



## COUNCIL MEETING

Tuesday 11 August 2020

6:00pm

Via Zoom: <https://us02web.zoom.us/j/82145786085>

### AGENDA

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1.	Commencement of Meeting, Welcome and Opening Prayer	
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## 5.1. 2020-2021 PROPOSED BUDGET

**Author:** General Manager Corporate Performance

**Responsible Officer:** General Manager Corporate Performance

*The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.*

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### SUMMARY/PURPOSE

The purpose of this report is to recommend to Council the adoption of a Budget for the 2020-2021 financial year.

### LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Organisation

**Outcome:** Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.

**4.1 Objective:** Ensure the financial sustainability of Council through efficient and effective delivery of services

### BACKGROUND INFORMATION

In accordance with section 127, of the Local Government Act 1989, 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.

Council must also ensure that the budget contains:

- (a) the information Council is required to declare under section 158(1);
- (b) if Council intends to declare a differential rate under section 161, the details listed in section 161(2);
- (c) if council intends to declare a differential rate under section 161A, the details listed in section 161(2).

In accordance with section 126 Council must also adopt a Strategic Resource Plan no later than 31 August 2020.

## REPORT

Central Goldfields Shire Council adopted a Proposed Budget for 2020-2021 at the June 2020 Council meeting. The Budget is financially responsible and continues to implement priorities identified in the Council Plan 2017-2021 which was refreshed in 2018 through a comprehensive community consultation process.

The Council Plan 2017-2021 sets out the vision "To be a vibrant, thriving, inclusive community", delivered through the strategic themes of:

- Our Community – A supported, cohesive community, living a full and healthy life.
- Our Economy – A vibrant local economy which contributes to the municipality's economic prosperity.
- Our Built and Natural Environment – Central Goldfields Shire celebrates the rich built and natural heritage and a sustainable environment.
- Our Organisation – Central Goldfields is a proactive, well governed, professional and financially sustainable organisation.

The Budget outlines the resources required to deliver the diverse and extensive range of services we provide to the Central Goldfields community. It outlines projects to undertake strategic planning for our services, assets, economy and land use and includes a comprehensive list of capital works to be completed during the 2020-2021 year.

The Budget includes a rate increase of 2.0% in line with the State Government's Fair Go Rates System (FGRS) rate cap. Council has not applied to the State Government for a rate cap variation and will continue to manage Council services as efficiently as possible within the rate cap.

The Budget has also been prepared in accordance with Council's Rating Strategy 2019-2021. This strategy aims to simplify the rating system and improve equity between ratepayers. Implementing this strategy involves the reduction of the municipal charge from 17.7% of rates to 10% over three years, and the removal of the geographic split of Maryborough and non-Maryborough rates over five years. The Budget for 2020-2021 includes the second year of the phase in of these changes. The scheduled increase in the differential rate for Vacant Land – Other from 156% to 162% of the Maryborough Residential differential rate would have caused rate shock for this category of rateable land, therefore the rate shock provisions of Council's rating strategy have been invoked and the differential rate for Vacant Land – Other has been set at 150% to eliminate the rate shock for this category of rateable land.

The Victorian waste management system continues to undergo major change, with a number of legislative reforms impacting the cost of Council's service delivery. The Environment Protection Authority (EPA) levy on the disposal of municipal waste to landfill will increase by 30% (from \$33.03 to \$42.95 per tonne) on 1 January 2021 and a further 23% \$42.95 to \$52.95 per tonne) on 1 July 2021. Council's Waste charges have been increased by 6.5% for 2020-2021 to ensure that the full cost of Council's whole waste management function continues to be fully funded by waste charges.

This budget includes a new capital works program of \$15.9 million (up from \$9.9 million in 2019-2020), plus \$3.1 million of capital works projects carried forward from 2019-2020. This is a significantly higher program than in prior years, due to an estimated \$9.5 million in grant

funding (\$7.8 million confirmed, \$1.7 million pending). Highlights of the capital works program include:

- Significant upgrades (\$3.4 million) to roads funded jointly through Council, Regional Roads Victoria and Roads to Recovery
- Restoration works at Maryborough Outdoor Swimming Pool (\$2 million – fully grant funded)
- Construction of the Carisbrook Recreation Reserve Upgrade (\$2.2 million– \$2.0 million grant funded)
- Expansion of the Central Goldfields Art Gallery (\$675,000 - \$500,000 grant funded)
- Completion of the Carisbrook levee (\$2.6 million - \$1.7 million pending grant funding and \$895,000 funded by borrowings)
- Working for Victoria program including extra cleaning, maintenance of public spaces, community development, economic development and business continuity projects (\$1.2 million – fully grant funded)
- Township revitalisation program for Timor, Bealiba, Talbot, Bet Bet, Dunolly, Majorca and Carisbrook including playground and hall improvements, shade structures, tree plantings and signage (\$790,000 – fully grant funded)
- Council building upgrades (\$690,000)
- Maryborough Skate Park (\$645,000 – \$250,000 grant funded)
- Implementation of Gordon Gardens Masterplan (\$82,000)
- Implementation of the Recreation and Open Space Strategy (\$50,000)
- New pathways (\$81,000)
- New bike racks (\$15,000)

This capital works program will provide a major boost to the local economy and Council is currently reviewing its Procurement Policy to ensure that local content is maximised through the procurement processes for these capital projects.

Grant funded projects that will continue in 2020-2021 include:

- Go Goldfields
- TAC driving program
- Engage Youth program
- Freeza program
- L2P program

New initiatives for 2020-2021 include:

- October 2020 Council Election \$133,000
- \$750,000 grant funded boost to the Energy Breakthrough event (part of a \$1.5 million multi-year grant)
- Support for the National Piping Championships \$10,000
- Youth Strategy \$15,000

- Reconciliation Action Plan \$40,000
- Talbot Domestic Waste Water Management Plan \$30,000
- Phillips Gardens Master Plan \$35,000
- Review of Heritage Controls Maryborough \$11,000
- Railway Station Master Plan \$80,000 (\$50,000 grant funded)
- Health & Wellbeing Plan (start 2020-2021 finish 2021-2022) \$35,000
- Climate Adaptation Plan \$30,000
- Asset Management Plans \$23,000
- Councillor Induction and Training \$30,000

The Budget 2020-2021 document is presented in the format required by Local Government Victoria using their “Model Budget” template, and contains the following key statements:

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

## **CONSULTATION/COMMUNICATION**

All internal service owners were consulted during the production of the Budget. Consultation with the Administrators was undertaken during a number of workshops.

Consultation with the community was undertaken during June-July 2020 and included a social media campaign, in addition to the statutory advertising process.

Copies of the Proposed Budget were made available from 24 June 2020 on Council’s website [www.centralgoldfields.com.au](http://www.centralgoldfields.com.au) and at the following locations during normal business hours:-

- Carisbrook Post Office
- Dunolly Rural Transaction Centre
- Dunolly Post Office
- Bealiba Post Office
- Talbot Post Office

Written submissions under Section 223 of the Local Government Act 1989 on any proposal contained in the Proposed Budget were invited and the deadline for submissions was 5.00pm on Friday 24 July 2020, with the opportunity provided for submitters to speak to their submission at a special hearing.

Council has received seven submissions on the Proposed Budget, and the key theme of each is summarized below.

<b>Key themes</b>
Seven specific questions relating to the Carisbrook Levee, to which Council staff provided a detailed response.
Four specific questions relating to the creation of a new Environment Officer staff position, to which Council staff provided a detailed response, and noting support for this initiative.
Feedback on some inconsistencies and errors in the budget document. Staff provided a detailed response and have amended the budget document accordingly.
Two further specific questions relating to the Carisbrook Levee, to which Council staff have provided a detailed response.
Request for capital works at the Maryborough Senior Citizens Clubrooms.
Objecting to the reduction in the municipal charge, Council's rating strategy, and rating of farm land in general across Victoria.
Expressing a desire to have some input into the role description of the new Environment Officer position, and noting support for this initiative

A full copy of all submissions was provided to the Administrators, along with Council responses to these submissions. Three budget submitters who asked to speak to their submission on the Proposed Budget addressed the Administrators at a hearing meeting held at 5.30pm on Tuesday 4 August 2020.

The majority of the budget submissions were very supportive of the Proposed Budget, and no significant objections to the broad direction of the budget were received.

## **FINANCIAL & RESOURCE IMPLICATIONS**

### **Carried Forward Projects**

The Budget includes details of \$3.1 million of capital works that are forecast to be carried forwards from 2019-2020 for a variety of reasons. Some of these projects had commenced by 30 June 2020 whilst others have been delayed. Full details are provided on pages 34 and 35 of the Budget.

### **Comprehensive Income Statement**

Council's current Enterprise Bargaining Agreement expired on 30 June 2020. Negotiation of a new Enterprise Bargaining Agreement has been delayed due to the impact of the COVID-19 pandemic. The salaries budget has been constructed using a salary increase equal to the final year in the expiring Enterprise Bargaining Agreement plus any known potential band movements.

Purchases of materials and services have been indexed at 1.0% unless otherwise adjusted due to contract commitments or other known factors.

The Minister for Local Government sets the rate cap for rate increases under the *Local Government Amendment (Fair Go Rates) Act 2015* each December. The Minister has set the rates cap for 2020-2021 at 2.0%.

Fees and Charges have been indexed at 2.0% unless otherwise adjusted using benchmarking, a review of cost recovery, etc. A full list of fees and charges is included in section six of the Budget document.

The Budget has been prepared on the basis that Council will receive half (\$2.11 million) of its 2020-2021 Financial Assistance Grant (FAG) in June 2020 as announced in May 2020, and on the assumption that Council will receive a similar advance of the 2021-2022 Financial Assistance Grants in June 2021. The early payment of the FAG grant has the effect of significantly increasing Council's cash balance at 30 June 2020.

The operating result, shows a surplus of \$8.97 million, compared to \$0.68 million in 2019-2020. This significant change is a consequence of capital grants being \$5.04 million higher than last year. Major one-off capital grants in the Budget include:

<b>Project</b>	<b>Source</b>	<b>Amount</b>	<b>Status</b>
Carisbrook Recreation Reserve pavilion	State	\$2,000,000	Confirmed
Maryborough outdoor swimming pool	State	\$2,000,000	Confirmed
Building Better Roads	State	\$1,000,000	Confirmed
Maryborough Art Gallery	State	\$500,000	Confirmed
Carisbrook levee	State/Federal	\$1,662,000	Seeking
Township revitalisation	Federal	\$790,000	Confirmed
Energy Breakthrough	State	\$500,000	Confirmed
Roads to Recovery	Federal	\$785,000	Confirmed
Skate Park	State/Federal	\$250,000	Confirmed
<b>TOTAL</b>		<b>\$9,487,000</b>	

### **Balance Sheet**

As noted above, the Budget has been prepared on the basis that Council has received half of its 2020-2021 Financial Assistance Grants in June 2020, and on the assumption that Council will also be receiving half of its 2021-2022 Financial Assistance Grants in June 2021.

Cash on hand is forecast to be \$10.86 million as at 30 June 2020 and to be \$10.80 million as at 30 June 2021. The difference between these two figures is \$64,000 and the individual movements that comprise this minor change are disclosed in the statement of cash flows on page 19 of the Budget.

The cash balance of \$10.86 million at 30 June 2020 and to be \$10.80 million as at 30 June 2021. The difference between these two figures is \$64,000 and the individual movements that comprise this minor change are disclosed in the statement of cash flows on page 19 of the Budget.

The cash balance of \$10.86 million at 30 June 2021 is required in order to cover the following items:

- Accounts payable at 30 June 2021 - \$3.17 million
- Employee provisions \$3.08 million
- Financial Assistance Grants in advance \$2.15 million

Working capital (current assets minus current liabilities) is budgeted to be \$7.27 million at 30 June 2021, with a working capital ratio of 199% which is rated as low risk by the Victorian Auditor-General's Office financial sustainability risk indicators.

Non-current assets are budgeted to increase by a net \$10.71 million from 30 June 2020 to 30 June 2021, as a result of the very large capital works program.

The Budget includes \$331,000 of net new borrowings. Council will take out a new loan of \$895,000 to finance its share of the cost of completing the Carisbrook levee. All of Council's current loan facilities (\$3.321 million) fall due for repayment during 2020-2021 and the Budget allows for the redemption of \$564,000 of this amount, with the balance of \$2.757 million being rolled over into a new loan. Loan borrowings will increase from \$3,321,271 at 1 July 2020 to \$3,652,001 at 30 June 2021. Interest paid on borrowings during 2020-2021 is estimated to be \$53,000.

### **Statement of Changes in Equity**

Council has not budgeted to make any transfers to reserve during the 2020-2021 year, with the movement in the statement of changes in equity equal to the operating result.

### **Statement of Cash Flows**

The Budget provides for a minimal reduction in cash held during 2020-2021 of \$64,000, whilst the underlying cash budget has a net zero balance.

Producing a balanced cash budget is one of the fundamental elements of meeting Council Plan Objective 4.1 - Ensure the financial sustainability of Council.



### Statement of Capital Works

The 2019-2020 capital budget was funded by \$4.56 million of rates. This amount has decreased in the 2020-2021 Budget by \$71,000 (or 1.56%) as per the table below:

	2019-2020	2020-2021
<b>Gross Capital Expenditure</b>	<b>\$9,883,000</b>	<b>\$15,905,000</b>
Less funding sources:		
Total Capital Grant Funding	\$4,827,000	\$9,505,000
Contributions	\$5,000	\$60,000
Borrowings	\$0	\$895,000
Waste Charges	\$180,000	\$310,000
Asset Sales - Surplus Land	\$0	\$335,000
Asset Sales - Trade-Ins	\$310,000	\$310,000
<b>Rates Funded Capital Expenditure</b>	<b>\$4,561,000</b>	<b>\$4,490,000</b>

The Budget has a \$15.91 million capital works program, which is an increase of \$6.02 million (or 61%) on the 2019-2020 budgeted capital works program of \$9.88 million. This is predominantly funded by the significant additional capital grants outlined in the Comprehensive Income Statement analysis above.

### Rates and charges

The total amount to be raised by rates and charges is as follows:

General Rate	\$10,743,000
Municipal Charge	\$1,608,000
Annual Service Charges (Garbage/Waste Management/Recycling)	\$3,417,000
<b>Total Amount to be raised by rates and charges</b>	<b>\$15,768,000</b>

The general rates are to be raised by application of differential rates for the period commencing on 1 July 2020 and concluding on 30 June 2021 are as follows:

<b>Category</b>	<b>Rate Cents in \$</b>
Residential Maryborough ( <i>General Rate</i> )	0.4741
Residential Other ( <i>88% of General</i> )	0.4172
Commercial Maryborough ( <i>160% of General</i> )	0.7586
Commercial Other ( <i>136% of General</i> )	0.6448
Farm Land ( <i>80% of General</i> )	0.3793
Vacant Land Maryborough ( <i>180% of General</i> )	0.8835
Vacant Land Other ( <i>150% of General</i> )	0.7112
Industrial ( <i>110% of General</i> )	0.5515

The municipal charge will be \$202.00 for each rateable property.

The following waste management charges will apply for the 2020-2021 year:

Standard Garbage Charge	\$163.90
Non-Standard Garbage Charge	\$280.40
Waste Management Fee	\$142.40
Recycling Charge	\$146.70
Green Waste Service (Optional)	\$73.20

Fees and charges set by Council have generally been adjusted using the following methods:

- estimated CPI of 2.0 percent,
- market pricing;
- or a business case (where above 2.0 percent or market pricing).

A full list of fees and charges set by Council is included in section six of the Budget.

Council also charges a number of fees and charges that are set by the State Government.

## **RISK MANAGEMENT**

This preparation of, and public consultation on, a Proposed Budget within the statutory timelines is a control measure that manages the strategic risk in Council's strategic risk register: Financial sustainability - Failure to maintain our long term financial sustainability.

## CONCLUSION

Central Goldfields Shire Council has sought and considered community feedback and submissions prepared on the Proposed Budget for 2020-2021. The Budget is financially responsible and continues to implement priorities identified in the Council Plan 2017-2021. The Budget includes a rate increase of 2.0% in line with the State Government's Fair Go Rates System (FGRS) rate cap. The Budget has a \$15.91 million capital works program supported by \$9.51 million of capital grant funding.

The COVID-19 pandemic has, and continues to, cause significant disruption and damage to the Victorian economy. Council adopted its COVID-19 Financial Hardship Policy in March 2020. The economic effect of the pandemic has been more severe than initial estimations, and it is now clear that an expansion of Council support measures is required, including but not limited to those businesses that have been directed to cease trading by the State Government as part of its response to the COVID-19 pandemic.

## ATTACHMENTS

1. 2020-2021 Budget for Adoption

### RECOMMENDATION

*That Council:*

1. *Receives and notes submissions on the 2020-2021 Proposed Budget including the Strategic Resource Plan and the Proposed Rates, Fees and Charges in accordance with Section 223 of the Local Government Act 1989;*
2. *Thanks all those people and organisations that made submissions on the 2020-2021 Proposed Budget including the Strategic Resource Plan and the Proposed Rates, Fees and Charges;*
3. *Adopt the 2020-2021 Budget including the Strategic Resource Plan, and the Rates, Fees and Charges prepared for the 2020-2021 financial year for the purposes of Section 126 and 127 of the Local Government Act 1989;*
4. *Immediately commence a review of its COVID-19 Financial Hardship Policy with a focus on the expansion of Council support measures, including but not limited to those businesses that have been directed to cease trading by the State Government as part of its response to the COVID-19 pandemic.*



# Central Goldfields Shire Council 2020/2021 Budget



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## Disclaimer

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

The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

## Chair of Administrators and CEO's Introduction

The Proposed 2020/21 Budget has been developed at a time where the COVID-19 Pandemic is impacting on all of our lives and livelihoods. It has created unprecedented financial and economic hardship for many in our community. In March 2020 we developed a financial support measures package to support ratepayers and businesses in our community that are and continue to be impacted financially by the pandemic.

