



**Colac Otway
SHIRE**

AGENDA

**MEETING OF SPECIAL COUNCIL
OF THE
COLAC-OTWAY SHIRE
COUNCIL**

16 APRIL 2014

at 3:00 PM

COPACC Meeting Rooms

All Council and Committee meetings are audio recorded, with the exception of matters identified as confidential items in the Agenda. This includes the public participation sections of the meetings. Audio recordings of meetings are taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy. In some circumstances a recording will be disclosed to a third party. Those circumstances include, but are not limited to, circumstances, such as where Council is compelled to disclose an audio recording because it is required by law, such as the Freedom of Information Act 1982, or by court order, warrant, or subpoena or to assist in an investigation undertaken by the Ombudsman or the Independent Broad-based Anti-corruption Commission. Council will not use or disclose the recordings for any other purpose. It is an offence to make an unauthorised recording of the meeting.

COLAC-OTWAY SHIRE SPECIAL COUNCIL MEETING

16 APRIL 2014

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NOTICE is hereby given that the next **MEETING OF SPECIAL COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL** will be held in COPACC Meeting Rooms on 16 April 2014 at 3.00pm.

AGENDA

1. OPENING PRAYER

Almighty God, we seek your blessing and guidance in our deliberations on behalf of the people of the Colac Otway Shire. Enable this Council's decisions to be those that contribute to the true welfare and betterment of our community.

AMEN

2. PRESENT

3. APOLOGIES

4. MAYORAL STATEMENT

Colac Otway Shire acknowledges the original custodians and law makers of this land, their elders past and present and welcomes any descendents here today.

Colac Otway Shire encourages community input and participation in Council decisions. Council meetings provide an opportunity for the community to ask Council questions, either verbally at the meeting or in writing. As this is a Special Council Meeting, all questions asked must relate to the agenda.

Council meetings enable Councillors to debate matters prior to decisions being made. I ask that we all behave in a courteous manner.

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In some circumstances a recording will be disclosed to a third party. Those circumstances include, but are not limited to, circumstances, such as where Council is compelled to disclose an audio recording because it is required by law, such as the Freedom of Information Act 1982, or by court order, warrant, or subpoena or to assist in an investigation undertaken by the Ombudsman or the Independent Broad-based Anti-corruption Commission.

Council will not use or disclose the recordings for any other purpose. It is an offence to make an unauthorised recording of the meeting.

Thank you. Now 30 minutes is allowed for question time. Please remember, you must ask a question. If you do not ask a question you will be asked to sit down and the next person will be invited to ask a question. This is not a forum for public debate or statements.

1. Questions received in writing prior to the meeting (subject to attendance and time),
2. Questions from the floor.

5. QUESTION TIME

6. DECLARATION OF INTEREST

OFFICERS' REPORTS

Chief Executive Officer

SC141604-1 SERVICE LEVEL STATEMENTS

Corporate and Community Services

SC141604-2 DRAFT BUDGET 2014-2015

SC141604-3 COUNCIL PLAN (INCLUDING THE STRATEGIC RESOURCE PLAN)

Rob Small
Chief Executive Officer

SC141604-1**SERVICE LEVEL STATEMENTS**

AUTHOR:	Rob Small	ENDORSED:	Rob Small
DEPARTMENT:	Executive	FILE REF:	F13/9159

Purpose

The purpose of this report is to get Council's endorsement of Council's business activity service level statements for public exhibition as part of the 2014-2015 Budget process.

Declaration of Interests

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

Background

As part of the budget preparation for 2014-2015 financial year, staff have conducted a review of every service that we provide. These reviews were conducted over three months at the end of last calendar year and January of this year. As a result of the review, a complete set of service level statements was prepared.

The service level statements specify:

- The purpose of the service
- The costs to the budget and staff resources
- The individual activities and the outcomes as services to the community or the organisation
- The products or outputs which allow us to quantify the service.

The service level statements also allowed staff to examine the impacts of outsourcing the service or reducing the service.

This is the first year that we have conducted this review in this manner and we envisage it becoming a regular part of budget cycles in the future.

Council Plan / Other Strategies / Policy**Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

Our Goal:

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

Issues / Options

The service level statements present options for increased or reduced services. There was a good deal of discussion in the review process regarding alternative service delivery but in many cases our services are difficult to change. The reasons for this are as follows:

- Some services are mandated in statute, eg; planning and public health
- Some services are cost recovered and do not represent an impost on ratepayers, eg; community care services

- The risk of failing to deliver on some services would leave Council open to untenable risks, eg; road and footpath standards or fire prevention and recovery planning.

While some services could be subject to minor change, eg; the library operations, some of these reviews may need to be subject to public consultation.

The future of operating the Colac Annexe on reduced hours or phasing it out could free up funds to provide library service to areas with no current service or lower levels of service such as Wye River/Separation Creek or additional hours in the popular Apollo Bay library. This is a balanced proposition which has, as far as the annexe is concerned, been controversial in the past. It was felt more appropriate to approach this change in a consultative way.

Proposal

That the service level statements as presented go out to the public for exhibition in the same period as the 2014-2015 draft budget documents.

Financial and Other Resource Implications

The operational budget includes \$41.90 million of operational expenditure in the draft document. This is at a similar level to the forecast for the 2013-2014 financial year. The service level statements include no additional staff.

The draft budget 2014-2015 includes additional staffing for an apprentice mechanic and an additional CosWorks staff member in the parks and gardens area.

Risk Management & Compliance Issues

As already mentioned previously, there are some services which are mandatory for Council to deliver. Failure to deliver these services places Council at significant risk. During the review process, risks were assessed at different levels of service delivery and noted on the plans.

Environmental and Climate Change Considerations

There are no environmental or climate change considerations.

Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected would be consult and include being made available to the community through the budget submission process. Advertisements will be placed in the local papers advising the community that documents are available for viewing on Council's website, and will also be available from Council's Service Centres on Wednesday 23 April 2014.

Submissions can be made in writing by Friday 30 May 2014 and Council will consider any submissions received at a Special Council Meeting on Wednesday 11 June 2014 prior to the final Budget being adopted on Wednesday 25 June 2014.

Anyone wishing to be heard in support of their submission needs to advise Council of their intention to do so in the written submission provided by Friday 30 May 2014.

Implementation

Advertisements will be placed in the local papers advising that documents are available for viewing.

Conclusion

The attached service level statements have been prepared on each of the services provided for Council and should be included as supporting documents in the budget submission process.

Attachments

1. Service Level Statements - 2013/2014

Recommendation(s)

That Council approves the service level statements for public exhibition for the same consultation period as for the 2014-2015 draft budget.

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**SC141604-2****DRAFT BUDGET 2014-2015**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | David Testa                    | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/95682     |

**Purpose**

In accordance with section 127 of the *Local Government Act 1989* (the Act) and sections 8 and 9 of the *Local Government (Finance and Reporting) Regulations 2004* (the Regulations), Council is required to conduct a statutory process prior to adopting the Proposed Annual Budget for 2014-2015.

The proposed budget has been prepared in accordance with the requirements of the Act and the Regulations.

This report recommends that Council resolves to prepare the proposed Budget for 2014-2015 in accordance with section 127 of the Act and gives the required public notice pursuant to section 129 of the Act.

**Declaration of Interests**

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

**Background**

The proposed Budget is an essential planning and resource tool produced by Council each year and is vital to the ongoing operational and financial viability of Council. It sets out the expected income and expenditure of both operational and capital activities for the coming year and also incorporates Council's rating strategies.

The budget is a significant tool in ensuring the accountability of Council's operations and in line with good governance forms part of the public accountability process and reporting that includes:

- The Council Plan
- The Strategic Resource Plan
- The Annual Budget
- Internal and External Audit
- Annual Report

The budget for 2014-2015 has been developed over many months of thorough and comprehensive review. The Councillors, together with staff, have analysed both financial and non-financial information to ensure that the budget delivers on Council's objectives and meets, where fiscally responsible, the services that our community deserves and requires.

The annual budget process has involved:

- Development of budget requests
- Analysis of funding options
- Review of the fees and charges
- Review of the various business plans
- Review of the Council's services

- Review of the capital and project works.

### **Strategic Resource Plan**

The 2014-2015 Strategic Resource Plan sets out the following objectives that Council intends to achieve in the next 4 year time frame:

- Maintain the existing range and level of service provision and develop the capacity to grow and add new services;
- Maintain a strong cash position, ensuring Council remains financially sustainable in the long-term;
- Achieve underlying surpluses from operations;
- Maintain debt levels below prudential guidelines;
- Continue to pursue ongoing grant funding for strategic capital funds from the state and federal government;
- Provide for rate increases that establish a funding level for a sustainability index of 100 percent, including increasing funding for capital works (asset renewal, expansion, upgrade) and asset maintenance; and
- Ensure critical renewal is funded annually over the timeframe of the SRP.

A number of strategic challenges remain ahead including renewing existing assets, continuing to provide an appropriate range and level of services to a growing community, maintaining a sound financial position and addressing the need for capital expansion.

The challenge for Council, in the short-term, is to fund the appropriate level of investment in the community's assets and simultaneously accommodate the pressures of growth, including new capital investment and expanded service provision.

The other related issues are the risks and liabilities that Council and the community face if Council does not invest in asset renewal at an adequate rate.

### **Budget Document**

The budget document appended to this report provides detailed information with regard to major impacts for 2014-2015. It also provides details with regard to Council's financial management principles to ensure a financially sustainable future.

The budget proposal is for an increase in the average rates and charges, per assessment, of 5.3%. This increase enables Council to continue to deliver existing services and deliver a number of key initiatives and projects. The proposed budget is also designed to deliver an operating surplus which partially funds the capital work activities of Council.

The basis of sound financial management includes the principles for achieving operating surpluses, ensuring adequate liquidity and maintaining long term solvency. All of which are considered along with increasing demands placed upon local authorities, such as Colac Otway Shire, by the State Government and the needs of local communities. Council continues to actively lobby state and federal governments, along with other industry bodies, for increasing recognition of the burdens placed upon ratepayers.

### **Council Plan / Other Strategies / Policy**

#### **Good Governance**

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.



*Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

The 2014-2017 Budget has been prepared in line with the Council Plan and is guided by priorities outlined in key strategic documents - the Council Plan and Strategic Resource Plan.

The 2014-2015 Budget reflects Council's commitment to achieving progress against Council's Key Themes (Pillars):

- Good Governance
- A Planned Future
- A Place to Live and Grow
- A Healthy Community and Environment

The 2014-2015 Draft Budget has been prepared in accordance with the requirements of the *Local Government Act 1989*.

The Budget is a critical planning and resource tool of Council and is vital to the ongoing operational and financial viability of Council. It sets out the expected income and expenditure both operational and capital for the coming year and also incorporates Council's rating strategy.

**Issues / Options**

There are a number of key activities and changes included within the 2014-2015 Budget which have had significant impact on the level of funds required by Council.

**Infrastructure Renewal**

The budget maintains the focus on the elimination of the Infrastructure Renewal Gap. The Infrastructure Renewal Gap is the difference between what we should spend on renewal of roads and other assets as they reach the end of their useful lives and what we do spend.

The 2014-2015 Budget includes \$9.78 million for Asset Renewal. This amount meets the requirements of the Council resolution of 26 February 2014.

***“The sum of the renewal expenditure to be not less than 100% of depreciation, where renewal expenditure areas comprise components as listed in the 2012-2013 Colac Otway Shire annual report and additional areas as may be added from time to time.”***

Through Council's financial discipline and responsible decision making, Council will continue allocating funds needed to meet our infrastructure renewal target, providing a more sustainable base for Council's long term operations.

**Services and facilities**

The dramatic growth in services and facilities over the past decade is positive for the growth and development of Colac Otway Shire. Council has prepared a Budget for the 2014-2015 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Any increases have been carefully considered against the Council's obligations to deliver existing services and to meet Council's statutory and regulatory obligations. The budget document provides information about rates, cash and

investments, the operating result, borrowing levels, financial position, capital works and the financial sustainability of Council.

The Budget includes 2 additional staff:

- A new staff member to assist Parks and Gardens in maintaining public open space in Colac and surrounding area to an acceptable level. There is a rapidly increasing amount of public open space that Council's Parks and Gardens team is required to maintain. In order to keep up with this growth, additional staff are required.
- An apprentice mechanic. The employment of an apprentice mechanic will reduce the current workload pressure on mechanic staff, reduce downtime of plant and assist in succession planning.

### **Capital Works and other Projects**

The 2014-2015 Draft Budget includes a number of projects. They include:

- |                                                       |               |
|-------------------------------------------------------|---------------|
| - Footpath Improvement Programme (New Footpaths)      | - \$275,000   |
| - CBD Entrances Project (2 year project)              | - \$400,000   |
| - Bluewater Fitness Centre Redevelopment (balance)    | - \$3,155,860 |
| - Rae Street Offices – Access and Mobility Compliance | - \$210,000   |
| - Colac Drainage Strategy                             | - \$198,000   |
| - Domestic Wastewater Management Plan                 | - \$120,000   |
| - Hard Waste Collection (Colac and surrounds)         | - \$100,920   |
| - Replacement of Kerbside Organic Bins                | - \$500,000   |
| - Colac Structure Plan Review                         | - \$210,000   |

The total Capital Works in the Draft Budget is \$14.08 million. With expected Capital works projects to be carried forward from the 2013/14 financial year it is expected that the ratio of 150% as per the resolution from 26 February 2014 Council meeting will be met for the 2014/15 financial year.

***“Capital Replacement expenditure to be not less than 150% of depreciation where capital replacement expenditure areas comprise components as listed in the 2012-2013 Colac Otway Shire annual report and additional areas as may be added from time to time.”***

For future budgets from 2015/16 onwards the ratio will not be able to be met without significant increases in Capital expenditure. This would mean a significant increase in rates and charges, a significant loan programme or ceasing or reducing many services.

### **Reserve Transfers**

#### **(a) Long Service Leave Reserve**

During 2012-2013 Council received a call from the industry superannuation fund to maintain the liquidity of the Defined Benefits Superannuation scheme. This call of approximately \$3.18 million was paid during the 2012-2013 period. To pay that largely unexpected call, Council reduced the works programme for 2012-2013 and utilised funds set aside for employee Long Service Leave.

Council has committed to repay the employee Long Service Leave reserve within eight (8) years at an amount of at least \$199,482 per annum. The Draft budget includes this amount.

#### **(b) Kerbside Bin Replacement**

The budget includes the replacement of the kerbside organic bins at a cost of \$500,000. The replacement of the bins will be funded by funds held in reserve for this purpose. The Waste

Management Charge has previously included an amount to provide for the future replacement of the kerbside bins.

**(c) Landfill Rehabilitation Reserves**

The budget includes an amount of \$259,000 for future landfill rehabilitation:

- |                                   |             |
|-----------------------------------|-------------|
| - Landfill Rehabilitation (Alvie) | - \$57,000  |
| - Rehabilitation Reserve (Other)  | - \$202,000 |

Council currently has a liability for landfill restoration of \$3.95 million, for a number of landfill sites across the Shire.

Future budgets will need to allow for works and/or an annual transfer to reserve on average of approximately \$259,000 per year to fund the future rehabilitation of landfills. This amount will need to be reviewed and adjusted on an annual basis.

**Fire Services Levy**

The Victorian State Government passed the Fire Services Property Levy Act 2012 during the 2012-2013 financial year. This legislation requires all property owners to pay an annual Fire Service Levy, which is to be collected by Council and forwarded to the Victorian State Government to fund agencies such as the Country Fire Authority and the Metropolitan Fire Brigade.

The 2014-2015 budget will be the second year that Council will be required to collect the levy on behalf of the State Government.

Council, as a land owner is also liable to pay the levy, along with community groups and other land owners. Council is expecting to be levied for approximately \$60,000 for its own properties.

**Loan Borrowings**

The budget for 2014-2015 includes loan borrowings of \$1.1 million for the Bluewater Fitness Centre Redevelopment over a ten (10) year term.

The aim will be to reduce this amount to \$1million at the time the funds are required.

**Rating and Valuations**

Council's total rates and charges will increase to \$26.56 million (including supplementary rates) to enable the delivery of services and infrastructure to the community.

The budget proposal is for an increase in the average rates and charges (excluding supplementary rates) of 5.3% for the 2013-2014 financial year.

The combined 2013-2014 Rates and Charges bill per assessment was \$1,694. The average for 2014-2015 is forecast to be \$1,784, being a \$90 or \$1.73 per week increase on 2013-14. It should be noted that due to the 2014-2015 financial year including the recent revaluation year there will be variations in the amount different properties and sectors increase. (see below under Revaluation)

The Rating Strategy adopted at the 26 March 2014 Council meeting included two changes to correct existing inequities in the current differential rating regime:

- 1. Include all residential properties within the localities of Colac, Colac East, Colac West and Elliminyt within the Colac residential rating category. This removes the current inequity whereby two (2) adjoining residential properties within Colac are*

*being rated differently based upon the size of the property.*

2. *Include all vacant land that for planning purposes is zoned for farming use only that has been deemed as unable to support a farming enterprise capable of supporting a residence. Properties deemed unable to support a farming enterprise are those with an area of five (5) hectares or less. The effect of this change is to change the rating category of residential balance of shire properties that are currently vacant and it is not permissible to construct a dwelling upon the land. These properties are not deemed as being able to be used for anything other than farming.*

### **Revaluation**

The rates for 2014-15 are based on the new revaluation figures. Council is required to conduct a revaluation of all rateable properties every two years. The current valuation is effective from January 2014. The new 2014 levels of valuation will be maintained and used for rating purposes for the 2014-2015 and 2015-2016 financial years.

In calculating the rates the valuation movement across all property types is taken into consideration.

The revaluation process results in a redistribution of the rate burden across all properties in the municipality. Any increase or decrease in the total valuation of the municipality affects the rate in the dollar which is used to calculate the rate for each property.

The following information is taken from previous information provided by the Municipal Association of Victoria.

*To assess the value of a property on the 1 January 2014, valuers assess market movements, including recent sales and rental trends. The valuers also consider improvements to the property, the highest and best use, land shape, size and location.*

*Higher property values do not provide councils with a financial windfall. Valuations are used to share how much each property owner will contribute towards the total rate revenue set in the council's annual budget.*

*The issue for a number of property owners is that valuation movements are not uniform. This means that some property owners can receive a rates notice that is higher than the average increase, while others will pay much less than the average rate rise.*

*The reasons for this are usually a change in property values between suburb, as well as movements in relative values between different types of properties (houses, units, rural properties, commercial and industrial properties etc.)*

For the current revaluation there has been an overall reduction in valuations for Rural/Farm properties which will impact on rates and charges for all other property types across the Shire.

### **Waste Charge**

Up to and including the 2013-14 financial year the Waste Management Charge has included an amount for future replacement of kerbside bins.

Due to the current level of the Kerbside Bin Replacement Reserve it has been assessed that additional funds are not required to be transferred to the reserve. As a result the level of the Waste Charge has reduced for the 2014-15 financial year:

- Weekly Charge has reduced from \$282 to \$272

- Fortnightly Charge has reduced from \$186 to \$180

**Proposal**

That Council give public notice of the proposed 2014-2015 draft budget and put out for public submissions.

**Financial and Other Resource Implications**

Refer to the draft budget document.

**Risk Management & Compliance Issues**

Local Government Act 1989:

- Section 127 - "Council must prepare a budget"
- Section 129 - "Public notice"
- Section 130 - "Adoption of budget or revised budget"
- Section 223 - "Right to make submission"

Local Government (Finance and Reporting) Regulations 2004:

- Regulation 8 - "Other matters to be included"
- Regulation 9 - "Public notice of proposed budget or revised budget"

**Environmental and Climate Change Considerations**

Not applicable.

**Community Engagement**

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected has been to consult with Councillors and staff in the development of the Draft Budget.

The budget for 2014-2015 has been developed over many months of thorough and comprehensive review. The Councillors, together with staff, have analysed both financial and non-financial information to ensure that the budget delivers on Council's objectives and meets, where fiscally responsible, the services that our community deserves and requires.

The annual budget process has involved:

- Development of budget requests
- Analysis of funding options
- Review of the fees and charges
- Review of the various business plans
- Review of the Council's services
- Review of the capital and project works.

The next stage of the process is to release the budget for public comment. In releasing the budget for public consideration, Council encourages comments and submissions on the financial strategies contained within the Budget document.

Section 223 of the *Act* requires that the Budget be available for comment for a period of at least four (4) weeks. A consultation period of about 5 and a half weeks is proposed to enable the community the opportunity to comment on the Budget proposal.

It is important that the budget is adopted as near as practicable to the commencement of the financial year. Ideally the budget should be adopted prior to the commencement of the year to which it relates. This ensures that Council is authorised to function adequately and within defined budgetary constraints from the commencement of the financial year.

The timelines proposed for approval 'in principle' of the 2014-2015 Annual Budget, public consultation, consideration of submissions and adoption of the 2013-2014 Annual Budget at the Council meeting on 25 June 2014.

Advertisements will be placed in the local papers advising the community that documents are available for viewing on Council's website, and will also be available from Council's Service Centres on Wednesday 23 April 2014.

Submissions can be made in writing by Friday 30 May 2014 and Council will consider any submissions received at a Special Council Meeting on Wednesday 11 June 2014 prior to the final Budget being adopted on Wednesday 25 June 2014.

Anyone wishing to be heard in support of their submission needs to advise Council of their intention to do so in the written submission provided by Friday 30 May 2014.

### **Implementation**

Advertisements will be placed in the local papers advising that documents are available for viewing.

### **Conclusion**

The draft budget has been prepared over a considerable period of time, with significant commitment from Councillors and staff. This draft budget is a pragmatic approach to the delivery of a wide range of services to the Colac Otway community with an increase in the average rates and charges per assessment of 5.3%.

The outcomes from the proposed 2014-2015 Budget are:

- Achieving the objectives of the Council Plan
- Maintenance of a solid financial position with a budgeted working capital ratio of 2.31 at 30 June 2015
- Operating expenditure to the value of \$41.90 million
- Operating revenue to the value of \$40.96 million
- Maintenance of the range and level of services in the operating budget
- Proposed delivery of a capital works programme in the order of \$14.08 million, including \$9.78 million focussed on the renewal of assets
- Estimated rates and charges of \$26.56 million, including an average increase in rates and charges per assessment of 5.3%
- Proposed borrowings at \$1.1 million (to be reviewed at time of borrowing)
- Debt will increase to a total of \$5.42 million at 30 June 2015.

### **Attachments**

1. Draft Budget - Colac Otway Shire

**Recommendation(s)*****That Council:***

- 1. Recognises that the 2014-2015 Draft Budget annexed to this resolution be the Budget prepared by the Council pursuant to section 127 of the Local Government Act 1989.***
- 2. Authorises the Chief Executive Officer to:***
  - a. Give public notice of the proposed Budget in accordance with section 129 (1) of the Local Government Act 1989; and***
  - b. Make available for public inspection a copy of the proposed budget in accordance with section 129 (3) of the Local Government Act 1989.***
- 3. Calls for written submissions in accordance with section 223 of the Local Government Act 1989 on the proposals contained in the 2013-2014 budget. Written submissions will be accepted until 5:00pm Friday 30 May 2014.***
- 4. Hears any person who wishes to be heard (either personally or by a person acting on their behalf) in support of a submission received in relation to the proposed budget at a Special Council Meeting on Wednesday 11 June 2014 at COPACC (time to be confirmed).***
- 5. Proposes that the rates in the dollar of CIV for each type of rate to be levied for the period commencing 1 July 2014 and concluding on 30 June 2015 are:***

| <b><i>Rating Category</i></b>                                                  | <b><i>Rate in the dollar of CIV</i></b> |
|--------------------------------------------------------------------------------|-----------------------------------------|
| <b><i>Residential- Colac, Colac East, Colac West, Elliminyt</i></b>            | <b><i>0.004317</i></b>                  |
| <b><i>Residential- Balance of Shire</i></b>                                    | <b><i>0.003669</i></b>                  |
| <b><i>Rural- Farm</i></b>                                                      | <b><i>0.003410</i></b>                  |
| <b><i>Holiday Rental</i></b>                                                   | <b><i>0.004317</i></b>                  |
| <b><i>Commercial/Industrial - Colac, Colac East, Colac West, Elliminyt</i></b> | <b><i>0.007123</i></b>                  |
| <b><i>Commercial/Industrial- Balance of Shire</i></b>                          | <b><i>0.006044</i></b>                  |
| <b><i>Other Charges:</i></b>                                                   |                                         |
| <b><i>Aire River Drainage Scheme</i></b>                                       | <b><i>\$0.20 per hectare</i></b>        |
| <b><i>Tirrengower Drainage Scheme</i></b>                                      | <b><i>\$2.50 per hectare</i></b>        |

- 6. Proposes that a Municipal Charge set at 10% of the total rates and municipal charges, which equates to \$171 per each rateable property in respect to which a municipal charge can be levied for the period commencing 1 July 2014 and concluding on 30 June 2015.***

- 7. Proposes that a Waste Management Charge of \$272 be levied for the period commencing 1 July 2014 and concluding on 30 June 2015 for properties in areas receiving a weekly waste collection service.**
- 8. Proposes that a Waste Management Charge of \$180 be levied for the period commencing 1 July 2014 and concluding on 30 June 2015 for properties in areas receiving a fortnightly waste collection service.**

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|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Margaret Giudice | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/95682 |

Purpose

To provide Council with a revised draft of the Council Plan 2013-2017 and Strategic Resource Plan 2014-15 to 2017-18 for consideration prior to being put out for public comment.

Declaration of Interests

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

Background

The Council Plan 2013-2017 is an important high level strategic document which responds to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the term of the current Council. The Plan has been developed to meet the requirements of the Act and includes:

- Pillars or Themes
- Goals
- Strategies
- Key Strategic Activities
- Performance Indicators and Targets
- Strategic Resource Plan.

Under section 125(7) of the *Local Government Act 1989* (LGA) Council must review at least annually whether the current Council Plan requires any adjustment for the remaining period of the Plan to ensure it remains consistent with Council's strategic direction.

If adjustments are made Council is required to undertake a submission process under section 223 of the Act.

The Strategic Resource Plan (SRP) is a component of the Council Plan and outlines the resources required to achieve Council's Goals expressed in the Council Plan.

Under section 126(3) of the Act, Council must review the Strategic Resource Plan (SRP) as part of the review of the Council Plan. The SRP is intended to have a 4-year time frame and must include:

- Details of financial resources (standard statements).
- Details of non-financial resources, including human resources.
- Financial performance indicators

The SRP provides a framework and model for Council to consider its future financial direction and to confirm that operating trends are affordable.

The Act requires that the SRP be adopted not later than 30 June each year.

Following an internal review some administrative alterations have been proposed to the Council Plan resulting from changes to the members of the Council and the Executive Management Team.

The Strategic Resource Plan contains revised Standard Statements for the period 2014-15 to 2017-18, the inclusion of a non-financial (human) resources table and a revised Financial Performance Indicators table, incorporating the changes resulting from the State Government's introduction of the Local Government Performance Reporting Framework.

Council Plan / Other Strategies / Policy

Good Governance

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

Our Goal:

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

Issues / Options

Changes made to the Council Plan

Following an internal review there are no proposed changes to the structure of the Council Plan nor to the Key Strategic Activities and measures adopted for the 2013-2017 period; however alterations are required to account for the changes in Councillors and the Executive Management Team. These are:

- The replacement of former Councillor Mick McCrickard with Councillor Frank Buchanan.
- The replacement of Councillor Stephen Hart as Deputy Mayor with Councillor Frank Buchanan.
- The replacement of the former General Manager Infrastructure and Services, Neil Allen, with Phil Corluka.

Changes made to the Strategic Resource Plan (SRP)

This section of the Council Plan contains an abridged version of the formal Strategic Resource Plan (SRP), the purpose of which is to make it more accessible to the general reader while still containing the critical information. The unedited version of the SRP is attached to this report and will be on Council's website at www.colacotway.vic.gov.au.

The abridged version provides:

- Details of financial resources (standard statements).
- Details of non-financial resources, including human resources.
- Financial performance indicators.

Introduced in the revised SRP is a Statement of Human Resources, which gives employee costs and effective full time staff numbers (EFT).

The Financial Performance Indicators have been revised to reflect the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the (draft) *Local Government (Planning and Reporting) Regulations 2014*. The new regulations come into effect on 18 April 2014.

The revised SRP indicates a rate increase of average rates and charges per assessment by 5.3% in the 2014-2015 financial year. Capital Expenditure is indicated at \$14.08 million in the SRP for 2014-2015.

Council must adopt its SRP by 30 June each year. The SRP is intended to have a 4-year time frame, but is reviewed on an annual basis.

The Council is required by the *Local Government Act 1989* to submit its Council Plan to the Local Government Minister by 30 June each year.

Proposal

That Council endorses the revised Council Plan 2013-2017 and Strategic Resource Plan 2014-15 to 2017-18 and releases the document for public comment for about a 5 and a half week period.

Financial and Other Resource Implications

The Strategic Resource Plan has been adjusted in line with projections for the four year period.

