate. In 2011 there were 150 occupied dwellings and 95 unoccupied.
- Waste water management is a major inhibitor of development of sites.
- Internet connections and lack thereof is a major inhibitor for people considering moving here or wanting to run a home-based business.
 - Telstra/optus improving their mobile service, which will apparently improve data
 - NBN?
 - Cannot access the fibre optic running up the hill.
- Bushfire Management Overlay also an inhibitor for development.
- Could perhaps develop the tailings. Do people actually want this? Is there a need, or is it just that we need more people to pitch up and buy and live in the houses that are already here?
- Need a simple, streamlined, less risky, less costly, development process

Appendix three

Results of the Harrietville Community Forum town survey.

DRAFT

The HCF would like to thank everyone for taking the time and offering genuine thought and suggestion into filling out the recent Community Priority Surveys. The information collated is crucial in helping the HCF and the VASP committee (and any other committee's that would like access to the information) to understand what is most to important to the community as a whole.

50 surveys were returned from 148 collected so we hope everyone feels they had the opportunity to share their thoughts. Your forms will still be welcomed to add to the ongoing review of this information.

The HCF will further add suggestions and actions based on the PRIORITY CHART (Top 5 chart) to the top priorities and use this information as a basis for future planning.

There was a varied outcome in the way the forms were filled out so it was determined that separating the results of each side of the form – Priority CHART & Priority CHECKLIST – would offer the truest results.

Each result was scored with a Top priority, 1 = 6 points, 2 = 4 points, 3 = 3 points, 4 = 2 points, 5 = 1 point.

Unless, more than 5 points were offered, then, 1 = 6 points, 2 = 5 points, 3 = 4 points, 4 = 3 points, 5 = 2 points, others after = 1 point.

PRIORITY CHART

This chart offered opportunity to list the Top 5 choices and submit points for discussion and suggestions, and only went as far as 5.

It was decided that the General Store as an issue would be removed from count on this sheet. This issue topped the list but is a private issue that the HCF and Alpine Shire cannot resolve or involve in planning. It was decided that it was appropriate to focus on matters that could be considered by HCF and Govt. organisations.

TOP 10 PRIORITIES

1	Walking trail development	43
2	Sewerage	41
3	Mountain bike track development	39
4	School numbers	33
5	Roadside drainage	25
6	TV/Radio reception	24
6	Tourism development	24
7	Transport services	23
8	Internet access	22
9	Town fire preparation	21
9	Road quality & safety	21

10	Shire rates	20
	OTHER SUGGESTIONS	
	Community garden	4
	Hard rubbish collection	3
	Employment	5
	Flashing school lights	1

PRIORITY CHECKLIST

This checklist offered opportunity to list priorities without needing to elaborate or comment, and received many more responses. Some were filled out as a whole and some were filled out in categories so the scores have been collated appropriately below.

TOP 15 TOTAL PRIORITIES

1	General Store	171
2	Sewerage	128
3	Walking trails	87
4	Water quality	81
5	Town fire preparation	79
6	School numbers	69
6	Cycle trail continuation	69
7	Self-sufficient power research	66
7	Mountain bike track development	66
8	Shire rates	64
9	TV/Radio reception	60
10	Transport services	55
11	Historical preservation	54
11	Tourism development	54
12	Internet access	50
13	Emergency communications	49
14	Sports facilities & activities	48
15	Men's shed	46
	OTHER SUGGESTIONS	
	Employment	4
	Community garden	4
	Community library	3
	Hard rubbish collection	2
	Worm farm	2
	Property costs	1

	Underground power	1
	Community indoor pool/sauna/gym	1

TOP 5 PRIORITIES BY CATEGORY

TOWN FACILITIES		COMMUNITY	
1	General Store	1	School numbers
2	TV/Radio reception	2	Emergency communications
3	Transport services	3	Sports facilities & activities
4	Internet access	4	Men's shed
5	Road quality & safety	5	Community consultation
TOWN DEVELOPMENT		TOURISM	
1	Sewerage	1	Walking trail development
2	Shire rates	2	Continuation of cycle trail
3	Tourism development	3	Mountain bike trails
4	Business development	4	Historical preservation
5	Roadside drainage	5	Trail & historical signage
		5	New event creation
ENVIRONMENT			
1	Water quality		
2	Town fire preparation		
3	Self-sufficient power research		
4	Town flood preparation		
4	Group solar initiatives		
5	Climate change		

RECORD OF ASSEMBLY OF COUNCILORS



Meeting Title: Briefing Session
Date: 5 April 2016
Location: Committee Room, Bright Office
Start Time: 4.00pm
Chairperson: Cr Ron Janas, Mayor

Councillor and staff attendees:

Name	Position	Name	Position
Cr Ron Janas	Mayor	Dave Barry	CEO
Cr Kate Farrell	Councillor	Trevor Britten	DCP
Cr John Forsyth	Councillor	Heather Green	DSD
Cr Daryl Pearce	Councillor	Rory Hazeldine	A/DA
Cr Peter Roper	Councillor		
Cr Jan Vonarx	Councillor		

Councillor and staff apologies:

Name	Position		
Cr Tony Keeble	Deputy Mayor	Charlie Bird	DA

1. Conflict of interest disclosures

2. Record of Councillors that have disclosed a conflict of interest leaving the assembly

3. Matters considered

- Preliminaries
- Budget discussion
- Ordinary Council Meeting agenda review

RECORD OF ASSEMBLY OF COUNCILORS



Meeting Title: Briefing Session
Date: 19 April 2016
Location: Committee Room, Bright Office
Start Time: 4.00pm
Chairperson: Cr Ron Janas, Mayor

Councillor and staff attendees:

Name	Position	Name	Position
Cr Ron Janas	Mayor	Dave Barry	CEO
Cr Tony Keeble	Deputy Mayor	Trevor Britten	DCP
Cr Kate Farrell	Councillor	Heather Green	DSD
Cr John Forsyth	Councillor	Charlie Bird	DA
Cr Daryl Pearce	Councillor		
Cr Peter Roper	Councillor		

Councillor and staff apologies:

Name	Position	
Cr Jan Vonarx	Councillor	

1. Conflict of interest disclosures

2. Record of Councillors that have disclosed a conflict of interest leaving the assembly

3. Matters considered

- Preliminaries
- Budget, Long Term Financial Plan, rating strategy discussion
- Tourism update
- Events forum – working together
- VASP update
- Dinner Plain anniversary update
- Dinner Plain projects update

RECORD OF ASSEMBLY OF COUNCILORS



Meeting Title: Briefing Session
Date: 26 April 2016
Location: Committee Room, Bright Office
Start Time: 3.30pm
Chairperson: Cr Ron Janas, Mayor

Councillor and staff attendees:

Name	Position	Name	Position
Cr Ron Janas	Mayor	Dave Barry	CEO
Cr Tony Keeble	Deputy Mayor	Trevor Britten	DCP
Cr Peter Roper	Councillor	Heather Green	DSD
Cr Jan Vonarx	Councillor	Charlie Bird	DA

Councillor and staff apologies:

Name	Position
Cr Kate Farrell	Councillor
Cr John Forsyth	Councillor
Cr Daryl Pearce	Councillor

1. Conflict of interest disclosures

Nil

2. Record of Councillors that have disclosed a conflict of interest leaving the assembly

Nil

3. Matters considered

- Preliminaries
- Office Re-Gen update
- Draft final budget and LTFP, rating strategy and landfill development charge
- Projects pro-forma
- Ordinary council meeting agenda overview



Councillor Report by Delegate

Cr Jan Vonarx

Meeting /
Committee
attended

Rural Councils of Victoria

Other:

Date:

8th April 2016

Details of Issues discussed at meeting, and how they relate to or affect Council:

Item

May Forum

Outcome

Windsor Hotel - Thursday 12th May
Possible Speakers - LGV, James Flintoff??, IBAC, Rob Spence, Summit, Buloke/Northern Grampians, Incorporation, Premier

Item

Rural Summit feedback

Outcome

Importance of networking, RCV presentations good, program positive, range of speakers etc, should have Ben more on topical issues eg: rate aping, etc. meeting locals on the Wednesday night,
Challenges: delays in finalising program due to change of secretariat,
Recommendations: Need a key point of contact in RCV, resource kit of roles and responsibilities between RCV and hosting council, plenty of notice on program for speakers etc., big job for council and staff, significant commitment
Local businesses already have some good feedback from people coming back - excellent
Legacy for ongoing tourism

Item

RDV update

Outcome

Regional Futures summit - 19th/20th July in Bendigo. Population attraction to regional and rural areas. Local case studies. Ability to tap into Govt/LG/businesses etc. Live in rural/work in regional centres. Free event??? Target audience LG/Eco dev/business groups - need to promote this event in local areas.
Regional Partnerships - good level of interest from interested parties to represent different areas - partnerships up and running by July. CEO's are ex official members of these partnerships. Annual summits will be held each by the 9 different partnerships in November. RMF's are finishing off in preparation for the partnerships

Item	SRCI Workplan & Budget
Outcome	Stronger Rural Councils Initiative Workplan 3 work streams: RCV governance, networking & communication, sustainable rural councils, sustainable rural communities

Item	Structure of Rural Councils Victoria
Outcome	Looking at incorporation of RCV, discussion of incorporated rules for the new association Councils need to vote at a council meeting in May to approve that RCV become incorporated entity.