By providing targeted financial support we will ensure that those who need financial assistance are supported, whilst ensuring that Council has the financial resources to continue to provide valued services to the community. These financial support measures are in place until 30 September 2020 and will be reviewed again at that time and include suspension of debt recovery action and extension of rate payments with no interest for ratepayers who are experiencing financial hardship. Rent has also been waived to 30 September on all Council buildings and facilities.

At the time of preparing the budget there is still a high level of uncertainty on the economic and social impacts on the community from COVID-19 and the impact on Council's financial position. Consequently, Council delayed the preparation and release of the proposed budget in accordance with State Government amended legislation that allowed for budgets to be adopted by 31 August 2020, to allow the impacts of COVID-19 to be included where known. COVID-19 impacts on Council's finances during the 2020/21 financial year will continue to be monitored through the monthly finance reports, and six monthly budget review.

Council's capital works program at \$15.9 million will provide a significant stimulus to the local economy to assist in economic recovery. Council was also successful in its application to the Working for Victoria program, which will see 39 part time roles created for local people who are unemployed, delivering a \$1.2 million boost to the economy. Economic recovery will also be supported by a new Economic officer role to be established in 20/21 and implementation of key projects identified in the recently adopted Economic Development and Tourism Strategy.

The 20/21 Budget is the final budget of this term of Council. It implements the key objectives of the 2017-2021 Council Plan and funds over 40 services delivered to our community as outlined in Section 2 of this document. The budget includes a capital works program of \$15.9 million including a number of significant projects funded from State and Federal Government COVID-19 economic stimulus packages announced during May 2020. Grant funding to support the capital works program in 20/21 totals \$9.5 million. The budget also includes net borrowings of \$331,000 to deliver a cash balanced budget.

The Budget includes a rate rise of 2.0% in line with the State Government determined rate cap. Council did not apply to the Essential Services Commission for a rate cap variation during the year. Property valuations are now required by legislation to be conducted annually. This means that due to differences in valuations between property types, and areas can result in variances in the rate rise for individual ratepayers with some receiving less than a 2% rise and some receiving more than a 2% rate rise. This is also the second year of the implementation of our Rating Strategy which aims to reduce the number of differentials over a five year period, and reduce the municipal charge to 10% of rates over a three year period.

The Budget also includes an increase of 6.5% for waste charges to meet the increasing costs of managing waste. Additional costs in 2020/21 include cost of disposal of e-Waste, and increases in the State Government landfill levy from 1 January 2021 of \$10/ tonne. The waste service is fully funded from waste charges.

## Chair of Administrators and CEO's Introduction (continued)

Council elections will be held in October 2020, and allowances have been made in the budget for the cost of running the election (\$133,000), training and induction of Councillors (\$30,000) and implementing changes to the Local Government Act 2020, which include development of a new Council Plan, a Community Plan, Health and Wellbeing Plan and Asset Management Plans (\$95,000).

### **Highlights from the capital works program include:**

Upgrades to the Maryborough Outdoor Pool \$2.0 Million  
Community halls and facilities improvements \$565,000  
Upgrade to the Talbot Town Hall toilets \$250,000  
Energy Breakthrough infrastructure upgrades \$500,000 (\$1.5 million over three years)  
Central Goldfields Art Gallery redevelopment \$675,000  
Construction of the Skate Park in Maryborough \$645,000 (subject to grant funding)  
Upgrade to Carisbrook Recreation Reserve \$2.2 million  
Completion of the Carisbrook Levee \$2.55 million (subject to grant funding)  
Repairs to Worsley Cottage \$150,000  
Repairs to Carisbrook Scout Hall and Lions Club roof \$10,000  
Carpark lighting and disability access - Maryborough Community House \$10,000  
Road renewal and reseals projects \$3.0 million  
New footpaths in Bealiba, Carisbrook and Dunolly \$81,000  
Footpath renewals in Maryborough \$100,000

### **Other key projects to be undertaken in 2020/21 include:**

Planning and design for a splash park  
Planning and design for a youth hub and a youth strategy  
Planning and design for new toilets in Rene Fox Gardens Dunolly  
Development of a cultural heritage plan for the Princes Park Grandstand  
Development of a master plan for the Maryborough Railway Station  
Development of a climate adaptation plan  
Development of a masterplan for the Philips Gardens  
Development of a reconciliation action plan  
Development of a waste water plan for Talbot  
Review of heritage controls in Maryborough

### **Grant funded projects that will continue in 2020/21 include:**

Go Goldfields  
TAC driving program  
Engage Youth program  
Freeza program L2P program

The 2020/21 Budget shows that a considerable amount of planning has been undertaken over the last two years which has resulted in a number of projects being funded through State and Federal Government grants.

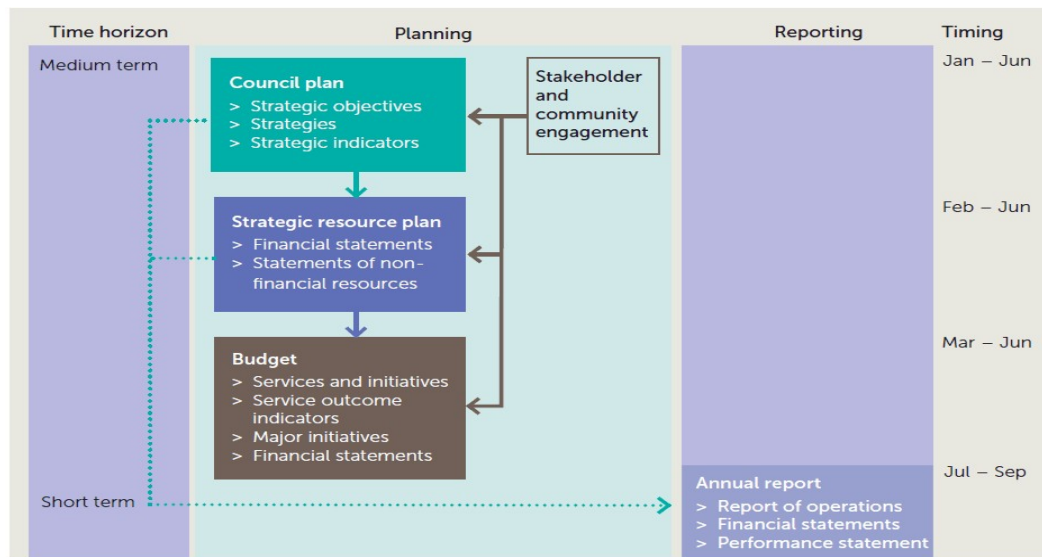
Further planning and design for a range of projects has also been identified through the eight Community Plans developed in 2019/20, the Economic Development and Tourism Strategy, the review of the Planning Scheme and the recently completed Recreation and Open Space Strategy. Extensive consultation was undertaken in 2019/20 on these plans and strategies, and the projects funded in the 2020/21 budget reflect the community's key priorities.

## 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, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

### 1.1 Legislative 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, considering 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

Feeding in to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

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

#### 1.1.2 Key planning considerations

##### Service level planning

Although we have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—many of our services are not legally mandated, including libraries, building permits and sporting facilities. Further, over time, the needs and expectations of our community can change. In 2019 we introduced service planning to ensure all services continue to provide value for money and are in line with community expectations. In 2020/21 we will engage with the community to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.



## 1. Link to the Council Plan (continued)

### 1.2 Our purpose

#### **Our Vision**

*To be a vibrant, thriving and inclusive community*

#### **Our purpose**

*To achieve the best outcomes for the local community and having regard to the long term and cumulative effects*

#### **Our values**

##### **Community and Customer Focussed**

*We ensure the community and our customers are at the centre of everything we do*

*We communicate openly and honestly and take responsibility for our actions*

##### **Collaborative and Inclusive**

*We work together to deliver the best outcomes for our community*

*We appreciate and learn from each other's expertise and respect different views and perspectives*

##### **Challenge the Status Quo**

*We explore new and innovative ways to work and deliver services and programs*

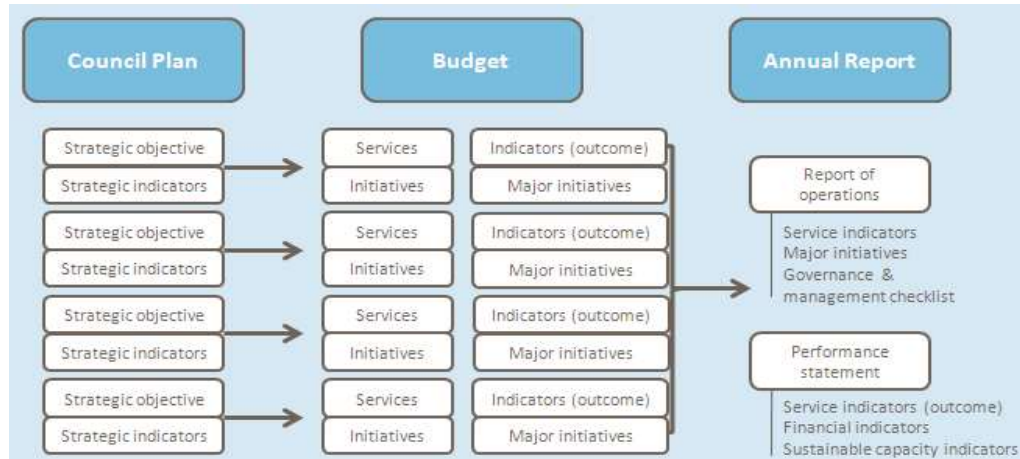
*We try new things and learn from our mistakes*

### 1.3 Strategic objectives

<b>Strategic Objective</b>	<b>Description</b>
1 Our Community	A supported cohesive community living a full and healthy life.
2 Our Economy	A vibrant local economy which contributes to the municipality's economic prosperity.
3 Our Built and Natural Environment	Central Goldfields Shire celebrates the rich built and natural heritage and a sustainable environment.
4. Our Organisation	Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.

## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2020/21 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Environment, Land, Water and Planning

### 2.1 Strategic Objective 1 Our Community

The following service areas contribute to the outcome of achieving a supported, cohesive community, living a full and healthy life,

#### Services

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual \$'000	Forecast \$'000	Budget \$'000
Aged and Disability Services	Provides support for older people and people with disabilities to enable them to remain living independently. This includes home care services, personal care services, respite services, delivered meals, home safety, social support programs and community transport.	Exp	1,504	1,774	1,806
		Rev	1,818	1,782	1,812
		NET	- 314	- 8	- 6
Integrated Family Services	The Goldfields Family Centre provides long day care, family day care, 3 and 4 year old kindergarten and supported playgroups as well as a variety of visiting professional services.	Exp	1,990	1,982	1,986
		Rev	1,990	1,840	1,977
		NET	-	142	9
Maternal Child & Health Services	Provides universal access to MCH services and enhanced support for families including 10 key age and stage visits from birth to 3.5 years.	Exp	371	417	430
		Rev	216	213	248
		NET	155	204	182

## 2. Services and service performance indicators (continued)

### 2.1 Strategic Objective 1 Our Community (continued)

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual \$'000	Forecast \$'000	Budget \$'000
Go Goldfields	Go Goldfields is a placed based partnership initiative that is designed to address complex social issues, to improve outcomes for children youth and families. The Partnership is coordinated by a dedicated 'backbone' team based with Central Goldfields Shire Council.	<i>Exp</i>	959	775	523
		<i>Rev</i>	978	775	523
		<i>NET</i>	- 19	-	-
Library Services	Provides access to information and resources in a safe environment for all ages to encourage life-long learning and improved literacy across our communities. Library buildings are located in Maryborough, Dunolly and Talbot.	<i>Exp</i>	442	448	482
		<i>Rev</i>	158	161	167
		<i>NET</i>	284	287	315
Arts and Culture	Supports participation and engagement in arts and culture, including a program of exhibitions and associated events at The Central Goldfields Art	<i>Exp</i>	248	237	240
		<i>Rev</i>	5	2	502
		<i>NET</i>	243	235 -	262
Community Development	Partners with individuals, community groups and community organisations to identify and support implementation of community priorities and activities.	<i>Exp</i>	233	283	257
		<i>Rev</i>	6	90	-
		<i>NET</i>	227	193	257
Emergency Management	Ensures compliance with obligations under the LG Act, EM Act and Emergency Management Manual Victoria (EMMV). Delivery of the Municipal Emergency Resources Program (MERP).	<i>Exp</i>	345	161	173
		<i>Rev</i>	974	120	120
		<i>NET</i>	- 629	41	53
Recreation Services	Provides strategic direction to support active sporting facilities and open space, active volunteers/sector and an active community.	<i>Exp</i>	306	206	199
		<i>Rev</i>	-	30	24
		<i>NET</i>	306	176	175
Recreation Facilities Management	Provides recreation facilities including the Maryborough Sport and Leisure Centre and outdoor swimming pools.	<i>Exp</i>	975	1,090	960
		<i>Rev</i>	24	536	2,000
		<i>NET</i>	951	554 -	1,040
Youth Services	Provides activities and programs through FReeZA, Engage!, L2P and Road Trip funded initiatives to enhance confidence, support safety, improve mental health and build resilience.	<i>Exp</i>	198	207	255
		<i>Rev</i>	182	208	183
		<i>NET</i>	16 -	1	72

## 2. Services and service performance indicators (continued)

### 2.1 Strategic Objective 1 Our Community (continued)

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual \$'000	Forecast \$'000	Budget \$'000
Compliance	Provides compliance and enforcement services to bring land use and development into compliance with the Planning and Environment Act and Central Goldfields Planning Scheme.	<i>Exp</i>	290	431	433
		<i>Rev</i>	64	67	67
		<i>NET</i>	226	364	366
Environmental Health	Provides a range of environmental health and public health services, education and the enforcement of relevant state legislation.	<i>Exp</i>	131	161	136
		<i>Rev</i>	61	64	66
		<i>NET</i>	70	97	70
Fire Prevention	Undertakes the Municipal Fire Prevention statutory responsibilities to take all practical steps to prevent the occurrence of fires on any land vested in or under control or management of Council.	<i>Exp</i>	28	28	30
		<i>Rev</i>	19	17	29
		<i>NET</i>	9	11	1
Local Laws	Enforcement and compliance of all Council local laws to ensure the management of domestic and livestock animals, protection of our built and natural environment and general amenity and general parking enforcement.	<i>Exp</i>	282	259	302
		<i>Rev</i>	144	128	143
		<i>NET</i>	138	131	159

#### Major Initiatives

- 1) Commence construction of recreation facilities to support women's sport in Carisbrook (\$2.2 M)
- 2) Construct the new skate park in Maryborough (\$645k) (subject to grant funding)
- 3) Upgrade exhibition spaces and facilities at the Central Goldfields Art Gallery (\$675k)
- 4) Upgrades to the Maryborough Outdoor Pool (\$2.0 M)

#### Other Initiatives

- 5) Youth Strategy (\$15k) and planning for a Youth Hub (\$40k)
- 6) Reconciliation Action Plan (\$40k)
- 7) Talbot Domestic Waste Water Management Plan (\$30k)
- 8) Municipal Public Health and Wellbeing Plan (\$70k over two years, \$35k in 2020/21)
- 9) Undertake planning for a splash park in Maryborough (\$30k)

#### Service Performance Outcome Indicators

Service	Indicator	2018/19	2019/20	2020/21
		Actual	Forecast	Budget
Libraries	Participation	14.87	15.00	15.25
Aquatic Facilities	Utilisation	7.55	7.70	8.00
Animal Management	Health and Safety	0.00	0.00	0.00
Food Safety	Health and Safety	0.00	100.00	100.00
Maternal Child and Health	Participation	84.20	85.00	86.00

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

## 2. Services and service performance indicators (continued)

### 2.1 Strategic Objective 2 Our Economy

A vibrant local economy which contributes to the municipality's economic prosperity.

#### Services

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual \$'000	Forecast \$'000	Budget \$'000
Economic Development	Provide economic development services to the council and community to effectively identify and pursue the Shire's comparative advantages to facilitate economic development and employment opportunities.	<i>Exp</i>	125	135	168
		<i>Rev</i>	150	50	-
		<i>NET</i>	25	85	168
Tourism and Events	Provide timely, accurate and impartial visitor information that will contribute to a growing visitor economy. Support events including Energy Breakthrough to attract visitors to the Shire.	<i>Exp</i>	972	1,026	1,209
		<i>Rev</i>	376	464	1,179
		<i>NET</i>	596	562	30
Building Services	Provide building control services to administer and enforce the Building Act and building regulations.	<i>Exp</i>	225	254	248
		<i>Rev</i>	182	133	142
		<i>NET</i>	43	121	106
Statutory Planning	Provides the full range of statutory planning services and administration of the Planning and Environment Act as it applies to all public and private land within the Shire.	<i>Exp</i>	396	261	320
		<i>Rev</i>	204	150	160
		<i>NET</i>	192	111	160
Strategic Planning	Provides strategic land use planning to assess and manager future land uses and manage land use change and population and economic growth.	<i>Exp</i>	220	233	252
		<i>Rev</i>	-	5	-
		<i>NET</i>	220	228	252
VicRoads Agency	Provides a range of VicRoads services on behalf of VicRoads, from a central Maryborough location.	<i>Exp</i>	295	260	290
		<i>Rev</i>	356	303	339
		<i>NET</i>	61	43	49

#### Major Initiatives

- 1) Master plan for Maryborough Railway Station (\$80k)
- 2) New role established to implement the Economic Development Strategy (\$71k)

#### Other Initiatives

- 3) Review of heritage controls in Maryborough (\$11k)
- 4) Relocation of the Visitor Information Centre (\$12k)

#### Service Performance Outcome Indicators

Service	Indicator	2018/19	2019/20	2020/21
		Actual	Forecast	Budget
Statutory Planning*	Decision making	100.00	100.00	100.00

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

## 2. Services and service performance indicators (continued)

### 2.1 Strategic Objective 3 Our Built and Natural Environment

Central Goldfields Shire celebrates the rich built and natural heritage and a sustainable environment.