The financial details included in the SRP for 2014-2015 are consistent with the Draft Budget document for 2014-2015.

Risk Management & Compliance Issues

The Council Plan 2013-2017 meets the legislative requirements of sections 125, 126 and 223 of the *Local Government Act 1989*:

- Section 125 - "Council Plan"
- Section 126 - "Strategic Resource Plan"
- Section 223 - "Right to make submission"

and the *Local Government (Finance and Reporting) Regulations 2004*:

- Section 5 – "The standard statements"

Environmental and Climate Change Considerations

Considerations have been applied in the development of the Council Plan 2013-2017 and Strategic Resource Plan 2013-14 to 2016-17.

Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected has been to inform and consult.

As per the Council's Community Engagement Policy and section 223 of the *Local Government Act 1989* the Council Plan (including the SRP) is required to go on public display. Section 223 of the Act stipulates at least a 28 day submission process. Under section 223 of the *Local Government Act 1989*, Council must consider any written submissions which are received by the Council within 28 days after the publication of a public notice.

The Council policy stipulates a six week public display timeline; however shorter or longer timeframes may be appropriate depending on statutory requirements or other circumstances related to external deadlines.

Advertisements will be placed in the local papers advising the community that documents are available for viewing on Council's website, and will also be available from Council's Service Centres on Wednesday 23 April 2014.

Submissions can be made in writing by Friday 30 May 2014 and Council will consider any submissions received at a Special Council Meeting on Wednesday 11 June 2014 prior to the final Council Plan and SRP being adopted on Wednesday 25 June 2014.

Anyone wishing to be heard in support of their submission needs to advise Council of their intention to do so in the written submission provided by Friday 30 May 2014.

Implementation

The timelines allow for the revised Council Plan 2013-2017 and Strategic Resource Plan 2014-2015 to 2017-2018 to be presented to Council for endorsement at the 25 June 2014 Council meeting. Any person wishing to be heard on their submission will be given the opportunity at a Special Council meeting on Wednesday 11 June 2014, time to be confirmed.

The revised documents will be then forwarded to the Minister for Local Government by 30 June 2014.

Conclusion

The Council Plan has been reviewed following discussions with Councillors and officers and a small number of changes/additions have been made.

The SRP will continue to be reviewed on an annual basis in line with the review of the Council Plan. The SRP and the Draft Budget for 2014-15 are before Council at the same time to ensure consistency between these key documents.

Attachments

1. Draft - Strategic Resource Plan
2. Colac Otway Shire Council Plan

Recommendation(s)

That Council:

- 1. Endorses the revised Council Plan 2013-2017 and the Strategic Resource Plan 2014-2015 to 2017-2018.***
- 2. Calls for written submissions in accordance with section 223 of the Local Government Act 1989 on the revised Council Plan 2013-2017 and the Strategic Resource Plan 2014-2015 to 2017-2018. Written submissions will be accepted until 5:00pm Friday 30 May 2014.***
- 3. Hears any person who wishes to be heard (either personally or by a person acting on their behalf) in support of a submission received in relation to the proposed budget at a Special Council Meeting on Wednesday 11 June 2014 at COPACC (time to be confirmed).***

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# MEETING OF SPECIAL COUNCIL

WEDNESDAY, 16 APRIL 2014

## ATTACHMENTS

PAGE NO.

### CHIEF EXECUTIVE OFFICER

#### SC141604-1 Service Level Statements

Attachment 1: Service Level Statements - 2013/2014 .....3

### CORPORATE AND COMMUNITY SERVICES

#### SC141604-2 Draft Budget 2014-2015

Attachment 1: Draft Budget - Colac Otway Shire 127

#### SC141604-3 Council Plan (Including the Strategic Resource Plan)

Attachment 1: Draft - Strategic Resource Plan .....257

Attachment 2: Colac Otway Shire Council Plan .....315



## Service Level Review – Public Relations

11 October 2013

## Statement of Purpose

*To provide communication tools, services and advice that generates conversations and promotes understanding between Council and the community.*

Unit EFT Allocation: 1.8 EFT

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$ Nil           |
| Expense         | \$183,168        |
| <b>Net Cost</b> | <b>\$183,168</b> |

Unit Outputs 2012-13:

- An average of 7 media releases per week distributed
- 97 per cent of media inquiries resolved in one day
- Media coverage tracked at 45 per cent positive, 30 per cent neutral and 25 per cent negative in 2013 (888 articles assessed), and 43 per cent positive, 51 per cent neutral and 6 per cent negative in 2012 (691 articles assessed).
- Facebook page launched, more than 500 followers

| Current Activities                                                                                     | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Media relations/production</li> </ul>                         | <ul style="list-style-type: none"> <li>• Informed and engaged community               <ul style="list-style-type: none"> <li>◦ Minimum of 6 media releases per week. 90% of enquiries resolved in one business day. All advertisements placed in a timely and accurate fashion</li> <li>◦ Monitoring of % of positive media.</li> </ul> </li> <li>• Balanced media coverage</li> <li>• Reputation management.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Councillor and Executive Support (advice/speeches)</li> </ul> | <ul style="list-style-type: none"> <li>• Consistent and informed messaging</li> <li>• Spokespeople are well informed and well regarded.</li> </ul>                                                                                                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>• Brand management</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Consistent and positive brand and image of Council</li> <li>• Compliance with privacy regulations in image use and storage, social media protocols and statutory requirements.</li> </ul>                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>• Internal/external non-media communications</li> </ul>         | <ul style="list-style-type: none"> <li>• Clear and consistent internal communications</li> <li>• Well informed organisation</li> <li>• Historical log of press coverage maintained to record Council over time.</li> </ul>                                                                                                                                                                                               |
| Areas for Service Increase/Resource Implications                                                       | Expected benefit                                                                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Website - \$40k</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Compliance with accessibility requirements</li> <li>• Community better informed because</li> </ul>                                                                                                                                                                                                                                                                              |

|                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                              | <p>they are confident in their ability to navigate our website</p> <ul style="list-style-type: none"> <li>• Promote Colac Otway Shire as a contemporary and visionary organisation</li> <li>• Better integration with social media tools ie; mobile phones.</li> </ul>                                                                                                                          |
| <ul style="list-style-type: none"> <li>• Optimizing social media potential – 1EFT = \$70k</li> </ul>                                                         | <ul style="list-style-type: none"> <li>• Better connection with our community</li> <li>• Present more contemporary image</li> <li>• More immediate and unmediated message.</li> </ul>                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>• Better use of engagement tools and techniques, eg; "Our Say" and "Bang the Table". \$ - project specific</li> </ul> | <ul style="list-style-type: none"> <li>• A more engaged community</li> </ul>                                                                                                                                                                                                                                                                                                                    |
| <b>Areas for Service Reduction</b>                                                                                                                           | <b>Risk</b>                                                                                                                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>• Zero Service</li> </ul>                                                                                             | <ul style="list-style-type: none"> <li>• Reputational damage</li> <li>• Unmanaged messaging = distorted messaging</li> <li>• Inconsistent messaging</li> <li>• Would not meet legislative requirements re public notices/advertising</li> <li>• Departments would be responsible for their own advertising leading to inconsistency and increased workloads across the organisation.</li> </ul> |



## Service Level Review – Councillor Support

16 December 2013

## Statement of Purpose

*To provide effective and efficient financial and administrative support and services to the Colac Otway Shire Councillors.*

Unit EFT Allocation : 0.5 EFT

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$ Nil           |
| Expense         | \$329,901        |
| <b>Net Cost</b> | <b>\$329,901</b> |

Unit Outputs 2012-2013:

- 12 Ordinary Council Meetings
- 1 Statutory Meeting
- 6 Special Council Meetings
- Weekly briefings and workshops.

| Current Activities                                                                                                 | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Agendas &amp; Minutes</li> </ul>                                          | <ul style="list-style-type: none"> <li>• Well informed decision making by Councillors</li> <li>• Councillors well informed of issues and activities relevant to Council activities, policies and decision making</li> <li>• Accurate records of Council meeting proceedings and decisions</li> <li>• Meeting statutory regulations</li> </ul> |
| <ul style="list-style-type: none"> <li>• Conference registration, accommodation and travel arrangements</li> </ul> | <ul style="list-style-type: none"> <li>• Council is represented by Councillors at conferences/meetings/forums.</li> <li>• Networking and advocacy opportunities are maximised.</li> </ul>                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>• Venue hire and catering for Civic functions and ceremonies</li> </ul>     | <ul style="list-style-type: none"> <li>• Well organized Council events</li> <li>• Positive image for Council as a professional and well organized organisation</li> <li>• Meeting community expectations.</li> </ul>                                                                                                                          |
| <ul style="list-style-type: none"> <li>• Management of Councillor Calendars</li> </ul>                             | <ul style="list-style-type: none"> <li>• Council adequately represented by Councillors at events</li> <li>• Well informed Councillors</li> <li>• Councillors meeting community expectations.</li> </ul>                                                                                                                                       |
| <ul style="list-style-type: none"> <li>• Executive support to the Mayor and Councillors</li> </ul>                 | <ul style="list-style-type: none"> <li>• Councillor's enquiries responding to in a timely and appropriate fashion.</li> <li>• Well informed and cohesive Council.</li> </ul>                                                                                                                                                                  |
| Areas for Service Increase/Resource Implications                                                                   | Expected benefit                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>• Dedicated meeting space - \$200k</li> </ul>                               | <ul style="list-style-type: none"> <li>• No competition for meeting spaces</li> <li>• More professional image</li> <li>• No adequate Councillor lounge currently available.</li> </ul>                                                                                                                                                        |

| Areas for Service Reduction                                                                                                                                                            | Risk/benefit                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Not legally possible to reduce</li><li>• All correspondence/information to be provided electronically. (capability currently exists)</li></ul> | <ul style="list-style-type: none"><li>• Loss of democracy.</li><li>• Reduced carbon footprint</li><li>• Savings in printing and photocopying</li><li>• Poor internet service may result in Councillors not receiving some information – communication gaps.</li></ul> |

## Service Level Review – Library Services

10 October 2013

## Statement of Purpose

*Our libraries will provide access to collections and services that encourage a life enriched by reading, learning and engagement in the community:*

- *To provide resources for information, education, recreation and enrichment to all people in our community through library networks and other links.*
- *To offer services which are equitable, timely, responsive and efficient.*
- *To deliver service using staff expertise, teamwork and well-designed effective technology and systems.*

Unit EFT Allocation:

Unit Budget 2013-2014:

| COS          | EFT         |
|--------------|-------------|
| Apollo Bay   | 0.51        |
| Colac        | 4.95        |
| Outreach     | 0.65        |
| IT           | 0.51        |
| Regional     | 1.32        |
| <b>Total</b> | <b>7.94</b> |

| COS                  | Income          | Expenditure      |
|----------------------|-----------------|------------------|
| Council contribution |                 | \$640,476        |
| Other Expenditure    |                 | \$72,455         |
| Reimbursements       | \$16,200        |                  |
| <b>Total</b>         | <b>\$16,200</b> | <b>\$712,931</b> |
| <b>Net Cost</b>      |                 | <b>\$696,731</b> |

Library Outputs 2012-2013:

- Colac Community Library & Learning Centre - 137,437 items lent
- Apollo Bay Library - 12,369 items lent
- Library Annexe - 8,211 items lent
- Mobile Service – 8 townships - 7,515 items lent
- Home Service - 5,893 items lent

| Current Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Three static services               <ul style="list-style-type: none"> <li>◦ Colac Community Library &amp; Learning Centre</li> <li>◦ Apollo Bay Library</li> <li>◦ Library Annexe</li> </ul> </li> <li>• Outreach:               <ul style="list-style-type: none"> <li>◦ Mobile Service                   <ul style="list-style-type: none"> <li>▪ Cressy</li> <li>▪ Gellibrand</li> <li>▪ Lavers Hill</li> <li>▪ Beech Forest</li> <li>▪ Forest</li> <li>▪ Coragulac</li> <li>▪ Beeac</li> <li>▪ Birregurra</li> </ul> </li> <li>◦ Home Service</li> </ul> </li> <li>• Contribution to Corangamite Regional Library Corporation.</li> </ul> | <ul style="list-style-type: none"> <li>• Recreational Reading</li> <li>• Building Literacy Skills               <ul style="list-style-type: none"> <li>◦ 0 (nursery rhymes) → Seniors (digital)</li> <li>◦ Lifelong learning</li> <li>◦ Developing different skill sets</li> </ul> </li> <li>• Connectedness/social focal centre               <ul style="list-style-type: none"> <li>◦ Stepping stone into the community ie: support for mothers/carers through storytime</li> <li>◦ Opportunities for volunteers</li> <li>◦ Building social capital</li> <li>◦ Bridge between social classes</li> <li>◦ Affordable access to resources</li> </ul> </li> <li>• Citizenship/Information for good decision making               <ul style="list-style-type: none"> <li>◦ Curating of information</li> <li>◦ Power of information to empower people</li> <li>◦ Portal to information</li> </ul> </li> </ul> |

| Areas for Service Increase/Resource Implications                                                                                                                                                                            | Expected Benefit                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Programs for adults <ul style="list-style-type: none"> <li>(.5 eft = \$10,500)</li> </ul> </li> </ul>                                                                                | <ul style="list-style-type: none"> <li>Increased program time for adults to attract non-traditional users.</li> <li>Digital literacy and other programs for Colac.</li> </ul>                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Weekend access to CCL&amp;LC <ul style="list-style-type: none"> <li>Sunday afternoon at CCL&amp;LC (\$35,257)</li> </ul> </li> </ul>                                                 | <ul style="list-style-type: none"> <li>Increased opportunity for users to access library services outside of work and school hours.</li> </ul>                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"> <li>Extension of mobile service to include towns such as Wye River (\$5,000)</li> </ul>                                                                                                  | <ul style="list-style-type: none"> <li>Provide communities in remote access with library services</li> <li>Provide residents with mobility issues greater access to library services.</li> </ul>                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>Extra day at Apollo Bay (6.5 eft = \$13,393)</li> </ul>                                                                                                                              | <ul style="list-style-type: none"> <li>Increased library service for second largest town in shire.</li> </ul>                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Collection Development <ul style="list-style-type: none"> <li>2 books per capita \$53,608</li> <li>capital replacement \$15,906</li> </ul> </li> </ul>                               | <ul style="list-style-type: none"> <li>Increased resources available to all users</li> </ul>                                                                                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>Information Technology - \$25,000 <ul style="list-style-type: none"> <li>Mac Computer suite at CCL&amp;LC</li> <li>Wireless printing from personal computers.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Improved access for computer users</li> <li>Easier for users to access printers</li> </ul>                                                                                                                                                                                                                                               |
| Areas for Service Reduction                                                                                                                                                                                                 | Risk                                                                                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>No service (\$675,000)</li> </ul>                                                                                                                                                    | <ul style="list-style-type: none"> <li>Removes opportunities for self improvement</li> <li>Heighten difference between resources available to advantaged and disadvantaged members of the community</li> <li>Community isolation and disconnection</li> <li>Removable of affordable recreational reading opportunity</li> <li>Increase in literacy and numeracy gap.</li> </ul> |
| <ul style="list-style-type: none"> <li>Close Annexe - \$40,000</li> </ul>                                                                                                                                                   | <ul style="list-style-type: none"> <li>Disenfranchise current users of annexe</li> </ul>                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>Reduce mobile/outreach service (\$417.47 cost per user) - targeted delivery of services ie; drop off/postal service.</li> </ul>                                                      | <ul style="list-style-type: none"> <li>Would only satisfy the recreational reading aspect of library services</li> <li>Loss of social connection</li> </ul>                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>Opt out of CRLC</li> </ul>                                                                                                                                                           | <ul style="list-style-type: none"> <li>Impact on economies of scale</li> <li>Could not afford to attract the current level of expertise at a senior level.</li> </ul>                                                                                                                                                                                                           |

## Service Level Review – Financial Services

16 December 2013

## Statement of Purpose

*To collect and transform data into information to enable accountable resource management.*

Unit EFT Allocation: 9.21

|                      |      |
|----------------------|------|
| Financial Operations | 3.21 |
| Financial Management | 2.00 |
| Payroll              | 2.00 |
| Manager              | 2.00 |

Unit Budget 2013-2014:

| Service (not a service just a grouping) | Income              | Expenditure         |
|-----------------------------------------|---------------------|---------------------|
| Financial Services Section              | \$ 168,212          | \$1,103,324         |
| Investment Interest                     | \$ 270,000          | \$ nil              |
| Corporate Overheads                     | \$ nil              | \$ 247,650          |
| On-cost                                 | \$ 4,477,597        | \$ 4,477,597        |
| Office Accommodation                    | \$ nil              | \$ 139,567          |
| <b>Totals</b>                           | <b>\$ 4,915,809</b> | <b>\$ 5,968,138</b> |
| <b>Net cost</b>                         |                     | <b>\$ 1,052,329</b> |

All activities detailed are performed for three (3) separate funds or entities for which revenue is generated from the Corangamite Regional Library Corporation and the Port of Apollo Bay.

With each activity there is a:

- management component;
- data entry component;
- maintenance component;
- reporting component; and
- audit component.

Unit Outputs 2012-13:

- Payroll transactions – 117,234
- General ledger transactions – 206,268
- Plant transactions processed – 47,177
- Accounts payable transactions – 86,068

| Current Activities                                                                                                                                                                                             | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Treasury/Trusts               <ul style="list-style-type: none"> <li>○ Loans/borrowings</li> <li>○ Investments</li> <li>○ Cash Flow management</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Maximising return on Council's investments</li> <li>• Ensuring adequate financial resources for Council to undertake its responsibilities</li> <li>• Minimizing cost of cash</li> <li>• Prudential management of trust funds</li> <li>• Effective transactions, systems and processes.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Project/Program Acquittals               <ul style="list-style-type: none"> <li>○ Acquittal of projects that have government and other grant</li> </ul> </li> </ul>   | <ul style="list-style-type: none"> <li>• Meeting Government requirements</li> <li>• Meeting funding criteria</li> <li>• Ensuring ongoing financial support</li> </ul>                                                                                                                                                                      |



| Current Activities                                                                                                                                                                                                                                                                                            | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>funding. <ul style="list-style-type: none"> <li>Includes coordination of external auditors and conduct of internal financial and activity audits.</li> </ul> </li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>from funding bodies</li> <li>Effective transactions, systems and processes.</li> </ul>                                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>Reporting <ul style="list-style-type: none"> <li>Statistical</li> <li>Management</li> <li>Community audits.</li> </ul> </li> </ul>                                                                                                                                     | <ul style="list-style-type: none"> <li>Community organisation audits</li> <li>Meeting statutory and regulatory requirements</li> <li>Enabling the organisation to manage resources</li> <li>Managing risk of extraordinary contingencies</li> <li>Managing within budget frameworks (funds and timelines)</li> <li>Effective transactions, systems and processes.</li> </ul>              |
| <ul style="list-style-type: none"> <li>Taxation <ul style="list-style-type: none"> <li>GST</li> <li>BAS</li> <li>FBT</li> <li>Diesel Fuel Rebate</li> <li>PAYG</li> </ul> </li> </ul>                                                                                                                         | <ul style="list-style-type: none"> <li>Meeting statutory and regulatory requirements</li> <li>Minimizing Council's tax liability</li> <li>Effective transactions, systems and processes.</li> </ul>                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>Payroll <ul style="list-style-type: none"> <li>Superannuation</li> <li>Timesheet entry</li> <li>Position &amp; Establishment management</li> <li>Personnel records management</li> <li>Award and Enterprise Agreement interpretation and advice</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Facilitate accurate employment entitlements</li> <li>Accurate tracking of employment entitlements</li> <li>Effective transactions, systems and processes</li> <li>Enterprise Agreement compliance.</li> </ul>                                                                                                                                      |
| <ul style="list-style-type: none"> <li>Procurement <ul style="list-style-type: none"> <li>Corporate Purchasing cards</li> <li>Councillor Payments</li> <li>Payments to suppliers</li> <li>Petty Cash</li> <li>Monitoring and reporting on procurement activities</li> </ul> </li> </ul>                       | <ul style="list-style-type: none"> <li>Minimising cost and risk to Council</li> <li>Protecting Council's reputation</li> <li>Effective transactions, systems and processes.</li> </ul>                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>Budget/Strategic Resource Plan <ul style="list-style-type: none"> <li>Development of annual budget</li> <li>Monitoring and adjustments of budget</li> <li>Management of business case development</li> </ul> </li> </ul>                                               | <ul style="list-style-type: none"> <li>Information prepared to set rates, fees &amp; charges</li> <li>Information on Council's short, medium and long term income and expenditure</li> <li>Ensure Council's services and projects are adequately considered</li> <li>Provides accountability measures and indications.</li> <li>Effective transactions, systems and processes.</li> </ul> |
| <ul style="list-style-type: none"> <li>Internal Audit/Audit Committee <ul style="list-style-type: none"> <li>Support the internal audit committee</li> <li>Participate in and undertake internal audits</li> </ul> </li> </ul>                                                                                | <ul style="list-style-type: none"> <li>Clear and accountable operations.</li> <li>Effective transactions, systems and processes.</li> </ul>                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"> <li>Assets <ul style="list-style-type: none"> <li>Data management</li> </ul> </li> </ul>                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Inventory control</li> <li>Meeting statutory and regulatory reporting</li> <li>Assets appropriate to service delivery</li> </ul>                                                                                                                                                                                                                   |

| Current Activities                                                                                                                | Outcomes/Key Outputs                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                   | and cost effectiveness <ul style="list-style-type: none"> <li>Maximizing return on Council's asset ownership and disposal.</li> <li>Effective transactions, systems and processes.</li> </ul> |
| <ul style="list-style-type: none"> <li>Accounting</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>Effective transactions, systems and processes.</li> </ul>                                                                                              |
| Areas for Service Increase/Resource Implications                                                                                  | Expected benefit                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Electronic procurement system = \$20k</li> </ul>                                           | <ul style="list-style-type: none"> <li>Improved accountability</li> <li>Improved efficiency of processes</li> <li>Reduced costs when established.</li> </ul>                                  |
| <ul style="list-style-type: none"> <li>Online timesheets – mobile platform (significant cost for future consideration)</li> </ul> | <ul style="list-style-type: none"> <li>Access to real time data</li> <li>Reduced input time</li> <li>Increased efficiency.</li> </ul>                                                         |
| <ul style="list-style-type: none"> <li>Enterprise Reporting = \$50k</li> </ul>                                                    | <ul style="list-style-type: none"> <li>Access to real time data</li> <li>Automated, on demand reporting</li> <li>Better informed on operations.</li> </ul>                                    |
| <ul style="list-style-type: none"> <li>Shared Services (similar compatible systems)</li> </ul>                                    | <ul style="list-style-type: none"> <li>Reduced net cost to Council</li> <li>Access to greater skill set.</li> </ul>                                                                           |
| Areas for Service Reduction                                                                                                       | Risk                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>Outsourcing (potential cost saving)</li> </ul>                                             | <ul style="list-style-type: none"> <li>Loss of expertise</li> <li>Loss of direct accountability/control</li> <li>Potential for increased costs</li> <li>Loss of flexibility.</li> </ul>       |
| <ul style="list-style-type: none"> <li>Community audits</li> </ul>                                                                | <ul style="list-style-type: none"> <li>Loss of goodwill</li> <li>Reduced community social benefits</li> <li>Loss of volunteer support.</li> </ul>                                             |





## Service Level Review – Revenue and Property Services

20 January 2014

## Statement of Purpose

*To generate revenue for Council via rates, levies and charges. To responsibly and effectively manage Council's property portfolio. To manage information on all property within the Shire.*

Unit EFT Allocation: 3 EFT

Unit Budget 2013-2014:

| Service              | Income              | Expenditure      |
|----------------------|---------------------|------------------|
| Rates & Charges      | \$22,069,314        |                  |
| Grants               | \$ 420,000          |                  |
| Tirrengower Drainage | \$ 23,318           | \$ 23,318        |
| Property & Rates     | \$ 48,450           | \$365,892        |
| Valuation Expenses   |                     | \$179,300        |
| <b>Totals</b>        | <b>\$22,561,082</b> | <b>\$568,510</b> |
| <b>Net Surplus</b>   | <b>\$21,992,572</b> |                  |

Unit Outputs 2012-13:

- 14,768 Property assessments
- 1,090 Non-rateable property assessments
- 2,469 Pension rebates
- 778 Land Information certificates issued

| Current Activities                                                                                                               | Outcomes/Key Outputs                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Maintain property database</li> </ul>                                                   | <ul style="list-style-type: none"> <li>• Accurate property data</li> <li>• Accurate rates and charges levied</li> <li>• Valid information provided to enquiries.</li> </ul>                                                          |
| <ul style="list-style-type: none"> <li>• Striking of rates and charges</li> </ul>                                                | <ul style="list-style-type: none"> <li>• Funds raised to deliver Council's annual budget</li> <li>• Legal obligations are met.</li> </ul>                                                                                            |
| <ul style="list-style-type: none"> <li>• Collection of rates and non-rates revenue</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Funds available to deliver Council's services</li> <li>• Financially viable Council</li> <li>• Minimal outstanding debtors.</li> </ul>                                                      |
| <ul style="list-style-type: none"> <li>• Property valuation process</li> </ul>                                                   | <ul style="list-style-type: none"> <li>• Valid property valuation database</li> <li>• Legal obligations are met.</li> </ul>                                                                                                          |
| <ul style="list-style-type: none"> <li>• Processing information privacy requests</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Legal obligations met</li> <li>• Provision of appropriate information</li> <li>• Safeguarding of people's privacy.</li> </ul>                                                               |
| <ul style="list-style-type: none"> <li>• Naming of roads and geographic features and allocation of rural road numbers</li> </ul> | <ul style="list-style-type: none"> <li>• Roads named to facilitate location of properties.</li> </ul>                                                                                                                                |
| <ul style="list-style-type: none"> <li>• Managing Council's lease portfolio</li> </ul>                                           | <ul style="list-style-type: none"> <li>• Appropriate maintenance of Council's properties</li> <li>• Appropriate management of Council's leases, licences and agreements</li> <li>• Equitable access for lease and licence</li> </ul> |

|                                                                                          |                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                          | <p>opportunities are provided as appropriate</p> <ul style="list-style-type: none"> <li>• To ensure appropriate fees and levies are paid</li> <li>• Council's legal and risk management obligations are met.</li> </ul> |
| <b>Areas for Service Increase/Resource Implications</b>                                  | <b>Expected benefit</b>                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Property officer – 1 EFT = \$70,000</li> </ul>  | <ul style="list-style-type: none"> <li>• More accurate database and processing</li> <li>• Faster processing and file maintenance</li> <li>• More efficient property management</li> </ul>                               |
| <ul style="list-style-type: none"> <li>• Revenue officer - 0.5 EFT = \$35,000</li> </ul> | <ul style="list-style-type: none"> <li>• More accurate database and processing</li> <li>• Faster processing and file maintenance</li> <li>• More efficient property management.</li> </ul>                              |
| <b>Areas for Service Reduction</b>                                                       | <b>Risk</b>                                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>• Reduced staff numbers</li> </ul>                | <ul style="list-style-type: none"> <li>• Financial cost implication</li> <li>• Greater level of debtors</li> <li>• Higher risk of liability issues due to inaccurate information.</li> </ul>                            |

**Service Level Review – Revenue and Property Services  
Fire Services Levy**

20 January 2014

**Statement of Purpose**

*To collect levies to fund the Country Fire Authority on behalf of the State Government.*

Unit EFT Allocation : Nil

Unit Budget: Nil

Unit Outputs 2012-13:

- Nil – implemented for the 2013-2014 financial year

| <b>Current Activities</b>                                                                        | <b>Outcomes/Key Outputs</b>                                                                                                                                       |
|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Maintain expanded property database</li> </ul>          | <ul style="list-style-type: none"> <li>• Accurate property data</li> <li>• Accurate charges levied</li> <li>• Valid information provided to enquiries.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Raising of charges</li> </ul>                           | <ul style="list-style-type: none"> <li>• Legal obligations are met.</li> </ul>                                                                                    |
| <ul style="list-style-type: none"> <li>• Collection and remittance of levies</li> </ul>          | <ul style="list-style-type: none"> <li>• Legal obligations are met</li> </ul>                                                                                     |
| <b>Areas for Service Increase/Resource Implications</b>                                          | <b>Expected benefit</b>                                                                                                                                           |
| <ul style="list-style-type: none"> <li>• Levy collected by State Revenue Office (SRO)</li> </ul> | <ul style="list-style-type: none"> <li>• Enquiries directed to the most appropriate agency.</li> </ul>                                                            |
| <b>Areas for Service Reduction</b>                                                               | <b>Risk</b>                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>• No option to reduce service</li> </ul>                  | <ul style="list-style-type: none"> <li>• State Government mandated service.</li> </ul>                                                                            |



## Service Level Review – Cemeteries

11 October 2013

## Statement of Purpose

*The Colac Otway Shire administers three small cemeteries at Whoorel (Birregurra), Warncoort and Beeac (Ondit & South Cundare). Council provides the day to day administrative support for these Trusts, as well as cemetery maintenance services.*