Item	Advocacy
Outcome	SOCOM - what do we need to do for sustainable councils. Emerging leaders group having some input. Costs associated with rural councils, Cuts of funding - look at funding arrangements

Item	
Outcome	



ALPINE SHIRE

Councillor Report by Delegate

Cr Kate Farrell

Meeting /
Committee
attended

Other (please specify below)

Other:

ALGWA - Australian Local Government Women's Association Conference

Date:

Thursday 7 & 8 April 2016 at Banyule City Council

Details of Issues discussed at meeting, and how they relate to or affect Council:

Item **'Working together to achieve change' - Many excellent speakers over 2 days.**

Outcome

Amongst the speakers were: Lyn Swinburne from the Breast Cancer Network Australia Founder who after having breast cancer herself established this organization for women & a few men who had suffered the emotional trauma of breast cancer to get support. Another woman Nan Caple talked of her achievement in establishing the Bendigo Bank in Ivanhoe which now connects with local businesses and especially advocates for the youth in the Banyule area. Petra Snelleman the CEO of Warringal Hospital discussed her role & experience of directing this major hospital in Melbourne.

Item **Panel session with delegate participation - How can we attract more women to LG?**

Outcome

Samantha Dunn for the Eastern Metropolitan region, Barbara Abley AM of Geelong City Council the only female Mayor for Geelong in their 142 year history; Journalism student Rachel Ward and Year 12 student Grace Britton. Give a voice to the young people, by having subjects like Politics & Law at school. Most councils through out Victoria are dominated by males, & often there is a token female present. Teach Leadership skills in schools, the more you talk about Politics the more familiar it will become. Be involved in Local Politics and invite students interested in LG to attend Council meetings & encourage students to be a voice. It is important to educate males to be more supportive of women.

Item **Broadening diversity for woman's jobs**

Outcome

Essential to help expand woman's job roles across councils EG: outside positions that have been male run for years. Equal pay for woman needs to be achieved! In 1964 there were only 26 females on Council. Mentoring is critical to develop woman's confidence. Only 31% of Councillors in Victoria are woman! Equality is a right not a privilege. Woman have been told they haven't got the merit to stand for LG and this is nonsense. Rich and meaningful conversations need to take place & be inclusive of woman. It is a collective responsibility to encourage more woman to stand for Council. Only 6% of woman are in senior roles. 2025 target is to have 50% woman representatives at all levels of Government.

Item **Amy Mullins - Executive Director of the Women's Leadership Institute of Australia**

Outcome Amy began a political blog writing under a male pseudonym and for quite some time her blogs were read and responded frequently by both male and female readers, more men wrote back & joined in the conversations. What was interesting when she finally revealed she was a woman behind the fictitious name the male respondents dropped out of the conversation! Amy spoke of a digital world and the interconnection world wide and that the under representation of female leaders as experts in the news media. Amy was head hunted to join SBS and stayed with the TV station for awhile. She then went on to establish the above organization: Executive Director of Women's Leadership Institute of Australia.

Item **Councillor Felicity Frederico " Grass Ceiling Campaign "**

Outcome Bayside Council is pushing for their sporting facilities to be more female friendly, 96% of their sporting complexes only cater for male toilets & showers. That is extraordinary in today's society when you would think that woman also participate in sport. There is funding available to establish new toilet facilities with showers to cater for woman as well. I am wondering what % of Alpine Shire Sporting grounds have adequate woman's showers? It took 14 years to build the women's netball courts in Bright, will it take another 14 years to build a new toilet block.

Item **Lack of physical activity across Australia**

Outcome Because of the lack of physical activity Australia wide it is costing 13.8 Billion in Health and well being. 60% of Australian females in the age bracket of 15 to 17 year olds do not exercise. 43% of 24 year old females are over weight. It is a concern that sporting facilities across metropolitan Melbourne and in the rural areas do not cater for female facilities, but this will take time to change and has to change for the well being of all Australians.

Item

Outcome

Councillor Report by Delegate

Cr Kate Farrell

**Meeting /
Committee
attended**

North East Multicultural Association

Other:

Date:

Monday 11th April 2016 at the Myrtleford Chambers

Details of Issues discussed at meeting, and how they relate to or affect Council:

Item

Outcome

Item

Outcome

Item

Outcome

Item

Family Safety Pack.

Outcome

"The Family Safety team of DSS have announced the Family Safety Pack, released in August 2015, is now available in additional 24 languages- making 46 languages in total. The pack aims to address violence against women from culturally and linguistically diverse backgrounds by providing information about Australia's laws and a women's right to be safe. It includes four factsheets and one low-literacy storyboard. The pack is available on the Department of Social Services website https://www.dss.gov.au/family-safety-pack . "
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Item

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Outcome

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Item

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Outcome

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Item

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Outcome

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