#### Services

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual \$'000	Forecast \$'000	Budget \$'000
Asset Management	Provides data collection, analysis and planning for the maintenance and renewal of all Council owned and managed infrastructure and assets.	<i>Exp</i>	445	637	558
		<i>Rev</i>	13	16	11
		<i>NET</i>	432	621	547
Building Maintenance	Undertakes maintenance works on Council owned and managed buildings, and other built structures such as rotundas, BBQ shelters, pedestrian underpasses, and playgrounds.	<i>Exp</i>	104	207	192
		<i>Rev</i>	-	-	-
		<i>NET</i>	104	207	192
Depot	Provides facilities and workshops to support the activities of Council's outdoor operations.	<i>Exp</i>	109	138	120
		<i>Rev</i>	68	37	8
		<i>NET</i>	41	101	112
Drainage	This service maintains and renews the drainage systems and networks throughout the Shire, and ensures compliance to the required standards for new land developments.	<i>Exp</i>	235	333	292
		<i>Rev</i>	-	-	1,662
		<i>NET</i>	235	333	- 1,370
Environmental Management	Environmental monitoring and implementation of services to control the spread of weeds and pests in Council controlled areas including; roadsides, nature strips, reserves, drains.	<i>Exp</i>	32	37	99
		<i>Rev</i>	32	37	41
		<i>NET</i>	-	-	58
Roads Maintenance	Provides the maintenance, construction and reconstruction of Council's transport associated infrastructure assets.	<i>Exp</i>	1,808	6,197	5,769
		<i>Rev</i>	73	3,315	3,302
		<i>NET</i>	1,735	2,882	2,467
Park & Gardens	Provides park, gardens and oval maintenance and improvements to provide an attractive public open space and recreational environment for our community.	<i>Exp</i>	1,258	2,039	2,728
		<i>Rev</i>	63	538	4,188
		<i>NET</i>	1,195	1,501	- 1,460
Plant	Supplies and maintains vehicle and plant to support Council's operations.	<i>Exp</i>	861	- 344	- 393
		<i>Rev</i>	1,414	57	200
		<i>NET</i>	- 553	- 401	- 593
Public Amenities	Provides cleaning and servicing to public amenity blocks.	<i>Exp</i>	454	563	562
		<i>Rev</i>	-	-	-
		<i>NET</i>	454	563	562
Waste Management	Provides all waste management, policy development and education services from kerbside bin collection, transfer station management and management of closed land fill sites.	<i>Exp</i>	2,601	3,065	3,176
		<i>Rev</i>	3,134	3,245	3,486
		<i>NET</i>	- 533	- 180	- 310
			The net surplus here is used to fund waste capital projects as per note 4.5		

## 2. Services and service performance indicators (continued)

### 2.1 Strategic Objective 3 Our Built and Natural Environment (continued)

#### Major Initiatives - Capital Works

- 1) Building renewal projects including new roof for Carisbrook Scout Hall and Lions Club (\$10k), carpark lighting and disability access at the Maryborough Community House wall repairs at Worsley Cottage (\$150k) and new toilet block at Talbot Town Hall (\$250k).
- 2) Sealed road renewal projects (\$2.1 M)
- 3) Unsealed road renewal projects \$377k
- 4) Reseals program \$580k
- 5) New footpaths in Bealiba, Carisbrook and Dunolly (\$81k)
- 6) Footpath upgrade program (\$100k)
- 7) Drainage renewal program (\$174k)
- 8) Landfill rehabilitation projects (\$142k)

#### Other Initiatives

- 9) Cultural heritage plan for Princes Park Grandstand Maryborough (\$35k)
- 10) Design of new public toilets in Rene Fox Gardens Dunolly (\$15k)

#### Service Performance Outcome Indicators

Service	Indicator	2018/19	2019/20	2020/21
		Actual	Forecast	Budget
Roads	Satisfaction	48.00	51.00	51.00
Waste collection	Waste diversion	42.96	43.00	43.50

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

### 2.1 Strategic Objective 4 Our Organisation

Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.

#### Services

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual \$'000	Forecast \$'000	Budget \$'000
Community Engagement	Facilitates engagement with the community on Council projects and decisions through a range of channels including print media, online platforms, forums and workshops.	Exp	163	178	256
		Rev	-	-	-
		NET	163	178	256
Customer Service	Provides a payment transaction service, and advice to all customers with a high focus on meeting the customer's needs at the first point of contact.	Exp	153	156	158
		Rev	-	3	4
		NET	153	153	154
Governance Property and Risk	Provides the governance framework for the organisation including coordination of Council meetings and support and oversight of compliance with the Local Government Act, privacy and freedom of information; and comprises the coordination of Council meetings and the management occupational health and safety, property, risk management and	Exp	865	1,378	1,478
		Rev	134	88	78
		NET	731	1,290	1,400
Shire Management	Provides strategic leadership to the organisation, implementation of Council decisions and representation and advocacy on key issues and projects for the Shire.	Exp	949	980	1,036
		Rev	-	-	-
		NET	949	980	1,036

## 2. Services and service performance indicators (continued)

### 2.1 Strategic Objective 4 Our Organisation (continued)

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual \$'000	Forecast \$'000	Budget \$'000
Finance	Provides a full suite of financial transaction processing and corporate financial planning, monitoring and reporting for both internal and external customers.	<i>Exp</i>	833	869	807
		<i>Rev</i>	341	213	244
		<i>NET</i>	492	656	563
Human Resources	Provides support and development of staffing capability across the organisation, including the provision of industrial advice.	<i>Exp</i>	279	341	403
		<i>Rev</i>	2	-	-
		<i>NET</i>	277	341	403
Information Governance	Provides lifecycle management of all information held by Council.	<i>Exp</i>	143	146	159
		<i>Rev</i>	-	-	-
		<i>NET</i>	143	146	159
Information Technology	Provides the information communication technology platform that enables the organisation to interact electronically with all of its customers.	<i>Exp</i>	346	765	770
		<i>Rev</i>	-	-	-
		<i>NET</i>	346	765	770
Nolan Street Offices	Provides the operations of heating, lighting and cooling the Nolan Street offices, and the office needs to maintain a function office.	<i>Exp</i>	614	601	514
		<i>Rev</i>	6	10	8
		<i>NET</i>	608	591	506
Grants Commission	Financial Assistance Grants distributed by the Victoria Grants Commission.	<i>Exp</i>	-	-	-
		<i>Rev</i>	2,880	2,829	2,960
		<i>NET</i>	2,880	2,829	2,960

#### Major Initiatives

- 1) Information technology upgrades and renewal (\$330k)
- 2) New Council Plan 2021-2025 (\$25k)

#### Other Initiatives

- 3) Training and induction of new Councillors (\$30k)

#### Service Performance Outcome Indicators

Service	Indicator	2018/19	2019/20	2020/21
		Actual	Forecast	Budget
Governance	Satisfaction	52.00	52.00	52.00

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



## 2. Services and service performance indicators (continued)

### Service Performance Outcome Indicators

Service	Performance Measure	Indicator	Computation
Governance	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Satisfaction	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Statutory planning	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	Decision making	[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
Roads	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Satisfaction	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Active library members. (Percentage of the municipal population that are active library members)	Participation	[Number of active library members / municipal population] x100
Waste collection	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	Waste diversion	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of municipal population)	Utilisation	Number of visits to aquatic facilities / Municipal population
Animal Management	Animal management prosecutions. (Number of successful animal management prosecutions)	Health and safety	Number of successful animal management prosecutions
Food safety	Critical and major non-compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council)	Health and safety	[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. Services and service performance indicators (continued)

### Service Performance Outcome Indicators (continued)

Maternal and Child Health	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	Participation	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
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### 2.3 Reconciliation with budgeted operating result

	Net Cost (Revenue)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Strategic Objective 1	(351)	8,212	7,861
Strategic Objective 2	(667)	2,487	1,820
Strategic Objective 3	(205)	13,103	12,898
Strategic Objective 4	(2,287)	5,581	3,294
<b>Total</b>	<b>(3,510)</b>	<b>29,383</b>	<b>25,873</b>
<b>Deficit before funding sources</b>	<b>(3,510)</b>		
<b>Funding sources added in:</b>			
Rates and charges revenue	12,483		
<b>Operating (surplus)/deficit for the year</b>	<b>8,973</b>		

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2020/21 has been supplemented with projections to 2023/24 extracted from the Strategic Resource Plan.

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

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

#### **Pending Accounting Standards**

The 2020-21 budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of *AASB 16 Leases*, *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not-for-Profit Entities*, but pending accounting standards that will be in effect from the 2020-21 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2020-21 financial statements, not considered in the preparation of the budget include:

*AASB 1059 Service Concession Arrangements: Grantors*

### 3. Financial Statements (continued)

#### Comprehensive Income Statement

For the four years ending 30 June 2024

		Forecast Actual	Budget	Strategic Resource Plan Projections		
	NOTES	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Income</b>						
Rates and charges	4.1.1	15,281	15,900	16,336	16,785	17,247
Statutory fees and fines	4.1.2	465	520	536	546	557
User charges	4.1.3	1,671	1,871	1,927	1,966	2,005
Grants - Operating	4.1.4	8,854	9,868	8,433	8,557	8,683
Grants - Capital	4.1.4	2,896	9,505	2,136	2,417	2,441
Contributions - monetary	4.1.5	32	103	103	105	107
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		6	200	-	-	-
Other income	4.1.6	401	389	198	202	206
<b>Total income</b>		<b>29,606</b>	<b>38,356</b>	<b>29,669</b>	<b>30,578</b>	<b>31,246</b>
<b>Expenses</b>						
Employee costs	4.1.7	12,748	13,985	13,028	13,288	13,555
Materials and services	4.1.8	8,700	8,693	8,664	8,837	9,013
Depreciation	4.1.9	6,724	6,157	6,280	6,406	6,534
Amortisation - right of use assets	4.1.10	91	91	91	91	91
Bad and doubtful debts		10	10	10	7	8
Borrowing costs		159	53	49	39	29
Finance Costs - leases		6	-	-	-	-
Other expenses	4.1.11	476	394	377	383	389
<b>Total expenses</b>		<b>28,914</b>	<b>29,383</b>	<b>28,499</b>	<b>29,051</b>	<b>29,619</b>
<b>Surplus/(deficit) for the year</b>		<b>692</b>	<b>8,973</b>	<b>1,170</b>	<b>1,527</b>	<b>1,627</b>
<b>Other comprehensive income Items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation increment /(decrement)		5	1,050	-	-	-
<b>Total comprehensive result</b>		<b>697</b>	<b>10,023</b>	<b>1,170</b>	<b>1,527</b>	<b>1,627</b>

### 3. Financial Statements (continued)

#### Balance Sheet

For the four years ending 30 June 2024

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2019/20	2020/21	2021/22	2022/23	2023/24
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		10,866	10,802	12,212	13,415	14,469
Trade and other receivables		3,306	3,196	3,099	3,088	3,045
Inventories		124	119	119	119	119
Non-current assets classified as held for sale		245	245	-	-	-
Other assets		212	217	212	212	212
<b>Total current assets</b>	4.2.1	14,753	14,579	15,642	16,834	17,845
<b>Non-current assets</b>						
Property, infrastructure, plant & equipment		315,831	326,629	326,235	326,083	326,200
Right-of-use assets	4.2.4	810	719	628	537	446
<b>Total non-current assets</b>	4.2.1	316,641	327,348	326,863	326,620	326,646
<b>Total assets</b>		331,394	341,927	342,505	343,454	344,491
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		3,055	3,165	3,078	3,139	3,193
Trust funds and deposits		284	304	308	308	308
Provisions		2,631	2,751	2,904	2,962	3,021
Interest-bearing liabilities	4.2.3	3,321	1,000	1,013	1,023	1,033
Lease liabilities	4.2.4	91	91	91	91	91
<b>Total current liabilities</b>	4.2.2	9,382	7,311	7,394	7,523	7,646
<b>Non-current liabilities</b>						
Provisions		310	330	424	496	572
Interest-bearing liabilities	4.2.3	-	2,652	1,974	1,286	588
Lease liabilities	4.2.4	719	628	537	446	355
<b>Total non-current liabilities</b>	4.2.2	1,029	3,610	2,935	2,228	1,515
<b>Total liabilities</b>		10,411	10,921	10,329	9,751	9,161
<b>Net assets</b>		320,983	331,006	332,176	333,703	335,330
<b>Equity</b>						
Accumulated surplus		126,807	135,780	136,950	138,477	140,104
Reserves		194,176	195,226	195,226	195,226	195,226
<b>Total equity</b>		320,983	331,006	332,176	333,703	335,330

### 3. Financial Statements (continued)

#### Statement of Changes in Equity

For the four years ending 30 June 2024

	NOTES	Total \$'000	Accumulate d Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2020 Forecast Actual</b>					
Balance at beginning of the financial year		320,286	126,115	193,702	469
Adjusted opening balance		320,286	126,115	193,702	469
Surplus/(deficit) for the year		692	692	-	-
Net asset revaluation increment/(decrement)		5	-	5	-
<b>Balance at end of the financial year</b>		<b>320,983</b>	<b>126,807</b>	<b>193,707</b>	<b>469</b>
<b>2021 Budget</b>					
Balance at beginning of the financial year		320,983	126,807	193,707	469
Surplus/(deficit) for the year		8,973	8,973	-	-
Net asset revaluation increment/(decrement)		1,050	-	1,050	-
<b>Balance at end of the financial year</b>	4.3.2	<b>331,006</b>	<b>135,780</b>	<b>194,757</b>	<b>469</b>
<b>2022</b>					
Balance at beginning of the financial year		331,006	135,780	194,757	469
Surplus/(deficit) for the year		1,170	1,170	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>332,176</b>	<b>136,950</b>	<b>194,757</b>	<b>469</b>
<b>2023</b>					
Balance at beginning of the financial year		332,176	136,950	194,757	469
Surplus/(deficit) for the year		1,527	1,527	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
<b>Balance at end of the financial year</b>		<b>333,703</b>	<b>138,477</b>	<b>194,757</b>	<b>469</b>
<b>2024</b>					
Balance at beginning of the financial year		333,703	138,477	194,757	469
Surplus/(deficit) for the year		1,627	1,627	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
<b>Balance at end of the financial year</b>		<b>335,330</b>	<b>140,104</b>	<b>194,757</b>	<b>469</b>

### 3. Financial Statements (continued)

#### Statement of Cash Flows

For the four years ending 30 June 2024

	Notes	Forecast	Budget	Strategic Resource Plan Projections		
		Actual	2020/21	2021/22	2022/23	2023/24
		2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>						
Rates and charges		15,081	15,790	16,160	16,737	17,215
Statutory fees and fines		465	520	548	545	556
User fees		1,704	1,908	2,011	1,999	2,042
Grants - operating		8,854	9,868	8,629	8,533	8,667
Grants - capital		2,896	9,505	2,186	2,410	2,436
Contributions - monetary		32	103	-	-	-
Interest received		166	169	124	126	129
Trust funds and deposits taken		39	41	-	-	-
Other receipts		235	220	181	180	184
Net GST refund / payment		1,464	2,320	1,344	1,413	1,467
Employee costs		(12,770)	(14,010)	(13,102)	(13,278)	(13,548)
Materials and services		(9,474)	(9,456)	(9,379)	(9,506)	(9,701)
Trust funds and deposits repaid		(19)	(21)	-	-	-
Other payments		(496)	(413)	(264)	(261)	(260)
<b>Net cash provided by/(used in) operating activities</b>	4.4.1	8,177	16,544	8,438	8,899	9,186
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(8,727)	(17,496)	(6,211)	(6,879)	(7,316)
Proceeds from sale of property, infrastructure, plant and equipment		120	710	-	-	-
<b>Net cash provided by/ (used in) investing activities</b>	4.4.2	(8,607)	(16,786)	(6,211)	(6,879)	(7,316)
<b>Cash flows from financing activities</b>						
Finance costs		(159)	(53)	(49)	(39)	(29)
Proceeds from borrowings		-	3,652	-	-	-
Repayment of borrowings		(564)	(3,321)	(668)	(678)	(688)
Interest paid - lease liability		-	-	-	-	-
Repayment of lease liabilities		(100)	(100)	(100)	(100)	(100)
<b>Net cash provided by/(used in) financing activities</b>	4.4.3	(823)	178	(817)	(817)	(817)
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		(1,253)	(64)	1,410	1,202	1,054
Cash and cash equivalents at the beginning of the financial year		12,119	10,866	10,802	12,212	13,415
<b>Cash and cash equivalents at the end of the financial year</b>		10,866	10,802	12,212	13,415	14,469

### 3. Financial Statements (continued)

#### Statement of Capital Works

For the four years ending 30 June 2024

	NOTES	Forecast	Budget	Strategic Resource Plan Projections		
		Actual		2021/22	2022/23	2023/24
		2019/20	2020/21	\$'000	\$'000	\$'000
<b>Property</b>						
Land		100	212	103	105	107
Land improvements		13	3,467	-	-	-
<b>Total land</b>		113	3,679	103	105	107
Buildings		1,673	4,297	941	1,485	1,139
<b>Total buildings</b>		1,673	4,297	941	1,485	1,139
<b>Total property</b>		1,786	7,976	1,044	1,590	1,246
<b>Plant and equipment</b>						
Plant, machinery and equipment		503	770	795	729	827
Fixtures, fittings and furniture		215	370	309	315	322
<b>Total plant and equipment</b>		718	1,140	1,104	1,044	1,149
<b>Infrastructure</b>						
Roads		2,716	3,425	2,225	2,270	2,315
Bridges		850	70	417	426	434
Footpaths and cycleways		176	181	181	185	189
Drainage		842	2,831	258	315	322
Parks, open space and streetscapes		464	282	110	112	115
Off street car parks		180	-	-	-	-
Other infrastructure		202	-	306	312	881
<b>Total infrastructure</b>		5,430	6,789	3,497	3,620	4,256
<b>Total capital works expenditure</b>	4.5.1	7,934	15,905	5,645	6,254	6,651
<b>Represented by:</b>						
New asset expenditure		308	3,434	984	1,447	1,024
Asset renewal expenditure		6,079	10,805	4,339	4,468	5,281
Asset expansion expenditure		-	991	-	-	-
Asset upgrade expenditure		1,547	675	322	339	346
<b>Total capital works expenditure</b>	4.5.1	7,934	15,905	5,645	6,254	6,651
<b>Funding sources represented by:</b>						
Grants		4,123	9,505	902	1,183	1,207
Contributions		-	60	-	-	-
Council cash		3,811	5,445	4,743	5,071	5,444
Borrowings		-	895	-	-	-
<b>Total capital works expenditure</b>	4.5.1	7,934	15,905	5,645	6,254	6,651



### 3. Financial Statements (continued)

#### Statement of Human Resources

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual		2021/22	2022/23	2023/24
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating #	12,748	13,985	13,028	13,288	13,555
Employee costs - capital	829	841	-	-	-
<b>Total staff expenditure</b>	<b>13,577</b>	<b>14,826</b>	<b>13,028</b>	<b>13,288</b>	<b>13,555</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees #	146.9	162.6	150.3	150.3	150.3
Total staff numbers	146.9	162.6	150.3	150.3	150.3

# Employee numbers are increased in 2020/21 by the Working for Victoria grant funded project which involves a FTE of 24.5 for six a six month fixed term, at a cost of \$1,002,000.