Unit EFT Allocation: Nil (excludes officer's time)

Unit Budget 2013-2014:

|                 |                 |
|-----------------|-----------------|
| Income          | \$2,550         |
| Expenditure     | \$13,528        |
| <b>Net cost</b> | <b>\$10,978</b> |

Unit Outputs/Data:

| Burial Space Information                                  | Beeac | Whoorel | Birregurra/<br>Warncoort |
|-----------------------------------------------------------|-------|---------|--------------------------|
| No. of Interments                                         | 988   | 742     | 928                      |
| No. of Rights of Interments/Reservations                  | 135   | 39      | 141                      |
| No. of Estimated Unused Surveyed Burial Sites             | 298   | 426     | 1,491                    |
| No. of Estimated Unsurveyed Burial Sites Available        | 1,000 | 3,000   | 2,000                    |
| No. of Estimated Surveyed Burial Sites available for sale | 298   | 426     | 1,491                    |

| Current Activities                                                                                                                                                                                                                                                                                                           | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Administration of three cemeteries: <ul style="list-style-type: none"> <li>Whoorel</li> <li>Warncoort</li> <li>Beeac</li> </ul> </li> <li>Three separate trusts established where Council is the Trustees</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>Satisfactory allocation of burial plots/rights of interment</li> <li>Burial register accurately maintained</li> <li>Organisation/administration of interments attended to effectively (note interment arrangements are currently organized through the funeral directors)</li> <li>Processing of requests for information within 7 days</li> </ul> |
| <ul style="list-style-type: none"> <li>Cemetery maintenance</li> </ul>                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Satisfactory maintenance of the cemetery grounds.</li> </ul>                                                                                                                                                                                                                                                                                       |
| Areas for Service Increase/Resource Implications                                                                                                                                                                                                                                                                             | Expected benefit                                                                                                                                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>Provision of full burial service: <ul style="list-style-type: none"> <li>Organize burial and grave digger</li> </ul> </li> <li>Closer supervision of operations <ul style="list-style-type: none"> <li>Provision of JSA by contractors</li> <li>Regular audits</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Reduce Council's exposure to risk</li> </ul>                                                                                                                                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>Capture data electronically and provide information on website</li> </ul>                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Improved ability to locate gravesites</li> </ul>                                                                                                                                                                                                                                                                                                   |

|                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Improved signage and identification of plots</li> <li>• Improved road access</li> <li>• Increased budget for improvements and maintenance</li> </ul>                                                                                                                                         | <ul style="list-style-type: none"> <li>• Identification of graves</li> <li>• Improved appearance of cemeteries</li> </ul>                                                                                                                                                                                                                                |
| Fix and maintain existing monuments                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Preservation of local and family history (not a Council obligation)</li> </ul>                                                                                                                                                                                                                                  |
| <b>Areas for Service Reduction</b>                                                                                                                                                                                                                                                                                                    | <b>Risk</b>                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>• Achieve cost neutral proposition</li> <li>• Zero Delivery <ul style="list-style-type: none"> <li>◦ Seek alternative management through existing Cemetery Trusts i.e. Geelong</li> </ul> </li> <li>• Cease the acceptance of new burials other than those that have been reserved.</li> </ul> | <ul style="list-style-type: none"> <li>• Increase plot fees would put these costs significantly above those of Colac</li> <li>• Cemetery Council is the default responsible authority</li> <li>• Council has adopted these obligations/liabilities</li> <li>• Previous sales have been accepted</li> <li>• Political &amp; social resistance.</li> </ul> |

## Service Level Review – Elections

20 January 2014

## Statement of Purpose

*To ensure democratic and transparent elections are held for Council.*

Unit EFT Allocation: Nil

Unit Budget 2013-2014:

|                 |                 |
|-----------------|-----------------|
| Income          | \$ Nil          |
| Expense         | \$2,000         |
| <b>Net Cost</b> | <b>\$2,000*</b> |

\*annual cost in a non-election year  
(expenditure for 2012/13 elections - \$150,000)

## Unit Outputs:

- Council election held every four years
- Accurate voters roll
- 7 elected officials

| Current Activities                                                                               | Outcomes/Key Outputs                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Manage election contract</li> </ul>                     | <ul style="list-style-type: none"> <li>• Valid declared result</li> <li>• Appropriate candidate conduct</li> <li>• Full community participation</li> <li>• Compliance with Council's legal requirements.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Voters roll</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Accurate roll</li> <li>• Compliance with Council's legal requirements.</li> </ul>                                                                                          |
| <ul style="list-style-type: none"> <li>• Security of ballot material post declaration</li> </ul> | <ul style="list-style-type: none"> <li>• Compliance with Council's legal requirements</li> <li>• Confidence and integrity of ballot material.</li> </ul>                                                            |
| Areas for Service Increase/Resource Implications                                                 | Expected benefit                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>• Nil</li> </ul>                                          | <ul style="list-style-type: none"> <li>• No other realistic option.</li> </ul>                                                                                                                                      |
| Areas for Service Reduction                                                                      | Risk                                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>• Nil</li> </ul>                                          | <ul style="list-style-type: none"> <li>• No realistic option to reduce service – defined by legal obligations.</li> </ul>                                                                                           |





## Service Level Review – Corporate Customer Service

11 October 2013

## Statement of Purpose

*The Corporate Customer Service area coordinates and provides the first point of contact between the public and the council through the service centres (Customer Assist) located at Rae Street and Gellibrand Street in Colac and Nelson Street in Apollo Bay.*

*The area is also responsible for the overall corporate or organisational provision of customer service to the wider community and monitors and assists all areas of Council in the provision of the corporate responsibility.*

Unit EFT Allocation: 5.71 EFT (excludes % of Manager)

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$ 1,000         |
| Expense         | \$479,326        |
| <b>Net Cost</b> | <b>\$478,326</b> |

Unit Outputs 2012-13:

- Receipting – \$42,780,870
- Merit's created – 8,623
- Phone Calls – 81,391
- Front of house enquiries – 11,400

| Current Activities                                                                                    | Outcomes/Key Outputs                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• First Point of Colac Otway Shire Customer Contact</li> </ul> | <ul style="list-style-type: none"> <li>• Customer requests satisfied at first point of contact in 70% of cases</li> <li>• Customer gets to the right person for assistance or advice</li> <li>• Council portrayed as a professional and helpful organisation.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Receipting/Banking/Balancing</li> </ul>                      | <ul style="list-style-type: none"> <li>• All monies received, accounted for and recorded in the correct accounts (includes downloads from BPAY etc)</li> <li>• Information loaded into Authority (accounts system)</li> </ul>                                            |
| <ul style="list-style-type: none"> <li>• Customer Request Management (MERIT)</li> </ul>               | <ul style="list-style-type: none"> <li>• Providing an accountable and accurate tracking system for task allocation</li> </ul>                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Name and Address Register (NAR) Management</li> </ul>        | <ul style="list-style-type: none"> <li>• Accurate, up-to-date name and address register.</li> <li>• Accurate information available to disseminate to community.</li> </ul>                                                                                               |
| <ul style="list-style-type: none"> <li>• Corporate Customer Service Communications</li> </ul>         | <ul style="list-style-type: none"> <li>• A well informed organisation re community feedback through customer assist</li> <li>• Customer service standards in various departments monitored and constantly improved.</li> </ul>                                           |
| <ul style="list-style-type: none"> <li>• Administration of telephony services</li> </ul>              | <ul style="list-style-type: none"> <li>• Effective internal and external communication.</li> </ul>                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>• Administrative support for organisation</li> </ul>           | <ul style="list-style-type: none"> <li>• Resource gaps in administration are covered.</li> </ul>                                                                                                                                                                         |

| Areas for Service Increase/Resource Implications                                                                                                                                                                      | Expected benefit                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Low level monitoring of social media</li> </ul>                                                                                                                                | <ul style="list-style-type: none"> <li>Early response given to social media comment.</li> </ul>                                                                                                                                           |
| <ul style="list-style-type: none"> <li>Summer coverage of Apollo Bay cust. centre (5 days/8hrs Jan – Mar)</li> </ul>                                                                                                  | <ul style="list-style-type: none"> <li>Delivered through other agencies or directly (insufficient constant workload)</li> </ul>                                                                                                           |
| <ul style="list-style-type: none"> <li>Year round coverage provided at Apollo Bay customer centre</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>Consistency of service across localities</li> </ul>                                                                                                                                                |
| <ul style="list-style-type: none"> <li>Name and Address Register Maintenance - .5EFT = \$30k</li> </ul>                                                                                                               | <ul style="list-style-type: none"> <li>More accurate records</li> </ul>                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Senior Customer Service position – 1eft = \$70k</li> </ul>                                                                                                                     | <ul style="list-style-type: none"> <li>Coverage of Sustainable Planning &amp; Development and lunch breaks</li> <li>Coordinator able to work on continuous business improvements</li> <li>Communication to the right customer.</li> </ul> |
| Areas for Service Reduction                                                                                                                                                                                           | Risk                                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>Zero Service</li> </ul>                                                                                                                                                        | <ul style="list-style-type: none"> <li>Impractical</li> <li>Increased customer dissatisfaction and anger</li> <li>Dysfunctional organisation.</li> </ul>                                                                                  |
| <ul style="list-style-type: none"> <li>Reduced Customer Service               <ul style="list-style-type: none"> <li>Reduced opening hours</li> <li>Reduced use of casuals or staff complement</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Increased workload at greater expense resulting from officers answering queries.</li> </ul>                                                                                                        |

## Service Level Review – Vic Roads

29 October 2013

## Statement of Purpose

***Provide an accessible frontline service for Vic Roads to Apollo Bay and surrounding communities.***

Unit EFT Allocation: Nil (included in Customer Assist EFT)

Unit Budget 2013-2014:

|                 |                 |
|-----------------|-----------------|
| Income          | \$21,075        |
| Expenditure     | \$23,500        |
| <b>Net Cost</b> | <b>\$ 2,425</b> |

Unit Outputs 2012-2013:

- Not applicable as acting as agent

| Current Activities                                                                                                                                   | Outcomes/Key Outputs                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Licence renewals <ul style="list-style-type: none"> <li>◦ Boats, cars &amp; shooting</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Easy and accessible services provided to the communities of Apollo Bay and other coastal areas.</li> </ul>                                                                                                                    |
| <ul style="list-style-type: none"> <li>• Vehicle Transfer forms</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>• As above</li> </ul>                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>• Unregistered vehicle permits</li> </ul>                                                                     | <ul style="list-style-type: none"> <li>• As above</li> </ul>                                                                                                                                                                                                           |
| Areas for Service Increase/Resource Implications                                                                                                     | Expected benefit                                                                                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>• Full cost recovery</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>• Cost of training and staff resources compensated</li> </ul>                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Clarity of purpose of what we offer from Vic Roads (ie; limited service).</li> </ul>                        | <ul style="list-style-type: none"> <li>• Community would have a better understanding of what Vic Roads services are provided by Council (ie; Council does not accept the payment of Vic Roads' fines)</li> </ul>                                                       |
| <ul style="list-style-type: none"> <li>• Vic Roads to provide updated equipment</li> </ul>                                                           | <ul style="list-style-type: none"> <li>• More efficient processing of customer payments etc.</li> </ul>                                                                                                                                                                |
| Areas for Service Reduction                                                                                                                          | Risk                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Transfer of service to Vic Roads</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>• Would have a negative impact on the distribution of workload of Customer Assist staff</li> <li>• Reduced services provided to the local and coastal communities</li> <li>• Community expectation would not be met.</li> </ul> |



## Service Level Review – Health &amp; Community Services Management

14 January 2014

**Statement of Purpose***To provide an appropriate suite of health and wellbeing services to our community.*

Unit EFT Allocation: 1.5 EFT

Unit Budget 2013-2014:

|                 |                   |
|-----------------|-------------------|
| Income          | \$ nil            |
| Expense         | \$ 219,130        |
| <b>Net Cost</b> | <b>\$ 219,130</b> |

Unit Outputs 2012-2013:

- Plans and strategies to guide operations

| Current Activities                                                                                                                     | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Develop strategic directions for health and wellbeing</li> </ul>                                | <ul style="list-style-type: none"> <li>Provide clear guidance and direction for organisation, government and community</li> <li>Maximise Council's funding opportunities</li> <li>Partnership and alliances across health and wellbeing services provided by Council.</li> </ul>                    |
| <ul style="list-style-type: none"> <li>Promote and advocate for health and community service issues</li> </ul>                         | <ul style="list-style-type: none"> <li>Partnerships and alliances across health and wellbeing issues</li> <li>Workforce development</li> <li>Access to funding opportunities</li> <li>Initiate actions by State and Federal Government to support community health and wellbeing issues.</li> </ul> |
| Areas for Service Increase/Resource Implications                                                                                       | Expected benefit                                                                                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>General Manager, Health &amp; Community Services &amp; associated staffing resources</li> </ul> | <ul style="list-style-type: none"> <li>Greater input into health and wellbeing issues at Council and Executive level</li> <li>Resource capacity to address social needs</li> <li>Highly enabled communities.</li> </ul>                                                                             |
| <ul style="list-style-type: none"> <li>Social Planner - 0.5 EFT = \$45,000</li> </ul>                                                  | <ul style="list-style-type: none"> <li>Improved capacity to analyse reporting and implement health and wellbeing needs into policy and development.</li> </ul>                                                                                                                                      |
| <ul style="list-style-type: none"> <li>Community Development Officer – 1EFT = \$90,000</li> </ul>                                      | <ul style="list-style-type: none"> <li>Increased social capital through connected community driven efforts and shared responsibilities</li> <li>Highly enabled communities</li> </ul>                                                                                                               |
| <ul style="list-style-type: none"> <li>Youth Officer (see Recreation)</li> </ul>                                                       |                                                                                                                                                                                                                                                                                                     |
| Areas for Service Reduction                                                                                                            | Risk                                                                                                                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>Reduction in advocacy efforts</li> </ul>                                                        | <ul style="list-style-type: none"> <li>Loss of available health and community services for the community</li> <li>Failure to maximise funding opportunities.</li> </ul>                                                                                                                             |
| <ul style="list-style-type: none"> <li>General services</li> </ul>                                                                     | <ul style="list-style-type: none"> <li>Failure to meet legislative/statutory obligations.</li> </ul>                                                                                                                                                                                                |



## Service Level Review – Older Persons and Ability Support Services (OPASS)

13 December 2013

## Statement of Purpose

*To maintain older persons and persons with a disability to live independently in their own homes and to stay connected to their community.*

Unit EFT Allocation: 29.8 EFT (23.6 EFT Community Care Workers & 6.2 EFT Administration staff) 42 volunteers

Unit Budget 2013-2014:

## 2013-2014 Budget

| Unit                                         | Income              | Expenditure        |
|----------------------------------------------|---------------------|--------------------|
| Home & Community Care (State/ Commonwealth)  | \$ 1,528,901        | \$1,550,941        |
| Department Veterans Affairs (Commonwealth)   | \$ 82,000           | \$ 83,182          |
| Community Aged Care Packages. (Commonwealth) | \$241,324           | \$245,209          |
| National Disability Insurance Scheme (NDIS)  | \$nil               | \$nil              |
| Agencies buying OPASS Services. ( Contracts) | \$329,638           | \$334,390          |
| <b>Totals</b>                                | <b>\$ 2,182,263</b> | <b>\$2,213,721</b> |
| <b>Net cost</b>                              |                     | <b>\$ 31,458</b>   |

Unit Outputs for 2012-13:

| Service                                                                      | Hours/ Numbers               | Individual visits in-home              |
|------------------------------------------------------------------------------|------------------------------|----------------------------------------|
| In-Home Assessment                                                           | 1,542 Hours                  | 486 visits                             |
| Care Coordination                                                            | 1,785 contacts, 603 hrs.     | 407 Clients                            |
| General Home Care Service                                                    | 17,163 hrs.                  | 14,365 visits                          |
| Personal Care/ Medications                                                   | 11,427 hrs.                  | 20,474 visits                          |
| In-home / Community Respite Care                                             | 5,069 hrs.                   | 1,864 visits                           |
| Food Services. (MOW and Centre Based Meals)                                  | 19,071 meals<br>3,772 CBM    | 15,323 meals<br>Delivered to the home. |
| Property Maintenance/ Modifications                                          | 1,239 hrs.                   | 640 visits                             |
| Community Transport/ Community Bus                                           | 6,185 hrs.<br>Multiple users | 235 individual clients                 |
| Community Aged Care Package Case Management ( Care for high & complex needs) | 1,664 hours                  | 22 clients                             |
| Planned Activity Group: Exercise Programs                                    | 6,119 hrs.                   | 130 clients                            |

2012 -2013 Individual Clients that used OPASS services: 1,016 clients.

| Current Activities                                                                                                                                                                                                                                                                                                                                             | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Home Care for the aged and differently abled persons:               <ul style="list-style-type: none"> <li>Assessment</li> <li>Care management &amp; coordination</li> <li>General homecare</li> <li>Personal care</li> <li>Respite care</li> <li>Meals on wheels</li> <li>Property maintenance.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Programs tailored to individual needs</li> <li>Referral to more appropriate agencies</li> <li>Eligibility to access services provided</li> <li>Coordinated access to allied services and service purchasers, eg; St Laurence</li> <li>Provision of services to enable individuals to maintain an independent and dignified standard of living</li> <li>Maximise capacity of individuals to remain in their own homes</li> </ul> |



|                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Provision of individually tailored meals in-home and centre based</li> <li>Security/safe guards for persons living independently.</li> </ul>                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Community Activities:               <ul style="list-style-type: none"> <li>Respite care</li> <li>Social inclusion</li> </ul> </li> </ul>                                                                                                                                      | <ul style="list-style-type: none"> <li>Respite for carers</li> <li>Older people living longer, living better</li> <li>Social connectedness</li> <li>maximise capacity of individuals to remain in their own homes.</li> </ul>                                                                                         |
| <ul style="list-style-type: none"> <li>Community Transport:               <ul style="list-style-type: none"> <li>Access to medical appointments</li> <li>Access to social activities.</li> </ul> </li> </ul>                                                                                                         | <ul style="list-style-type: none"> <li>Provision of services that maintain an individual's independence and dignity.</li> <li>maximise capacity of individuals to remain in their own homes</li> <li>living longer, living better</li> <li>social connectedness</li> <li>access to allied health services.</li> </ul> |
| <b>Areas for Service Increase/Resource Implications</b>                                                                                                                                                                                                                                                              | <b>Expected benefit</b>                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"> <li>Community Aged Care Packages Case Manager – 1 EFT = \$91k</li> </ul>                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Efficient, effective and consistent case management delivery</li> <li>More focused time for clients with high needs</li> <li>Better outcomes for clients</li> </ul>                                                                                                            |
| <ul style="list-style-type: none"> <li>Stronger IT support</li> </ul>                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Reduced carbon footprint</li> <li>Greater administrative efficiency.</li> </ul>                                                                                                                                                                                                |
| <p>Note: current population/demographic trends will result in an increased need for aged care in Colac Otway's future which will impact on ability of local government to adequately resource this service.</p>                                                                                                      |                                                                                                                                                                                                                                                                                                                       |
| <b>Areas for Service Reduction</b>                                                                                                                                                                                                                                                                                   | <b>Risk</b>                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>If unable to provide NDIA services if they are not cost neutral or able to be adequately resourced. This will lead to termination of service or higher service delivery costs. Delivery by other agencies could be the outcome but they will have the same issues.</li> </ul> | <ul style="list-style-type: none"> <li>Gap in service provision</li> <li>Diminished services to people with a disability.</li> </ul>                                                                                                                                                                                  |
| <ul style="list-style-type: none"> <li>Reduction in home and community care services.</li> </ul>                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Not feasible</li> <li>Significant impact on the aged and persons with a disability.</li> </ul>                                                                                                                                                                                 |



## Service Level Review – Family and Children/Kindergartens Service

25 November 2013

## Statement of Purpose

*To ensure optimum childhood development and family environment.*

Unit EFT Allocation: 2 EFT (excludes Admin & Manager hours)  
13 Family Day Care Educators

Unit Budget 2013-2014:

| Unit                    | Income           | Expenditure      |
|-------------------------|------------------|------------------|
| Family in Home Day Care | \$287,500        | \$385,724        |
| Kindergartens           | \$ Nil           | \$ 24,500        |
| <b>Totals</b>           | <b>\$287,500</b> | <b>\$410,224</b> |
| <b>Net cost</b>         |                  | <b>\$122,724</b> |

Unit Outputs 2012-13:

- 143 families
- 221 children registered for Family Day Care
- 69,663 hours of care provided

| Current Activities                                                                                                                                              | Outcomes/Key Outputs                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Provision of childcare</li> </ul>                                                                                      | <ul style="list-style-type: none"> <li>• Healthy, safe, nurturing and learning environment for children aged 0-12</li> <li>• Parents/carers able to pursue careers and education</li> </ul> |
| <ul style="list-style-type: none"> <li>• Monitor and support Family Day Care Educators</li> </ul>                                                               | <ul style="list-style-type: none"> <li>• Competent and well resourced educators in an accredited service.</li> </ul>                                                                        |
| <ul style="list-style-type: none"> <li>• Strategic planning for the Early Years sector</li> </ul>                                                               | <ul style="list-style-type: none"> <li>• Optimize Early Years service today and in the future.</li> </ul>                                                                                   |
| <ul style="list-style-type: none"> <li>• Liaise with kindergartens</li> </ul>                                                                                   | <ul style="list-style-type: none"> <li>• Efficient and effective delivery of kindergarten services and facilities.</li> </ul>                                                               |
| Areas for Service Increase/Resource Implications                                                                                                                | Expected benefit                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Increased number of Family Day Care Educators (result in additional administrative and set-up costs = \$5k)</li> </ul> | <ul style="list-style-type: none"> <li>• Increase in service and community needs being met.</li> </ul>                                                                                      |
| <ul style="list-style-type: none"> <li>• Increase in Field Workers - 0.4EFT = \$30k (proportional to number of educators 1 : 12)</li> </ul>                     | <ul style="list-style-type: none"> <li>• Increase in service and community needs being met.</li> </ul>                                                                                      |
| <ul style="list-style-type: none"> <li>• Designated administrative support - 0.4EFT = \$25k</li> </ul>                                                          | <ul style="list-style-type: none"> <li>• Improved reporting and data collection</li> <li>• Enhanced service to educators and families.</li> </ul>                                           |
| <ul style="list-style-type: none"> <li>• Improved technology for field worker – 1 tablet = \$1k plus ongoing costs</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Improved provision of services to educators and access to resources.</li> </ul>                                                                    |

| Areas for Service Reduction                                                                                | Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Nil service (net saving of \$60k)</li> </ul>                        | <ul style="list-style-type: none"> <li>Working families unable to access childcare</li> <li>Increase in backyard unregistered service providers</li> <li>Businesses unable to access workers</li> <li>Children's health and development negatively impacted</li> <li>Worsening Australian Early Development Index and Socio-Economic Indexes for Areas results</li> <li>Not meeting community expectations</li> <li>Strain on other family support services.</li> </ul> |
| Changed                                                                                                    | Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>Change in rules and governance and service model</li> </ul>         | <ul style="list-style-type: none"> <li>Council would be required to take on the debt of outstanding educators' fees.</li> </ul>                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>Reduction in level of contact Council has with educators</li> </ul> | <ul style="list-style-type: none"> <li>Possible breach of regulations leading to fines.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                      |

## Service Level Review – Maternal &amp; Child Health Services

11 October 2013

## Statement of Purpose

*The Maternal and Child Health Service is a free, universal primary health service for all Victorian families with children from birth to school age.*

*The service is provided in partnership with the MAV, local government and DEECD, and aims to promote healthy outcomes for children and their families.*

Unit EFT Allocation: 2.4 EFT (excludes % of Manager)

Unit Budget 2013-2014:

|                   |                                   |
|-------------------|-----------------------------------|
| Income:           | \$214,000                         |
| Enhanced Service  | - \$76,000 (100% funded by DEECD) |
| Universal Service | - \$138,000 (DEECD)               |
| Expenditure       | \$356,013                         |
| <b>Net Cost</b>   | <b>\$142,013</b>                  |

**Note: funding linked to birth rates from previous year**

Unit Outputs for 2012-13:

- 255 birth notifications
- 2,116 key ages and stages consultations
- 100 enhanced family service support programmes commenced
- 1,642 additional and telephone consultations
- 47 educational groups
- 115 opportunistic immunisation

| Current Activities                                                                                                                                                   | Outcomes/Key Outputs                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Universal Service (Key Ages &amp; Stages Framework)</li> </ul>                                                              | <ul style="list-style-type: none"> <li>• 10 key ages and stages visits (as per DEECD requirements)</li> </ul>                                                                               |
| <ul style="list-style-type: none"> <li>• Enhanced Service</li> </ul>                                                                                                 | <ul style="list-style-type: none"> <li>• Support vulnerable families in early years health and developmental care</li> </ul>                                                                |
| <ul style="list-style-type: none"> <li>• Additional visits (as required either nurse activated or client driven)</li> </ul>                                          | <ul style="list-style-type: none"> <li>• Particular health issues addressed beyond that provided through universal and enhanced services</li> </ul>                                         |
| <ul style="list-style-type: none"> <li>• Educational Groups <ul style="list-style-type: none"> <li>○ First time mums</li> <li>○ New Bubs club</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Social networking for new parents</li> <li>• Reducing sense of isolation in parents</li> <li>• Improved care and development of infants</li> </ul> |
| <ul style="list-style-type: none"> <li>• Immunisation services</li> </ul>                                                                                            | <ul style="list-style-type: none"> <li>• Infants and children immune to significant communicable diseases</li> <li>• Improved health and wellbeing of infants and children</li> </ul>       |
| Areas for Service Increase/Resource Implications                                                                                                                     | Expected benefit                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Provision of a second open session each week (\$5,000)</li> </ul>                                                           | <ul style="list-style-type: none"> <li>• Improved access for working parents and enhanced family and child health</li> </ul>                                                                |

|                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Additional space for consultation (\$50,000)</li> </ul>                                                                                                                                               | <ul style="list-style-type: none"> <li>Greater privacy and quality of service</li> </ul>                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Dedicated administration support               <ul style="list-style-type: none"> <li>Booking of visits</li> </ul> </li> </ul>                                                                        | <ul style="list-style-type: none"> <li>Administrative efficiency</li> <li>Better use of resources</li> <li>More effective allocation of staff resources</li> <li>Increase of consultations within Key Age and Stage timeframes</li> </ul>                                                             |
| <ul style="list-style-type: none"> <li>Access to information technology               <ul style="list-style-type: none"> <li>Additional personal computer</li> <li>Internet coverage</li> <li>Social networking sites</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Improved provision of service in and to remote areas</li> <li>Better access to younger adults</li> </ul>                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>Integrated early years' service centre (considering as part of the "Glastonbury model and Colac Area Health organised integrated centre)</li> </ul>                                                   | <ul style="list-style-type: none"> <li>One-stop-shop model</li> <li>Convenience and accessibility</li> <li>Better integrated case management</li> <li>Easy access to specialist service providers</li> <li>Quality service to "at risk" families</li> <li>Accessibility to younger cohorts</li> </ul> |
| Two person visits                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Reduce exposure to risk of staff injury</li> <li>Increased safety of nurses in high risk visits</li> </ul>                                                                                                                                                     |
| <b>Areas for Service Reduction</b>                                                                                                                                                                                                           | <b>Risk</b>                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>Zero Service</li> </ul>                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Not possible to reduce to zero service</li> </ul>                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Further rationalization of rural based facilities and services through the provision of alternative service provision. Has been implemented in Beech Forest, Gellibrand and Cressy</li> </ul>         | <ul style="list-style-type: none"> <li>Health of babies jeopardized</li> <li>Reduced access to services in remote areas</li> <li>Increase sense of isolation</li> </ul>                                                                                                                               |
| <ul style="list-style-type: none"> <li>Transfer of services to Colac Area Health</li> </ul>                                                                                                                                                  | <ul style="list-style-type: none"> <li>May lead to a reduction in services provided</li> <li>Council would still be required to contribute 50% of funds for Universal Service</li> <li>Has not worked in the majority of other shires</li> <li>Health services under pressure</li> </ul>              |
| <ul style="list-style-type: none"> <li>Reduction of services such as New Bubs Club</li> </ul>                                                                                                                                                | <ul style="list-style-type: none"> <li>Reduced social welfare and serious health implications for mothers and babies.</li> </ul>                                                                                                                                                                      |

## Service Level Review – Public Health/Septic Tanks/Immunisation

31 October 2013

## Statement of Purpose

- **Public Health** – To protect, improve and promote public health and wellbeing within Colac Otway as required by legislation.
- **Septic Tanks** – Where appropriate, approve plans and specifications for domestic wastewater systems and issue permits 'To Install' and, subsequently, 'To Use' subject to modifications and conditions.
- **Immunisation** – Coordinate and provide immunisation services to children living or being educated within Colac Otway and adults as negotiated.