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

Directorate	Budget	Comprises			
		Permanent		Casual	Temporary
		2020/21	Full Time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Executive Office	1,190	990	159	-	41
Community Wellbeing	5,444	1,969	2,634	103	738
Corporate Performance	2,337	1,388	770	14	165
Infrastructure Assets and Planning	5,014	3,750	730	111	423
Total permanent staff expenditure	13,985	8,097	4,293	228	1,367
Capitalised labour costs	841				
<b>Total expenditure</b>	<b>14,826</b>				

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

Directorate	Budget	Comprises			
		Permanent		Casual	Temporary
		2020/21	Full Time		
Executive Office	8.1	6.0	1.7	-	0.4
Community Wellbeing	63.4	21.0	32.5	1.6	8.3
Corporate Performance	22.7	13.0	7.9	0.2	1.6
Infrastructure Assets and Planning	58.4	42.0	9.1	1.7	5.6
Total permanent staff expenditure	152.6	82.0	51.2	3.5	15.9
Capitalised labour costs	10.0				
<b>Total staff</b>	<b>162.6</b>				

## 4. Notes to the financial statements

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and charges

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

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2020/21 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.0% in line with the rate cap.

This will raise total rates and charges for 2020/21 of \$15,838,000 (excluding interest on rates and charges).

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

	2019/20 Forecast Actual	2020/21 Budget	Change	%
	\$'000	\$'000	\$'000	
Waste management charges	3,201	3,417	216	6.75%
General rates	10,157	10,743	586	5.77%
Municipal charge	1,811	1,608	-203	-11.21%
Supplementary rates and rate adjustments	46	70	24	52.17%
Interest on rates and charges	66	62	-4	-6.06%
<b>Total rates and charges</b>	<b>15,281</b>	<b>15,900</b>	<b>619</b>	<b>4.05%</b>

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

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

Type or class of land	2019/20 cents/\$CIV	2020/21 cents/\$CIV#	Change
General rate for rateable residential Maryborough	0.4950	0.4741	-4.22%
General rate for rateable residential other	0.4158	0.4172	0.34%
General rate for rateable vacant land Maryborough	0.8910	0.8534	-4.22%
General rate for rateable vacant land other	0.7722	0.7112	-7.90%
General rate for rateable commercial Maryborough	0.7920	0.7586	-4.22%
General rate for rateable commercial - other	0.6336	0.6448	1.77%
General rate for rateable industrial	0.5445	0.5215	-4.22%
General rate for rateable farm	0.3960	0.3793	-4.22%

# These rates in the dollar CIV are indicative only and are subject to minor change upon finalisation of property valuations as at 30 June 2020, in order to ensure compliance with the Fair Go Rates System rate cap.

#### 4. Notes to the financial statements (continued)

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

Type or class of land	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
Residential Maryborough	4,528	4,329	- 199	-4.39%
Residential other	2,001	2,485	484	24.19%
Vacant land Maryborough	138	158	20	14.49%
Vacant land other	333	406	73	21.92%
Commercial Maryborough	1,029	955	- 74	-7.19%
Commercial other	70	119	49	70.00%
Industrial	179	203	24	13.41%
Farm	1,879	2,088	209	11.12%
<b>Total amount to be raised by general rates</b>	<b>10,157</b>	<b>10,743</b>	<b>586</b>	<b>5.77%</b>

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

Type or class of land	2019/20	2020/21	Change	
	Number	Number	Number	%
Residential Maryborough	3,927	3,958	31	0.79%
Residential other	2,295	2,308	13	0.57%
Vacant land Maryborough	134	140	6	4.48%
Vacant land other	644	638	- 6	-0.93%
Commercial Maryborough	246	247	1	0.41%
Commercial other	85	84	- 1	-1.18%
Industrial	102	117	15	14.71%
Farm	1,034	1,044	10	0.97%
<b>Total number of assessments</b>	<b>8,467</b>	<b>8,536</b>	<b>69</b>	<b>0.81%</b>

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

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

Type or class of land	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
Residential Maryborough	914,729	913,039	- 1,690	-0.18%
Residential other	481,139	595,548	114,409	23.78%
Vacant land Maryborough	15,459	18,546	3,087	19.97%
Vacant land other	43,104	57,050	13,946	32.35%
Commercial Maryborough	129,874	125,944	- 3,930	-3.03%
Commercial other	11,009	18,459	7,450	67.67%
Industrial	32,932	38,893	5,961	18.10%
Farm	474,395	550,639	76,244	16.07%
<b>Total value of land</b>	<b>2,102,641</b>	<b>2,318,118</b>	<b>215,477</b>	<b>10.25%</b>

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

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2019/20	2020/21	\$	%
Municipal	229	202	- 27	-11.79%

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

Type of Charge	2019/20	2020/21	Change	
	\$	\$	\$	%
Municipal	1,811	1,608	- 203	-11.21%

## 4. Notes to the financial statements (continued)

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

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2019/20	2020/21	\$	%
Standard Garbage Charge	153.90	163.90	10.00	6.50%
Non-Standard Garbage Charge	263.30	280.40	17.10	6.49%
Waste Management Fee	133.70	142.40	8.70	6.51%
Recycling Charge	137.70	146.70	9.00	6.54%
Green Waste Service (Optional)	68.70	73.20	4.50	6.55%

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

Type of Charge	2019/20	2020/21	Change	
	\$	\$	\$	%
Standard Garbage Charge	883	941	58	6.57%
Non-Standard Garbage Charge	230	260	30	13.04%
Waste Management Fee	1,067	1,136	69	6.47%
Recycling Charge	905	975	70	7.73%
Green Waste Service (Optional)	86	104	18	20.93%
<b>Total</b>	<b>3,171</b>	<b>3,416</b>	<b>245</b>	<b>7.73%</b>

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

	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
Total amount to be raised by general rates	10,157	10,743	586	5.77%
Total amount to be raised by the municipal charge	1,811	1,608	-203	-11.21%
Total amount to be raised by waste charges	3,171	3,416	245	7.73%
<b>Total Rates and charges</b>	<b>15,139</b>	<b>15,767</b>	<b>628</b>	<b>4.15%</b>

4.1.1(l) Fair Go Rates System Compliance

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

	2019/20	2020/21
Total Rates	\$11,968,000	\$12,351,000
Number of rateable properties	8,436	8,536
Base Average Rate	\$ 1,418.63	\$ 1,446.93
Maximum Rate Increase (set by the State Government)	2.50%	2.00%
Capped Average Rate	\$ 1,417.70	\$ 1,447.00
Maximum General Rates and Municipal Charges Revenue	\$11,959,717	\$12,351,592
Budgeted General Rates and Municipal Charges Revenue	\$11,968,000	\$12,351,000
Budgeted Supplementary Rates	\$ 46,000	\$ 70,000
<b>Budgeted Total Rates and Municipal Charges Revenue</b>	<b>\$12,014,000</b>	<b>\$12,421,000</b>

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

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

- The making of supplementary valuations (2020/21: estimated \$70,000 and 2019/20: \$46,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

## 4. Notes to the financial statements (continued)

### 4.1.1(n) Differential rates

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

- Residential Maryborough rate of 0.4741% (0.4741 cents in the dollar of CIV) for all rateable residential properties situated within the Maryborough District boundary
- Residential Other rate of 0.4172% (0.4172 cents in the dollar of CIV) for all rateable residential properties situated outside the Maryborough District boundary
- Vacant Land Maryborough rate of 0.8534% (0.8534 cents in the dollar of CIV) for all rateable vacant land properties situated within the Maryborough District boundary
- Vacant Land Other rate of 0.7112% (0.7112 cents in the dollar of CIV) for all rateable vacant land properties situated outside the Maryborough District boundary
- Commercial Maryborough rate of 0.7586% (0.7586 cents in the dollar of CIV) for all rateable commercial properties situated within the Maryborough District boundary
- Commercial Other rate of 0.6448% (0.6448 cents in the dollar of CIV) for all rateable commercial properties situated outside the Maryborough District boundary
- Industrial rate of 0.5215% (0.5215 cents in the dollar of CIV) for all rateable industrial properties
- Farm Land rate of 0.3793% (0.3793 cents in the dollar of CIV) for all rateable farm properties.

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

It is considered that each differential rate will contribute to the equitable and efficient carrying out of Council's functions, in that it is likely to achieve an equitable financial contribution to the cost of carrying out the functions of Council, including:

- The construction and maintenance of public infrastructure;
- The development and provision of health and community services;
- The provision of general support services.

### 4.1.2 Statutory fees and fines

	Forecast	Budget	Change	
	Actual 2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Town planning fees	144	145	1	0.69%
Building control fees	113	117	4	3.54%
Animal registrations	100	109	9	9.00%
Health registrations	49	62	13	26.53%
Infringements	3	26	23	766.67%
Land and building information certificates	36	37	1	2.78%
Other	20	24	4	20.00%
<b>Total statutory fees and fines</b>	<b>465</b>	<b>520</b>	<b>55</b>	<b>11.83%</b>

### 4.1.3 User charges

	Forecast	Budget	Change	
	Actual 2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Child care	415	543	128	30.84%
Aged care	434	478	44	10.14%
VicRoads agency	310	301	9	-2.90%
Energy Breakthrough event	298	363	65	21.81%
Transfer station	43	39	4	-9.30%
Other	171	147	24	-14.04%
<b>Total user charges</b>	<b>1,671</b>	<b>1,871</b>	<b>200</b>	<b>11.97%</b>

## 4. Notes to the financial statements (continued)

### 4.1.4 Grants

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

	Forecast	Budget	Change	
	Actual	2020/21		
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
<b>Grants were received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	7,039	8,902	1,863	26%
State funded grants	4,711	10,471	5,760	122%
<b>Total grants received</b>	<b>11,750</b>	<b>19,373</b>	<b>7,623</b>	<b>65%</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance Grants	4,082	4,265	183	4%
Child care	987	1,070	83	8%
Veteran's care	74	70	-4	-5%
Commonwealth Home Support Program	1,107	1,091	-16	-1%
<b>Recurrent - State Government</b>				
Aged care	168	172	4	2%
School crossing supervisors	41	37	-4	-10%
Libraries	154	160	6	4%
Kindergartens	244	248	4	2%
Maternal and child health	347	364	17	5%
Community safety	154	154	-	0%
Youth	176	198	22	13%
Other	45	61	16	36%
<b>Total recurrent grants</b>	<b>7,579</b>	<b>7,890</b>	<b>311</b>	<b>4%</b>
<b>Non-recurrent - State Government</b>				
Working for Victoria	-	1,205	1,205	
Go Goldfields	653	523	-130	
Recreation	295	-	295	-100%
Community	156	-	156	-100%
Other	171	-	171	-100%
Energy Breakthrough event	-	250	250	#DIV/0!
<b>Total non-recurrent grants</b>	<b>1,275</b>	<b>1,978</b>	<b>703</b>	<b>55%</b>
<b>Total operating grants</b>	<b>8,854</b>	<b>9,868</b>	<b>1,014</b>	<b>11%</b>
<b>(b) Capital Grants</b>				
<b>Non-recurrent - Commonwealth Government</b>				
Roads to recovery	789	785	-4	-1%
Carisbrook levee	-	831	831	
Community	-	790	790	
<b>Non-recurrent - State Government</b>				
Art gallery	-	500	500	
Maryborough outdoor pool	-	2,000	2,000	
Carisbrook levee	-	831	831	
Fixing Country Roads	1,396	1,000	-396	-28%
Carisbrook recreation reserve upgrade	-	2,000	2,000	
Waste projects	70	18	-52	-74%
Library	141	-	141	-100%
Bridges	500	-	500	-100%
Energy Breakthrough events	-	500	500	
Skate park	-	250	250	
<b>Total non-recurrent grants</b>	<b>2,896</b>	<b>9,505</b>	<b>6,609</b>	<b>228%</b>
<b>Total capital grants</b>	<b>2,896</b>	<b>9,505</b>	<b>6,609</b>	<b>228%</b>
<b>Total Grants</b>	<b>11,750</b>	<b>19,373</b>	<b>7,623</b>	<b>65%</b>

## 4. Notes to the financial statements (continued)

### 4.1.5 Contributions

	Forecast	Budget	Change	
	Actual	2020/21		
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Skate park	-	60	60	
Community	3	2	1	-33.33%
Parks, open space and streetscapes	7	27	20	285.71%
Other	22	14	8	-36.36%
<b>Total contributions</b>	<b>32</b>	<b>103</b>	<b>71</b>	<b>221.88%</b>

### 4.1.6 Other income

	Forecast	Budget	Change	
	Actual	2020/21		
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Interest	166	169	3	1.81%
Reimbursements	102	90	12	-11.76%
Rental	133	130	3	-2.26%
<b>Total other income</b>	<b>401</b>	<b>389</b>	<b>12</b>	<b>-2.99%</b>

### 4.1.7 Employee costs

	Forecast	Budget	Change	
	Actual	2020/21		
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Wages and salaries	10,958	12,156	1,198	10.93%
Long service leave	365	350	(15)	-4.11%
Superannuation	1,098	1,132	34	3.10%
WorkCover insurance premium	218	252	34	15.60%
Fringe benefits tax	109	95	(14)	-12.84%
<b>Total employee costs</b>	<b>12,748</b>	<b>13,985</b>	<b>1,237</b>	<b>9.70%</b>

### 4.1.8 Materials and services

	Forecast	Budget	Change	
	Actual	2020/21		
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Contractors	3,869	3,981	112	2.89%
Materials and services	4,768	4,648	120	-2.52%
Event support, grants and contributions	63	64	1	1.59%
<b>Total materials and services</b>	<b>8,700</b>	<b>8,693</b>	<b>7</b>	<b>-0.08%</b>

### 4.1.9 Depreciation

	Forecast	Budget	Change	
	Actual	2020/21		
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Property - buildings	1,255	1,277	22	1.75%
Plant, machinery and equipment	350	381	31	8.86%
Fixtures, fittings and furniture	4,988	139	4,849	-97.21%
Infrastructure	131	4,360	4,229	3228.24%
<b>Total depreciation</b>	<b>6,724</b>	<b>6,157</b>	<b>567</b>	<b>-8.43%</b>

## 4. Notes to the financial statements (continued)

### 4.1.10 Amortisation - Right of use assets

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Right of use building assets	91	91	-	0.00%
<b>Total amortisation - right of use assets</b>	<b>91</b>	<b>91</b>	<b>-</b>	<b>0.00%</b>

### 4.1.11 Other expenses

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
<i>Councillors' and Administrators' allowances</i>	373	304	- 69	-18.50%
<i>Auditors' remuneration – internal auditor</i>	58	45	- 13	-22.41%
<i>Auditors' remuneration – external auditor</i>	45	45	-	0.00%
<b>Total other expenses</b>	<b>476</b>	<b>394</b>	<b>- 82</b>	<b>-17.23%</b>

## 4.2 Balance Sheet

### 4.2.1 Assets

Overall the total assets in the Balance sheet are expected to increase each year due to a large capital works program offset by the impact of depreciation, and a positive cash position in future years resulting in a higher level of cash held.

### 4.2.2 Liabilities

Overall Council liabilities are forecast to increase slightly the next financial year as a result of net borrowings of \$331,000, and then are forecast to continually decline in future years as Council pays down its loan debt over the life of this plan.

### 4.2.3 Borrowings

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

	Forecast Actual 2019/20 \$	Budget 2020/21 \$
Amount borrowed as at 30 June of the prior year	3,885,313	3,321,271
Amount proposed to be borrowed	1,000,000	3,652,001
Amount projected to be redeemed	- 1,564,042	- 3,321,271
<b>Amount of borrowings as at 30 June</b>	<b>3,321,271</b>	<b>3,652,001</b>



## 4. Notes to the financial statements (continued)

### 4.2.4 Leases by category

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

	Forecast Actual 2019/20 \$	Budget 2020/21 \$
<b>Right-of-use assets</b>		
Land and buildings	810	719
<b>Total right-of-use assets</b>	<b>810</b>	<b>719</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Land and buildings	91	91
<b>Total current lease liabilities</b>	<b>91</b>	<b>91</b>
<b>Non-current lease liabilities</b>		
Land and buildings	719	628
<b>Total non-current lease liabilities</b>	<b>719</b>	<b>628</b>
<b>Total lease liabilities</b>	<b>810</b>	<b>719</b>

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 2.0%.

## 4.3 Statement of changes in Equity

### 4.3.1 Reserves

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time, as movements are difficult to predict, Council has not budgeted for any movement in this reserve in future years.

The other reserves consist of an Unfunded Superannuation reserve and a public open space reserve. Council has not budgeted to make any transfers to these reserves during the period.

### 4.3.2 Equity

The movement in the statement of equity relates to the budgeted comprehensive result for the period.

## 4.4 Statement of Cash Flows

### 4.4.1 Net cash flows provided by/used in operating activities

Cash flows from operating activities are considerably higher in 2020/2021 than in all other years, due to the significant level of grants income budgeted for in this year.

### 4.4.2 Net cash flows provided by/used in investing activities

Cash flows used in investing activities are considerably higher in 2020/2021 than in other years due to the significant level of grants funded capital works budgeted for in this year.

### 4.4.3 Net cash flows provided by/used in financing activities

Cash flows from financing activities are higher in 2020/2021 with net loan borrowings of \$331,000, whereas in all other years Council is paying down debt by over half a million dollars per year.

All four budget years in the Strategic Resources Plan have been prepared on an underlying cash break-even basis.

## 4. Notes to the financial statements (continued)

### 4.5 Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2020/21 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

#### 4.5.1 Capital Works Summary

	Forecast Actual 2019/20	Budget 2020/21	Change	%
	\$'000	\$'000	\$'000	
Property	1,786	7,976	6,190	346.58%
Plant and equipment	718	1,140	422	58.77%
Infrastructure	5,430	6,789	1,359	25.03%
<b>Total</b>	<b>7,934</b>	<b>15,905</b>	<b>7,971</b>	<b>100.47%</b>

	Project Cost	Asset expenditure types				Summary of Funding Sources					
		New	Renewal	Upgrade	Expansion	Grants	Contri- butions	Borrow- ings	Waste Charges	Asset Sales	Council cash
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	7,976	686	5,729	886	675	5,898	60	-	310	335	1,373
Plant and equipment	1,140	-	1,140	-	-	-	-	-	-	310	830
Infrastructure	6,789	2,748	3,936	105	-	3,607	-	895	-	-	2,287
<b>TOTAL NEW CAPITAL WORKS</b>	<b>15,905</b>	<b>3,434</b>	<b>10,805</b>	<b>991</b>	<b>675</b>	<b>9,505</b>	<b>60</b>	<b>895</b>	<b>310</b>	<b>645</b>	<b>4,490</b>

## 4. Notes to the financial statements (continued)

### 4.5 Capital Works Program (continued)

#### 4.5.2 Current Capital Works Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources					
		New	Renewal	Upgrade	Expansion	Grants	Contri- butions	Borrow- ings	Waste Charges	Asset Sales	Council cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PROPERTY</b>											
<b>Land</b>											
Ovals	30		30								30
Oval Surrounds	40		40								40
Landfill Rehabilitation	142		142						142		
<b>Land Improvements</b>											
Rubbish Bins	10		10			5			5		
Bike Racks	15	15									15
Township Shade Sails	150		150			150					
Energy Breakthrough Projects	500		500			500					
Swimming Pools	15		15								15
Maryborough Outdoor Pool	2,000		2,000			2,000					
Splash Park Planning	50		50								50
Skate Park	645	645				250	60			335	
Gordon Gardens Projects	82			82							82
<b>Buildings</b>											
Township Hall Projects	480		480			480					
Risk Reduction Projects	21			21							21
Dunolly E-Waste Shed	26	26				13			13		
Nolan Street & Hub Buildings	400		400								400
Building Projects	190		190								190
Recreation and Open Space Strategy Implementation	50		50								50
Central Goldfields Art Gallery	675				675	500					175
Carisbrook Recreation Reserve	2,210		1,577	633		2,000					210
Building Capital Planning	90		90								90
Essential Safety Measures	5		5								5
Carisbrook Transfer Station	150			150					150		
<b>TOTAL PROPERTY</b>	<b>7,976</b>	<b>686</b>	<b>5,729</b>	<b>886</b>	<b>675</b>	<b>5,898</b>	<b>60</b>	<b>-</b>	<b>310</b>	<b>335</b>	<b>1,373</b>

## 4. Notes to the financial statements (continued)

### 4.5 Capital Works Program (continued)

#### 4.5.2 Current Capital Works Budget (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources					
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Borrow- ings \$'000	Waste Charges \$'000	Asset Sales \$'000	Council cash \$'000
<b>Plant, Machinery and Equipment</b>											
Plant	420		420							110	310
Passenger Vehicles	230		230							120	110
Utility Vehicles	120		120							80	40
<b>Computers and Telecommunications</b>											
Information Technology	370		370								370
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>1,140</b>	<b>-</b>	<b>1,140</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>310</b>	<b>830</b>
<b>INFRASTRUCTURE</b>											
<b>Roads</b>											
Road Design Projects	73		73								73
Major Patches	90		90								90
Road Projects	2,131		2,131			1,785					346
Sealed Road Shoulders	60		60								60
Unsealed Road Projects	356		356								356
Reseals Seals	564		564								564
Asphalt Seals	66		66								66
Final Seals	50		50								50
Signs	25	10	15								25
Traffic Control Furniture	10		10								10
<b>Bridges</b>											
Major Culverts	70		70								70
<b>Footpaths and Cycleways</b>											
Paths Projects	181	81	100								181

## 4. Notes to the financial statements (continued)

### 4.5 Capital Works Program (continued)

#### 4.5.2 Current Capital Works Budget (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources					
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Borrow- ings \$'000	Waste Charges \$'000	Asset Sales \$'000	Council cash \$'000
<b>Drainage</b>											
Drainage Projects	174		174								174
Carisbrook Levee	2,557	2,557				1,662		895			
Minor Culverts Projects	30	15	15								30
Kerb & Channel	70	20	50								70
<b>Parks, Open Space and Streetscapes</b>											
Parks Projects	117	65	52			65					52
Playgrounds Projects	70		15	55		45					25
Streetscape Projects	65		15	50		50					15
Street Furniture	15		15								15
Recycled Water main	15		15								15
<b>TOTAL INFRASTRUCTURE</b>	<b>6,789</b>	<b>2,748</b>	<b>3,936</b>	<b>105</b>	<b>-</b>	<b>3,607</b>	<b>-</b>	<b>895</b>	<b>-</b>	<b>-</b>	<b>2,287</b>
<b>TOTAL NEW CAPITAL WORKS</b>	<b>15,905</b>	<b>3,434</b>	<b>10,805</b>	<b>991</b>	<b>675</b>	<b>9,505</b>	<b>60</b>	<b>895</b>	<b>310</b>	<b>645</b>	<b>4,490</b>

## 4. Notes to the financial statements (continued)

### 4.5 Capital Works Program (continued)

#### 4.5.3 Works carried forward from the 2019/20 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources					
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Borrow- ings \$'000	Waste Charges \$'000	Asset Sales \$'000	Council cash \$'000
<b>PROPERTY</b>											
<b>Land Improvements</b>											
<i>Dunolly Dump Point Installation</i>	11	11					5				6
<b>Buildings</b>											
<i>Building Structural Condition Assessments &amp; Management Plan</i>	89		89								89
<i>Maryborough Sports &amp; Leisure Complex</i>	150		150			150					
<i>Bin Roofs Transfer Stations</i>	120			120					120		
<i>Building upgrades for civic centre</i>	255		255								255
<i>Delidjo Recreation Reserve Concept Plan</i>	128		128								128
<b>TOTAL PROPERTY</b>	<b>753</b>	11	622	120	-	150	5	-	120	-	478
<b>PLANT AND EQUIPMENT</b>											
<b>Plant, Machinery and Equipment</b>											
Plant	289		289							90	199
Passenger Vehicles	90		90							70	20
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>379</b>	-	379	-	-	-	-	-	-	160	219

## 4. Notes to the financial statements (continued)

### 4.5 Capital Works Program (continued)

#### 4.5.3 Works carried forward from the 2019/20 year (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources					
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Borrow- ings \$'000	Waste Charges \$'000	Asset Sales \$'000	Council cash \$'000
<b>INFRASTRUCTURE</b>											
<b>Roads</b>											
<i>Avoca Road Talbot Renewal and Upgrade Stage 2</i>	586		586			586					
<i>Carisbrook Transfer Station Pavement Rehabilitation Major Patches</i>	80		80					80			
<i>Traffic control facilities new</i>	121		121								121
<i>Traffic control facilities renewal</i>	22	22									22
<i>Traffic control facilities renewal</i>	10		10								10
<b>Drainage</b>											
<i>Carisbrook Levee</i>	810			810		600					210
<i>Carisbrook Creek additional clearing</i>	75			75							75
<b>Parks, Open Space and Streetscapes</b>											
<i>Maryborough Outdoor Swimming Pool</i>	150		150								150
<i>Skate Park Development</i>	43		43								43
<i>Central Highlands Water IWM Station Domain project design</i>	50			50		35					15
<b>Other Infrastructure</b>											
<i>Airport Fence Renewal</i>	10		10								10
<b>TOTAL INFRASTRUCTURE</b>	<b>1,957</b>	22	1,000	935	-	1,221	-	-	80	-	656
<b>TOTAL CARRIED FORWARD CAPITAL WORKS 2019/20</b>	<b>3,089</b>	<b>33</b>	<b>2,001</b>	<b>1,055</b>	<b>-</b>	<b>1,371</b>	<b>5</b>	<b>-</b>	<b>200</b>	<b>160</b>	<b>1,353</b>

## 5. Financial performance indicators

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

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	+/-
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	0%	-8%	-2%	4%	5%	5%	+
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	2	162%	157%	199%	212%	224%	233%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	-10%	86%	109%	127%	141%	153%	+
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	26%	22%	23%	18%	14%	9%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		5%	5%	21%	4%	4%	4%	+
Indebtedness	Non-current liabilities / own source revenue		2%	6%	19%	15%	11%	8%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	47%	90%	175%	69%	70%	81%	+
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	6	49%	57%	55%	55%	55%	55%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.70%	0.73%	0.69%	0.67%	0.66%	0.64%	o
<b>Efficiency</b>									
Expenditure level	Total expenses/ no. of property assessments		\$3,556	\$3,415	\$3,442	\$3,314	\$3,353	\$3,393	o
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,000	\$1,049	\$1,087	\$1,117	\$1,139	\$1,162	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial		10	8	7	7	7	7	+



## 5. Financial performance indicators (continued)

### 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

The adjusted underlying result measures the sustainable operating result required to ensure Council to continue to provide core services in a financial sustainable way. The result is forecast to improve over the SRP period.

#### 2. Working Capital

The working capital ratio is calculated by dividing current assets by current liabilities, and is a measure of liquidity. Ratios over 100% are required to ensure that Council is able to pay its debts when they fall due. The ratio is forecast to improve over the SRP period.

#### 3. Unrestricted Cash

Unrestricted cash ratio calculates the level of cash that is not tied to grants or specific projects. The ratio is forecast to improve over the SRP period.

#### 4. Debt compared to rates

Council's debt levels will be reduced over the life of the SRP, and the ratio is forecast to improve over the SRP period.

#### 5. Asset renewal

The asset renewal ratio shows the level of capital expenditure used to replace existing assets. A percentage less than 100 indicates that some assets are not being renewed at the same rate as their utilisation.

#### 6. Rates concentration

Rates concentration measures the level of rate revenue as a proportion of adjusted underlying revenue. This measure is expected to remain steady during the period.

## 6. Schedule of Fees and Charges

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

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

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>6.01 Art Gallery</b>							
Gallery Admission	Per person	Taxable	\$0.00	\$0.00	\$0.00	0.0%	Non-statutory
School Holiday Children's Workshop Fees	Per workshop	Taxable	POA	POA			Non-statutory
<b>6.02 Animal Management</b>							
Dog Registration – Animal either neutered, over 10 years old, working stock, breeding stock at registered business or obedience trained	Per dog	Non -Taxable	\$35.70	\$36.40	\$0.70	2.0%	Statutory
Pensioner Dog Registration – Animal either neutered, over 10 years old, working stock, breeding stock at registered business or obedience	Per dog	Non -Taxable	\$17.40	\$17.70	\$0.30	1.7%	Statutory
Cat Registration – Animal either neutered, over 10 years old or breeding stock at registered business.	Per cat	Non -Taxable	\$35.70	\$36.40	\$0.70	2.0%	Statutory
Pensioner Cat Registration – Animal either neutered, over 10 years old or breeding stock at registered business	Per cat	Non -Taxable	\$17.40	\$17.70	\$0.30	1.7%	Statutory
Dog Registration	Per dog	Non -Taxable	\$102.00	\$104.00	\$2.00	2.0%	Statutory
Pensioner Dog Registration	Per dog	Non -Taxable	\$51.00	\$52.00	\$1.00	2.0%	Statutory
Cat Registration	Per cat	Non -Taxable	\$102.00	\$104.00	\$2.00	2.0%	Statutory
Pensioner Cat Registration	Per cat	Non -Taxable	\$51.00	\$52.00	\$1.00	2.0%	Statutory
Micro chipping	Per animal	Taxable	\$40.80	\$42.00	\$1.20	2.9%	Statutory
Permit for more than 2 dogs (per annum)	Per permit	Taxable	\$40.80	\$42.00	\$1.20	2.9%	Statutory
Domestic Animal Business Registration (DAB)	Per registration	Non -Taxable	\$0.00	\$250.00	\$250.00		Statutory
Pound release fee (Cat)	Per cat	Taxable	\$40.80	\$42.00	\$1.20	2.9%	Statutory
Pound release per day (Cat)	Per cat	Taxable	\$15.30	\$15.60	\$0.30	2.0%	Statutory
Pound release fee (Dog)	Per dog	Taxable	\$40.80	\$42.00	\$1.20	2.9%	Statutory
Pound release per day (Dog)	Per dog	Taxable	\$15.30	\$15.60	\$0.30	2.0%	Statutory
Pound release fee (Stock & other)	Per animal	Taxable	\$102.00	\$104.00	\$2.00	2.0%	Statutory
Pound release fee (Stock & other)	Per animal per day	Taxable	\$20.40	\$20.80	\$0.40	2.0%	Statutory

## 6. Schedule of Fees and Charges (continued)

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>6.02 Animal Management (continued)</b>							
Adoption Fee (Female Dogs)	Per animal	Taxable	\$433.00	\$441.50	\$8.50	2.0%	Non-statutory
Adoption Fee (Male Dogs)	Per animal	Taxable	\$323.00	\$329.00	\$6.00	1.9%	Non-statutory
Adoption Fee (Female Cats)	Per animal	Taxable	\$221.00	\$225.00	\$4.00	1.8%	Non-statutory
Adoption Fee (Male Cats)	Per animal	Taxable	\$161.00	\$164.00	\$3.00	1.9%	Non-statutory
Animal Trap Hire Bond	Per trap	Taxable	\$50.00	\$50.00	\$0.00	0.0%	Non-statutory
<b>6.03 Airport</b>							
Site Leases	Per site	Taxable	Market rate	Market rate	\$0.00	0.0%	Non-statutory
Licence fee	Per site	Taxable	\$275.00	\$275.00	\$0.00	0.0%	Non-statutory
<b>6.04 Asset Management</b>							
Wood collection fee – per m3	Per m3	Non -Taxable	\$21.50	\$21.90	\$0.40	1.9%	Non-statutory
Pensioner Concession Wood collection fee – per m3	Per m3	Non -Taxable	\$10.80	\$11.00	\$0.20	1.9%	Non-statutory
Consent for excavation works	Per permit	Non -Taxable	\$153.00	\$156.10	\$3.10	2.0%	Non-statutory
Vehicle crossing fee	Per permit	Non -Taxable	\$132.60	\$135.30	\$2.70	2.0%	Non-statutory
General road occupation	Per permit	Non -Taxable	\$96.90	\$98.80	\$1.90	2.0%	Non-statutory
Construction road occupation fee - First week	Per week	Non -Taxable	\$96.90	\$98.80	\$1.90	2.0%	Non-statutory
Construction road occupation fee - after one week	Per week	Non -Taxable	\$45.90	\$46.80	\$0.90	2.0%	Non-statutory
Storage road occupation fee -1 week	Per week	Non -Taxable	\$96.90	\$98.80	\$1.90	2.0%	Non-statutory
Storage road occupation fee - after one week	Per week	Non -Taxable	\$45.90	\$46.80	\$0.90	2.0%	Non-statutory
Tree Planting fee	Per permit	Taxable	\$163.20	\$166.50	\$3.30	2.0%	Non-statutory
Caravan/Motorhome storage	Per permit	Non -Taxable	\$132.60	\$135.30	\$2.70	2.0%	Non-statutory
Container storage	Per permit	Non -Taxable	\$132.60	\$135.30	\$2.70	2.0%	Non-statutory
<b>6.05 Building</b>							
Building Information Fee	Per statement	Non -Taxable	\$54.00	\$55.00	\$1.00	1.9%	Statutory
Stormwater legal point of discharge	Per permit	Non -Taxable	\$68.00	\$69.50	\$1.50	2.2%	Statutory
Report and Consent	Per report	Non -Taxable	\$68.00	\$69.50	\$1.50	2.2%	Statutory
Lodgement Fee	Per lodgement	Non -Taxable	\$41.00	\$42.00	\$1.00	2.4%	Statutory
Class 1 Dwelling (House) value \$0-\$150,000	Per permit	Taxable	\$1,782.00	\$1,818.00	\$36.00	2.0%	Statutory
Class 1 Dwelling (House) value \$150,001-\$200,000	Per permit	Taxable	\$1,947.00	\$1,986.00	\$39.00	2.0%	Statutory
Class 1 Dwelling (House) value \$200,001-\$300,000	Per permit	Taxable	\$2,134.00	\$2,177.00	\$43.00	2.0%	Statutory