Unit EFT Allocation: 3 EFT + Immunisation staff (excludes % of Manager)

Unit Budget 2013-2014:

| Service              | Income            | Expenditure      |
|----------------------|-------------------|------------------|
| Public Health        | \$ 115,200        | \$294,727        |
| Septic Service       | \$ 12,300         | \$ 250           |
| Immunisation Service | \$ 16,500         | \$ 15,210        |
| <b>Totals</b>        | <b>\$ 144,000</b> | <b>\$310,187</b> |
| <b>Net cost</b>      |                   | <b>\$166,187</b> |

Unit Outputs for 2012-13:

- 843 food safety inspections
- 72 food samples taken
- 218 Tobacco Act required inspections
- 131 accommodation/hair & beauty parlour inspections
- 34 fully actioned nuisance complaints
- 46 permits "to Install" and 48 permits "to Use" for septic systems
- 2,711 immunisations given

| Current Activities                                                                                                                                                                                                                                                                                                                                                   | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Public Health</b>                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Registration of premises (food, accommodation, caravan parks and hair and beauty)</li> <li>• Inspection of premises</li> <li>• Processing of complaints and nuisances</li> <li>• Investigation &amp; enforcement against breaches of Acts and legislation</li> <li>• Auditing &amp; reporting (food &amp; water)</li> </ul> | <ul style="list-style-type: none"> <li>• Legal and hygienic design and operation of food premises</li> <li>• Knowledge of location of premises</li> <li>• Protection of public and tenant health and wellbeing across the municipality</li> <li>• Public and human health protected to meet Council's legal obligations and to mitigate exposure to risk</li> <li>• Statutory obligations are met – legal challenges minimized.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Public Health Education</li> </ul>                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Community awareness and adoption of appropriate practices are enhanced leading to higher compliance rates</li> </ul>                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>• Reviewing event applications and attending events</li> </ul>                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Community awareness and adoption of appropriate practices are enhanced leading to higher compliance rates</li> </ul>                                                                                                                                                                                                                                                                              |

|                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Septic Tanks</b>                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"><li>• Permits and inspections for septic systems</li></ul>                                                                                                                                                                                     | <ul style="list-style-type: none"><li>• Protected public health, water catchments and the environment</li><li>• Ensuring installed systems are properly maintained</li><li>• Non-compliance monitored and addressed</li></ul>                                                                                |
| <ul style="list-style-type: none"><li>• Investigations</li></ul>                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"><li>• Audits and reporting</li></ul>                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                              |
| <b>Immunisation</b>                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"><li>• Delivery of immunisation programs</li></ul>                                                                                                                                                                                              | <ul style="list-style-type: none"><li>• Prevention of the outbreak of vaccine preventable diseases and epidemics</li><li>• Protection of infants and children against childhood diseases</li><li>• Provision of an immunisation service that is available to all members of the community (equity)</li></ul> |
| <ul style="list-style-type: none"><li>• Reporting – Australian Childhood Immunisation Register (ACIR)</li></ul>                                                                                                                                                                  | <ul style="list-style-type: none"><li>• Fulfilling statutory obligations</li><li>• Contributing to a statewide understanding of immunisation levels and their success</li><li>• Measuring the effectiveness of the immunisation program</li></ul>                                                            |
| <b>Areas for Service Increase/Resource Implications</b>                                                                                                                                                                                                                          | <b>Expected benefit</b>                                                                                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"><li>• Additional Resources<ul style="list-style-type: none"><li>○ 0.5 EFT – Public Health Officer - \$40k</li><li>○ 0.5 EFT – Administration</li><li>○ Mobile electronic recording device - \$1k</li><li>○ Vehicle - \$30k</li></ul></li></ul> | <ul style="list-style-type: none"><li>• Increased education on all public health and wellbeing measures</li><li>• Improved reporting on septic tanks</li><li>• Increased inspections</li><li>• More proactive approach to public health</li><li>• Planning for environmental health.</li></ul>               |
| <b>Areas for Service Reduction</b>                                                                                                                                                                                                                                               | <b>Risk</b>                                                                                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"><li>• Cease water sampling in coastal areas</li></ul>                                                                                                                                                                                          | <ul style="list-style-type: none"><li>• Community dissatisfaction</li><li>• Reputational damage</li></ul>                                                                                                                                                                                                    |
| <ul style="list-style-type: none"><li>• Red tape reduction in progress</li></ul>                                                                                                                                                                                                 | <ul style="list-style-type: none"><li>• Loss of income resulting from changes to registering of certain premises (ie; Class 4 food premises) and reduced public protection.</li></ul>                                                                                                                        |



## Service Level Review – Rural Access

12 December 2013

**Statement of Purpose*****To increase the participation and inclusion of people with a disability in community life.***

Unit EFT Allocation: 0.5 EFT (excludes % of Manager)

Unit Budget 2013-2014:

|                 |              |
|-----------------|--------------|
| Income          | \$71,060     |
| Expense         | \$71,060     |
| <b>Net Cost</b> | <b>\$Nil</b> |

Unit Outputs 2012-2013:

- Directions and Outcomes reports for the Department of Human Services

| Current Activities                                                                                                                                 | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Working with Council staff around access and inclusion issues.</li> </ul>                                 | <ul style="list-style-type: none"> <li>• Increased universal access across services and facilities</li> <li>• Increasing authentic inclusion for people with disabilities in terms of access, equity and inclusion</li> <li>• Compliance with legislation.</li> </ul>                                                                                          |
| <ul style="list-style-type: none"> <li>• Working with business and community groups around access and inclusion issues.</li> </ul>                 | <ul style="list-style-type: none"> <li>• Increased universal access across services and facilities</li> <li>• Increasing authentic inclusion for people with disabilities in terms of access, equity and inclusion</li> <li>• Compliance with legislation</li> <li>• Consistent approach across community in terms of access, equity and inclusion.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Support for locals with disabilities to participate in community and leadership opportunities.</li> </ul> | <ul style="list-style-type: none"> <li>• Unfettered and independent participation in the community.</li> </ul>                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Prepare reports for funding providers.</li> </ul>                                                         | <ul style="list-style-type: none"> <li>• Funding criteria met.</li> </ul>                                                                                                                                                                                                                                                                                      |
| Areas for Service Increase/Resource Implications                                                                                                   | Expected benefit                                                                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"> <li>• 1 EFT with adequate funding from DHS for project delivery.</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Creating opportunities for improved access, inclusion and equity.</li> </ul>                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>• Longer term funding commitment from DHS.</li> </ul>                                                       | <ul style="list-style-type: none"> <li>• Retention of corporate knowledge.</li> </ul>                                                                                                                                                                                                                                                                          |
| Areas for Service Reduction                                                                                                                        | Risk                                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>• Not applicable while State Government funded.</li> </ul>                                                  |                                                                                                                                                                                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>• Loss of service</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>• Access, equity and inclusion opportunities reduced</li> <li>• Non-compliance with access, equity and inclusion legislation</li> <li>• Disability Action Plan would still be required</li> <li>• Council resources would be required to cover some aspects of this service.</li> </ul>                                 |





## Service Level Review - Information Management

24 September 2013

## Statement of Purpose

**Information Management Services are responsible for managing, in accordance with the applicable legislation and guidelines, Council information, both electronic and hardcopy.**

Unit EFT Allocation: 3 EFT (excludes % of Manager)

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$2,000          |
| Expenditure     | \$322,364        |
| <b>Net cost</b> | <b>\$320,364</b> |

Unit Outputs 2012-13:

- 121,332 items of both inwards and outwards correspondence processed

| Current Activities                                                                                                                                                                                                                                                                                                                                                                                                    | Outcomes/Outputs                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Archive – hard and soft documents</li> <li>• Legal document disposal</li> </ul>                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Compliance with relevant legislation, standards and guidelines and the regular and comprehensive audit of information management practices to assess compliance.</li> </ul>                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Records Management:               <ul style="list-style-type: none"> <li>○ Facilitate the capturing of data across the organisation</li> <li>○ Storage and preservation of data</li> <li>○ Provide the capability to deliver information and enable provision of a response</li> <li>○ Ensure security of documents</li> <li>○ Efficiency of delivery</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• The capture and retention of records that accurately reflect the activities and administrative decisions made by Council</li> <li>• The preservation of information to ensure the technical and intellectual survival of authentic records through time.</li> <li>• The administration and maintenance of Council's Information Management System.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Courier service to Council offices in Colac</li> <li>• Strategy, Policy and procedural creation and maintenance</li> <li>• Customer service and support</li> <li>• Organisational training relating to Information Management responsibilities and expectations.</li> </ul>                                                                                                  | <ul style="list-style-type: none"> <li>• The enhancement of existing practices in information management, archives and sentencing to support best practice and ensure the delivery of quality service and strategic information management solutions throughout Council.</li> <li>• Provision of information to Council staff in accordance with operational KPI's.</li> </ul>                         |
| <ul style="list-style-type: none"> <li>• Management of Council stationery requirements.</li> </ul>                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• Stationery supplies available for staff use</li> </ul>                                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>• Processing incoming correspondence               <ul style="list-style-type: none"> <li>○ Hardcopy Mail</li> <li>○ Counter deliveries</li> <li>○ E-mail</li> <li>○ Fax</li> </ul> </li> </ul>                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Same day processing of Customer Request Management and Trim Actions</li> <li>• Responsible officers enabled to review Customer Requests within one day of arrival</li> <li>• 121,000 items of both inwards and outwards correspondence processed annually</li> </ul>                                                                                          |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Service Expectations</b> <ul style="list-style-type: none"> <li>Meeting customer requirements and expectations.</li> <li>Meeting statutory requirements.</li> <li>Key Performance Indicators - the ISU have 13 specific operational KPI's, some of which are listed below: <ul style="list-style-type: none"> <li>Correspondence registered to incorrect file. Expressed as a % of inwards documents registered</li> <li>Correspondence registered with incorrect document action/merit officer. (Recorded as replied, notified or forwarded back)</li> <li>Correspondence registered without Action or Merit created when it was required to be</li> </ul> </li> <li>Delivery of offsite mail on same day. (For mail received prior to 11.00am)</li> </ul> |
| <b>Areas for Service Increase/Resource</b> <ul style="list-style-type: none"> <li>Additional Service level areas for improvements from STEP Program Audits: <ul style="list-style-type: none"> <li>Obtain a minimum rating of 3 out of 5 for each of the 16 elements. (Additional EFT resources would be required to meet a 4 rating across all elements of the STEP program.)</li> </ul> </li> <li>Digitisation Plan</li> <li>Achieve standards required under Evidence Act to eliminate need for physical storage of documents</li> <li>Strategic management specifically relating to the Records STEP program</li> <li>Performance management and reporting</li> <li>Security management of electronic records (permissions) and access to hardcopy documents (procedure)</li> <li>Business process management as it applies to information management, process mapping document flows</li> <li>Appropriate access to Council electronic records, not permissions, correct application of the permissions</li> <li>Physical records storage, retrieval and management.</li> </ul> | <b>Expected Benefit</b> <ul style="list-style-type: none"> <li>Enhanced compliance with records management requirements in accordance with the Electronic Content Management Better Practice Guide, which is aligned with the Victorian Auditor General's Office Records Management checklist and PROV Standards and Specifications</li> <li>There are 16 elements assessed, COS have no elements currently rated at a 4</li> </ul>                                                                                                                                                                                                                                                                                                                            |
| <b>Areas for Service Reduction</b> <ul style="list-style-type: none"> <li>Cease offsite courier service (minimal reduction which probably would only allow for more time spent on strategic direction of Unit)</li> <li>Reduce effort allocated to strategic actions and long term planning (minimal reduction, the IMS are not fully compliant now so any reduction would</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Risk</b> <ul style="list-style-type: none"> <li>Any reduction in the capacity to store or retrieve data would considerably diminish Council's capacity to respond to the community.</li> <li>Any reduction in the capacity to store or retrieve data would considerably diminish Council's capacity to respond to enquiries including Freedom of</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |

|                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                       |
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| <p>directly affect our compliance)</p> <ul style="list-style-type: none"><li>• Savings could only come from a reduction in EFT, 92% of the IMS budget relates to Employee costs.</li></ul> | <p>Information requests.</p> <ul style="list-style-type: none"><li>• Damage to Council's efficiency and reputation</li><li>• Expose Council to legal challenge</li><li>• Non-compliance with legislative requirement</li><li>• Legal exposure where records are inadequate.</li></ul> |
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## Service Level Review – Information Technology

19 November 2013

## Statement of Purpose

*To provide Information Communications and Technology support and services to internal and external customers.*

Unit EFT Allocation: 6 (excludes % of Manager)

Unit Budget 2013-2014:

|                 |                    |
|-----------------|--------------------|
| Income          | \$ 3,000           |
| Expense         | \$1,184,039        |
| <b>Net Cost</b> | <b>\$1,181,039</b> |

Unit Outputs 2012-2013:

- Number of Personal Computers 180
- Number of Laptops 20
- Number of Mobile Devices 8
- Number of I-Pads 20
- Number of I-Phones 30
- Number of Mobile Phones 50
- Number of Physical Servers 10
- Number of Virtual Servers 35
- Number of Software Applications 100
- Number of Microwave links 9
- Number of ADSL Wan Links 11
- Number of Key Data Centers 3

| Current Activities                          | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| • Customer Service and Support              | • Staff supported through effective information technology (IT) services.                                                                                                                                                                                                                                           |
| • Network Architecture, Systems and Support | <ul style="list-style-type: none"> <li>• Staff supported through effective information technology (IT) services</li> <li>• Reliable and quality IT systems that are fit for purpose.</li> </ul>                                                                                                                     |
| • Software Administration and Management    | <ul style="list-style-type: none"> <li>• Staff supported through effective information technology (IT) services</li> <li>• Appropriate programs available to enhance staff services</li> <li>• Providing spatial data to internal and external stakeholders for strategic and operational functionality.</li> </ul> |
| • Client Equipment Management and Support   | <ul style="list-style-type: none"> <li>• Provision of computer equipment to support contemporary service delivery.</li> <li>• Effective mobile capacity</li> <li>• Provision of appropriate fixed and mobile telephone capability.</li> </ul>                                                                       |

| Areas for Service Increase/Resource Implications                                                                                           | Expected benefit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Implementation of IT Strategy = 0.6 EFT \$1.2M (over four years)</li> </ul>                         | <ul style="list-style-type: none"> <li>Keep pace with community and staff expectations.</li> <li>Delivery of mobile capability to a raft of Council staff</li> <li>Increased organisational productivity</li> <li>Improved customer service</li> <li>Enablement of social, environmental and economic initiatives</li> <li>High quality and efficient capture of data</li> <li>Deliver all appropriate data to wherever and whenever it is required</li> <li>Provision of a range of on-line services</li> <li>Efficient platform for the delivery of Council services</li> <li>Simple, clear and concise message that builds Councils relationship with customers and stakeholders.</li> </ul> |
| Areas for Service Reduction                                                                                                                | Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>Zero or reduced service and support</li> </ul> <p>No capacity to reduce technical requirements.</p> | <ul style="list-style-type: none"> <li>Decreased organisational efficiency</li> <li>Decreased staff satisfaction</li> <li>Information System failures</li> <li>Community dissatisfaction.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

#### Capital Works 2013-2014

The following table includes a listing of the capital works that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail                                                       | Project Expense  |
|----------------------------------------------------------------------|------------------|
| <b>Expansion</b>                                                     |                  |
| Information & Communication Software & Equipment (New) Programme     | \$43,500         |
| <b>Renewal</b>                                                       |                  |
| Information & Communication Software & Equipment (Renewal) Programme | \$155,000        |
| <b>Information &amp; Communication Total</b>                         | <b>\$198,500</b> |

#### Major Projects 2013-2014

The following table includes a listing of the major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail | Project Expense |
|----------------|-----------------|
| Email Archive  | \$10,000        |



## Service Level Review – Organisational Development Service

22 November 2013

## Statement of Purpose

**Support, develop and promote a culture of high performance, productivity and accountability across the organisation.**

Unit EFT Allocation: 3 EFT (Manager costed to this area, but time is shared across Organisational Development, Human Resources and Risk and Occupational Health and Safety)

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$ Nil           |
| Expense         | \$366,178        |
| <b>Net Cost</b> | <b>\$366,178</b> |

Unit Outputs 2012-2013:

- Council Plan
- Annual Operational Plan
- Quarterly Operational Plan performance reporting
- Quarterly AES action plans performance reporting
- Annual Report
- Six Reward and recognition programs
- Compliance training – 4 programs with attendance of 780 staff and 15 volunteers
- Corporate training – 10 training programs with 156 attendees
- 56 Inducted employees
- Professional advice and assistance
- 8 Work experience placements
- 266 Identity/access cards

| Current Activities                                                                                                   | Outcomes/Key Outputs                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Corporate and Business Planning</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Legislative compliance</li> <li>• Well informed staff, councillors and community</li> <li>• Clear direction and understanding of Council's role, strategic objectives and individual staff accountabilities.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Corporate Reporting</li> </ul>                                              | <ul style="list-style-type: none"> <li>• Legislative compliance</li> <li>• Transparency and accountability to internal and external parties.</li> </ul>                                                                                                          |
| <ul style="list-style-type: none"> <li>• Learning and Development</li> </ul>                                         | <ul style="list-style-type: none"> <li>• Reduced organisation liability and risk</li> <li>• Increased individual and organisational capacity.</li> </ul>                                                                                                         |
| <ul style="list-style-type: none"> <li>• Organisation Development Service Professional Advice and Support</li> </ul> | <ul style="list-style-type: none"> <li>• Sound strategic decision-making</li> <li>• Facilitates business planning and reporting</li> <li>• Provides guidance/solutions</li> <li>• Resolves problems/issues</li> <li>• Facilitates skill development.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Identification and Access Cards</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Supports individual and asset security.</li> </ul>                                                                                                                                                                      |

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| <ul style="list-style-type: none"> <li>Reward and Recognition</li> </ul>                                 | <ul style="list-style-type: none"> <li>Staff encouragement, satisfaction and engagement.</li> </ul>                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>Coordination of Casual Pool</li> </ul>                            | <ul style="list-style-type: none"> <li>Maintain adequate staff complements to deliver Council services.</li> </ul>                                                                                                                                             |
| <b>Areas for Service Increase/Resource Implications</b>                                                  | <b>Expected benefit</b>                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>Learning Management System = \$25k and \$10k per annum</li> </ul> | <ul style="list-style-type: none"> <li>Valid certification</li> <li>Flexible learning options</li> <li>Reduced administration</li> <li>Greater access to learning</li> <li>Greater collection of data</li> <li>Reduced cost for mandatory training.</li> </ul> |
| <b>Areas for Service Reduction</b>                                                                       | <b>Risk/Benefits</b>                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>No Organisational Development Service</li> </ul>                  | <ul style="list-style-type: none"> <li>Failure to meet significant mandatory requirements of government.</li> <li>Lack of organisational direction.</li> </ul>                                                                                                 |
| <ul style="list-style-type: none"> <li>Outsource casual pool</li> </ul>                                  | <ul style="list-style-type: none"> <li>Avoids industrial relations risk.</li> </ul>                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>Annual Report – word version only</li> </ul>                      | <ul style="list-style-type: none"> <li>Reduced Colac Otway Shire profile</li> <li>Reduced attraction of talent.</li> </ul>                                                                                                                                     |
| <ul style="list-style-type: none"> <li>Reduce Corporate Training</li> </ul>                              | <ul style="list-style-type: none"> <li>Potential for non-compliance</li> <li>Increased gap in organisational capacity</li> <li>Staff disengagement</li> </ul>                                                                                                  |



**Service Level Review – Human Resources**

13 January 2014

**Statement of Purpose*****To recruit, develop and retain high performing productive staff.***

Unit EFT Allocation: 1.5 EFT (excludes % of Manager)

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$ 2,000         |
| Expense         | \$375,947        |
| <b>Net cost</b> | <b>\$373,947</b> |

**Unit Outputs 2012-2013:**

- Staff recruited: 56 positions advertised, attracting 461 applications.
- Performance reviewed and objectives set for 319 staff
- 10 major performance management issues addressed
- 14 Health and Wellbeing sessions/programs with 345 attendees at the various events
- Current and accurate personnel files
- Current Organisational Structure
- Alignment & Engagement Survey conducted
- Current Enterprise Agreement
- 14 Human Resource Policies and Guidelines
- 1,448 enquiries for professional advice and assistance

| <b>Current Activities</b>          | <b>Outcomes</b>                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recruitment &amp; Selection</b> | <ul style="list-style-type: none"> <li>• The right person, appointed to the right job with the right organisational fit</li> <li>• Maintenance of the organisation chart</li> <li>• Good governance – transparent and accountable processes</li> </ul>                                                                                                                            |
| <b>Employee Relations</b>          | <ul style="list-style-type: none"> <li>• Performance and conduct issues effectively addressed</li> <li>• Grievance processes conducted in accordance with natural justice</li> <li>• Minimise the risk of complaints being taken to external bodies</li> <li>• Mitigate the risk of litigation</li> <li>• Contributes to a high performing, values driven organisation</li> </ul> |
| <b>Performance Review</b>          | <ul style="list-style-type: none"> <li>• All staff have performance objectives set, reviewed and rated</li> <li>• All staff understand how their individual performance contributes to organisational success</li> <li>• The performance review process underpins a high performance organisation</li> <li>• Identifies development needs</li> </ul>                              |

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| <b>Industrial Relations</b> <ul style="list-style-type: none"> <li>• Advice and interpretation of the Enterprise Agreement</li> <li>• Update on the industrial relations landscape</li> <li>• Staff Consultative Committee</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>• Current Enterprise Agreement</li> <li>• Enterprise Agreement compliance</li> <li>• Awareness of current industrial relations issues and trends</li> <li>• Industrial Relations advice and support</li> </ul>                                                                      |
| <b>Health and Wellbeing</b> <ul style="list-style-type: none"> <li>• Develop Calendar of Events</li> <li>• Manage the Employee Assistance Program</li> <li>• Managing ad hoc activities e.g. Yoga and the Community Care Worker flexibility program</li> </ul>                                                   | <ul style="list-style-type: none"> <li>• A healthier workforce</li> <li>• Increased camaraderie</li> <li>• Increased staff engagement</li> <li>• Staff felt personally valued</li> <li>• Staff and their families have ready access to confidential counseling services</li> </ul>                                         |
| <b>HR Professional Advice and Support</b>                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Policy Advice</li> <li>• Resolves problems/issues</li> <li>• Informed and values driven people related decision making</li> <li>• Provides guidance and solutions</li> <li>• Facilitates staff skill development</li> <li>• Mitigates risks of breaches of legislation</li> </ul> |
| <b>Areas for Service Increase</b>                                                                                                                                                                                                                                                                                | <b>Expected benefit</b>                                                                                                                                                                                                                                                                                                    |
| <b>Purchase of a user friendly, comprehensive and integrated Human Resources Information System:</b> <ul style="list-style-type: none"> <li>• E-recruitment</li> <li>• Automated organisational structure</li> <li>• Automated data collection</li> <li>• Automation of low level HR tasks</li> </ul> = \$37,000 | <ul style="list-style-type: none"> <li>• Organisational efficiency</li> <li>• Integrated and interactive automated data collection and reporting</li> <li>• Self-help kiosk accessible to managers and staff</li> <li>• Greater strategic focus.</li> </ul>                                                                |
| <b>Increase of .25 for the HR Assistant</b><br>= \$18,000                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Reduction in staff stress</li> <li>• Increased response time</li> <li>• Greater level of compliance auditing</li> <li>• Builds a successor/backup to HR Coordinator</li> </ul>                                                                                                    |
| <b>Areas for Service Reduction</b>                                                                                                                                                                                                                                                                               | <b>Risk/Benefit</b>                                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>• Outsource HR</li> </ul>                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Increase in cost (potentially significant)</li> <li>• Professional advice and assistance is telephone or computer based with potential increase in response times</li> <li>• Potential compliance failure</li> </ul>                                                              |
| <ul style="list-style-type: none"> <li>• Delete the Health and Wellbeing program</li> </ul>                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• Saving of \$10,000</li> <li>• Reduced health levels and potential increase in absenteeism</li> <li>• Lowering of staff morale and engagement.</li> </ul>                                                                                                                          |
| <ul style="list-style-type: none"> <li>• Delete EAP program</li> </ul>                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Saving of \$13,000</li> <li>• Impacts employer of choice status and staff morale</li> <li>• Failure to meet duty of care and legislative requirements.</li> </ul>                                                                                                                 |

## Service Level Review – Risk Services

24 October 2013

## Statement of Purpose

*To keep staff safe and to minimise council's risk exposure.*

Unit EFT Allocation: 1.5 EFT (excludes % of Manager's time)

Unit Budget 2013-2014:

| Type                                       | Income           | Expenditure      |
|--------------------------------------------|------------------|------------------|
| Insurance - Other                          |                  | \$211,600        |
| Public Liability/Prof. Indemnity Insurance |                  | \$195,000        |
| Other                                      | \$ 28,500        | \$169,531        |
| <b>Totals</b>                              | <b>\$ 28,500</b> | <b>\$576,131</b> |
| <b>Net cost</b>                            |                  | <b>\$547,631</b> |

Unit Outputs 2012-2013:

- Nil Standard WorkCover claims (i.e. claims that involved more than 10 days lost time or greater than \$629.
- Reduction of days lost due to injury from 81 days to 24 days from the previous year
- Development and live test of a Corporate Continuity Plan (Business Continuity Plan)
- Successfully resolved WorkSafe Improvement Notice to modify the system of work for repositioning of overhead lights in the COPACC Auditorium
- Current and accurate WorkCover claim files
- Renewal of Council's annual insurance program
- Review and refinement of Council's Risk Register
- SafetyMAP Surveillance audit successfully conducted
- 15 Risk & OHS Policies and Guidelines

| Current Activities                                                                                                                                                                                                                                                                                                                                                                      | Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <b><u>Risk:</u></b> <ul style="list-style-type: none"> <li>• Maintaining the Risk Register</li> <li>• Risk performance monitoring &amp; reporting</li> <li>• Policy review and development</li> <li>• Professional advice and assistance to Council, the Executive, internal Business Units and staff</li> <li>• Business Continuity Planning</li> <li>• New staff induction</li> </ul> | <b><u>Risk:</u></b> <ul style="list-style-type: none"> <li>• Responding proactively to Council's risks</li> <li>• Keeping the organisation advised and responsive to risk matters</li> <li>• Council operations avoid risks</li> <li>• Risk assessments professionally recorded to guide risk free operations on the part of staff, contractor, Council and the public.</li> <li>• To minimize Council's exposure to litigation, increased costs and loss of reputation.</li> <li>• To ensure Council is emergency ready and in a position to continue to operate with a minimum of disruption in the event of an emergency.</li> </ul> |
| <b><u>Internal Health &amp; Safety</u></b> <ul style="list-style-type: none"> <li>• Occupational Health &amp; Safety (systems &amp; process plus audit coordination)</li> <li>• Incident Investigation</li> <li>• WorkSafe Inspection coordination</li> <li>• Return to Work Coordination</li> </ul>                                                                                    | <b><u>Internal Health &amp; Safety</u></b> <ul style="list-style-type: none"> <li>• Low or zero workplace injuries</li> <li>• Compliance with OH&amp;S Act (legal protection)</li> <li>• Improved return to work rates and reduced workcover premiums</li> </ul>                                                                                                                                                                                                                                                                                                                                                                        |

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| <b><u>Insurance:</u></b> <ul style="list-style-type: none"> <li>Workers Compensation (insurance placement &amp; claims)</li> <li>Council's insurance program (placement of policies, coordination of claims &amp; coordination of audits)</li> </ul>                                                                                                                                                                           | <b><u>Insurance:</u></b> <ul style="list-style-type: none"> <li>Minimize Council's exposure to workcover claims, litigation and reputational damage.</li> <li>Cover Council against contingent costs at the best value</li> <li>Minimised compensation payments</li> </ul>                                                                                       |
| <b><u>Internal Emergency Management:</u></b> <ul style="list-style-type: none"> <li>Internal emergency planning, training and processes</li> </ul>                                                                                                                                                                                                                                                                             | <b><u>Internal Emergency Management:</u></b> <ul style="list-style-type: none"> <li>Staff fully competent to respond to internal emergencies</li> <li>Necessary equipment available.</li> <li>Best possible outcomes to internal emergencies or incidents.</li> </ul>                                                                                            |
| <b>Areas for Service Increase</b> <ul style="list-style-type: none"> <li>Pro Active Training of staff</li> <li>Inspections</li> <li>Risk Assessment Spot checks</li> <li>Compliance with relevant Australian Standards (eg AS3745, Planning for emergencies in facilities)</li> </ul>                                                                                                                                          | <b>Expected benefit</b> <ul style="list-style-type: none"> <li>Sound understanding and response to emergencies.</li> <li>Assured consistent responses and job safety assessments.</li> </ul>                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>Online Incident reporting/processes</li> <li>Comprehensive Risk Management Software</li> <li>Training</li> </ul> <b>Resource Implication</b><br>Better <ul style="list-style-type: none"> <li>Risk &amp; Incident Software (\$20k first year, \$16k per annum ongoing)</li> </ul> Best <ul style="list-style-type: none"> <li>Plus .25 EFT resource (OHS Assistant) increase</li> </ul> | <ul style="list-style-type: none"> <li>Improved certainty of low or no risk working environments.</li> <li>Expected reduction in claims, lost time injuries &amp; accidents (savings)</li> </ul>                                                                                                                                                                 |
| <b>Areas for Service Reduction</b> <ul style="list-style-type: none"> <li>Any reduction in services/resources increases the risk of compliance failure</li> <li>Savings could be achieved through reducing insurances (70% of total expense).</li> </ul>                                                                                                                                                                       | <b>Risk/Benefit</b> <ul style="list-style-type: none"> <li>Legislative compliance failure and legal exposure and public and staff injuries.</li> <li>Heightened exposure to claims</li> <li>Failure to provide safe public environments</li> <li>Increased number of accidents resulting in increased WorkCover claims and therefore higher premiums.</li> </ul> |
| <ul style="list-style-type: none"> <li>Review of contractor's insurance</li> </ul>                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Cost savings possible?</li> </ul>                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>Review of buildings that we insure for the State or on State land</li> </ul>                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Reputational risk</li> <li>Failure to meet community expectation.</li> </ul>                                                                                                                                                                                                                                              |

## Service Level Review – Recreation

12 December 2013

## Statement of Purpose

*To provide broad recreational opportunities through the provision of facilities, programs and services.*

Unit EFT Allocation: 3 EFT

Unit Budget 2013-2014:

| Unit            | Income          | Expenditure       |
|-----------------|-----------------|-------------------|
| Recreation      | \$ 2,500        | \$ 426,146        |
| Management      | Nil             | \$ 290,342        |
| <b>Totals</b>   | <b>\$ 2,500</b> | <b>\$ 716,488</b> |
| <b>Net Cost</b> |                 | <b>\$ 713,988</b> |

Unit Outputs 2012-2013:

- 25 playspaces / skate parks
- 25 tennis facilities
- 18 active recreation reserves inclusive of sports ovals and netball courts
- 56km of cycling/walking trails
- \$130,000 allocated to community groups through the Community Grants Program
  - Projects supported = 58
  - Estimate project value = \$355,000

| Current Activities                                                                                                                                                                                                                                                              | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Community Grants Program</li> </ul>                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• Improved facilities and community organisation run programs</li> <li>• Stronger community interaction</li> <li>• Encourage community capacity building</li> <li>• Shared ownership of facilities (efficient use of resources)</li> <li>• Empowerment of community groups.</li> </ul>                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>• Facility development and operation:               <ul style="list-style-type: none"> <li>◦ Playgrounds</li> <li>◦ Recreation reserves</li> <li>◦ Trails</li> <li>◦ Skate parks</li> <li>◦ Tennis/netball courts</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Improve health and wellbeing outcomes for the community through physical activity</li> <li>• Decreased health problems</li> <li>• Stronger community interaction</li> <li>• Encourage community capacity building</li> <li>• Shared ownership and management of facilities</li> <li>• Broad range of accessible recreation opportunities (recreational opportunities spectrum)</li> <li>• Settlement attraction/placemaking</li> <li>• Contributes to individual development.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Club and organisation development</li> </ul>                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Stronger community interaction</li> <li>• Encourage community capacity building</li> <li>• Increased participation</li> <li>• Decrease in anti-social behavior</li> <li>• Community education on good social behavior.</li> </ul>                                                                                                                                                                                                                                                        |



|                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Open space planning</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>Healthy Parks, Healthy People</li> <li>Improved physical and mental health and wellbeing outcomes</li> <li>Quality network of open space</li> <li>Settlement attraction/placemaking.</li> </ul>                                                                                                      |
| <b>Areas for Service Increase/Resource Implications</b>                                                                                      | <b>Expected benefit</b>                                                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>Physical Activity Officer – 1 EFT = \$80k</li> </ul>                                                  | <ul style="list-style-type: none"> <li>To implement Physical Activity and Active Transport Strategies</li> <li>Increased activity levels across the community</li> <li>Less reliance on vehicular means of transport</li> <li>Increased health and wellbeing benefits<br/>Eg; cardio vascular, obesity, diabetes, mental health.</li> </ul> |
| <ul style="list-style-type: none"> <li>Youth officer – 1 EFT (across Recreation, Health &amp; Community Service programs) = \$80k</li> </ul> | <ul style="list-style-type: none"> <li>Coordination of youth services</li> <li>More engaged/active youth cohort.</li> </ul>                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>Increase in funding available for community grants = \$70k</li> </ul>                                 | <ul style="list-style-type: none"> <li>Stronger community program delivery.</li> </ul>                                                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>Project officer/manager (Infrastructure) 1 EFT = \$80k</li> </ul>                                     | <ul style="list-style-type: none"> <li>Greater confidence in project delivery</li> <li>Professional project delivery</li> <li>Better use of Council resources</li> <li>More focused time can be directed towards other recreational planning and programming.</li> </ul>                                                                    |
| <ul style="list-style-type: none"> <li>Increase funding for asset renewal and capital</li> </ul>                                             | <ul style="list-style-type: none"> <li>Improved capacity to meet community expectations</li> <li>Greater level of community satisfaction.</li> </ul>                                                                                                                                                                                        |
| <b>Areas for Service Reduction</b>                                                                                                           | <b>Risk</b>                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>Stop servicing community committees</li> </ul>                                                        | <ul style="list-style-type: none"> <li>Ineffective governance of Council owned facilities</li> <li>Greater risk exposure for Council</li> <li>Volunteer burn out</li> <li>Public dissatisfaction</li> <li>Reduced standards of public health.</li> </ul>                                                                                    |
| <ul style="list-style-type: none"> <li>Reduction in community grants</li> </ul>                                                              | <ul style="list-style-type: none"> <li>Increased costs to Council to maintain facilities</li> <li>Reduced standard of facilities</li> <li>Reduced range of recreational opportunities</li> <li>Disaffected/disengaged committees</li> </ul>                                                                                                 |
| <ul style="list-style-type: none"> <li>Reduced club support</li> </ul>                                                                       | <ul style="list-style-type: none"> <li>Reduced community pride and desirable community behavior</li> <li>Community dissatisfaction.</li> </ul>                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Reduced project work</li> </ul>                                                                       | <ul style="list-style-type: none"> <li>Deterioration of assets</li> <li>Risk exposure to Council</li> <li>Public dissatisfaction</li> <li>Reduced standards of public health.</li> </ul>                                                                                                                                                    |

**Major Projects 2013-2014**

The following table includes a listing of the major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail                                 | Project Expense |
|------------------------------------------------|-----------------|
| Colac Secondary College Community Sports Field | \$150,000       |
| G21 Physical Activity                          | \$10,000        |





## Service Level Review – Arts &amp; Culture

12 November 2013

## Statement of Purpose

*Create and provide quality of life opportunities through the facilitation, promotion, appreciation and active participation in arts and culture.*

Unit EFT Allocation: Nil (Officer time not recorded)

Unit Budget 2013-2014:

|                 |                 |
|-----------------|-----------------|
| Income          | \$ Nil          |
| Expense         | \$ 8,500        |
| <b>Net Cost</b> | <b>\$ 8,500</b> |

Unit Outputs 2012-2013:

- Apollo Bay Creative Village – sculpture maintenance
- Contributions to other activities eg: CrossXPollination

| Current Activities                                                                                             | Outcomes/Key Outputs                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Contribution to Apollo Bay Foreshore Sculpture Maintenance</li> </ul> | <ul style="list-style-type: none"> <li>• Apollo Bay Sculptures well maintained.</li> <li>• However no others are maintained.</li> </ul>                                                            |
| <ul style="list-style-type: none"> <li>• In House Arts &amp; Culture Programs</li> </ul>                       | <ul style="list-style-type: none"> <li>• Fostering participation in Arts &amp; Culture.</li> </ul>                                                                                                 |
| Areas for Service Increase/Resource Implications                                                               | Expected benefit                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• All Sculptures maintained</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Longevity and maintenance of Art Pieces.</li> <li>• Place making</li> <li>• Appreciation of Art</li> </ul>                                                |
| <ul style="list-style-type: none"> <li>• Other Activities as outlined in the Strategic Plan</li> </ul>         |                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>• 1 EFT Cultural Development Officer</li> </ul>                         | <ul style="list-style-type: none"> <li>• Support for creative communities</li> <li>• Greater community connection</li> <li>• Increased participation in, and appreciation of, the arts.</li> </ul> |
| Areas for Service Reduction                                                                                    | Risk                                                                                                                                                                                               |
| <ul style="list-style-type: none"> <li>• No Sculpture Maintenance</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Deterioration of sculptures</li> <li>• Deteriorating landscapes and amenity.</li> <li>• Community dissatisfaction</li> </ul>                              |



## Service Level Review – Events &amp; FReeZa

14 November 2013

## Statement of Purpose

*To provide leadership, support and facilitation to event organisers in the planning process to ensure the effective and safe delivery of community events.*

Unit EFT Allocation: 1.3 (excludes % of Manager)

Unit Budget 2013-2014:

| Service         | Income           | Expenditure      |
|-----------------|------------------|------------------|
| Events          | \$ 5,700         | \$218,635        |
| FReeZa          | \$ 26,800        | \$ 28,300        |
| <b>Totals</b>   | <b>\$ 32,500</b> | <b>\$246,935</b> |
| <b>Net Cost</b> |                  | <b>\$214,435</b> |

Unit Outputs 2012-13:

- 46 community events delivered, with 70,500 attendances
- 5 FReeZa events delivered
- Australia Day event

| Current Activities                                                                                                    | Outcomes/Key Outputs                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Coordination of Council Events including Australia Day activities</li> </ul> | <ul style="list-style-type: none"> <li>• Celebrating Community</li> <li>• Creating more active communities</li> <li>• Celebrating a sense of place</li> <li>• Civic pride</li> </ul>                                              |
| <ul style="list-style-type: none"> <li>• Training opportunities for Event Organisers and Event Staff</li> </ul>       | <ul style="list-style-type: none"> <li>• Safe, Compliant, Successful events</li> </ul>                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Promotion of Events</li> </ul>                                               | <ul style="list-style-type: none"> <li>• Creating awareness and appreciation of community events across the shire.</li> <li>• Increased participation in events</li> <li>• Tourism and Economic benefits.</li> </ul>              |
| <ul style="list-style-type: none"> <li>• Event Approval Process</li> </ul>                                            | <ul style="list-style-type: none"> <li>• Safe and appropriate events.</li> <li>• Increasing awareness of responsibility for event organisers.</li> <li>• Streamlining the event process for easier event organization.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Festival &amp; Events Support Scheme</li> </ul>                              | <ul style="list-style-type: none"> <li>• Assists events in start-up.</li> <li>• Improves capacity.</li> <li>• Promotion and recognition for Council.</li> </ul>                                                                   |
| <ul style="list-style-type: none"> <li>• Delivery of FReeZa</li> </ul>                                                | <ul style="list-style-type: none"> <li>• Youth engagement and participation in Recreation, Arts, Culture and Community life.</li> <li>• Assisting young people with life skills.</li> </ul>                                       |

| Areas for Service Increase/Resource Implications                                                                         | Expected benefit                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Youth Officer for FReeZa and other youth activities – 1 EFT - \$80,000</li> </ul> | <ul style="list-style-type: none"> <li>Greater participation and development of young people.</li> <li>Allow events staff to focus more on core services.</li> <li>Greater guidance to young people.</li> <li>A more engaged youth cohort.</li> <li>Broader celebration of community.</li> </ul> |
| <ul style="list-style-type: none"> <li>Additional Events Resource - .07 EFT - \$40,000</li> </ul>                        | <ul style="list-style-type: none"> <li>Increased pride raising.</li> <li>Opportunity to run more events.</li> <li>Community feeling of belonging.</li> <li>Promotion of Council events/services.</li> <li>Increased community participation.</li> </ul>                                          |
| <ul style="list-style-type: none"> <li>Festival &amp; Events Support Scheme Funding increase - \$15,000</li> </ul>       | <ul style="list-style-type: none"> <li>Stronger events.</li> <li>Greater Community connection.</li> <li>Generates more self-supporting events.</li> </ul>                                                                                                                                        |
| Areas for Service Reduction                                                                                              | Risk                                                                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>Stop FReeZa</li> </ul>                                                            | <ul style="list-style-type: none"> <li>No direct support to young people.</li> <li>Less funds spent on youth events.</li> <li>Health risks.</li> </ul> <p>Benefit of 0.2 EFT redirected to other event activities.</p>                                                                           |
| <ul style="list-style-type: none"> <li>Stop Festival and Events Support Scheme</li> </ul>                                | <ul style="list-style-type: none"> <li>Less sustainable events.</li> <li>Smaller number of events.</li> <li>Community dissatisfaction.</li> </ul>                                                                                                                                                |
| <ul style="list-style-type: none"> <li>Reduce the allocation for the Festival and Events Support Scheme</li> </ul>       | <ul style="list-style-type: none"> <li>Less successful events.</li> <li>Less promotion of events.</li> </ul>                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>Stop Events Approval Process</li> </ul>                                           | <ul style="list-style-type: none"> <li>Risk to Council and the community.</li> <li>Litigation issues.</li> <li>Reduced community pride.</li> <li>Reduced place making.</li> </ul>                                                                                                                |
| <ul style="list-style-type: none"> <li>Reduce Council involvement in Council run events</li> </ul>                       | <ul style="list-style-type: none"> <li>Reduced community pride.</li> <li>Reduced place making.</li> </ul>                                                                                                                                                                                        |

## Service Level Review – Bluewater Fitness Centre

21 January 2014

## Statement of Purpose

*To provide a range of aquatic, fitness and recreation opportunities to contribute to the health and wellbeing of our community.*

Unit EFT Allocation: 11.5 EFT (excludes casuals)

Unit Budget 2013-2014:

| Service                              | Income           | Expenditure      |
|--------------------------------------|------------------|------------------|
| Bluewater Leisure Centre Management  | \$323,488        | \$849,054        |
| Bluewater Fitness Centre Dry Program | \$ 17,355        |                  |
| <b>Totals</b>                        | <b>\$340,843</b> | <b>\$849,054</b> |
| <b>Net Cost</b>                      |                  | <b>\$508,211</b> |

- The figures for 2013-2014 do not reflect a full year of operation due to the construction works being undertaken at the Bluewater Fitness Centre.
- The following table provides the actual expenditure for 2012-2013 representing a full year's operations.

Unit Actuals 2012-2013:

| Service                              | Income           | Expenditure        |
|--------------------------------------|------------------|--------------------|
| Bluewater Leisure Centre Management  | \$392,052        | \$570,145          |
| Bluewater Fitness Aquatic Program    | \$271,371        | \$391,252          |
| Bluewater Fitness Centre Dry Program | \$150,884        | \$313,653          |
| <b>Totals</b>                        | <b>\$814,307</b> | <b>\$1,275,050</b> |
| <b>Net Cost</b>                      |                  | <b>\$ 460,743</b>  |

Unit Outputs 2012-2013:

- Approx. 1,100 members
- Approx. 150,000 visitations
- 1,136 attended the Learn to Swim program
- 371 multi-passes sold

| Current Activities                                              | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Dry Program</li> </ul> | <ul style="list-style-type: none"> <li>• Improved community health and wellbeing</li> <li>• Deferred health costs to other levels of government reduced</li> <li>• Social connectedness and community wellbeing</li> <li>• Contribution to individual development</li> <li>• Increased economic productivity</li> <li>• Settlement attraction and placemaking</li> <li>• Diversity of accessible recreation opportunities</li> <li>• Civic pride</li> <li>• Rehabilitation connected to health and wellbeing.</li> </ul> |

|                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Stadium</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>Improved health and wellbeing</li> <li>Deferred health costs to other levels of government reduced</li> <li>Social connectedness and wellbeing</li> <li>Contribution to individual development</li> <li>Increased economic productivity</li> <li>Settlement attraction and placemaking</li> <li>Diversity of accessible recreation opportunities</li> <li>Civic pride</li> <li>Economic benefits through major events</li> <li>Broad range of organised indoor sporting activities</li> <li>Avoiding duplication of indoor sport/recreation facilities (joint use with school).</li> </ul>          |
| <ul style="list-style-type: none"> <li>Aquatic recreation</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>Improved health and wellbeing</li> <li>Deferred health costs to other levels of government reduced</li> <li>Social connectedness and wellbeing</li> <li>Contribution to individual development</li> <li>Increased economic productivity</li> <li>Settlement attraction and placemaking</li> <li>Diversity of accessible recreation opportunities</li> <li>Civic pride.</li> </ul>                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Aquatic programs</li> </ul>                                                                                                 | <ul style="list-style-type: none"> <li>Improved health and wellbeing</li> <li>Deferred health costs to other levels of government reduced</li> <li>Social connectedness and wellbeing</li> <li>Contribution to individual development</li> <li>Increased economic productivity</li> <li>Settlement attraction and placemaking</li> <li>Diversity of accessible recreation opportunities</li> <li>Civic pride</li> <li>Economic benefits through events</li> <li>Broad range of organised indoor sporting activities</li> <li>Development of life/water safety skills</li> <li>Rehabilitation connected to health and wellbeing.</li> </ul> |
| <ul style="list-style-type: none"> <li>Crèche</li> </ul>                                                                                                           | <ul style="list-style-type: none"> <li>Broader range of access to sport and recreation facilities</li> <li>Early Years development.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>Merchandise/Retail</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>Offering the opportunistic purchase of recreation equipment</li> <li>Convenient access to food and beverage</li> <li>Offering merchandise that supplements the activities within the centre.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Areas for Service Increase/Resource Implications</b>                                                                                                            | <b>Expected benefit</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>Current upgrades to the facility will provide a broader range of activities and encourage greater participation.</li> </ul> | <ul style="list-style-type: none"> <li>Membership increase/greater community participation</li> <li>Increased water based rehabilitation</li> <li>Greater stadium usage and higher level</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|                                                                                               |                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                               | of participants anticipated.                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>Duty Supervisor – 1-2 EFT = \$100k</li> </ul>          | <ul style="list-style-type: none"> <li>Greater management of facility</li> <li>Ensure compliance with standards and legislation.</li> </ul>                                                                          |
| <ul style="list-style-type: none"> <li>Learn to Swim Program Officer – self funded</li> </ul> | <ul style="list-style-type: none"> <li>Increased Learn to Swim enrolments</li> <li>More professional and streamlined program</li> <li>Allow for greater focus on the development of new aquatic programs.</li> </ul> |
| <b>Areas for Service Reduction</b>                                                            | <b>Risk</b>                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>Reduced hours/programs</li> </ul>                      | <ul style="list-style-type: none"> <li>Increased health issues</li> <li>Reduction in membership/patronage</li> <li>Increased subsidy required from Council due loss of income.</li> </ul>                            |
| <ul style="list-style-type: none"> <li>Contract delivery</li> </ul>                           | <ul style="list-style-type: none"> <li>Less control over operations</li> <li>Possibly more expensive</li> <li>Lower standard of service.</li> </ul>                                                                  |

#### Capital Works and Major Projects 2013-2014

The following table includes a listing of the capital works and major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail                       | Project Expense |
|--------------------------------------|-----------------|
| Sporting Equipment Renewal Programme | \$27,800        |





## Service Level Review – Apollo Bay Leisure Centre

21 January 2014

## Statement of Purpose

*To provide a range of aquatic, fitness and recreation opportunities to contribute to the health and wellbeing of our community.*

Unit EFT Allocation: 0 (not including casual staff)

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$ 12,500        |
| Expenditure     | \$ 60,148        |
| <b>Net Cost</b> | <b>\$ 47,648</b> |

Unit Outputs 2012-2013:

- Operation as per Joint Use Agreement

| Current Activities                                                     | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Stadium</li> </ul>            | <ul style="list-style-type: none"> <li>• Improved health and wellbeing of the community</li> <li>• Deferred health costs to other levels of government reduced</li> <li>• Social connectedness and wellbeing</li> <li>• Contribution to individual development</li> <li>• Settlement attraction and placemaking</li> <li>• Diversity of accessible recreation opportunities</li> <li>• Civic pride</li> <li>• Range of organised indoor sporting activities</li> <li>• Avoiding duplication of indoor sport/recreation facilities (joint use with school).</li> </ul> |
| <ul style="list-style-type: none"> <li>• Aquatic recreation</li> </ul> | <ul style="list-style-type: none"> <li>• Improved health and wellbeing</li> <li>• Deferred health costs to other levels of government reduced</li> <li>• Social connectedness and wellbeing</li> <li>• Contribution to individual development</li> <li>• Settlement attraction and placemaking</li> <li>• Diversity of accessible recreation opportunities</li> <li>• Civic pride.</li> </ul>                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Aquatic programs</li> </ul>   | <ul style="list-style-type: none"> <li>• Improved health and wellbeing of the community</li> <li>• Deferred health costs to other levels of government reduced</li> <li>• Social connectedness and wellbeing</li> <li>• Contribution to individual development</li> <li>• Increased economic productivity</li> <li>• Settlement attraction and placemaking</li> <li>• Diversity of accessible recreation opportunities</li> <li>• Civic pride</li> </ul>                                                                                                              |

|                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Economic benefits through events</li> <li>• Broad range of organised indoor sporting activities</li> <li>• Development of life/water safety skills</li> <li>• Rehabilitation connected to health and wellbeing.</li> </ul>                                                                                                                                                                                                                                                                                                                                                  |
| <b>Areas for Service Increase/Resource Implications</b>                                                                                                                                                        | <b>Expected benefit</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>• Full management of pool facility over the summer period - \$50k.</li> </ul>                                                                                           | <ul style="list-style-type: none"> <li>• Greater availability of the pool for our community</li> <li>• Learn to Swim opportunities</li> <li>• More professional and streamlined programs</li> <li>• Development of new aquatic programs.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"> <li>• Indoor aquatic centre:               <ul style="list-style-type: none"> <li>◦ \$3m capital</li> <li>◦ \$300k annual contribution to operations</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Availability of aquatic services all year for our community</li> <li>• Learn to Swim opportunities</li> <li>• Development of new aquatic programs</li> <li>• Increased water based rehabilitation</li> <li>• Development of life/water safety skills</li> <li>• Improved health and wellbeing</li> <li>• Deferred health costs to other levels of government reduced</li> <li>• Social connectedness and wellbeing</li> <li>• Contribution to individual development</li> <li>• Increased economic productivity</li> <li>• Settlement attraction and placemaking</li> </ul> |
| <b>Areas for Service Reduction</b>                                                                                                                                                                             | <b>Risk</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>• Not operate the facility at all.</li> </ul>                                                                                                                           | <ul style="list-style-type: none"> <li>• Increased health issues</li> <li>• Community dissatisfaction</li> <li>• No opportunity for water safety education</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                |

## Service Level Review – Lavers Hill Leisure Centre

21 January 2014

## Statement of Purpose

*To provide a range of aquatic, fitness and recreation opportunities to contribute to the health and wellbeing of our community.*

Unit EFT Allocation: Nil

Unit Budget 2013-2014:

|                 |                 |
|-----------------|-----------------|
| Income          | Nil             |
| Expenditure     | \$10,000        |
| <b>Net Cost</b> | <b>\$10,000</b> |

Unit Outputs 2012-2013:

- Building maintenance

| Current Activities                                                                                           | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Aquatic recreation</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Improved health and wellbeing of the community</li> <li>• Deferred health costs to other levels of government reduced</li> <li>• Social connectedness and wellbeing</li> <li>• Contribution to individual development</li> <li>• Increased economic productivity</li> <li>• Settlement attraction and placemaking</li> <li>• Diversity of accessible recreation opportunities</li> <li>• Development of life/water safety skills</li> <li>• Rehabilitation connected to health and wellbeing</li> <li>• Civic pride.</li> </ul>                                                                                                 |
| <ul style="list-style-type: none"> <li>• Stadium</li> </ul>                                                  | <ul style="list-style-type: none"> <li>• Improved health and wellbeing of the community</li> <li>• Deferred health costs to other levels of government reduced</li> <li>• Social connectedness and wellbeing</li> <li>• Contribution to individual development</li> <li>• Increased economic productivity</li> <li>• Settlement attraction and placemaking</li> <li>• Diversity of accessible recreation opportunities</li> <li>• Civic pride</li> <li>• Economic benefits through major events</li> <li>• Broad range of organised indoor sporting activities</li> <li>• Avoiding duplication of indoor sport/recreation facilities (joint use with school).</li> </ul> |
| Areas for Service Increase/Resource Implications                                                             | Expected benefit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Professional management of the facility – 0.5EFT – \$40k</li> </ul> | <ul style="list-style-type: none"> <li>• Increased usage and more programs offered at the facility.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|                                                                                                     |                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Increase contribution to maintenance/improvements</li></ul> | <ul style="list-style-type: none"><li>• Improved maintenance of the facility reducing the burden on the Lavers Hill P-12 College.</li></ul> |
| <b>Areas for Service Reduction</b>                                                                  | <b>Risk</b>                                                                                                                                 |
| <ul style="list-style-type: none"><li>• Reduce maintenance contribution</li></ul>                   | <ul style="list-style-type: none"><li>• Reduced standard of facility</li><li>• Reduced access for community use.</li></ul>                  |

## Service Level Review – COPACC

30 October 2013

## Statement of Purpose

*To deliver a vibrant, accessible, affordable, relevant cultural, performing and visual arts program for all sectors of the community.*

*Through its programmes and community cultural development, COPACC facilitates and promotes the appreciation of, and active participation in arts and culture. COPACC's prime purpose is also to assist Colac Otway Shire, private enterprise, and government in delivering professional business events.*

*The Centre has a vital role in the social and economic wellbeing of the community.*

Unit EFT Allocation: 4.8 EFT + casuals

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$589,741        |
| Expenditure     | \$957,767        |
| <b>Net cost</b> | <b>\$368,026</b> |

Unit Outputs for 2012-13:

- 1,019 events held with 67,606 attendances
- 10 exhibitions conducted in the COPACC foyer
- COPACC season – 31 performances of 27 productions (attended by 5,020 people)
- Outside hires – 34 performances of 17 productions (attended by 7,496 people)
- Performing and visual arts programmes – 60 workshops attended by community

| Current Activities                                                                | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Business Events</li> </ul>               | <ul style="list-style-type: none"> <li>• Providing a quality setting and service for business meetings and seminars</li> <li>• Constant income stream</li> <li>• Economic benefits and tourism for the Shire</li> </ul>                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>• Community events/productions</li> </ul>  | <ul style="list-style-type: none"> <li>• Providing a setting that fosters performing and visual arts within the Shire</li> <li>• Professional and social Networking and development opportunities</li> <li>• Economic benefits and tourism for the Shire</li> <li>• Contribute to the broader liveability of our Colac Otway community</li> </ul>                                                                                          |
| <ul style="list-style-type: none"> <li>• COPACC Performing Arts Season</li> </ul> | <ul style="list-style-type: none"> <li>• Supporting and creating diverse communities</li> <li>• Fostering participation in/enjoyment and appreciation of the arts</li> <li>• Facilitating community connectedness</li> <li>• Providing focus/hub for culture, performing and visual arts</li> <li>• Economic benefits and tourism for the Shire</li> <li>• Contribute to the broader liveability of our Colac Otway community –</li> </ul> |

|                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                     | settlement attraction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>Exhibitions/Gallery</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>Enables artistic expression from our community</li> <li>Income stream generated through commission on sales</li> <li>Opportunity for community groups to promote themselves and/or community celebration</li> <li>Contribute to the broader liveability of our Colac Otway community</li> </ul>                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>Cinema lease</li> </ul>                                                                                                      | <ul style="list-style-type: none"> <li>Provides access for community to entertainment</li> <li>Income stream</li> <li>Contribute to the broad livability of our Colac Otway community – settlement attraction</li> </ul>                                                                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"> <li>Community Cultural Development</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>Support for satellite arts facilities and organisations</li> <li>Income stream</li> <li>Creating diverse communities</li> <li>Fostering enjoyment and appreciation of the arts</li> <li>Facilitating community connectedness</li> <li>Providing focus /hub for performing and visual arts and culture</li> <li>Contribute to the broader liveability of our Colac Otway community</li> </ul>                                                                       |
| <b>Areas for Service Increase/Resource Implications</b>                                                                                                             | <b>Expected benefit</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Cultural Development/Youth Officer               <ul style="list-style-type: none"> <li>1 EFT = \$70k</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Support for our creative communities</li> <li>Maintaining connections between performing arts and cultural organisations</li> <li>Creating partnerships with community groups and education providers</li> <li>Creating a more diverse community with greater appreciation of the arts</li> <li>Maximizing use of existing cultural facilities within the shire</li> <li>Up to date detailing of all group/facilities within the Shire (cultural audit)</li> </ul> |
| <ul style="list-style-type: none"> <li>Dedicated gallery space/cafe</li> </ul>                                                                                      | <ul style="list-style-type: none"> <li>Opportunity for permanent licence</li> <li>In-house catering service</li> <li>Social networking opportunities</li> <li>Increased revenue</li> </ul>                                                                                                                                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>Preparation of a business plan</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>Review of all COPACC operations</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Areas for Service Reduction</b>                                                                                                                                  | <b>Risk</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"> <li>Zero</li> </ul>                                                                                                              | <ul style="list-style-type: none"> <li>Less economic benefits for the community</li> <li>Less variety of performing arts</li> <li>Dramatic loss of opportunities for the enjoyment, appreciation, participation and development of the arts</li> <li>Less desirable place to settle in</li> </ul>                                                                                                                                                                                                         |

|                                                                                                                                                                                                                                   |                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Reduced level of service provided to venue users: <ul style="list-style-type: none"> <li>○ No meeting setup</li> <li>○ Delivery of catering</li> <li>○ IT support</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Risk of damage to venue</li> <li>• Community dissatisfaction</li> <li>• Lack of service would result in reduced use and income</li> </ul> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### Capital Works and Major Projects 2013-2014