## 6. Schedule of Fees and Charges (continued)

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>6.05 Building (continued)</b>							
Class 1 Dwelling (House) value \$300,001-\$400,000	Per permit	Taxable	\$2,805.00	\$2,861.00	\$56.00	2.0%	Statutory
Class 1 Dwelling (House) value \$400,001-\$500,000	Per permit	Taxable	\$3,542.00	\$3,613.00	\$71.00	2.0%	Statutory
Class 1 Dwelling (House) value \$500,000 +	Per permit	Taxable	POA	POA	\$0.00	0.0%	Statutory
Class 10A Buildings (Sheds) value \$0 - \$5,000	Per permit	Taxable	\$594.00	\$606.00	\$12.00	2.0%	Statutory
Class 10A Buildings (Sheds) value \$5,001 - \$10,000	Per permit	Taxable	\$704.00	\$718.00	\$14.00	2.0%	Statutory
Class 10A Buildings (Sheds) value \$10,001-\$20,000	Per permit	Taxable	\$825.00	\$842.00	\$17.00	2.1%	Statutory
Class 10A Buildings (Sheds) value \$20,001 +	Per permit	Taxable	\$946.00	\$965.00	\$19.00	2.0%	Statutory
Class 10B (Pools, fences) value \$0 - \$5,000	Per permit	Taxable	\$594.00	\$606.00	\$12.00	2.0%	Statutory
Class 10B (Pools, fences) value \$5,001 - \$10,000	Per permit	Taxable	\$704.00	\$718.00	\$14.00	2.0%	Statutory
Class 10B (Pools, fences) value \$10,001 +	Per permit	Taxable	\$825.00	\$842.00	\$17.00	2.1%	Statutory
Building Alterations Domestic value \$0 - \$5,000	Per permit	Taxable	\$594.00	\$606.00	\$12.00	2.0%	Statutory
Building Alterations Domestic value \$5,001 - \$10,000	Per permit	Taxable	\$704.00	\$718.00	\$14.00	2.0%	Statutory
Building Alterations Domestic value \$10,001 - \$30,000	Per permit	Taxable	\$946.00	\$965.00	\$19.00	2.0%	Statutory
Building Alterations Domestic value \$30,001 - \$50,000	Per permit	Taxable	\$1,232.00	\$1,257.00	\$25.00	2.0%	Statutory
Building Alterations Domestic value \$50,001 - \$80,000	Per permit	Taxable	\$1,562.00	\$1,593.00	\$31.00	2.0%	Statutory
Building Alterations Domestic value \$80,001 - \$100,000	Per permit	Taxable	\$1,782.00	\$1,818.00	\$36.00	2.0%	Statutory
Building Alterations Domestic value \$100,001 - \$200,000	Per permit	Taxable	\$1,917.00	\$1,955.00	\$38.00	2.0%	Statutory
All other buildings including Commercial value \$0 - \$500,000	Per permit	Taxable	\$1.13 per 1% of value of Building works	\$1.14 per 1% of value of Building works			Statutory
All other buildings including Commercial value \$500,001 +	Per permit	Taxable	POA	POA	\$0.00	0.0%	Statutory
Extension of existing Building Permit value Class 10 buildings 1st permit extension	Per permit	Taxable	\$517.00	\$527.00	\$10.00	1.9%	Statutory
Extension of existing Building Permit value Class 10 buildings Subsequent extension	Per permit	Taxable	POA	POA	\$0.00	0.0%	Statutory
Extension of existing Building Permit value Class 1-9 buildings 1st permit extension	Per permit	Taxable	\$517.00	\$527.00	\$10.00	1.9%	Statutory
Extension of existing Building Permit value Class 1-9 buildings Subsequent extension	Per permit	Taxable	POA	POA			Statutory
Redline report liquor licence	Per licence	Taxable	\$445.50	\$454.00	\$0.00	0.0%	Statutory
Building inspections	Per inspection	Taxable	\$224.40	\$230.00	\$5.60	2.5%	Statutory
Demolition minor	Per permit	Taxable	\$561.00	\$572.00	\$11.00	2.0%	Statutory
Demolition major	Per permit	Taxable	\$781.00	\$797.00	\$16.00	2.0%	Statutory
Illegal building work	Per permit	Taxable	1.5 times building permit fee	1.5 times building permit fee			Statutory

## 6. Schedule of Fees and Charges (continued)

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>6.05 Building (continued)</b>							
ESM report	Per report	Taxable	\$561.00	\$572.00	\$11.00	2.0%	Statutory
Title search	Per search	Taxable	\$56.10	\$57.00	\$0.90	1.6%	Non-statutory
Archive retrieval	Per retrieval	Taxable	\$82.50	\$84.00	\$1.50	1.8%	Non-statutory
Swimming pool or spa registration	Per pool or spa	Non -Taxable	#	\$31.80			Statutory
Swimming pool or spa registration - Information search fee	Per request	Non -Taxable	#	\$47.20			Statutory
Swimming pool or spa registration - Compliance Certificate Lodgement	Per certificate	Non -Taxable	#	\$20.40			Statutory
Swimming pool or spa registration - Certificate of Noncompliance Lodgement	Per certificate	Non -Taxable	#	\$385.10			Statutory
# New State government fee legislated from 1 January 2020							
<b>6.06 Caravan Park Registrations</b>							
Registration Application Fees less than 26 Sites	Per registration	Non -Taxable	\$245.65	\$250.75	\$5.10	2.1%	Statutory
Registration Application Fees between 26 and 50 Sites	Per registration	Non -Taxable	\$491.30	\$501.50	\$10.20	2.1%	Statutory
Registration Application Fees between 51 and 100 Sites	Per registration	Non -Taxable	\$982.60	\$1,003.00	\$20.40	2.1%	Statutory
Registration Application Fees between 101 and 150 Sites	Per registration	Non -Taxable	\$1,488.35	\$1,519.25	\$30.90	2.1%	Statutory
Registration Application Fees between 151 and 200 Sites	Per registration	Non -Taxable	\$1,979.65	\$2,020.75	\$41.10	2.1%	Statutory
Registration Application Fees between 201 and 250 Sites	Per registration	Non -Taxable	\$2,470.95	\$2,522.25	\$51.30	2.1%	Statutory
Registration Application Fees between 251 and 300 Sites	Per registration	Non -Taxable	\$2,962.25	\$3,023.75	\$61.50	2.1%	Statutory
Registration Application Fees between 301 and 350 Sites	Per registration	Non -Taxable	\$3,468.00	\$3,540.00	\$72.00	2.1%	Statutory
Registration Application Fees between 351 and 400 Sites	Per registration	Non -Taxable	\$3,959.30	\$4,041.50	\$82.20	2.1%	Statutory
Registration Application Fees between 401 and 450 Sites	Per registration	Non -Taxable	\$4,450.60	\$4,543.00	\$92.40	2.1%	Statutory
Registration Application Fees between 451 and 500 Sites	Per registration	Non -Taxable	\$4,941.90	\$5,044.50	\$102.60	2.1%	Statutory

## 6. Schedule of Fees and Charges (continued)

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>6.07 Civil Services</b>							
Checking of Civil drawings for Subdivisions	Per job	Taxable	0.75% of the total construction costs	0.75% of the total construction costs			Non-statutory
Supervision of construction	Per job	Taxable	2.5% of the total construction costs	2.5% of the total construction costs			Non-statutory
Water from Standpipes Maryborough, Dunolly and Bealiba	Per kilolitre	Non -Taxable	\$6.20	#			Non-statutory
Avdata Keys	Per key	Taxable	\$30.00	\$30.00	\$0.00	0.0%	Non-statutory
Private Works for Others # Service ceased 2019	Per job	Taxable	Costs plus 20% plus	Costs plus 20% plus			Non-statutory
<b>6.08 Environmental Health</b>							
Septic Tank application fee	Per permit	Non -Taxable	\$410.00	\$418.00	\$8.00	2.0%	Non-statutory
Alter Septic Tank fee	Per permit	Non -Taxable	\$300.00	\$306.00	\$6.00	2.0%	Non-statutory
Septic Tank amendment	Per permit	Non -Taxable	\$55.00	\$56.00	\$1.00	1.8%	Non-statutory
Septic Tank extension	Per permit	Non -Taxable	\$55.00	\$56.00	\$1.00	1.8%	Non-statutory
Additional Site Inspection	Per inspection	Non -Taxable	\$200.00	\$204.00	\$4.00	2.0%	Non-statutory
Search Fee	Per search	Taxable	\$82.50	\$84.00	\$1.50	1.8%	Non-statutory
Immunisation - Influenza (industry)	Per immunisation	Non -Taxable	\$25.50	\$26.00	\$0.50	2.0%	Non-statutory
<b>6.09 Finance</b>							
Land Information Certificate	Per certificate	Non -Taxable	\$26.30	\$27.00	\$0.70	2.7%	Statutory

## 6. Schedule of Fees and Charges (continued)

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>6.10 Food Premises</b>							
Class 1	Per registration	Non -Taxable	\$355.00	\$362.00	\$7.00	2.0%	Non-statutory
Class 2 Fixed food premises	Per registration	Non -Taxable	\$310.00	\$316.00	\$6.00	1.9%	Non-statutory
Class 2 Community Group fixed food premises	Per registration	Non -Taxable	\$155.00	\$158.00	\$3.00	1.9%	Non-statutory
Class 2 Mobile Food Vehicle	Per registration	Non -Taxable	\$310.00	\$316.00	\$6.00	1.9%	Non-statutory
Class 2 Mobile Food Vehicle (Community Group)	Per registration	Non -Taxable	\$93.00	\$95.00	\$2.00	2.2%	Non-statutory
Class 2 Temporary Premise	Per registration	Non -Taxable	\$310.00	\$316.00	\$6.00	1.9%	Non-statutory
Class 2 Temporary Premise (Community Group)	Per registration	Non -Taxable	\$155.00	\$158.00	\$3.00	1.9%	Non-statutory
Class 2 Domestic Kitchen	Per registration	Non -Taxable	\$310.00	\$316.00	\$6.00	1.9%	Non-statutory
Class 2 Community Group (Registration of a food van or temporary premises associated with a fixed premises)	Per registration	Non -Taxable	\$310.00	\$232.00	-\$78.00	-25.2%	Non-statutory
Class 2 Registration of a food van or temporary premises associated with a fixed premises	Per registration	Non -Taxable	\$620.00	\$475.00	-\$145.00	-23.4%	Non-statutory
Class 3 Fixed food premises	Per registration	Non -Taxable	\$188.00	\$192.00	\$4.00	2.1%	Non-statutory
Class 3 Mobile Food Vehicle	Per registration	Non -Taxable	\$188.00	\$192.00	\$4.00	2.1%	Non-statutory
Class 3 Mobile Food Vehicle (Community Group)	Per registration	Non -Taxable	\$93.00	\$95.00	\$2.00	2.2%	Non-statutory
Class 3 Temporary Premises	Per registration	Non -Taxable	\$188.00	\$192.00	\$4.00	2.1%	Non-statutory
Class 3 Temporary Premises (Community Group)	Per registration	Non -Taxable	\$155.00	\$158.00	\$3.00	1.9%	Non-statutory
Class 3 Domestic Kitchen	Per registration	Non -Taxable	\$188.00	\$192.00	\$4.00	2.1%	Non-statutory
Class 3 Registration of a food van or temporary premises associated with a fixed premises #	Per registration	Non -Taxable	\$376.00	\$282.00	-\$94.00	-25.0%	Non-statutory
Class 3 Community Group (Registration of a food van or temporary premises associated with a fixed premises) #	Per registration	Non -Taxable	\$376.00	\$186.00	-\$190.00	-50.5%	Non-statutory
# Proprietors previously required to register twice (\$188 fee x 2). This has been challenged by the community as being unequitable.							
Class 4 Streatrader Notification	Per registration	Non -Taxable	\$0.00	\$0.00	\$0.00		Non-statutory
Class 3 fee	Per registration	Non -Taxable	\$188.00		-\$188.00	-100.0%	Non-statutory
Initial Registration fee for new business	Per registration	Non -Taxable	Renewal fee as per above + 50%. Fees applied on a pro-rata quarterly basis for new registrations	Renewal fee as per above + 50%. Fees applied on a pro-rata quarterly basis for new registrations			Non-statutory

## 6. Schedule of Fees and Charges (continued)

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>6.10 Food Premises (continued)</b>							
Transfer of proprietor fee	Per transfer	Non -Taxable	50% of applicable renewal fee as per the above. Plus inspection fee	50% of applicable renewal fee as per the above. Plus inspection fee			Non-statutory
Requested inspection fee	Per inspection	Taxable	50% of applicable renewal fee as per the above. Plus inspection fee	50% of applicable renewal fee as per the above. Plus inspection fee			Non-statutory
Reinspection fee as a result of noncompliance follow up inspection required	Per inspection	Non -Taxable	50% of applicable renewal fee as per the above. Plus inspection fee	50% of applicable renewal fee as per the above. Plus inspection fee			Non-statutory
<b>6.11 Freedom of Information</b>							
Search fee per hour	Per hour	Non -Taxable	\$21.33	\$22.22	\$0.89	4.2%	Statutory
Search fee	Per search	Non -Taxable	\$28.40	\$29.62	\$1.22	4.3%	Statutory
<b>6.12 Goldfields Family Centre</b>							
Morning session	Per session	Non -Taxable	\$57.20	\$58.00	\$0.80	1.4%	Non-statutory
Afternoon session	Per session	Non -Taxable	\$54.10	\$54.90	\$0.80	1.5%	Non-statutory
Daily	Per day	Non -Taxable	\$108.20	\$109.80	\$1.60	1.5%	Non-statutory
Full time (5 days per week)	Per week	Non -Taxable	\$507.00	\$514.60	\$7.60	1.5%	Non-statutory
Morning session Holding Fee	Per session	Non -Taxable	\$28.60	\$29.00	\$0.40	1.4%	Non-statutory
Afternoon session Holding Fee	Per session	Non -Taxable	\$27.60	\$28.00	\$0.40	1.4%	Non-statutory
Daily Holding Fee	Per day	Non -Taxable	\$54.10	\$54.90	\$0.80	1.5%	Non-statutory
Full time (5 days per week) Holding fee	Per week	Non -Taxable	\$254.00	\$257.80	\$3.80	1.5%	Non-statutory



## 6. Schedule of Fees and Charges (continued)

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>6.13 Health Registrations</b>							
Skin Penetration fee	Per registration	Non -Taxable	\$150.00	\$153.00	\$3.00	2.0%	Non-statutory
Hairdressers fee	Per registration	Non -Taxable	\$150.00	\$76.50	-\$73.50	-49.0%	Non-statutory
Beauty Therapy	Per registration	Non -Taxable	\$150.00	\$153.00	\$3.00	2.0%	Non-statutory
Prescribed Accommodation fee	Per registration	Non -Taxable	\$195.00	\$199.00	\$4.00	2.1%	Non-statutory
Initial Registration fee Skin Penetration, Hairdressers or Beauty Therapy	Per registration	Non -Taxable	\$75.00	\$76.50	\$1.50	2.0%	Non-statutory
Initial Registration fee Prescribed Accommodation fee	Per registration	Non -Taxable	\$100.00	\$102.00	\$2.00	2.0%	Non-statutory
Transfer of proprietor fee Skin Penetration, Hairdressers or Beauty Therapy	Per transfer	Non -Taxable	\$75.00	\$76.50	\$1.50	2.0%	Non-statutory
Transfer of proprietor fee Prescribed Accommodation Fee	Per transfer	Non -Taxable	\$97.50	\$99.50	\$2.00	2.1%	Non-statutory
Requested inspection fee	Per inspection	Taxable	50% of annual renewal fee as per the above.	50% of annual renewal fee as per the above.			Non-statutory
Reinspection fee as a result of noncompliance follow up inspection required	Per inspection	Taxable	50% of annual renewal fee as per the above.	50% of annual renewal fee as per the above.			Non-statutory
Aquatic Facility Registration Category 1 (public aquatic facility) #	Per registration	Non -Taxable		\$350.00			Non-statutory
Aquatic Facility Registration Category 2 (residential apartment complex, hotel, motel or hostel) #	Per registration	Non -Taxable		\$200.00			Non-statutory
# New Fee. The Public Health and Wellbeing Regulations 2019 now require Councils to register aquatic facilities.							
<b>6.14 Home Support Services</b>							
Home care	Per hour	Non -Taxable	\$6.70	\$6.90	\$0.20	3.0%	Non-statutory
Respite	Per hour	Non -Taxable	\$3.50	\$3.50	\$0.00	0.0%	Non-statutory
Personal care	Per hour	Non -Taxable	\$3.50	\$3.60	\$0.10	2.9%	Non-statutory
Social support - group	Per hour	Non -Taxable	\$1.30	\$1.35	\$0.05	3.8%	Non-statutory
Social support - individual	Per hour	Non -Taxable	\$6.70	\$6.90	\$0.20	3.0%	Non-statutory
Home maintenance	Per hour	Non -Taxable	\$12.00	\$12.30	\$0.30	2.5%	Non-statutory
Home modifications	Per hour	Non -Taxable	\$12.00	\$12.30	\$0.30	2.5%	Non-statutory
Delivered meals	Per hour	Non -Taxable	\$10.00	\$10.20	\$0.20	2.0%	Non-statutory

## 6. Schedule of Fees and Charges (continued)

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>6.15 Library Services</b>							
Book Club Registration on Institution	Per registration	Taxable	\$150.00	\$153.00	\$3.00	2.0%	Non-statutory
Fines per day	Per book	Taxable	\$0.30	\$0.00	-\$0.30	-100.0%	Non-statutory
Lost Card	Per card	Taxable	\$2.20	\$2.20	\$0.00	0.0%	Non-statutory
Library Bags	Per bag	Taxable	\$3.10	\$3.20	\$0.10	3.2%	Non-statutory
Photocopy A4 B&W	Per page	Taxable	\$0.30	\$0.30	\$0.00	0.0%	Non-statutory
Photocopy A3 B&W	Per page	Taxable	\$0.60	\$0.60	\$0.00	0.0%	Non-statutory
Photocopy A4 Colour	Per page	Taxable	\$1.10	\$1.10	\$0.00	0.0%	Non-statutory
Photocopy A3 Colour	Per page	Taxable	\$2.10	\$2.10	\$0.00	0.0%	Non-statutory
Fax - sending	Per page	Taxable	\$1.60	\$1.60	\$0.00	0.0%	Non-statutory
Fax - receiving	Per page	Taxable	\$0.30	\$0.30	\$0.00	0.0%	Non-statutory
Processing fee - lost books	Per book	Taxable	\$6.20	\$6.30	\$0.10	1.6%	Non-statutory
Reservations/Inter-Library Loan	Per book	Taxable	\$2.60	\$2.70	\$0.10	3.8%	Non-statutory
Reservations/Inter-Library Loan - Tertiary	Per book	Taxable	\$19.40	\$19.80	\$0.40	2.1%	Non-statutory
<b>6.16 Local Laws</b>							
Parking fines	Per fine	Non -Taxable	\$46.00	\$47.00	\$1.00	2.2%	Non-statutory
Disabled Parking Permit	Per permit	Taxable	\$12.00	\$12.25	\$0.25	2.1%	Non-statutory
Advertising and Marketing Permit	Per permit	Taxable	\$51.00	\$52.00	\$1.00	2.0%	Non-statutory
Outside Dining Permit 2 Tables	Per permit	Taxable	\$56.00	\$57.00	\$1.00	1.8%	Non-statutory
Outside Dining Permit 3 Tables or more	Per permit	Taxable	\$112.00	\$114.00	\$2.00	1.8%	Non-statutory
Goods for display	Per permit	Taxable	\$56.00	\$57.00	\$1.00	1.8%	Non-statutory
Container/Camping Storage Permit	Per permit	Taxable	\$133.00	\$135.00	\$2.00	1.5%	Non-statutory
Itinerate Trade Permit	Per permit	Taxable	\$245.00	\$250.00	\$5.00	2.0%	Non-statutory