The following table includes a listing of the capital works and major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail                                 | Project Expense |
|------------------------------------------------|-----------------|
| Office Furniture & equipment Renewal Programme | \$35,000        |





## Service Level Review – Capital Works Management

28 January 2014

**Statement of Purpose**

*To provide a suite of infrastructure assets that best suits the needs of the community.*

Unit EFT Allocation: 6 EFT

Unit Budget 2013-2014:

|                 |                   |
|-----------------|-------------------|
| Income          | \$ 67,000         |
| Expenditure     | \$ 620,406        |
| <b>Net Cost</b> | <b>\$ 553,406</b> |

Unit Outputs 2012-2013:

- 500 Statutory Permits
- 400 Planning Referrals Processed
- 20 Projects Delivered

| Current Activities                                                                           | Outcomes/Key Outputs                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Project Development</li> </ul>                      | <ul style="list-style-type: none"> <li>• Well conceived, scoped and justifiable projects</li> <li>• Ready to go projects that meet community demand</li> <li>• Project timelines understood.</li> </ul>                                                                               |
| <ul style="list-style-type: none"> <li>• Project Design and Specification</li> </ul>         | <ul style="list-style-type: none"> <li>• Clearly defined and deliverable projects within programmed timelines</li> <li>• Best value tenders received</li> <li>• Legislative compliance.</li> </ul>                                                                                    |
| <ul style="list-style-type: none"> <li>• Project costing</li> </ul>                          | <ul style="list-style-type: none"> <li>• Accurate budget information provided.</li> </ul>                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>• Project Management</li> </ul>                       | <ul style="list-style-type: none"> <li>• Projects delivered on time, within budget and to scope</li> <li>• Legislative compliance.</li> </ul>                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Environmental Assessment and Reporting</li> </ul>   | <ul style="list-style-type: none"> <li>• Compliance with environmental legislation</li> <li>• Reporting requirements met</li> <li>• Minimizing environmental impacts and risks</li> </ul>                                                                                             |
| <ul style="list-style-type: none"> <li>• Capital Works Programming and Monitoring</li> </ul> | <ul style="list-style-type: none"> <li>• Projects prioritized appropriately across the organisation</li> <li>• Projects delivered on time, within budget and to scope</li> <li>• Legislative compliance</li> <li>• Reporting requirements met.</li> </ul>                             |
| <ul style="list-style-type: none"> <li>• Engineering Advice</li> </ul>                       | <ul style="list-style-type: none"> <li>• Ensuring engineering issues are properly considered</li> <li>• Council assets protected</li> <li>• Legislative compliance</li> <li>• Safe, compliant infrastructure built by external parties</li> <li>• Well informed community.</li> </ul> |

| Areas for Service Increase/Resource Implications                                                                 | Expected benefit                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Administrative Support - .5 EFT = \$25,000</li> </ul>                     | <ul style="list-style-type: none"> <li>Improved processing times</li> <li>Better utilization of professional time</li> <li>Increased efficiencies.</li> </ul>                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"> <li>IT System Enhancements - \$50,000 (can be staged over 5 years)</li> </ul> | <ul style="list-style-type: none"> <li>Increased efficiencies</li> <li>Improved presentation and communication with our community</li> <li>Skills development</li> <li>Staff retention.</li> </ul>                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>Project Management Officer – 1 EFT = \$80,000</li> </ul>                  | <ul style="list-style-type: none"> <li>Dedicated and consistent project delivery</li> <li>Increased efficiencies</li> <li>Efficiency gains across the organisation</li> <li>Decreased risk.</li> </ul>                                                                                                                                                                                                      |
| Areas for Service Reduction                                                                                      | Risk                                                                                                                                                                                                                                                                                                                                                                                                        |
| Outsourcing of full or partial services                                                                          | <ul style="list-style-type: none"> <li>Cost implications</li> <li>Proven higher costs from past experience</li> <li>More vulnerable to cost increases/market</li> <li>Loss of in-house skills</li> <li>Increased risks</li> <li>Reduction in responsiveness</li> <li>Loss of customer contact and community responsiveness</li> <li>Loss of existing resource capacity</li> <li>Loss of control.</li> </ul> |

## Service Level Review – Street &amp; Public Lighting

30 October 2013

## Statement of Purpose

*Enhancing pedestrian and vehicle access and safety in built up areas at night.*

Unit EFT Allocation: N/A

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | Nil              |
| Expenditure     | \$233,000        |
| <b>Net cost</b> | <b>\$233,000</b> |

Unit Outputs 2012-2013:  
1330 Street Lights

| Current Activities                                                                                                                                                                                                    | Outcomes/Key Outputs                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Provide for the operation, maintenance and replacement (OMR) of street and public space lighting</li> </ul>                                                                    | <ul style="list-style-type: none"> <li>Safe public roads and spaces</li> <li>Increased perceptions of safety</li> <li>Way-finding for community members</li> </ul>                                                                                                 |
| <ul style="list-style-type: none"> <li>Provide for the installation of lighting in built up areas</li> <li>Currently provide street lighting (80 watt) at intersections and midblock on every second pole.</li> </ul> | <ul style="list-style-type: none"> <li>Safe public roads</li> <li>Increased perceptions of safety</li> <li>Way-finding for community members</li> <li>New subdivisions provided at the developer's cost</li> </ul>                                                 |
| <ul style="list-style-type: none"> <li>Upgrading of lamps to energy efficient alternatives <ul style="list-style-type: none"> <li>Capital upgrade 2013/14 - \$522,872</li> </ul> </li> </ul>                          | <ul style="list-style-type: none"> <li>Cost savings</li> <li>Reduced carbon footprint</li> </ul>                                                                                                                                                                   |
| Areas for Service Increase/Resource Implications                                                                                                                                                                      | Expected benefit                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Providing street lighting in accordance with Australian standards <ul style="list-style-type: none"> <li>Capital cost – approximately \$500,000</li> </ul> </li> </ul>         | <ul style="list-style-type: none"> <li>Enhanced road and pedestrian safety</li> <li>Reduced anti-social behavior</li> </ul> <p><b>Disadvantage</b></p> <ul style="list-style-type: none"> <li>Increased carbon footprint</li> <li>Increased costs (OMR)</li> </ul> |
| Areas for Service Reduction                                                                                                                                                                                           | Risk                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"> <li>Reduced operating times to reduce costs and carbon footprint</li> </ul>                                                                                                        | <ul style="list-style-type: none"> <li>Public safety and crime risks (actual and perceived)</li> <li>Community dissatisfaction.</li> </ul>                                                                                                                         |



**Service Level Review – Footpaths, Kerb & Channel Maintenance**

14 January 2014

**Statement of Purpose***To provide a safe and functional footpath and kerb and channel infrastructure.*

Unit EFT Allocation:

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$ Nil           |
| Expense         | \$ 57,130        |
| <b>Net Cost</b> | <b>\$ 57,130</b> |

Unit Outputs 2012-2013:

- 135 km of footpath
- 165 km of kerb and channelling

| Current Activities                                                                                                                                                                           | Outcomes/Key Outputs                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Minor repairs to footpaths and kerb and channelling.</li> </ul>                                                                                     | <ul style="list-style-type: none"> <li>• Compliance with Road Management Plan</li> <li>• Elimination of trip hazards</li> <li>• Safe footpath network.</li> </ul>                                                                         |
| Areas for Service Increase/Resource Implications                                                                                                                                             | Expected benefit                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>• Increase to footpath renewal program to address backlog (\$100,000)</li> <li>• Extending existing footpath network (\$250,000 per annum)</li> </ul> | <ul style="list-style-type: none"> <li>• Better quality footpaths</li> <li>• Increased safety for footpath users.</li> <li>• Improved pedestrian safety</li> <li>• Improved connectivity</li> <li>• Increased community pride.</li> </ul> |
| Areas for Service Reduction                                                                                                                                                                  | Risk                                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>• Reduced service levels</li> </ul>                                                                                                                   | <ul style="list-style-type: none"> <li>• Community dissatisfaction</li> <li>• Increased risk of litigation</li> <li>• Poorer standards</li> <li>• Reduced life of road assets</li> <li>• Increased accident rates.</li> </ul>             |

**Capital Works and Major Projects 2013-2014**

The following table includes a listing of the capital works and major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail                   | Project Expense |
|----------------------------------|-----------------|
| Footpaths Renewal Programme      | \$396,000       |
| Kerb & Channel Renewal Programme | \$75,000        |



**Service Level Review – Road & Road Furniture Maintenance & Road Safety &  
Pavement Marking & Roadside Vegetation Control**

14 January 2014

**Statement of Purpose**

*To provide a safe and functional roading infrastructure.*

Unit EFT Allocation:

Unit Budget 2013-2014:

| <b>Expenditure</b>                         |                    |
|--------------------------------------------|--------------------|
| Road Maintenance                           | \$ 883,428         |
| Road Furniture Maintenance                 | \$ 195,452         |
| Road Safety & Pavement Marking Maintenance | \$ 154,427         |
| Roadside Vegetation Control                | \$ 355,157         |
| <b>Total Expenditure</b>                   | <b>\$1,588,464</b> |

Unit Outputs 2012-2013:

- 552 klm of sealed road
- 1100 klm unsealed roads
- 280 klm of rural linemarking
- 42 klm bike lanes
- 347 bike symbols
- 2767 parking bays
- 70 disabled symbols
- 462 statcons
- 19 school xings
- 28 railway xings
- 2 pedestrian crossings
- 5 keep clear
- 10 speed humps
- 14 arrows
- 7 rumble strips
- 1100 klm slashing
- 270 klm reach arm mowing

| <b>Current Activities</b>                                                                                                | <b>Outcomes/Key Outputs</b>                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Sealed road maintenance (incl minor patching)</li> </ul>                        | <ul style="list-style-type: none"> <li>• Compliance with standards of Road Management Plan</li> <li>• Maximise useful life of roads</li> <li>• Safe, serviceable road surfaces.</li> </ul>    |
| <ul style="list-style-type: none"> <li>• Unsealed road maintenance (incl road regrading)</li> </ul>                      | <ul style="list-style-type: none"> <li>• Compliance with standards of Road Management Plan</li> <li>• Maximise useful life of roads</li> <li>• Safe, serviceable road surfaces.</li> </ul>    |
| <ul style="list-style-type: none"> <li>• Road furniture maintenance (eg; signs, guideposts, guard rails etc.)</li> </ul> | <ul style="list-style-type: none"> <li>• Legible signs and pavement markings</li> <li>• Easily interpretable signage</li> <li>• Clear way finding</li> <li>• Improved road safety.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Pavement markings maintenance</li> </ul>                                        | <ul style="list-style-type: none"> <li>• Legible signs and pavement markings</li> <li>• Easily interpretable signage</li> <li>• Clear way finding</li> </ul>                                  |

|                                                                                                                                           |                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                           | <ul style="list-style-type: none"> <li>Improved road safety.</li> </ul>                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Roadside slashing and reach arm mowing</li> </ul>                                                  | <ul style="list-style-type: none"> <li>Compliance with Road Management Plan</li> <li>Maintaining safe sight distances</li> <li>Increased amenity</li> <li>Improved pedestrian safety in some areas.</li> </ul>                                                       |
| <ul style="list-style-type: none"> <li>Roadside spraying</li> </ul>                                                                       | <ul style="list-style-type: none"> <li>Maintain visibility of road furniture</li> <li>Compliance with Road Management Plan.</li> </ul>                                                                                                                               |
| <b>Areas for Service Increase/Resource Implications</b>                                                                                   | <b>Expected benefit</b>                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Hire of water truck and roller - \$45,000</li> </ul>                                               | <ul style="list-style-type: none"> <li>Enable road regrading to occur during extended periods of dry weather conditions</li> <li>Consistent serviceable roads all year round</li> <li>Better responsiveness</li> <li>Maximise life of unsealed pavements.</li> </ul> |
| <ul style="list-style-type: none"> <li>Higher standards of township entrance and key road corridor roadside vegetation control</li> </ul> | <ul style="list-style-type: none"> <li>Improved amenity of townships</li> <li>Increased community satisfaction</li> <li>Pride of place.</li> </ul>                                                                                                                   |
| <b>Areas for Service Reduction</b>                                                                                                        | <b>Risk</b>                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>Reduced service levels</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>Community dissatisfaction</li> <li>Increased risk of litigation</li> <li>Poorer standards</li> <li>Reduced life of road assets</li> <li>Increased accident rates.</li> </ul>                                                  |
| <ul style="list-style-type: none"> <li>Reduce to two cuts per annum</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Reduced amenity</li> <li>Increased costs per cut</li> <li>More plant maintenance</li> <li>Higher traffic safety issues</li> <li>Community dissatisfaction.</li> </ul>                                                         |



## Service Level Review – Street Cleaning

12 December 2013

## Statement of Purpose

*To create attractive urban amenity.*

Unit EFT Allocation: 1.1 EFT

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$ nil           |
| Expense         | \$209,004        |
| <b>Net Cost</b> | <b>\$209,004</b> |

(additional budget for disposal of waste)

Unit Outputs 2012-2013:

**Street Cleaning:**

- Apollo Bay – twice per week on streets with kerb and channeling
- Colac & Elliminyt - Central business district grid - once a week
- - Streets with kerb and channeling - once a month
- Forrest, Lavers Hill, Birregurra, Beeac and Gellibrand – once a month

**Pit Clearing:**

- All pits cleared annually

| Current Activities                                      | Outcomes/Key Outputs                                                                                                                        |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| • Street sweeping                                       | • Free flowing drainage systems<br>• Attractive urban amenity.                                                                              |
| • Pit clearing                                          | • Free flowing drainage system.                                                                                                             |
| Areas for Service Increase/Resource Implications        | Expected benefit                                                                                                                            |
| • Minimal complaints with existing service levels.      | • Not applicable.                                                                                                                           |
| Areas for Service Reduction                             | Risk                                                                                                                                        |
| • Reduced frequency of street sweeping and pit clearing | • Public discontent<br>• Blocked drainage system<br>• Possible flooding issues<br>• Poor amenity<br>• Pollution of downstream water bodies. |



## Service Level Review – Bridge &amp; Major Culvert Maintenance

9 December 2013

## Statement of Purpose

*To provide and maintain safe access along public roads and walkways.*

Unit EFT Allocation: 2 EFT

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$ nil           |
| Expense         | \$198,780        |
| <b>Net Cost</b> | <b>\$198,780</b> |

Unit Outputs 2012-13:

- 161 bridges and major culverts maintained including:
  - 9 Tray deck/asphalt
  - 41 Concrete bridges
  - 17 Wooden/steel bridges
  - 4 Joint shared with Corangamite Shire Council
  - 34 Box culverts
  - 37 Culvert/pipes
  - 19 Footbridges.

| Current Activities                                                                                                                                                                                                                                                                                                         | Outcomes/Key Outputs                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Bridge &amp; major culvert inspections (annual – Level 1)</li> </ul>                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Proactive programming of works</li> <li>Risk management</li> <li>Compliance with Road Management Plan.</li> </ul>                                                                                                                                 |
| <ul style="list-style-type: none"> <li>Bridge &amp; major culvert maintenance               <ul style="list-style-type: none"> <li>○ Signage</li> <li>○ Railing</li> <li>○ Deck</li> <li>○ Abutments/approaches</li> <li>○ Vegetation control</li> <li>○ Super/sub structures</li> <li>○ Waterways.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Maximise useful life of structures</li> <li>Safe and reliable access</li> <li>Risk management</li> <li>Compliance with Road Management Plan.</li> </ul>                                                                                           |
| <ul style="list-style-type: none"> <li>Major repairs</li> </ul>                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Extending useful life of asset</li> <li>Safe and reliable access</li> <li>Risk management</li> <li>Compliance with Road Management Plan</li> </ul>                                                                                                |
| Areas for Service Increase/Resource Implications                                                                                                                                                                                                                                                                           | Expected benefit                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>Accelerated bridge renewal program (\$4.5m over 5 years)</li> </ul>                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Reduced demand on maintenance</li> <li>Dramatically reduce risk</li> <li>More appropriate design standards for heavy vehicles.</li> </ul>                                                                                                         |
| Areas for Service Reduction                                                                                                                                                                                                                                                                                                | Risk                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>Reduced or zero service</li> </ul>                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Failure to comply with Road Management Plan</li> <li>Exposure to risk and public liability</li> <li>Limiting economic activity of primary producers</li> <li>Community dissatisfaction</li> <li>Failure to meet community expectation.</li> </ul> |

**Capital Works and Major Projects 2013-2014**

The following table includes a listing of the capital works and major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail            | Project Expense |
|---------------------------|-----------------|
| Bridges Renewal Programme | \$1,000,000     |

## Service Level Review – Drainage Maintenance

12 December 2013

## Statement of Purpose

*To protect roads and property and to maximise the useful life of our road assets.*

Unit EFT Allocation: 4-5 EFT (dependent on weather conditions)

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$ nil           |
| Expense         | \$520,156        |
| <b>Net Cost</b> | <b>\$520,156</b> |

Unit Outputs 2012-2013:

- Number of pits: 3,900
- Length of pipe: 128 km

| Current Activities                                                                                                                                                                              | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Open drain maintenance.</li> <li>• Underground drain maintenance.</li> <li>• Cleaning of drainage pits.</li> <li>• Maintenance of culverts.</li> </ul> | <ul style="list-style-type: none"> <li>• Effective operating drainage systems</li> <li>• Protection for Council's road system</li> <li>• Protection of property from flooding</li> <li>• Compliance with Road Management Plan</li> <li>• Reduced roadside slippage</li> <li>• Improved public safety</li> </ul> |
| Areas for Service Increase/Resource Implications                                                                                                                                                | Expected benefit                                                                                                                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>• Programmed vs reactive maintenance.</li> </ul>                                                                                                         | <ul style="list-style-type: none"> <li>• Greater certainty of achieving the outcomes of Council's drainage maintenance program.</li> </ul>                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>• Adequate drainage infrastructure (eg. Wye River, Colac/Elliminyt).</li> </ul>                                                                          | <ul style="list-style-type: none"> <li>• As above</li> </ul>                                                                                                                                                                                                                                                    |
| Areas for Service Reduction                                                                                                                                                                     | Risk                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Reduction in existing services</li> </ul>                                                                                                              | <ul style="list-style-type: none"> <li>• Increased risk of flooding</li> <li>• Disruption to road services</li> <li>• Increase in response time</li> <li>• Asset failure</li> <li>• Increase in slips</li> <li>• Reduced useful life of drainage assets.</li> </ul>                                             |

## Capital Works and Major Projects 2013-2014

The following table includes a listing of the capital works and major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail                        | Project Expense |
|---------------------------------------|-----------------|
| Drainage Projects (Renewal) Programme | \$100,000       |
| Road Drainage Programme               | \$440,000       |



## Service Level Review – Parks/Reserves/Street Trees

28 October 2013

## Statement of Purpose

*To provide public spaces that facilitates creativity, social activity, and enrichment of life and promotes a vibrant community.*

Unit EFT Allocation: 14 EFT

- 0.5 – Apollo Bay
- 0.75 – Gellibrand/South Otways
- 12.75 – Colac, Cororooke, Birregurra, Cressy, Elliminyt etc

Unit Budget 2013-2014:

| Expenditure                            |                    |
|----------------------------------------|--------------------|
| Sports Grounds & Recreation Facilities | \$ 274,889         |
| Memorial Square Maintenance            | \$ 78,794          |
| Botanic Gardens Maintenance            | \$ 274,274         |
| Foreshore & Beaches Maintenance        | \$ 50,478          |
| Road & Street Tree Maintenance         | \$ 427,780         |
| Other Passive Reserves Maintenance     | \$ 566,415         |
| <b>Total Expenditure</b>               | <b>\$1,672,630</b> |

Unit Outputs 2012-13:

- 52 km trees trimmed on rural roads

| Current Activities                                                                                                                                                                                                                                                                                                                                                         | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Sportsfields</b> <ul style="list-style-type: none"> <li>• Mowing</li> <li>• Fertilising</li> <li>• Weed control</li> <li>• General turf culture</li> <li>• Surrounding maintenance</li> </ul> <p>(contractors used for coring, undersowing and weed spraying)<br/>(netball and tennis courts maintained by user groups)</p>                                             | <ul style="list-style-type: none"> <li>• Grass cover fit for sports use and casual recreation</li> <li>• Safe, usable, durable surface for AFL, soccer, cricket, baseball and athletics</li> <li>• Active participation in team sports</li> <li>• healthy communities</li> <li>• Social benefits in leadership and life skills</li> <li>• Connected communities</li> <li>• Creating pride and livability</li> </ul> |
| <b>Amenity Areas/Playground</b> <ul style="list-style-type: none"> <li>• Mowing</li> <li>• Pest control</li> <li>• Horticulture</li> <li>• Arboriculture</li> <li>• Litter control</li> <li>• Irrigation</li> </ul> <div style="border: 1px solid black; padding: 5px; display: inline-block;">           Providing appropriate settings and infrastructure         </div> | <ul style="list-style-type: none"> <li>• places where people connect</li> <li>• environmental services of plants</li> <li>• physical and mental health benefits</li> <li>• pride raising</li> <li>• children's play and development</li> <li>• places for informal recreation</li> <li>• meeting and connecting communities</li> <li>• safe environments</li> </ul>                                                 |
| <b>Botanic Gardens</b> <ul style="list-style-type: none"> <li>• horticulture</li> <li>• arboriculture</li> <li>• interpretation and labelling</li> </ul>                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• community pride</li> <li>• tourism destination</li> <li>• social gathering</li> <li>• education</li> <li>• physical and mental wellbeing</li> </ul>                                                                                                                                                                                                                        |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Street Trees and Roadside Rural Trees</b> <ul style="list-style-type: none"> <li>• pruning</li> <li>• removal of storm damaged trees (often after hours)</li> <li>• urban inspection</li> <li>• higher quality arboriculture (maintenance) in townships</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• attractiveness – sense of place</li> <li>• physical and mental wellbeing</li> <li>• safe treescape</li> <li>• carbon sequestration</li> <li>• water, slowing runoff and natural filtration</li> <li>• heat island reduction</li> <li>• particulate removal from the air</li> <li>• wildlife habitat</li> </ul> |
| <b>Areas for Service Increase/Resource Implications</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Expected benefit</b>                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• tree/shrub replacement program - \$200k</li> <li>• adequate irrigation and watering of new plantings.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Appropriate staffing levels               <ul style="list-style-type: none"> <li>○ For example, 2 staff for Botanic Gardens, 1 on annual leave, 2 mowing, 6 on rural trees means that there is 1 staff member left to do everything else.</li> <li>○ This can happen 40% of the time.</li> </ul> </li> <li>• Amenity horticulture:               <ul style="list-style-type: none"> <li>○ 1 EFT - \$50k</li> </ul> </li> <li>• Turfculture:               <ul style="list-style-type: none"> <li>○ 1 EFT - \$50k</li> <li>○ 1 mower - \$25k</li> <li>○ 1 small ute - \$30k</li> </ul> </li> <li>• Arboriculture:               <ul style="list-style-type: none"> <li>○ 1 EFT - \$50k</li> </ul> </li> <li>• Powerline clearance in designated townships               <ul style="list-style-type: none"> <li>○ 2000 trees in streets per annum</li> <li>○ 6000 trees in parks and reserves</li> </ul> </li> </ul> |                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Appropriate funding for new areas not funded for egs.:               <ul style="list-style-type: none"> <li>○ Wyuna Estate</li> <li>○ Joseph Paatsch Reserve</li> <li>○ Elliminyt Playground</li> </ul>               Extra plant and equipment and staff needed to meet these demands (see attached list of new areas since 2005 for which no extra staff and resources were provided.)             </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• 320kms of roadside trees require trimming. 45kms are completed annually. Council currently 600 days behind. 160kms need to be trimmed per annum.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Completion of masterplans for the development of our 15 reserves - \$300k</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• Better direction for scheduled capital works and renewal</li> </ul>                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Open space purchases</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• Guided by Open Space Strategy, Apollo Bay particularly deficient.</li> </ul>                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Completion of urban forest plans for Colac and Apollo Bay - \$80k</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Needed to guide active street tree planting.</li> </ul>                                                                                                                                                                                                                                                        |



|                                                                                                                            |                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Playground equipment and park furniture renewal – additional \$90k/annum</li> </ul> |                                                                                                                                                                                                              |
| <b>Areas for Service Reduction</b>                                                                                         | <b>Risk</b>                                                                                                                                                                                                  |
| <ul style="list-style-type: none"> <li>Zero</li> </ul>                                                                     | <ul style="list-style-type: none"> <li>Lack of pride</li> <li>Poor sportsfields</li> <li>Risk management</li> <li>Complaints/community expectation</li> <li>Reputation</li> <li>Risk unacceptable</li> </ul> |
| <ul style="list-style-type: none"> <li>Reduced maintenance of reserves, edges, tree trimming etc</li> </ul>                | <ul style="list-style-type: none"> <li>Complaints</li> <li>Reputation</li> <li>Litigation/risk</li> </ul>                                                                                                    |
| <ul style="list-style-type: none"> <li>Roundabout gardens</li> </ul>                                                       | <ul style="list-style-type: none"> <li>Poor visibility</li> <li>Lack of pride</li> </ul>                                                                                                                     |

#### Capital Works and Major Projects 2013-2014

The following table includes a listing of the capital works and major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail                           | Project Expense |
|------------------------------------------|-----------------|
| Active Reserves Renewal Programme        | \$50,000        |
| Parks & Gardens Rehabilitation Programme | \$50,000        |
| Playground Renewal Programme             | \$40,000        |



## Service Level Review – Major Plant (non-light fleet)

24 January 2014

## Statement of Purpose

*To provide a cost effective major plant fleet which supports the services of Council.*

Unit EFT Allocation: 3 EFT

Unit Budget 2013-2014: Operations

| Unit                  | Income             | Expenditure |
|-----------------------|--------------------|-------------|
| Plant Cost Recovery   | \$2,375,358        |             |
| Other Income          | \$56,000           |             |
| Plant Operating Costs |                    | \$1,418,572 |
| <b>Totals</b>         | <b>\$2,421,358</b> |             |
| <b>Net Surplus*</b>   | <b>\$1,012,786</b> |             |

*\*The surplus is used to fund the Plant Replacement Programme.*

Unit Budget 2013-2014: Capital

| Unit                              | Income           | Expenditure        |
|-----------------------------------|------------------|--------------------|
| Proceeds from sale of major plant | \$120,000        |                    |
| Major plant Programme             |                  | \$1,000,000        |
| Minor plant Programme             |                  | \$30,000           |
| <b>Totals</b>                     | <b>\$120,000</b> | <b>\$1,030,000</b> |
| <b>Net Cost</b>                   |                  | <b>\$910,000</b>   |

Unit Outputs 2012/2013:

- Number of plant items

| Current Activities                                                                                       | Outcomes/Key Outputs                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Purchase and disposal of major plant</li> </ul>                 | <ul style="list-style-type: none"> <li>• To maximise best value purchase and disposal</li> <li>• Ensure major plant fit for purpose</li> <li>• Cost competitive hourly rates (ownership vs outsourcing).</li> </ul> |
| <ul style="list-style-type: none"> <li>• Major plant maintenance</li> </ul>                              | <ul style="list-style-type: none"> <li>• Ensure major plant maintained to safe and operational standard and complies with legislation</li> <li>• Preserve capital value.</li> </ul>                                 |
| <ul style="list-style-type: none"> <li>• Data management</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Major plant renewal is funded from hourly use</li> <li>• Analysis of major plant utilisation and cost</li> <li>• Informed major plant replacement schedules.</li> </ul>    |
| Areas for Service Increase/Resource Implications                                                         | Expected benefit                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>• Dedicated fleet officer (captured under light fleet)</li> </ul> |                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>• One additional out front mower = \$30,000</li> </ul>            | <ul style="list-style-type: none"> <li>• Improved grooming of parklands</li> <li>• Improved public amenity and place making.</li> </ul>                                                                             |

|                                                                                                                                            |                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>One additional utility</li> </ul>                                                                   | <ul style="list-style-type: none"> <li>Improved grooming of parklands</li> <li>Improved public amenity and place making.</li> </ul> |
| <b>Areas for Service Reduction</b>                                                                                                         | <b>Risk</b>                                                                                                                         |
| <ul style="list-style-type: none"> <li>Reduction is only achieved by reducing service levels across roads, parks, reserves etc.</li> </ul> |                                                                                                                                     |