## 6. Schedule of Fees and Charges (continued)

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>6.17 Planning</b>							
Extension to Planning Permit – First extension	Per extension	Taxable	\$210.00	\$214.00	\$4.00	1.9%	Non-statutory
Extension to Planning Permit – Second extension	Per extension	Taxable	\$315.00	\$321.00	\$6.00	1.9%	Non-statutory
Extension to Planning Permit – Third extension	Per extension	Taxable	\$525.00	\$535.50	\$10.50	2.0%	Non-statutory
Secondary Consent	Per consent	Taxable	\$160.00	\$163.00	\$3.00	1.9%	Non-statutory
Written Planning Advice	Per report	Taxable	\$105.00	\$107.00	\$2.00	1.9%	Non-statutory
Request for copying of Planning Permit (Electronic Version)	Per copy	Taxable	\$55.00	\$56.00	\$1.00	1.8%	Non-statutory
Request for hard copy of Planning Permit or other documentation	Per copy	Taxable	\$105.00	\$107.00	\$2.00	1.9%	Non-statutory
Notice of Planning Application	Per notice	Taxable	\$51.00	\$52.00	\$1.00	2.0%	Non-statutory
Notice letters (only above 12 letters/notices)	Per letter	Taxable	\$2.10	\$2.15	\$0.05	2.4%	Non-statutory
Public notice in newspaper or Government Gazette	Per notice	Taxable	At cost	At cost			Non-statutory
Planning Panel Costs	Per panel	Taxable	At cost	At cost			Non-statutory
Request to Approve Development Plan	Per request	Taxable	\$420.00	\$428.00	\$8.00	1.9%	Non-statutory
Request to Approve Development Plan	Per request	Taxable	\$210.00	\$214.00	\$4.00	1.9%	Non-statutory
<b>6.18 Sporting Grounds Casual Use/ Hire</b>							
Frank Graham Oval - Casual	Per hour	Taxable	\$45.90	\$46.80	\$0.90	2.0%	Non-statutory
Princes Park Oval Casual Hire - training without lights	Per hour	Taxable	\$45.90	\$46.80	\$0.90	2.0%	Non-statutory
Princes Park Oval Casual Hire - training with lights	Per hour	Taxable	\$66.30	\$67.60	\$1.30	2.0%	Non-statutory
Princes Park Netball Court Casual Hire - training without lights	Per hour	Taxable	\$11.30	\$11.50	\$0.20	1.8%	Non-statutory
Princes Park Netball Court Casual Hire - training with lights	Per hour	Taxable	\$28.10	\$28.70	\$0.60	2.1%	Non-statutory
Jubilee Oval - Casual	Per hour	Taxable	\$45.90	\$46.80	\$0.90	2.0%	Non-statutory
Hedges Oval - Casual	Per hour	Taxable	\$45.90	\$46.80	\$0.90	2.0%	Non-statutory
Jack Pascoe Reserve - Casual	Per hour	Taxable	\$45.90	\$46.80	\$0.90	2.0%	Non-statutory
Soccer Fields - Casual	Per hour	Taxable	\$45.90	\$46.80	\$0.90	2.0%	Non-statutory
Personal Training Licence Application 1-10 participants	Per quarter	Taxable	\$94.90	\$96.80	\$1.90	2.0%	Non-statutory
Personal Training Licence Application 1-10 participants	Per annum	Taxable	\$367.20	\$374.50	\$7.30	2.0%	Non-statutory
Personal Training Licence Application 11-20 participants	Per annum	Taxable	\$131.60	\$134.20	\$2.60	2.0%	Non-statutory
Personal Training Licence Application 11-20 participants	Per quarter	Taxable	\$525.30	\$535.80	\$10.50	2.0%	Non-statutory

## 6. Schedule of Fees and Charges (continued)

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>6.19 Tourism &amp; Resource Centre</b>							
Tourism Membership - Premium	Per membership	Taxable	\$625.00	\$637.50	\$12.50	2.0%	Non-statutory
Tourism Membership - Essential	Per membership	Taxable	\$315.00	\$321.30	\$6.30	2.0%	Non-statutory
Tourism Membership - Not-for-profit	Per membership	Taxable	\$160.00	\$163.20	\$3.20	2.0%	Non-statutory
Tourism Membership - Taste Member	Per membership	Taxable	\$130.00	\$132.60	\$2.60	2.0%	Non-statutory
Tourism Membership - Associations	Per membership	Taxable	\$520.00	\$530.40	\$10.40	2.0%	Non-statutory
Tourism Membership - Digital	Per membership	Taxable	\$80.00	\$81.60	\$1.60	2.0%	Non-statutory
Resource Centre Meeting Room/Foyer - Other users	Per hire	Taxable	\$32.00	\$32.60	\$0.60	1.9%	Non-statutory
Resource Centre Meeting Room/Foyer - Not-for-profit	Per hire	Taxable	\$11.50	\$11.70	\$0.20	1.7%	Non-statutory
Photocopy A4 B&W	Per page	Taxable	\$0.30	\$0.30	\$0.00	0.0%	Non-statutory
Photocopy A3 B&W	Per page	Taxable	\$0.60	\$0.60	\$0.00	0.0%	Non-statutory
Photocopy A4 Colour	Per page	Taxable	\$1.10	\$1.10	\$0.00	0.0%	Non-statutory
Photocopy A3 Colour	Per page	Taxable	\$2.10	\$2.10	\$0.00	0.0%	Non-statutory
Fax	Per page	Taxable	\$2.00	\$2.00	\$0.00	0.0%	Non-statutory
<b>6.20 Venue Hire</b>							
Community Hub – Community groups	Per hiring	Taxable	\$11.80	\$12.00	\$0.20	1.7%	Non-statutory
Community Hub – Other users	Per hiring	Taxable	\$32.70	\$33.40	\$0.70	2.1%	Non-statutory
Maryborough Town Hall* #	Per hiring	Taxable	\$367.20	\$374.50	\$7.30	2.0%	Non-statutory
Maryborough Town Hall Kitchen Only #	Per hiring	Taxable	\$51.00	\$52.00	\$1.00	2.0%	Non-statutory
Maryborough Lower Town Hall	Per hiring	Taxable	\$51.00	\$52.00	\$1.00	2.0%	Non-statutory
Maryborough Town Hall sound system hire *	Per hiring	Taxable	\$57.20	\$58.30	\$1.10	1.9%	Non-statutory
* Plus Bond \$300 # Plus Key Bond \$100							
<b>6.21 Waste Services</b>							
<b>Kerbside collection</b>							
Garbage collection – Standard bin	Per year	Non -Taxable	\$153.90	\$163.90	\$10.00	6.5%	Non-statutory
Garbage collection – Optional larger bin	Per year	Non -Taxable	\$263.30	\$280.40	\$17.10	6.5%	Non-statutory
Garbage collection – Multiple service (per bin)	Per year	Non -Taxable	\$153.90	\$163.90	\$10.00	6.5%	Non-statutory
Service establishment cost per new optional larger bin or multiple additional bin	Per year	Taxable	\$97.40	\$103.70	\$6.30	6.5%	Non-statutory
Recycling collection	Per year	Non -Taxable	\$137.70	\$146.70	\$9.00	6.5%	Non-statutory
Recycling collection – Multiple service (per bin)	Per year	Non -Taxable	\$137.70	\$146.70	\$9.00	6.5%	Non-statutory

## 6. Schedule of Fees and Charges (continued)

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>6.21 Waste Services (continued)</b>							
<b>Kerbside collection (continued)</b>							
Service establishment cost per new additional bin	Per service	Taxable	\$97.40	\$103.70	\$6.30	6.5%	Non-statutory
Waste Management fee	Per year	Non -Taxable	\$133.70	\$142.40	\$8.70	6.5%	Non-statutory
Green Waste collection	Per year	Non -Taxable	\$68.70	\$73.20	\$4.50	6.6%	Non-statutory
<b>Transfer Station Gate Fees</b>							
Waste Disposal	Per cubic metre	Taxable	\$41.00	\$41.80	\$0.80	2.0%	Non-statutory
Waste Disposal	Car boot load	Taxable	\$14.30	\$14.60	\$0.30	2.1%	Non-statutory
Waste Disposal	240 litre bin	Taxable	\$10.20	\$10.40	\$0.20	2.0%	Non-statutory
Green Waste Disposal	Per cubic metre	Taxable	\$41.00	\$41.80	\$0.80	2.0%	Non-statutory
Car Tyre Disposal	Per tyre	Taxable	\$8.20	\$8.40	\$0.20	2.4%	Non-statutory
Truck or Tractor Tyre Disposal - Per tyre	Per tyre	Taxable	\$37.90	\$38.70	\$0.80	2.1%	Non-statutory
Mattress Disposal	Per mattress	Taxable	\$26.60	\$27.10	\$0.50	1.9%	Non-statutory
Televisions - Each	Per television	Taxable	\$21.50	\$21.90	\$0.40	1.9%	Non-statutory
Building demolition waste (up to 3 tonne)	Per cubic metre	Taxable	\$41.00	\$41.80	\$0.80	2.0%	Non-statutory
Additional Waste Vouchers for Monthly Kerbside Hard waste Collection	Per voucher	Taxable	\$10.20	\$10.40	\$0.20	2.0%	Non-statutory
<b>Recoverable Materials deposited at Transfer Station</b>							
Sorted trailer and truck loads			\$0.00	\$0.00	\$0.00	0.0%	Non-statutory
Scrap steel			\$0.00	\$0.00	\$0.00	0.0%	Non-statutory
Hard waste			\$0.00	\$0.00	\$0.00	0.0%	Non-statutory
Gas bottles			\$0.00	\$0.00	\$0.00	0.0%	Non-statutory
Waste oil			\$0.00	\$0.00	\$0.00	0.0%	Non-statutory
Batteries			\$0.00	\$0.00	\$0.00	0.0%	Non-statutory
Drum muster drums			\$0.00	\$0.00	\$0.00	0.0%	Non-statutory
Fluorescent tubes			\$0.00	\$0.00	\$0.00	0.0%	Non-statutory
E-waste (excluding screens)			\$0.00	\$0.00	\$0.00	0.0%	Non-statutory
<b>Mulch sales</b>							
Loaded	Per cubic metre	Taxable	\$26.60	\$27.10	\$0.50	1.9%	Non-statutory
Self loaded	Per cubic metre	Taxable	\$5.60	\$5.70	\$0.10	1.8%	Non-statutory

## 5.2. 2020-2021 ANNUAL ACTION PLAN

**Author:** **Manager Governance Property and Risk**

**Responsible Officer:** **Chief Executive Officer**

*The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.*

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### SUMMARY/PURPOSE

The purpose of this report is to present the draft 2020-2021 Annual Action Plan to Council for adoption. .

The 2020-2021 Annual Action Plan outlines the actions that will be undertaken in 2020-2021 to deliver on the strategic objectives in the four year Council Plan.

### LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Organisation

**Outcome:** Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.

**4.3 Objective:** Provide leadership in governance and Council decision making

Section 125 of the Local Government Act 1989 requires Council to prepare a Council Plan, which identifies the strategic objectives of the Council and strategies for achieving the objectives for at least the next four years. The Council Plan must also be reviewed annually.

There is no legislative requirement to prepare an annual action plan, but this is considered best practice to manage and monitor progress against the Council Plan.

Section 90 of the Local Government Act 2020, which relates to the Council Plan, will come into operation on 24 October 2020.

### BACKGROUND INFORMATION

Council has adopted Annual Action Plans since 2018-2019 to outline the projects and programs that Council would deliver on the refreshed Council Plan 2017-2021 in each financial year. The Annual Action Plans are reported on quarterly to Council, and form part of Council's Annual Report.

An Annual Action Plan for 2020-2021 has been developed, outlining the key projects and programs it will deliver to implement the strategic objectives in the Council Plan.

### REPORT

The draft 2020-2021 Annual Action Plan has 83 actions. The draft Plan includes key projects from the 2020-2021 Proposed Budget including the capital works program of \$15.9 million which will provide a significant stimulus to the local economy and will be supported by grants from State and Federal Government totalling \$9.487 million.

Four actions have been included in the Annual Action Plan which are in relation to the 2020 elections, Councillor inductions and the implementation of the Local Government Act 2020. There was not a suitable initiative under which to allocate these actions so a new initiative has been added to the Annual Action Plan being 4.3.4 - Prepare for 2020 General Election and implement the Local Government Act 2020.

These actions will support the achievement of the strategic objectives identified in the refreshed Council Plan 2017-2021. They will also provide a strong reporting framework for Council to measure its progress of achievement against the strategic objectives over the next 12 months.

## **CONSULTATION/COMMUNICATION**

A significant amount of community engagement had been completed by Council in the previous 12 months which has led to the development of key strategic documents including: 2020-2025 Economic Development Strategy; 2020-2025 Tourism and Events Strategy; 2020-2030 Waste Management Strategy; Population, Housing and Residential Strategy; Activing Living Census; Gordon Gardens Master Plan; Draft Recreation and Open Space Strategy 2020-2029; and eight community township plans as part of the 10 year Community Plan project. Community consultation has also been undertaken in relation to the development of the 2020-2021 Annual Budget. Public submissions on the proposed 2020-2021 Annual Budget were sought from the community, with seven submission being received. Overall the submissions were very supportive of the Proposed Budget, and no significant objections to the broad direction of the budget were received.

The feedback obtained by Council through this community consultation, together with the aims of those strategic documents, has been considered in the development of the 2020-2021 Annual Action Plan.

The 2020-2021 Annual Action Plans will be reported to Council on a quarterly basis, and form part of Council's Annual Report.

## **FINANCIAL & RESOURCE IMPLICATIONS**

The annual budget and the four year Strategic Resource Plan have been prepared in line with the initiatives identified in the Council Plan. Grant funding from State and Federal Government will be required for some of the initiatives to be delivered. In line with this, appropriate resourcing has been identified and allocated against each of the items in the 2019/20 Action Plan.

## **RISK MANAGEMENT**

This report addresses Council's strategic risk Governance - Failure to transparently govern and embrace good governance practices by detailing to Council and the community what key projects and programs the organisation will deliver to implement the strategic objectives in the Council Plan

## **CONCLUSION**

The 2020-2021 Annual Action Plan has been developed to outline and report against the actions that will be undertaken in 2020-2021 to deliver on the strategic objectives in the Council Plan.

## **ATTACHMENTS**

1. Draft 2020-2021 Annual Action Plan

### **RECOMMENDATION**

*That Council:*

1. *Adopt the attached 2020-2021 Annual Action Plan.*
2. *Receive quarterly reports on the progress made against the 2020-2021 Annual Action Plan.*



**Central Goldfields Shire Council  
2020-2021  
Annual Action Plan**

## Our Community

*A supported, cohesive community, living a full and healthy life.*

**Build an aspiring community, achieving and living a full life where: Family Violence is unacceptable in our community Children are loved and safe Everyone has the language and literacy skills needed Young people are celebrated as they strive to reach their full potential Everyone can learn, earn, achieve and dream**

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
1.1.2	Advancement of projects in areas of Early Years Literacy Engagement of Young People Addressing Family Violence Work Readiness	1.1.2.1	Conduct a building review of existing Kindergarten buildings to inform Council's early years improvement planning	Manager Community Services	01/07/2020	31/12/2020
1.1.2	Advancement of projects in areas of Early Years Literacy Engagement of Young People Addressing Family Violence Work Readiness	1.1.2.2	Develop and implement School Readiness Funding plan for Goldfields Family Centre based on local data of needs for Central Goldfields Shire.	Manager Community Services	01/09/2020	30/06/2021
1.1.2	Advancement of projects in areas of Early Years Literacy Engagement of Young People Addressing Family Violence Work Readiness	1.1.2.3	Establish and coordinate a single registration system for all state funded 3-yo and 4-yo kindergarten places in 2021.	Manager Community Services	01/07/2020	31/12/2020
1.1.2	Advancement of projects in areas of Early Years Literacy Engagement of Young People Addressing Family Violence Work Readiness	1.1.2.4	Implement State government funded 15 hour per week - 3 year old Kindergarten program in Goldfields Family Centre Kindergarten service.	Manager Community Services	01/07/2020	30/06/2021
1.1.2	Advancement of projects in areas of Early Years Literacy Engagement of Young People Addressing Family Violence Work Readiness	1.1.2.5	Complete implementation of future of Library Services Report and seek funding to support the expansion and refurbishment of the Maryborough Library as a social hub. This will include the completion of the Dunolly Library and the investigations for expanding the outreach services to Bealiba and other small towns.	Manager Social Inclusion / Go Goldfields	01/07/2020	30/06/2021
1.1.2	Advancement of projects in areas of Early Years Literacy Engagement of Young People Addressing Family Violence Work Readiness	1.1.2.6	Evaluate the pop-up Youth Hub and develop an advocacy Business Case.	Manager Community Partnerships	01/07/2020	31/12/2020
1.1.2	Advancement of projects in areas of Early Years Literacy Engagement of Young People Addressing Family Violence Work Readiness	1.1.2.7	Align Family Violence Action Plan with the Municipal Health and Wellbeing Plan	Manager Social Inclusion / Go Goldfields	01/07/2020	30/06/2021
1.1.2	Advancement of projects in areas of Early Years Literacy Engagement of Young People Addressing Family Violence Work Readiness	1.1.2.8	Develop a Youth Strategy for the Shire	Manager Community Partnerships	01/07/2020	30/06/2021
1.1.3	Develop a 10 year Community Plan	1.1.3.1	Plan, design and construct shade sail structures as identified in the community plans in Bealiba, Bet Bet, Dunolly, Majorca, Talbot and Timor.	Manager Infrastructure	01/09/2020	30/06/2021
1.1.3	Develop a 10 year Community Plan	1.1.3.2	Develop a Community Vision which describes the municipal community's aspirations for the future of the municipality.	Manager Community Engagement	01/07/2020	30/06/2021
1.1.4	Develop a Gender Equity Policy for the organisation	1.1.4.1	Develop a Gender Equity Strategy for completion October 28 as per funding agreement.	Manager Social Inclusion / Go Goldfields	01/07/2020	31/12/2020