#### Capital Works and Major Projects 2013-2014

The following table includes a listing of the capital works and major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail        | Project Expense |
|-----------------------|-----------------|
| Heavy Plant Programme | \$1,000,000     |
| Minor Plant Programme | \$ 30,000       |

## Service Level Review – Colac Livestock Selling Centre

28 October 2013

## Statement of Purpose

**Provision of convenient, effective livestock selling opportunities to support the agricultural sector.**

Unit EFT Allocation: 2.0 EFT (+ casual labour)

Unit Budget 2013-2014:

|                    |                  |
|--------------------|------------------|
| Income             | \$662,120        |
| Expenditure        | \$470,293        |
| <b>Net Surplus</b> | <b>\$191,827</b> |

The Net amount of \$191,827 excludes the following items:

- Loan Repayments of \$117,805; and
- Depreciation and administration

Unit Outputs 2012-2013:

2012/13 – 37,285 head

| Current Activities                                                                                                                                                                                                                    | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Operation of saleyards on sale days</li> </ul>                                                                                                                                                 | <ul style="list-style-type: none"> <li>Demands of buyers and sellers met through an Advisory Committee</li> <li>Accurate stock weights recorded</li> <li>Livestock are tracked through database</li> <li>Buyers get correct stock and council receives the appropriate and accurate dues(audit)</li> </ul> |
| <ul style="list-style-type: none"> <li>Presale checks of scales, selling pens and troughs</li> </ul>                                                                                                                                  | <ul style="list-style-type: none"> <li>Smooth operation of saleyards and animal health on sale days</li> </ul>                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>Booking in of stock</li> </ul>                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Smooth operation of saleyards and animal health on sale days</li> </ul>                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>Maintenance of facility</li> </ul>                                                                                                                                                             | <ul style="list-style-type: none"> <li>Grounds maintained and assets in safe and serviceable working order</li> <li>OH&amp;S compliant in terms of lighting, line marking, pens and gates etc.</li> <li>Site is safe for operating</li> </ul>                                                              |
| <ul style="list-style-type: none"> <li>Truck wash maintenance</li> </ul>                                                                                                                                                              | <ul style="list-style-type: none"> <li>Collecting and banking of income</li> <li>EPA compliant facility – ie; settlement ponds, truckwash etc.</li> </ul>                                                                                                                                                  |
| Areas for Service Increase/Resource Implications                                                                                                                                                                                      | Expected benefit                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>Attract sales to create a larger regional centre:               <ul style="list-style-type: none"> <li>Roof project</li> <li>Would require the closure of other centres</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Increased sales = greater income</li> <li>Reputation as a major livestock selling centre</li> <li>Economic benefits to Colac</li> </ul>                                                                                                                             |

|                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Sheep sales reinstituted: <ul style="list-style-type: none"> <li>○ Ready to go (no Capex required)</li> <li>○ Capacity and facility available</li> <li>○ Electric winch - \$3-4K</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Increased sales</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Areas for Service Reduction</b>                                                                                                                                                                                                               | <b>Risk/Benefit</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>• Zero service by Council – i.e.; sell centre to private operator</li> </ul>                                                                                                                              | <ul style="list-style-type: none"> <li>• Saleyards are self-supporting in terms of operating costs, notwithstanding capital expenditure and depreciation (roof being funded out of agency fees)</li> <li>• Benefits of Council ownership: <ul style="list-style-type: none"> <li>○ Independent process</li> <li>○ Guaranteed existence of a local facility</li> <li>○ Ability to impound stock caught wandering etc. by local laws staff.</li> </ul> </li> <li>• Would remove Council's risk if sold.</li> </ul> |

## Service Level Review – Apollo Bay Harbour

29 January 2014

**Statement of Purpose****To ensure the safe and efficient operation of the Apollo Bay Harbour.**

Unit EFT Allocation: 4.3 EFT permanent, .5 EFT casual

Unit Budget 2013-2014:

|                         |                 |
|-------------------------|-----------------|
| #Operations Income      | \$877,614       |
| *Operations Expenditure | \$850,297       |
| <b>Net Surplus</b>      | <b>\$27,317</b> |

#Operations Income excludes Plant Operations and Capital Grants

\*Operations Expenditure excludes Depreciation and Plant Operations

Unit Outputs 2012-2013:

- Annual report to the Minister for Ports
- Annual business plan
- 28 pens
- 28 swing moorings

| Current Activities                                                            | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Asset Management</li> </ul>          | <ul style="list-style-type: none"> <li>• Maximise useful life of assets</li> <li>• Infrastructure meets the needs of the efficient operation of the harbour</li> <li>• Infrastructure keeps pace with the demands of users and harbour operations</li> <li>• Well managed lease arrangements</li> <li>• Appropriate use of facilities.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Safety Inspections</li> </ul>        | <ul style="list-style-type: none"> <li>• Legal compliance</li> <li>• Minimizing risk and public liability</li> <li>• Safe harbour precinct facilities and environment.</li> </ul>                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Berthing/Moorings</li> </ul>         | <ul style="list-style-type: none"> <li>• Transparent, equitable and appropriate allocation</li> <li>• Maximised income</li> <li>• Liability minimized</li> <li>• Safe moorings and berths.</li> </ul>                                                                                                                                             |
| <ul style="list-style-type: none"> <li>• Slipway</li> </ul>                   | <ul style="list-style-type: none"> <li>• Reliable and safe access to docking facilities</li> <li>• Minimizing risk.</li> </ul>                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>• Sand Management</li> </ul>           | <ul style="list-style-type: none"> <li>• Safe navigational depth available within harbour and harbour mouth</li> <li>• Minimizing risk.</li> </ul>                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>• Public/User Relationships</li> </ul> | <ul style="list-style-type: none"> <li>• Well informed, compliant and serviced public/users.</li> </ul>                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>• Bio-Security</li> </ul>              | <ul style="list-style-type: none"> <li>• Minimize emergence and transference of marine pests</li> <li>• Minimize environmental impacts/risks.</li> </ul>                                                                                                                                                                                          |

| Areas for Service Increase/Resource Implications                                                                    | Expected benefit                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Harbour redevelopment - \$10.3 million</li> </ul>                            | <ul style="list-style-type: none"> <li>More interesting higher use facility</li> <li>Economic benefits</li> <li>Attractive amenity and settlement attraction.</li> </ul>                                                                                                               |
| Areas for Service Reduction                                                                                         | Risk                                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Unable to reduce due to current agreements (service cost neutral)</li> </ul> | <ul style="list-style-type: none"> <li>Lack of safe harbour in a long stretch of coastline</li> <li>Increase in number of marine incidents</li> </ul> <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Job security for staff</li> <li>Local economic benefits</li> </ul> |

#### Capital Works and Major Projects 2013-2014

The following table includes a listing of the capital works and major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail                | Project Expense |
|-------------------------------|-----------------|
| Dredge for Port of Apollo Bay | \$3,171,913     |



## Service Level Review – Contract Management

29 January 2014

**Statement of Purpose***The provision of contracts which provide best value to Council and its community.*

Unit EFT Allocation: 2.3 EFT

Unit Budget 2013-2014:

|                 |                   |
|-----------------|-------------------|
| Income          | \$ 20,000         |
| Expenditure     | \$ 278,348        |
| <b>Net Cost</b> | <b>\$ 258,348</b> |

Unit Outputs 2012-2013:

Tenders for past 3 years

- 2013 - 26 tenders \$15,393,000 commitments (+5 schedule of rates contracts)
- 2012 - 53 tenders \$12,399,000 commitments (+16 schedule of rates contracts)
- 2011 - 25 tenders \$ 3,773,529 commitments (+8 schedule of rates contracts)

| Current Activities                                | Outcomes/Key Outputs                                                                                                                                                                                              |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| • Tender/Quote Documentation                      | <ul style="list-style-type: none"> <li>• Legal and legislative obligations met</li> <li>• Best value achieved</li> <li>• Clarity for tenderers</li> <li>• Clear and compliant tenders.</li> </ul>                 |
| • Tender/Quote Evaluation                         | <ul style="list-style-type: none"> <li>• Legal and legislative obligations are met</li> <li>• Best value achieved</li> <li>• Transparent and equitable process.</li> </ul>                                        |
| • Contract Management/Administration              | <ul style="list-style-type: none"> <li>• Delivery of specified products on time, within budget and to scope</li> <li>• Risk minimization.</li> </ul>                                                              |
| • Provision of professional advice to other units | <ul style="list-style-type: none"> <li>• Legal and legislative compliance</li> <li>• Consistent approach by Council</li> <li>• Minimizing risk</li> <li>• Best value achieved.</li> </ul>                         |
| • Development Works Supervision                   | <ul style="list-style-type: none"> <li>• Compliant and appropriate subdivision development</li> <li>• Needs of the community are met.</li> </ul>                                                                  |
| Areas for Service Increase/Resource Implications  | Expected benefit                                                                                                                                                                                                  |
| • Administration Officer - .5 EFT = \$25,000      | <ul style="list-style-type: none"> <li>• More timely and considered delivery</li> <li>• Improved processing times</li> <li>• Better utilization of professional time</li> <li>• Increased efficiencies</li> </ul> |
| • Computerised Contract Management System         | <ul style="list-style-type: none"> <li>• Improved project scheduling</li> <li>• Timely reporting</li> <li>• Supports compliance.</li> </ul>                                                                       |

|                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Contract Manual and Training - \$50,000</li> </ul> | <ul style="list-style-type: none"> <li>Consistent approach</li> <li>Better utilization of professional time.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Areas for Service Reduction</b><br>Outsourcing of full or partial services             | <b>Risk</b> <ul style="list-style-type: none"> <li>Cost implications</li> <li>Proven higher costs from past experience</li> <li>More vulnerable to cost increases/market</li> <li>Loss of in-house skills</li> <li>Increased risks</li> <li>Reduction in responsiveness</li> <li>Loss of customer contact and community responsiveness</li> <li>Loss of existing resource capacity</li> <li>Loss of control.</li> </ul> <b>Benefits</b> <ul style="list-style-type: none"> <li>Access to a wider range of skills</li> <li>Filling of short term resource gaps.</li> </ul> |

## Service Level Review – Waste Management

31 October 2013

## Statement of Purpose

*To promote a healthy community and to provide a clean, safe and sustainable environment through the collection and management of waste.*

Unit EFT Allocation: 1.44 EFT (+ casuals)

Unit Budget 2013-2014:

| Unit                       | Income             | Expenditure        |
|----------------------------|--------------------|--------------------|
| Rates & Charges            | \$2,682,318        | Nil                |
| Waste Management Admin.    | Nil                | \$ 420,437         |
| Waste Kerbside Collections | \$ 20,000          | \$1,311,200        |
| Waste Site Operations      | \$ 245,400         | \$ 633,779         |
| Waste Transport            | Nil                | \$ 432,578         |
| Waste Disposal             | \$ 600             | \$ 733,600         |
| <b>Totals</b>              | <b>\$2,948,318</b> | <b>\$3,531,594</b> |
| <b>Net cost</b>            |                    | <b>\$ 583,276</b>  |

Unit Outputs for 2012-13:

- 4,662 tonnes of domestic waste diverted from landfill
- 330 kilos in waste to landfill per household

| Current Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Kerbside collection and disposal <ul style="list-style-type: none"> <li>◦ Landfill</li> <li>◦ Recycling</li> <li>◦ Organic</li> </ul> (self-sustainable service) </li> <li>• Operation of transfer stations/drop off facilities</li> <li>• Transport and disposal of waste <ul style="list-style-type: none"> <li>◦ Landfill</li> <li>◦ Recycling</li> <li>◦ Organic</li> </ul> </li> <li>• Litter collection (public areas)</li> <li>• Landfill aftercare</li> <li>• Education</li> </ul> | <ul style="list-style-type: none"> <li>• Provide the community with a clean and convenient process for the separation and disposal of waste</li> <li>• Public health, sanitation and environmental outcomes</li> <li>• Resource recovery</li> <li>• Cost effective disposal of waste</li> <li>• Vermin control</li> <li>• Community pride and placemaking</li> <li>• Environmental and public health and safety outcomes</li> <li>• Maximization of rehabilitated land for public use.</li> <li>• Maximizing the separation of waste</li> <li>• Influencing social and environmental outcomes</li> <li>• Raising public awareness leading to behavioural change</li> <li>• Cost savings from reduced waste to landfill</li> </ul> |

| Areas for Service Increase/Resource Implications                                                                                                                              | Expected benefit                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Zero waste to landfill <ul style="list-style-type: none"> <li>Support for regional waste to energy plant</li> </ul> </li> </ul>        | <ul style="list-style-type: none"> <li>Disposal at landfill cost savings (\$200k plus per annum)</li> </ul>                                                                                                                                          |
| <ul style="list-style-type: none"> <li>Extension of kerbside collection service (cost to be reviewed)</li> </ul>                                                              | <ul style="list-style-type: none"> <li>Minimisation of the inappropriate disposal of waste</li> <li>Consistency of service across the municipality</li> </ul>                                                                                        |
| <ul style="list-style-type: none"> <li>Annual hard waste collections <ul style="list-style-type: none"> <li>\$200k per annum</li> </ul> </li> </ul>                           | <ul style="list-style-type: none"> <li>Public service to members of the community who are without an alternative means of disposal</li> <li>Minimization of inappropriate disposal of waste</li> </ul>                                               |
| <ul style="list-style-type: none"> <li>Better infrastructure for recycling (Resource Recovery Centre) <ul style="list-style-type: none"> <li>\$120k</li> </ul> </li> </ul>    | <ul style="list-style-type: none"> <li>Environmental outcomes</li> <li>Waste diverted from landfill</li> <li>Recovery of resources</li> <li>Resale opportunities</li> </ul>                                                                          |
| <ul style="list-style-type: none"> <li>Regular program for closed landfill rehabilitation <ul style="list-style-type: none"> <li>\$3.5m over 20 years)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Land rehabilitated for reuse</li> <li>Reduced harm to public and the environment</li> </ul>                                                                                                                   |
| Areas for Service Reduction                                                                                                                                                   | Risk                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>Zero</li> </ul>                                                                                                                        | <ul style="list-style-type: none"> <li>negative impacts on public health, environment and amenity</li> <li>dramatic rise in illegal dumping</li> <li>lack of sanitation</li> <li>lack of community pride</li> <li>reduced livability</li> </ul>      |
| <ul style="list-style-type: none"> <li>No organic waste collection (delivered by commercial organisation)</li> </ul>                                                          | <ul style="list-style-type: none"> <li>Increased landfill costs as a result of more waste to landfill</li> <li>Illegal dumping/burning of waste</li> <li>Contamination of other waste streams</li> </ul>                                             |
| <ul style="list-style-type: none"> <li>No waste collection service provided to remote rural areas</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>Community dissatisfaction</li> <li>Environmental and public health impacts from illegal dumping/burning</li> <li>Service not in line with preferred model</li> <li>Current contractual limitations</li> </ul> |

#### Major Projects 2013-2014

The following table includes a listing of the major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail              | Project Expense |
|-----------------------------|-----------------|
| Marengo Landfill Monitoring | \$80,000        |

## Service Level Review – Aerodromes

22 November 2013

## Statement of Purpose

*To provide and maintain air transport infrastructure at Colac and Apollo Bay.*

Unit EFT Allocation: N/A

Unit Budget 2013-2014:

|                 |                 |
|-----------------|-----------------|
| Income          | \$ 3,750        |
| Expense         | \$24,728        |
| <b>Net Cost</b> | <b>\$20,978</b> |

Unit Outputs 2012-2013:

Colac Aerodrome

- Annual aircraft movements - 1,825
- Hangar facility – 19 hangars
- Two runways
- Helipad
- Partially sealed taxiway
- Approximately 150 passengers p/a

Apollo Bay Aerodrome

- Annual aircraft movements – 500
- Sealed runway – 760m long x 6-7m wide
- Two aviation businesses operating from the airfield
- Approximately 1050 passengers p/a

| Current Activities                                                                                                                                                               | Outcomes/Key Outputs                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Maintenance and development of aerodromes.</li> </ul>                                                                                   | <ul style="list-style-type: none"> <li>• Safe and sustainable infrastructure.</li> </ul>                                                                                                                                    |
| <ul style="list-style-type: none"> <li>• Planning</li> </ul>                                                                                                                     | <ul style="list-style-type: none"> <li>• To ensure that infrastructure meets current and future demands.</li> </ul>                                                                                                         |
| <ul style="list-style-type: none"> <li>• Governance</li> </ul>                                                                                                                   | <ul style="list-style-type: none"> <li>• Transparent management of aerodromes</li> <li>• S86 Committee – Colac</li> <li>• Licences/leases administration</li> <li>• Ensure Council meets its legal requirements.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Customer service and support</li> </ul>                                                                                                 | <ul style="list-style-type: none"> <li>• Safe operation of aerodromes.</li> </ul>                                                                                                                                           |
| Areas for Service Increase/Resource Implications                                                                                                                                 | Expected benefit                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Runway upgrades               <ul style="list-style-type: none"> <li>◦ \$1m – Colac</li> <li>◦ \$2m – Apollo Bay</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Increased usage</li> <li>• Reduced maintenance</li> <li>• Potential for alternative use as a base for emergency management</li> </ul>                                              |
| <ul style="list-style-type: none"> <li>• Facility Upgrades, ie; parking, hangars, land acquisition, taxi facilities, fuel and night landings.</li> </ul>                         |                                                                                                                                                                                                                             |

| Areas for Service Reduction                                   | Risk                                                                                                                                                                 |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Nil service</li></ul> | <ul style="list-style-type: none"><li>• Emergency management base lost</li><li>• Impacts to tourism and business</li><li>• Reduction in transport options.</li></ul> |

**Major Projects 2013-2014**

The following table includes a listing of the major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail               | Project Expense |
|------------------------------|-----------------|
| Colac Airfield Business Plan | \$40,000        |

## Service Level Review – Light Fleet

12 November 2013

## Statement of Purpose

*To provide a cost effective fleet which supports the services of Council.*

Unit EFT Allocation: 0 (officer time not recorded)

Unit Budget 2013-2014: Operations

| Unit                  | Income           | Expenditure      |
|-----------------------|------------------|------------------|
| Plant Cost Recovery   | 845,520          |                  |
| Plant Operating Costs |                  | \$529,195        |
| <b>Totals</b>         | <b>\$845,520</b> | <b>\$529,195</b> |
| <b>*Net Surplus</b>   | <b>\$316,325</b> |                  |

*\*The surplus is used to fund the Plant Replacement Programme.*

Unit Budget 2013-2014: Capital

| Unit                        | Income    | Expenditure      |
|-----------------------------|-----------|------------------|
| Proceeds from sale of fleet | \$354,500 |                  |
| Light Fleet Acquisition     |           | \$712,000        |
| <b>Net Cost</b>             |           | <b>\$357,500</b> |

Unit Outputs 2012-2013:

- 45 vehicles
- Fleet value - \$1,065,000 (WDV)

| Current Activities                                                                    | Outcomes/Key Outputs                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Purchase and disposal of vehicles</li> </ul> | <ul style="list-style-type: none"> <li>• To ensure Council maximizes best value purchase and disposal.</li> <li>• Ensure fleet is fit for purpose (light fleet policy)</li> </ul>                                                                                                            |
| <ul style="list-style-type: none"> <li>• Vehicle Maintenance</li> </ul>               | <ul style="list-style-type: none"> <li>• Ensure vehicles remain clean, safe and operational.</li> <li>• To preserve capital value.</li> </ul>                                                                                                                                                |
| <ul style="list-style-type: none"> <li>• Salary packaging</li> </ul>                  | <ul style="list-style-type: none"> <li>• Offsets operational costs</li> <li>• Recruitment and retention incentive</li> </ul>                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Vehicle Policy and Monitoring</li> </ul>     | <ul style="list-style-type: none"> <li>• Ensure vehicles are well maintained and clean</li> <li>• Vehicle selection control / fit for purpose</li> <li>• Fuel efficiency and cost effectiveness</li> <li>• Vehicle use consistent with policy.</li> <li>• Council's risks managed</li> </ul> |
| <ul style="list-style-type: none"> <li>• FBT and cost monitoring</li> </ul>           | <ul style="list-style-type: none"> <li>• Statutory compliance</li> <li>• Obligations minimized</li> <li>• Data recording</li> </ul>                                                                                                                                                          |



| Areas for Service Increase/Resource Implications                                                          | Expected benefit                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Dedicated Fleet Officer (total fleet and minor plant)</li> </ul> | <ul style="list-style-type: none"> <li>• Efficiency gains</li> <li>• Better monitoring of fleet performance</li> <li>• Improved analysis and reporting</li> </ul> |
| <ul style="list-style-type: none"> <li>• Investment in High Quality Video Conferencing</li> </ul>         | <ul style="list-style-type: none"> <li>• Reduced Travel Time and vehicle running costs</li> <li>• Leads to increased efficiency</li> </ul>                        |
| Areas for Service Reduction                                                                               | Risk                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>• Eliminate private use</li> </ul>                                 | <ul style="list-style-type: none"> <li>• Higher net operating costs</li> <li>• Reduction in capacity to attract/retain staff.</li> </ul>                          |
| <ul style="list-style-type: none"> <li>• Reduce Fleet Size</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Begin to have operational issues</li> </ul>                                                                              |
| <ul style="list-style-type: none"> <li>• Outsource fleet hire and maintenance</li> </ul>                  | <ul style="list-style-type: none"> <li>• Increased costs</li> <li>• Lack of control</li> </ul>                                                                    |
| <ul style="list-style-type: none"> <li>• Reduce vehicle size</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Unattractive salary packages</li> <li>• Operational issues.</li> </ul>                                                   |
| <ul style="list-style-type: none"> <li>• Analysis of outright purchase vs lease</li> </ul>                | <ul style="list-style-type: none"> <li>• Lack of control</li> <li>• Increased costs</li> <li>• Market uncertainty</li> </ul>                                      |



## Service Level Review – Sustainable Assets Management

24 January 2014

## Statement of Purpose

*To provide strategic planning of Council's infrastructure assets to achieve the delivery of agreed levels of service for the community.*

Unit EFT Allocation: 4 EFT

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | Nil              |
| Expenditure     | \$715,720        |
| <b>Net Cost</b> | <b>\$715,720</b> |

Unit Outputs 2012-2013:

- Asset Management Plans
- Value of Infrastructure Assets
- Value of renewal program 12/13

| Current Activities                                                                   | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Data Management (capture)</li> </ul>        | <ul style="list-style-type: none"> <li>• Current and accurate asset data</li> <li>• Informed decision making</li> <li>• Accounting standards met</li> <li>• Compliance with legal requirements</li> <li>• Understanding of Council's assets and their condition/performance standards</li> </ul>                                |
| <ul style="list-style-type: none"> <li>• Asset Planning (interpretation)</li> </ul>  | <ul style="list-style-type: none"> <li>• Programs for asset renewal</li> <li>• Risk mitigation</li> <li>• Sound asset decision making including asset rationalization</li> <li>• Clear guidance for organisation and community.</li> </ul>                                                                                      |
| <ul style="list-style-type: none"> <li>• Routine asset Inspections</li> </ul>        | <ul style="list-style-type: none"> <li>• Compliance with Road Management Plan and other legislation</li> <li>• Guidance for asset planning</li> <li>• Proactive approach to community safety</li> <li>• Maintenance of assets to an appropriate standard.</li> </ul>                                                            |
| <ul style="list-style-type: none"> <li>• Delivery and Monitoring of Works</li> </ul> | <ul style="list-style-type: none"> <li>• Compliance with Road Management Plan and other legislation</li> <li>• Risk mitigation</li> <li>• Sound asset decision making including asset rationalization</li> <li>• Proactive approach to community safety</li> <li>• Maintenance of assets to an appropriate standard.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Documentation (Plans)</li> </ul>            | <ul style="list-style-type: none"> <li>• Compliance with Road Management Plan and other legislation</li> <li>• Risk mitigation (standards defined)</li> </ul>                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Customer Response</li> </ul>                | <ul style="list-style-type: none"> <li>• Risk Mitigation</li> <li>• Sound asset decision making including asset rationalization</li> <li>• Proactive approach to community safety</li> </ul>                                                                                                                                    |

|                                                                                                                                                               |                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                               | <ul style="list-style-type: none"> <li>• Maintenance of assets to an appropriate standard</li> <li>• Customer satisfaction</li> <li>• Informed community</li> <li>• Appropriate use of Council's assets and facilities (permits)</li> </ul>                         |
| <b>Areas for Service Increase/Resource Implications</b>                                                                                                       | <b>Expected benefit</b>                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>• Additional Asset Inspection Officer – 1 EFT = \$70,000</li> <li>• 1 vehicle = \$30,000</li> </ul>                    | <ul style="list-style-type: none"> <li>• More timely inspections mitigating risk</li> <li>• Improved asset provision</li> <li>• Improved data quality</li> <li>• Reduced claims and customer requests</li> <li>• More informed/effective decision making</li> </ul> |
| <b>Areas for Service Reduction</b>                                                                                                                            | <b>Risk</b>                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Reduced regime of condition monitoring (roads &amp; buildings etc)<br/>Reduced from \$100,000 to \$50,000</li> </ul> | <ul style="list-style-type: none"> <li>• Less validity and quality of data</li> <li>• Increased risk implications</li> <li>• Poor basis for decision making.</li> </ul>                                                                                             |

#### Capital Works and Major Projects 2013-2014

The following table includes a listing of the capital works and major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail           | Project Expense |
|--------------------------|-----------------|
| Asbestos Register Update | \$ 60,500       |

## Service Level Review – Building Maintenance (Council Facilities)

25 November 2013

## Statement of Purpose

*To maintain Council owned facilities to a safe, compliant and serviceable standard.*

Unit EFT Allocation: 2 EFT (costed to Sustainable Assets budget)

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$ nil           |
| Expense         | \$345,382        |
| <b>Net Cost</b> | <b>\$345,382</b> |

Unit Outputs 2012-13:

- 144 buildings

| Current Activities                                                                                                                                                                              | Outcomes/Key Outputs                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Coordinate building maintenance (reactive and programmed)</li> </ul>                                                                                   | <ul style="list-style-type: none"> <li>• Functional and safe buildings</li> <li>• Community expectations met</li> <li>• Maximise useful life.</li> </ul>                                                                           |
| <ul style="list-style-type: none"> <li>• Building security</li> </ul>                                                                                                                           | <ul style="list-style-type: none"> <li>• Controlled access to buildings</li> <li>• Protected assets</li> <li>• Community and staff safety</li> </ul>                                                                               |
| <ul style="list-style-type: none"> <li>• Building inspections</li> </ul>                                                                                                                        | <ul style="list-style-type: none"> <li>• Meeting legal/insurance obligations (eg; ESMs/asbestos)</li> <li>• Priority works programmed</li> <li>• Understanding of building performance.</li> </ul>                                 |
| <ul style="list-style-type: none"> <li>• Project management</li> </ul>                                                                                                                          | <ul style="list-style-type: none"> <li>• Projects completed in time, to budget and within scope</li> <li>• Community expectations met</li> <li>• Facilities to meet the needs of the community now and into the future.</li> </ul> |
| Areas for Service Increase/Resource Implications                                                                                                                                                | Expected benefit                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Improved security system = \$50k (control of master key system has been eroded over time, particularly where community access is required)</li> </ul>  | <ul style="list-style-type: none"> <li>• Tighter control and improved security to reduce risk and unauthorized access.</li> </ul>                                                                                                  |
| <ul style="list-style-type: none"> <li>• Additional staff resource – 1EFT = \$75k</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>• Validation of programmed maintenance and priorities</li> <li>• Reduced exposure to liability</li> <li>• Extended building life</li> </ul>                                                 |
| <ul style="list-style-type: none"> <li>• Increase in building maintenance budget (to be clarified when asset management planning is completed – possible doubling of current budget)</li> </ul> |                                                                                                                                                                                                                                    |

|                                                                                         |                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Asset rationalisation (study = \$30k)</li> </ul> | <ul style="list-style-type: none"> <li>More effective use of funds</li> <li>Improved facilities.</li> </ul>                                                                                                                                                                      |
| <b>Areas for Service Reduction</b>                                                      | <b>Risk</b>                                                                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>Zero or reduced service</li> </ul>               | <ul style="list-style-type: none"> <li>Safety/compliance issues</li> <li>Increased insurance costs</li> <li>Degradation of public facilities</li> <li>Increased litigation</li> <li>Community and staff expectations not met</li> <li>Damage to Council's reputation.</li> </ul> |