### Support and encourage volunteerism in the community

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
1.2.1	Provide a safe, fun, encouraging and welcoming environment for volunteers and promote the benefits of a volunteer organisation	1.2.1.1	Develop a Volunteering Strategy	Manager Tourism Events and Culture	01/07/2020	30/09/2020

### Ensure that all of our community, regardless of diversity, can live a full and healthy life

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
1.3.1	Implement Central Goldfields Public Health and Wellbeing Plan	1.3.1.1	Develop Council's Municipal Health & Wellbeing Plan 2021-2025	Manager Community Partnerships	01/10/2020	31/12/2021
1.3.1	Implement Central Goldfields Public Health and Wellbeing Plan	1.3.1.2	Immunisation Service review of immunisations that are provided separately by Maternal and Child Health and Compliance Services.	Manager Community Services	01/07/2020	31/07/2020
1.3.2	Actively participate in The Healthy Hearts Project	1.3.2.1	Implement projects identified in the Healthy Hearts Project for our Shire, including infrastructure upgrades and activity planning.	Manager Community Partnerships	01/07/2020	30/06/2021

### Provide leadership in municipal emergency and fire prevention planning and strengthen public safety

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
1.4.1	Coordinate Municipal Emergency Management Plans and Committee	1.4.1.1	Adopt the Municipal Fire Management Plan 2018 2021	Manager Community Partnerships	01/07/2020	30/06/2021
1.4.2	Implement recommendations from flood management plans including flood mitigation works	1.4.2.1	Implement the Carisbrook Flood and Drainage Management Plan, specifically the completion of the western levy and additional creek clearing	Manager Infrastructure	01/07/2020	30/06/2021
1.4.3	Extend and upgrade township CCTV systems	1.4.3.1	Seeking funding to develop a CCTV plan.	Manager Infrastructure	01/07/2020	30/06/2021

### Facilitate an active and inclusive arts community

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
1.5.1	Develop a Community Arts Strategy	1.5.1.1	Develop a Community Arts Strategy	Manager Tourism Events and Culture	01/08/2020	31/12/2020

### Promote and enhance passive and active recreation

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
1.6.1	Develop a Central Goldfields Shire Recreation Plan	1.6.1.1	Implement recommendations and actions from the Active Central Goldfields: Recreation and Open Space Strategy 2020-2029	Manager Community Partnerships	01/07/2020	30/06/2021
1.6.1	Develop a Central Goldfields Shire Recreation Plan	1.6.1.2	Finalise the Active Central Goldfields: Recreation and Open Space Strategy 2020-2029.	Manager Community Partnerships	01/08/2019	31/08/2020
1.6.1	Develop a Central Goldfields Shire Recreation Plan	1.6.1.3	Undertake playground improvement identified in the Community Plans for Bet Bet, Dunolly, Majorca, and Timor.	Manager Operations	10/08/2020	19/03/2021
1.6.1	Develop a Central Goldfields Shire Recreation Plan	1.6.1.4	Undertake tree planting identified in the community plans in Bet Bet, Dunolly, Majorca, Timor.	Manager Operations	03/08/2020	30/06/2021
1.6.2	Continue to implement priorities from Major Recreation Reserves Master Plans	1.6.2.1	Construct the all-access changing places change room at the Maryborough Sports and Leisure Centre	Manager Community Partnerships	01/07/2020	30/06/2021
1.6.2	Continue to implement priorities from Major Recreation Reserves Master Plans	1.6.2.2	Construct the new Carisbrook Recreation Reserve pavilion.	Manager Community Partnerships	01/07/2020	30/06/2022
1.6.2	Continue to implement priorities from Major Recreation Reserves Master Plans	1.6.2.3	Finalise concept designs for the Deledio Reserve upgrade in Dunolly and seek funding to support the upgrade.	Manager Community Partnerships	01/07/2020	30/06/2021
1.6.2	Continue to implement priorities from Major Recreation Reserves Master Plans	1.6.2.4	Construct the Maryborough Skate and Scooter Park.	Manager Community Partnerships	01/07/2020	31/12/2021
1.6.2	Continue to implement priorities from Major Recreation Reserves Master Plans	1.6.2.5	Develop a masterplan/landscape plan for Phillips Gardens, Maryborough	Manager Operations	10/08/2020	31/03/2021
1.6.2	Continue to implement priorities from Major Recreation Reserves Master Plans	1.6.2.6	Work with the community to identify the most suitable site for a splash park and to develop concept plans.	Manager Community Partnerships	01/07/2020	30/06/2021

### Support positive development for residents of all ages and abilities.

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
1.7.1	Develop a Municipal Early Years Plan	1.7.1.1	Include recommendations from the Regional Early Years and Literature Strategy into the Municipal Early Years Plan.	Manager Community Services	01/07/2020	30/06/2021
1.7.3	Implement priorities from the Positive Ageing Strategy	1.7.3.1	Develop a Positive Ageing Strategy for the community and council to adequately prepare and respond to the needs and ambitions of our older residents.	Manager Community Services	01/07/2020	30/06/2021

### Maximise all forms of connectivity for the community

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
1.8.1	Advocate for enhanced passenger rail services	1.8.1.1	Continue to advocate for enhanced passenger rail services.	General Manager Community Wellbeing	01/07/2020	30/06/2021

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
1.8.3	Deliver local Community Transport Plan	1.8.3.1	Develop and implement a Transport Strategy including public and community transport options.	General Manager Infrastructure Assets and Planning	01/07/2020	30/06/2021
1.8.4	Implement priorities from the Walking and Cycling Strategy	1.8.4.1	Build footpaths identified in Walking and Cycling Strategy in Carisbrook, Dunolly, Bealiba.	Manager Infrastructure	01/07/2020	30/06/2021

## Our Economy

### *A vibrant local economy which contributes to the municipality's economic prosperity*

#### Facilitate an environment which is conducive to industry/business growth and employment growth and retention

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
2.1.1	Develop an Economic Development and Tourism Strategy	2.1.1.1	Maryborough Railway Station Activation Project - master plan and Stage 1 implementation including upgrades funded through the Regional Jobs & Infrastructure Fund	Manager Strategy and Economic Development	01/07/2020	31/03/2021

#### Promote Central Goldfields as a place of choice to live, work and play

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
2.3.4	Advocate for a wastewater scheme for Talbot township	2.3.4.1	Advocate for a wastewater scheme for the Talbot Township.	Manager Statutory Services	01/07/2020	30/06/2021
2.3.4	Advocate for a wastewater scheme for Talbot township	2.3.4.2	Implementation of a Domestic Wastewater Management Plan to address existing and future domestic wastewater issues within unsewered townships.	Manager Statutory Services	01/09/2020	30/11/2020

#### Provide a supportive environment for existing business to prosper

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
2.4.2	Support Committee for Maryborough and other business groups in the Central Goldfields Shire	2.4.2.1	Support retail recovery from the economic impacts of the COVID-19 pandemic	Manager Strategy and Economic Development	01/07/2020	31/12/2020

#### Strengthen and facilitate diversification for the Agri-business and food processing sectors

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
2.5.1	Update and renew the Food Cluster Strategy	2.5.1.1	Develop an investment attraction strategy with a cluster approach to food production and manufacturing	Manager Strategy and Economic Development	01/07/2020	31/03/2021

#### Grow the digital capability of the Shire

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
2.6.2	Continue to advocate to minimise mobile phone black spots	2.6.2.1	Continue to advocate for mobile towers in blacks spots identified in the Regional Development Australia - Loddon Mallee Mobile Coverage Report	General Manager Infrastructure Assets and Planning	01/07/2020	30/06/2021

**Capitalise on tourism and the visitor economy through growth of events and promotion of unique local experiences**

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
2.7.1	Advance the Goldfields Heritage Development and Opportunity Project towards World Heritage Listing	2.7.1.1	Implement Regional Tourism projects through partnerships including Accessible Tourism, Goldfields Villages Destination Management Plan and Regional Itineraries projects.	Manager Tourism Events and Culture	01/07/2020	30/06/2021
2.7.2	Review and update the business and marketing plan for Energy Breakthrough	2.7.2.1	Develop and implement an Energy Breakthrough infrastructure improvement and marketing plan in consultation with local businesses and the community	Manager Tourism Events and Culture	01/07/2020	30/06/2021
2.7.2	Review and update the business and marketing plan for Energy Breakthrough	2.7.2.2	Upgrade Princes Park Precinct to improve the Energy Breakthrough visitor experience	Manager Tourism Events and Culture	01/07/2020	30/06/2021

## Our Built & Natural Environment

### *Central Goldfields Shire celebrates the rich built and natural heritage and a sustainable environment*

Ensure investment in roads, footpaths and buildings meet community needs now and in the future

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
3.1.1	Undertake service planning to establish asset requirements to deliver services	3.1.1.1	Design and cost new public toilets for the Rene Fox Gardens Dunolly	Manager Infrastructure	01/10/2020	31/05/2021
3.1.2	Review and update Asset Management Plans and prepare a 10 year capital works program	3.1.2.1	Develop and implement a program for the review and adoption of individual asset management plans by Council	Manager Infrastructure	01/07/2020	30/06/2021
3.1.2	Review and update Asset Management Plans and prepare a 10 year capital works program	3.1.2.2	Review and update Council's Assets Management Framework and Asset Plants	General Manager Infrastructure Assets and Planning	01/07/2020	30/06/2021

### Improve the appearance of township entrances and streetscapes

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
3.2.1	Renew and update urban design frameworks in the Shire	3.2.1.1	Build entrance signs for Bet Bet.	Manager Infrastructure	01/07/2020	30/06/2021
3.2.2	Collaborate with township tree committees on tree plantings and maintenance	3.2.2.1	Implement Cool It project	Manager Operations	01/07/2020	30/06/2021
3.2.2	Collaborate with township tree committees on tree plantings and maintenance	3.2.2.2	Adopt and implement a Tree Management Strategy.	Manager Operations	01/07/2020	31/12/2020

### Protect and enhance the environment while planning for growth

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
3.3.1	Review and update the Central Goldfields Planning Scheme and Municipal Strategic Statement	3.3.1.1	Draft and prepare a Planning Scheme Amendment to implement key strategic directions developed in the planning scheme review, population and housing strategy and the economic development and tourism strategy	Manager Strategy and Economic Development	01/10/2020	31/03/2021
3.3.1	Review and update the Central Goldfields Planning Scheme and Municipal Strategic Statement	3.3.1.2	Complete Amendment C031cgol implementing flood studies for Carisbrook and Dunolly	Manager Strategy and Economic Development	01/07/2020	31/12/2020
3.3.1	Review and update the Central Goldfields Planning Scheme and Municipal Strategic Statement	3.3.1.3	Expansion of Councils Better Approvals Program to support not only small businesses in navigating permit approval requirements but also the broader community.	Manager Statutory Services	01/07/2020	31/12/2020



Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
3.3.2	Develop a Strategic Planning program	3.3.2.1	Review local heritage controls in the Planning Scheme	Manager Strategy and Economic Development	01/10/2020	30/06/2021
3.3.2	Develop a Strategic Planning program	3.3.2.2	Prepare the Maryborough Flood Study	Manager Infrastructure	01/07/2020	31/01/2021
3.3.3	Participate in regional environmental projects through the Central Victorian Greenhouse Alliance	3.3.4.1	Participate in the MASH program, facilitating home solar energy installation	Manager Infrastructure	01/07/2020	30/06/2021
3.3.4	Implement the actions from Councils Sustainability Plan	3.3.4.2	Undertake Station Domain Stormwater Harvesting and Irrigation Design Project	Manager Infrastructure	01/07/2020	30/06/2021
3.3.4	Implement the actions from Councils Sustainability Plan	3.3.4.3	Commence development of a Climate Adaptation Plan.	Manager Strategy and Economic Development	01/01/2021	30/06/2021

#### Ensure waste management meets current and future demand and standards

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
3.4.2	Participate in regional waste projects through the Grampians Central West Waste and Resource Recovery Group	3.4.2.1	Develop a plan to transition to a circular economy.	Manager Infrastructure	01/07/2020	30/06/2021

#### Protect and preserve our heritage assets

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
3.5.1	Implement recommendations from Cultural Heritage Plans for heritage listed buildings	3.5.1.1	Commence the Maryborough Outdoor Pool Complex Renewal Project	Manager Infrastructure	01/09/2020	30/06/2021
3.5.2	Seek funding assistance to maintain and preserve heritage assets	3.5.2.1	Repair Worsley Cottage - internal and external wall repairs	Manager Operations	01/07/2020	31/03/2021
3.5.2	Seek funding assistance to maintain and preserve heritage assets	3.5.2.2	Design and install new toilets at the Talbot Town Hall.	Manager Infrastructure	01/09/2020	30/06/2021
3.5.2	Seek funding assistance to maintain and preserve heritage assets	3.5.2.3	Develop a Cultural Heritage Management Plan for Princes' Park Grandstand Maryborough.	Manager Operations	01/07/2020	30/06/2021
3.5.2	Seek funding assistance to maintain and preserve heritage assets	3.5.2.4	Implement Stage 1 of the Central Goldfields Art Gallery redevelopment	Manager Tourism Events and Culture	01/07/2020	31/12/2020

## Our Organisation

*Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation*

**Ensure the financial sustainability of Council through efficient and effective delivery of services**

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
4.1.1	Undertake service planning across the organisation to set sustainable service levels that meet community needs	4.1.1.1	Adopt 10 year financial plan based on information from the service plans.	General Manager Corporate Performance	01/07/2020	30/09/2020
4.1.4	Develop a fees and charges policy	4.1.4.1	Develop a Revenue and Rating Plan by 30 June 2021 in accordance with section 93 of the Local Government Act 2020.	Manager Finance	01/07/2020	30/06/2021

**Provide effective and accessible community information and opportunities community contributions to policy and program development**

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
4.2.1	Implement the Community Engagement Framework	4.2.1.1	Develop the Community Engagement Policy by 1 March 2021 in accordance with section 55 of the Local Government Act 2020.	Manager Community Engagement	01/07/2020	30/06/2021
4.2.1	Implement the Community Engagement Framework	4.2.1.2	Investigate Customer Relationship Management (CRM) tools to assist in the management and monitoring of customer interactions and complaint handling	Manager Business Transformation	01/07/2020	30/06/2021
4.2.1	Implement the Community Engagement Framework	4.2.1.3	Develop a Strategic Communications Plan	Manager Community Engagement	01/06/2020	30/10/2020
4.2.1	Implement the Community Engagement Framework	4.2.1.4	Roll out and embed Customer Service Charter across Council	Manager Business Transformation	01/07/2020	30/06/2021
4.2.2	Develop a website that is accessible, easy to use and allows all transactions to be conducted online	4.2.2.1	Redesign Council's public website including enhancing the content and accessibility of the platform	Manager Business Transformation	01/07/2020	30/06/2021

**Provide leadership in governance and Council decision making**

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
4.3.1	Develop and implement a cultural change program to develop a high performing, customer focused organisation	4.3.1.1	Develop Reconciliation Action Plan.	Manager Community Partnerships	01/09/2020	31/12/2021
4.3.1	Develop and implement a cultural change program to develop a high performing, customer focused organisation	4.3.1.2	Implement the key recommendations from the 2020 Staff Survey	General Manager Corporate Performance	01/07/2020	30/06/2021

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
4.3.1	Develop and implement a cultural change program to develop a high performing, customer focused organisation	4.3.1.3	Implement the new HRIS / Payroll system for Council to ensure efficiency and compliance with legislative requirements.	Manager People and Culture	01/07/2020	31/12/2020
4.3.3	Implement recommendations from Internal Audits completed as part of the four year Internal Audit Program	4.3.3.1	Develop a Corporate Governance Framework	Manager Governance Property and Risk	01/07/2020	31/12/2020
4.3.3	Implement recommendations from Internal Audits completed as part of the four year Internal Audit Program	4.3.3.2	Develop a Risk Management framework including improved practices and reporting systems	Manager Governance Property and Risk	01/07/2020	31/12/2020
4.3.3	Implement recommendations from Internal Audits completed as part of the four year Internal Audit Program	4.3.3.3	Update Council's Business Continuity Plan to include learnings from the COVID-19 Pandemic	Manager Governance Property and Risk	01/07/2020	31/12/2020
4.3.4	Prepare for 2020 General Election and implement the Local Government Act 2020	4.3.4.1	Develop the Council Plan by 31 October 2021 in accordance with section 55 of the Local Government Act 2020.	Manager Community Engagement	31/05/2021	31/10/2021
4.3.4	Prepare for 2020 General Election and implement the Local Government Act 2020	4.3.4.2	Assist the Victorian Electoral Commission with the delivery of the 2020 local government elections, including coordinating Candidate Information Sessions	Manager Governance Property and Risk	01/07/2020	31/12/2020
4.3.4	Prepare for 2020 General Election and implement the Local Government Act 2020	4.3.4.3	Coordinate and deliver a comprehensive Councillor Induction training program.	Manager Governance Property and Risk	01/07/2020	30/06/2021
4.3.4	Prepare for 2020 General Election and implement the Local Government Act 2020	4.3.4.4	Develop the Governance Rules, Public Transparency Policy and Council Expenses Policy by 1 September 2020 in accordance with sections 60, 57 and 41 of the Local Government Act 2020.	Manager Governance Property and Risk	01/07/2020	30/09/2020

#### Ensure the health and wellbeing of our staff

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Start Date	Due Date
4.4.1	Review and update Occupational Health and Safety policies and practices	4.4.1.1	Implement recommendations from the OH&S Internal Audit	Manager Governance Property and Risk	01/07/2020	31/12/2020
4.4.2	Re-establish and support a Health and Wellbeing Committee	4.4.2.2	Reactivate implementing the Workplace Achievement Program	Manager People and Culture	07/09/2020	27/11/2020