#### Capital Works 2013-2014

The following table includes a listing of the capital works that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail                            | Project Expense  |
|-------------------------------------------|------------------|
| <b>Expansion</b>                          |                  |
| Access Improvements Programme             | \$15,000         |
| Strategic Building Improvements Programme | \$260,000        |
| <b>Renewal</b>                            |                  |
| Building Renewal Programme                | \$600,000        |
| <b>Building Total</b>                     | <b>\$875,000</b> |

#### Major Projects 2013-2014

The following table includes a listing of the major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail           | Project Expense |
|--------------------------|-----------------|
| Asbestos Register Update | \$60,500        |

## Service Level Review – Public Amenities

25 November 2013

## Statement of Purpose

*To maintain Council owned facilities to a safe, compliant, serviceable and sanitary standard.*

Unit EFT Allocation: N/A

Unit Budget 2013-2014:

|                 |                  |
|-----------------|------------------|
| Income          | \$ nil           |
| Expense         | \$139,262        |
| <b>Net Cost</b> | <b>\$139,262</b> |

Unit Outputs 2012-2013:

- 29 Public Toilets
  - Apollo Bay – 3
  - Birregurra – 2
  - Colac – 9
  - Rural - 15

| Current Activities                                                                                                                | Outcomes/Key Outputs                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Coordinate amenity maintenance (reactive and programmed)</li> </ul>                        | <ul style="list-style-type: none"> <li>Functional and safe amenities</li> <li>Community expectations met</li> <li>Maximise useful life.</li> </ul>                                                                           |
| <ul style="list-style-type: none"> <li>Amenity security</li> </ul>                                                                | <ul style="list-style-type: none"> <li>Controlled access to amenities out of hours</li> <li>Protected assets</li> <li>Community and staff safety</li> </ul>                                                                  |
| <ul style="list-style-type: none"> <li>Amenity inspections</li> </ul>                                                             | <ul style="list-style-type: none"> <li>Meeting legal/insurance obligations (eg; ESMs/asbestos)</li> <li>Priority works programmed</li> <li>Understanding of building performance.</li> </ul>                                 |
| <ul style="list-style-type: none"> <li>Project management</li> </ul>                                                              | <ul style="list-style-type: none"> <li>Projects completed in time, to budget and within scope</li> <li>Community expectations met</li> <li>Facilities to meet the needs of the community now and into the future.</li> </ul> |
| <ul style="list-style-type: none"> <li>Cleaning</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>Sanitary and hygienic amenities</li> <li>Adequate supplies of consumables</li> <li>Community satisfaction.</li> </ul>                                                                 |
| <b>Areas for Service Increase/Resource Implications</b>                                                                           | <b>Expected benefit</b>                                                                                                                                                                                                      |
| Accessible toilets (\$25k each)                                                                                                   | <ul style="list-style-type: none"> <li>All ability access</li> </ul>                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>Environmental efficiency (water, energy and waste water treatment - \$40k each)</li> </ul> | <ul style="list-style-type: none"> <li>Reduced operation costs</li> <li>Positive Council image</li> <li>Good community role model</li> <li>Reduced carbon footprint.</li> </ul>                                              |

| Areas for Service Reduction                                               | Risk                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Zero or reduced service</li></ul> | <ul style="list-style-type: none"><li>• Community inconvenience</li><li>• Potential environmental degradation</li><li>• Discourage visitors</li><li>• Public health issues</li><li>• Poor Council image</li><li>• Damage to Council's reputation.</li></ul> |

## Service Level Review – Economic Development &amp; Tourism

11 October 2013

## Statement of Purpose

***Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. The Economic Development Unit works with government, business and community partners to achieve this.***

Unit EFT Allocation: 11.76 EFT

Unit Budget 2013-2014:

| Service              | Income           | Expenditure        |
|----------------------|------------------|--------------------|
| Business Development | \$ 2,000         | \$105,222          |
| Economic Development | \$ 10,000        | \$294,927          |
| Tourism              | Nil              | \$242,391          |
| GORVIC Service       | \$234,500        | \$488,623          |
| Colac VIC Service    | \$ 43,000        | \$236,203          |
| <b>Totals</b>        | <b>\$289,500</b> | <b>\$1,367,366</b> |
| <b>Net Cost</b>      |                  | <b>\$1,077,866</b> |

Unit Outputs for 2012-13:

- 190,501 walk-in visitor enquiries serviced and answered 13,662 phone enquiries at the Colac and Great Ocean Road Visitor Information Centres.
- 9 Small Town Improvement Program projects undertaken, with Council contributing \$80,000.
- 520 people attended local business development forums.
- 1,300 Business Development Contacts (Includes meetings, correspondence and phone contacts)<sup>1</sup>

| Current Activities                                                       | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Business Development</li> </ul> | <ul style="list-style-type: none"> <li>• Ensuring continued growth in industry by raising skills through workforce development</li> <li>• 16 business events</li> <li>• Raising knowledge and capacity and success of business through training, education and information dissemination</li> <li>• Business levels are maintained or increased.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Grants Management</li> </ul>    | <ul style="list-style-type: none"> <li>• Continued success and delivery of major projects</li> <li>• Maximise capacity of community groups, business and Colac Otway Shire to access grants.</li> </ul>                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>• Tourism Services</li> </ul>     | <ul style="list-style-type: none"> <li>• Ensure that local tourism and allied businesses are able to maximise their opportunities and effectively participate in the broader marketing opportunities for the region and review Tourism Directional Signage</li> <li>• Support and promote tourism through</li> </ul>                                        |



|                                                                                                                                                     |                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                     | information dissemination and advice through the Visitor Information Centres.                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Community Infrastructure (STIP)</li> </ul>                                                                   | <ul style="list-style-type: none"> <li>Provide support and build capacity in small towns.</li> </ul>                                                                                                            |
| <ul style="list-style-type: none"> <li>Lake Colac foreshore</li> </ul>                                                                              | <ul style="list-style-type: none"> <li>Develop MasterPlan funding opportunities and begin procurement activity</li> </ul>                                                                                       |
| Place Marketing and Promotion                                                                                                                       | <ul style="list-style-type: none"> <li>Increasing settlement (population), business establishment and visitor numbers.</li> </ul>                                                                               |
| <b>Areas for Service Increase/Resource Implications</b>                                                                                             | <b>Expected benefit</b>                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>Community Development (3 EFT = \$250k)<br/>(note: not necessarily in this department)</li> </ul>             | <ul style="list-style-type: none"> <li>Highly connected, functional communities</li> </ul>                                                                                                                      |
| Business Attraction Strategy                                                                                                                        | <ul style="list-style-type: none"> <li>New business growth/overall business growth.<br/>(note that this is achieved in a reactive way currently)</li> </ul>                                                     |
| <b>Areas for Service Reduction</b>                                                                                                                  | <b>Risk</b>                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>Zero Service:             <ul style="list-style-type: none"> <li>Business Development</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Community expectations not met</li> <li>Loss of agency to facilitate business development making new business development more difficult and non-competitive.</li> </ul> |
| <ul style="list-style-type: none"> <li>Grants Management</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>Significant loss of revenue</li> <li>Lack of accountability and control</li> <li>Ad-hoc approach to grant applications.</li> </ul>                                       |
| <ul style="list-style-type: none"> <li>Tourism</li> </ul>                                                                                           | <ul style="list-style-type: none"> <li>People would still come</li> <li>Reduction in yield</li> <li>Confusing market place</li> <li>Apollo Bay would suffer greatly</li> <li>Non-competitive.</li> </ul>        |
| <ul style="list-style-type: none"> <li>Marketing</li> </ul>                                                                                         | <ul style="list-style-type: none"> <li>Loss in the attraction of settlers from the middle income demographic</li> <li>Alternative delivery of service by industry groups has not worked in the past.</li> </ul> |
| <ul style="list-style-type: none"> <li>Small Towns Improvement Program</li> </ul>                                                                   | <ul style="list-style-type: none"> <li>Small towns disadvantaged</li> <li>Non-cohesive development</li> <li>Community expectations not met.</li> </ul>                                                          |
| <ul style="list-style-type: none"> <li>Lake Colac foreshore</li> </ul>                                                                              | <ul style="list-style-type: none"> <li>Community expectations not met</li> <li>Deterioration of assets</li> <li>Lost opportunity to gain development Grants</li> </ul>                                          |



**Major Projects 2013-2014**

The following table includes a listing of the major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail                                 | Project Expense |
|------------------------------------------------|-----------------|
| Colac Marketing Strategy Implementation        | \$20,000        |
| Small Town Improvement Program                 | \$80,000        |
| Colac CBD & Entrances Project Detailed Designs | \$250,000       |



## Service Level Review – Environment

16 December 2013

## Statement of Purpose

*To work with the community to protect, enhance and restore the environment and mitigate against and adapt to climate change.*

Unit EFT Allocation: 4.2 EFT (Includes Manager Environment and Community Safety)

Unit Budget 2013-2014:

|                 |                   |
|-----------------|-------------------|
| Income          | \$ 0              |
| Expenditure     | \$ 532,059        |
| <b>Net cost</b> | <b>\$ 532,059</b> |

Unit Outputs for 2012-13:

- 34 planning permit referrals processed
- 81 forestry timber harvesting plans processed
- 20 forestry coups audited
- Improved almost 1000kms of high conservation road through control of over 70 species of weeds
- Treatment of almost 40km of rabbit harbour
- 7,770 plants planted
- Energy use reduction of 7% over 7 years (e.g. solar hot water, small scale solar PV systems, T5 lighting, occupancy sensors)
- Water use reduction of 8% over 7 years
- Planning for significant projects (e.g. Street lighting, PV Array)
- \$366,000 of grants obtained
- 200 hours of community service supervision to deliver works (e.g. carp removal)
- 700 hundred students from 9 schools in events (e.g. fishing workshops, planting days etc.)
- Delivered and supported 3 major environmental events (e.g. Clean Up Australia Day, World Environment Day, National Tree Day etc.)

| Current Activities                                                                      | Outcomes                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Council Managed Land</li> </ul>                | <ul style="list-style-type: none"> <li>• Meeting legislative requirements</li> <li>• Improved condition of Council's reserves (e.g. Barongarook Creek) through weed control and revegetation</li> <li>• Increased usage of reserves by the community</li> <li>• Natural reserve maintenance (e.g. Carp removal)</li> </ul> |
| <ul style="list-style-type: none"> <li>• Planning and Regulation</li> </ul>             | <ul style="list-style-type: none"> <li>• Meeting legislative requirements (e.g. Planning Referrals, Forestry)</li> <li>• Protection of environmental values on private land</li> <li>• Assisting the delivery of strategic biodiversity values (e.g. threatened roadside biodiversity)</li> </ul>                          |
| <ul style="list-style-type: none"> <li>• Physical Works and General Services</li> </ul> | <ul style="list-style-type: none"> <li>• Reduced CO2 outputs (e.g. electric car trial)</li> <li>• Increased energy efficiency (e.g. COPACC lighting upgrade, solar panels, street lighting)</li> <li>• Increased water efficiency (e.g. Rae St.</li> </ul>                                                                 |

|                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Redevelopment)</li> <li>Increased sustainability of council operations through the provision of internal advice (e.g. ESD principles into Blue Water Fitness Redevelopment)</li> <li>Climate change adaptation initiatives</li> </ul>                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>Education and Awareness Raising Programmes</li> </ul>                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Community better informed of contemporary environmental issues</li> <li>Council seen to be a good model for adopting environmental initiatives</li> <li>Higher level of adoption of environmental initiatives by the community.</li> </ul>                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>Advocacy and Facilitation</li> </ul>                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>State Government and other agencies better informed of local environmental issues</li> <li>Action taken by relevant stat agencies on difficult environmental issues (eg. Inland Acid Sulphate Soils)</li> </ul>                                                                                                                                                                                                                            |
| <b>Areas for Service Increase/Resource Implications</b>                                                                                                                                                                                                                                                   | <b>Expected benefit</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>Bush Crew</li> <li>\$50,000 per year to have a dedicated Bush Crew to manage Council's nature reserves.</li> </ul>                                                                                                                                                 | <ul style="list-style-type: none"> <li>Able to deliver more works across more reserves, at the right time</li> <li>Continuity of management of natural reserves</li> <li>Better protection and enhancement of our natural assets.</li> </ul>                                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>Local Offset Program</li> <li>\$20,000 to develop a local offset program and identify ongoing costs of implementation.</li> </ul>                                                                                                                                  | <ul style="list-style-type: none"> <li>Increases biodiversity and ecosystem services in the municipality</li> <li>Cost effective approach to meet Carbon Neutral Target by 2020</li> </ul>                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>Weed Management</li> <li>\$40,000 to do a detailed assessment of all the weeds on Council managed land and identify ongoing costs of implementation (Estimated to be over \$200,000 per year to strategically manage all weeds on Council managed land)</li> </ul> | <ul style="list-style-type: none"> <li>Better control of invasive weeds resulting in more productive farmland</li> <li>Better protected biodiversity</li> <li>Compliance with the CaLP Act.</li> </ul>                                                                                                                                                                                                                                                                            |
| <b>Areas for Service Reduction</b>                                                                                                                                                                                                                                                                        | <b>Risk</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>Zero service</li> </ul>                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Failure to meet statutory responsibilities (e.g. weeds, planning and forestry)</li> <li>Environmental values of reserves and private land degraded</li> <li>Increase in CO2 outputs by Council</li> <li>Greater carbon footprint produced by Council</li> <li>Increase in costs of water and energy use</li> <li>No adaptation to climate change</li> <li>Lack of community participation and knowledge of environmental issues</li> </ul> |
| <ul style="list-style-type: none"> <li>Reduced Program Support</li> </ul>                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Reduced service standards</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                       |

**Major Projects 2013-2014**

The following table includes a listing of the major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail                         | Project Expense |
|----------------------------------------|-----------------|
| Energy Efficient Lighting Installation | \$156,000       |



## Service Level Review – Local Laws &amp; School Crossing Supervisors

13 December 2013

## Statement of Purpose

*To provide for the enjoyment, health, safety and welfare of our community within the parameters of Council's Local Laws and the Road Safety Road Rules.*

Unit EFT Allocation: (excludes % of Manager)

- 5.2 EFT (Local Laws)
- 2.35 EFT (School Crossing Supervisors)

Unit Budget 2013-2014:

| Service                            | Income           | Expenditure       |
|------------------------------------|------------------|-------------------|
| Local Laws Service                 | \$ 90,336        | \$ 503,303        |
| School Crossing Management Service | \$ 55,000        | \$ 135,609        |
| <b>Totals</b>                      | <b>\$145,336</b> | <b>\$ 638,912</b> |
| <b>Net Cost</b>                    |                  | <b>\$ 493,576</b> |

Unit Outputs 2012-13:

- 722 fines issued
- 523 permits
- 14 school crossings supervised.

| Current Activities                                                                                | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Management of Parking</li> </ul>                         | <ul style="list-style-type: none"> <li>• Compliance with road safety road rules</li> <li>• Safe and accessible parking in order to service adjacent activities and the community.</li> <li>• Provision of parking that caters for the specific needs of our community (ie people with a disability) and businesses.</li> </ul> |
| <ul style="list-style-type: none"> <li>• School Crossing Supervisors</li> </ul>                   | <ul style="list-style-type: none"> <li>• Compliance with road safety road rules</li> <li>• Safety of our children and other crossing users.</li> </ul>                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Street Furniture Management</li> </ul>                   | <ul style="list-style-type: none"> <li>• Safe and efficient use of our footpaths</li> <li>• Reducing Council's exposure to risk</li> <li>• Attractive urban amenity.</li> </ul>                                                                                                                                                |
| <ul style="list-style-type: none"> <li>• Illegal waste dumping management</li> </ul>              | <ul style="list-style-type: none"> <li>• Compliance with relevant Acts (EPA), Regulations and Local Laws</li> <li>• Protection of our rural and urban amenity.</li> </ul>                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>• Issuing of permits for events on Council land</li> </ul> | <ul style="list-style-type: none"> <li>• Safe and enjoyable events for the community that do not compromise the quality of life for other members of the community.</li> <li>• Ensuring the proper and safe use of Council owned/managed facilities.</li> <li>• Reducing Council's exposure to risk.</li> </ul>                |

| Areas for Service Increase/Resource Implications                                                                       | Expected benefit                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>An additional Local Laws Officer – 1EFT = \$88k</li> </ul>                      | <ul style="list-style-type: none"> <li>Higher level of parking compliance</li> <li>Increased revenue base.</li> </ul>                                                                                                    |
| <ul style="list-style-type: none"> <li>Improved mobile technology capability for parking management = \$20k</li> </ul> | <ul style="list-style-type: none"> <li>Greater efficiency</li> </ul>                                                                                                                                                     |
| Areas for Service Reduction                                                                                            | Risk                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>Zero or reduced</li> </ul>                                                      | <ul style="list-style-type: none"> <li>Failure to meet statutory responsibilities</li> <li>Decreased community safety</li> <li>Community expectations not met</li> <li>Reduction in available revenue streams</li> </ul> |
| <ul style="list-style-type: none"> <li>Outsourcing of parking enforcement</li> </ul>                                   | <ul style="list-style-type: none"> <li>Reduced service standards - enforcement focus</li> <li>Not necessarily a reduction in costs.</li> </ul>                                                                           |
| <ul style="list-style-type: none"> <li>Reduction in the number of manned school crossings</li> </ul>                   | <ul style="list-style-type: none"> <li>Greater risk to user safety</li> <li>Exposure to liability</li> <li>Failure to meet community expectations</li> <li>Public outcry.</li> </ul>                                     |



## Service Level Review – Animal Management

29 October 2013

## Statement of Purpose

*To promote animal management which prevents and suppresses behavior that adversely affects the welfare of animals and the enjoyment of life or the health, safety and welfare of persons within the municipality.*

Unit EFT Allocation: EFT allocation and expenditure is included under Local Laws section

Unit Budget 2013-2014:

|                    |                   |
|--------------------|-------------------|
| Income             | \$ 213,000        |
| Expenditure        | \$ 34,900         |
| <b>Net surplus</b> | <b>\$ 178,100</b> |

Unit Outputs for 2012-13:

- 4,858 dogs registered
- 1,485 cats registered
- 198 dogs returned to their owners
- 15 cats returned to their owners

| Current Activities                                                                                                                                                                                        | Outcomes/Key Outputs                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Develop, implement and review Domestic Animal Management Plan</li> </ul>                                                                                         | <ul style="list-style-type: none"> <li>• Meeting legislative requirements</li> <li>• Guidance to animal management processes</li> </ul>                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Registration process/special permits</li> </ul>                                                                                                                  | <ul style="list-style-type: none"> <li>• Responsible level of animal control</li> <li>• Improved animal welfare and management in the interests of owners and the wider community.</li> <li>• Protecting the amenity of neighbourhoods</li> </ul>                  |
| <ul style="list-style-type: none"> <li>• Pound Management</li> </ul>                                                                                                                                      | <ul style="list-style-type: none"> <li>• Accommodate and repatriate lost and stray animals in a safe, healthy and hygienic environment until their relocation or return to owners</li> <li>• Protection of community from nuisance or dangerous animals</li> </ul> |
| <ul style="list-style-type: none"> <li>• Dog attacks/cruelty to animals (enforcement)</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>• Community safety and animal welfare</li> </ul>                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• Dog and cat breeding facilities and pet shop licensing</li> </ul>                                                                                                | <ul style="list-style-type: none"> <li>• Safe, hygienic, compliant and humane breeding facilities and pet shops</li> </ul>                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Stock control on Council land and roads</li> </ul>                                                                                                               | <ul style="list-style-type: none"> <li>• Community and traffic safety</li> <li>• Protected environmental values and amenity.</li> </ul>                                                                                                                            |
| Areas for Service Increase/Resource Implications                                                                                                                                                          | Expected benefit                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Higher level of registration compliance               <ul style="list-style-type: none"> <li>◦ 1 EFT = \$90k</li> <li>◦ 1 vehicle = \$40k</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Increased revenue base</li> <li>• Higher compliance levels</li> </ul>                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>• Improved mobile technology capability for animal management = \$20k</li> </ul>                                                                                   | <ul style="list-style-type: none"> <li>• Greater efficiency</li> </ul>                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>• Improved ventilation at pound facility               <ul style="list-style-type: none"> <li>◦ 1 airconditioner = \$3k</li> </ul> </li> </ul>                     | <ul style="list-style-type: none"> <li>• Improved animal welfare and comfort</li> </ul>                                                                                                                                                                            |

| Areas for Service Reduction                                                     | Risk                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Zero service</li></ul>                  | <ul style="list-style-type: none"><li>• Failure to meet statutory responsibilities</li><li>• Decreased community safety</li><li>• Community expectations not met</li><li>• Animal welfare issues not adequately managed</li></ul> |
| <ul style="list-style-type: none"><li>• Outsourcing of pound facility</li></ul> | <ul style="list-style-type: none"><li>• Reduced service standards</li><li>• Redundant existing pound facility</li><li>• Previous estimates have indicated a significantly higher cost to Council</li></ul>                        |

## Service Level Review – Emergency Management &amp; Fire Prevention

29 October 2013

## Statement of Purpose

*To minimise the impacts of emergencies on our community.*

Unit EFT Allocation: 2.2 EFT (excluding 40% of Manager)

Unit Budget 2013-2014:

| Service              | Income           | Expenditure      |
|----------------------|------------------|------------------|
| Emergency Management | \$ 21,836        | \$239,652        |
| Fire Prevention      | \$ 48,500        | \$ 78,714        |
| Standpipe Management | \$ 3,500         | \$ 14,000        |
| <b>Totals</b>        | <b>\$ 73,836</b> | <b>\$332,366</b> |
| <b>Net cost</b>      |                  | <b>\$258,530</b> |

Unit Outputs 2012-2013:

- 650 Fire Prevention Notices
- 110 Burn Permits
- Maintenance of 4 Key Emergency Management Plans
- Coordination of 4 Key Emergency Management Committees

| Current Activities                                                                                                                                                                                      | Outcomes/Key Outputs                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Develop, implement and review emergency planning for community safety</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>• Legislative requirements are met</li> <li>• Community, Council and emergency agency preparedness</li> <li>• Coordinated emergency response</li> </ul>                      |
| <ul style="list-style-type: none"> <li>• Firefighting infrastructure management:               <ul style="list-style-type: none"> <li>○ Standpipes</li> <li>○ Fire access tracks</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Effective firefighting capacity</li> <li>• Well maintained infrastructure that is fit for purpose</li> <li>• Enhanced firefighter and asset protection capacity</li> </ul> |
| <ul style="list-style-type: none"> <li>• Fire inspection process and Fire protection works (public &amp; private)</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>• Well prepared and responsible community</li> <li>• Reduced fuel load</li> <li>• Reduced ability for fires to spread</li> </ul>                                             |
| <ul style="list-style-type: none"> <li>• Emergency response training exercises</li> </ul>                                                                                                               | <ul style="list-style-type: none"> <li>• Increased capacity to undertake responsibilities</li> <li>• Emergency ready personnel</li> </ul>                                                                           |
| <ul style="list-style-type: none"> <li>• Neighbourhood Safer Places investigation, designation and maintenance</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>• Increased community safety</li> <li>• Resilient communities</li> </ul>                                                                                                     |
| <ul style="list-style-type: none"> <li>• Emergency Relief Centres investigation, designation and maintenance</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>• Increased community safety</li> <li>• Resilient communities</li> </ul>                                                                                                     |
| Areas for Service Increase/Resource Implications (ideal)                                                                                                                                                | Expected benefit                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>• Improved resources for Emergency Relief Centres = \$10K</li> </ul>                                                                                             | <ul style="list-style-type: none"> <li>• Increased preparedness for relief and emergency efforts</li> </ul>                                                                                                         |
| <ul style="list-style-type: none"> <li>• Improved training for Council Staff to undertake emergency management = \$10K</li> </ul>                                                                       | <ul style="list-style-type: none"> <li>• More efficiently trained staff</li> <li>• Better equipped emergency control and</li> </ul>                                                                                 |

|                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Strategic approach to the resourcing of emergency coordination centres = \$56k</li> </ul> | <ul style="list-style-type: none"> <li>relief and recovery centres</li> <li>Appropriately staffed and resourced centres</li> </ul>                                                                                                                                                                                                                              |
| <b>Areas for Service Reduction</b>                                                                                               | <b>Risk</b>                                                                                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>Zero</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>Community would not expect a reduction in the current service</li> <li>Fail to meet legislative requirements</li> <li>Grant opportunities would not be realized</li> <li>Impacts of emergencies would be far greater and longer lasting on the community</li> <li>Increased exposure to litigation/liability.</li> </ul> |

## Service Level Review – Strategic Planning

17 January 2014

## Statement of Purpose

*To ensure that land use planning is undertaken to meet the sustainable long term needs of current and future generations of the Colac Otway Shire.*

Unit EFT Allocation: 2 EFT (excludes % of Manager)

Unit Budget 2013-2014:

|                 |                   |
|-----------------|-------------------|
| Income          | \$ Nil            |
| Expense         | \$ 286,520        |
| <b>Net Cost</b> | <b>\$ 286,520</b> |

Unit Outputs 2012-2013:

- Colac Otway Planning Scheme
- Range of strategies and plans:
  - Colac Otway Local Bushfire Planning Policy Project
  - Birregurra Structure Plan Review
  - Heritage Strategy
  - G21 Regional Growth Plan & Implementation Plan
- Series of planning scheme amendments:
  - C67(Salinity Management Overlay)
  - C69 (Rural Living Strategy)
  - C70 (Biodiversity)
  - C72 Part 1 and 2 (Car parking & Colac CBD & Entrances Project)
  - C73 (Apollo Bay Harbour Master Plan)
  - C75 (Open Space Strategy)
- Review of planning scheme:
  - Heritage Overlay audit

| Current Activities                                                                                                   | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Planning Scheme Amendments implementing Council strategies/plans</li> </ul> | <ul style="list-style-type: none"> <li>• Informed community</li> <li>• Community views reflected in project outcomes</li> <li>• Certainty for long term sustainable planning</li> <li>• Strong relationships with State Government and other agencies</li> <li>• Facilitating appropriate land use and development</li> <li>• Local concerns addressed in State Government initiatives</li> </ul> |
| <ul style="list-style-type: none"> <li>• Private Planning Scheme Amendments</li> </ul>                               |                                                                                                                                                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Monitoring and review of Planning Scheme</li> </ul>                         |                                                                                                                                                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Responding to State and other government agency initiatives</li> </ul>      |                                                                                                                                                                                                                                                                                                                                                                                                   |

|                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Participating in regional planning initiatives/forums – G21 and Great South Coast Group</li> </ul>           | <ul style="list-style-type: none"> <li>Our local planning well integrated into regional planning</li> <li>Consistent approach across boundaries</li> <li>Strong financial advantage</li> <li>Improved advocacy outcomes</li> <li>Access to regional funding.</li> </ul>                                                                                                                                                                                                                                                              |
| <b>Areas for Service Increase/Resource Implications</b>                                                                                             | <b>Expected benefit</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Increased administrative support - 1 EFT = \$70k</li> </ul>                                                  | <ul style="list-style-type: none"> <li>Greater efficiency of staff with planning expertise – higher output</li> <li>Increased capacity to deliver strategic plans in a timely manner</li> <li>Improved community engagement.</li> </ul>                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Consultation Officer (across all of Council – non specific to Strategic Planning) – 1 EFT = \$90k</li> </ul> | <ul style="list-style-type: none"> <li>Minimises duplication of engagement</li> <li>Minimises community confusion</li> <li>A coordinated consultative approach</li> <li>Improved relationships between the community and Council.</li> </ul>                                                                                                                                                                                                                                                                                         |
| <b>Areas for Service Reduction</b>                                                                                                                  | <b>Risk</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>Reduced resources (funding/staff)</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>No resources to undertake activities</li> <li>No capacity to engage consultants &amp; access expertise Council does not have</li> <li>Less effective planning scheme</li> <li>Failure to capitalize on opportunities that occur from growth and/or development</li> <li>Chaotic urban form with poor social, economic and environmental outcomes</li> <li>Failure to appropriately plan for future development</li> <li>State planning controls would not reflect local interests.</li> </ul> |

#### Major Projects 2013-2014

The following table includes a listing of the major projects that will be undertaken for the 2013-2014 year that are linked to this service area of Council.

| Project Detail              | Project Expense |
|-----------------------------|-----------------|
| Colac Structure Plan Review | \$100,000       |



## Service Level Review – Statutory Planning

29 October 2013

## Statement of Purpose

*To fulfil the Council's statutory obligations as responsible authority for the management and regulation of land use and development, with the aim of achieving sustainable outcomes in the interests of current and future generations, having regard to relevant social, economic and environmental considerations.*

Unit EFT Allocation: 8.4 EFT (excludes % of Manager)

Unit Budget 2013-2014:

|                  |                   |
|------------------|-------------------|
| Income:          | \$ 154,200        |
| Expenditure:     | \$1,008,744       |
| <b>Net Cost:</b> | <b>\$ 854,544</b> |

Unit Outputs for 2012-13:

- 297 Planning Applications
- 63 Extensions of Time (planning permits)
- 24 Secondary Consents
- 10 Planning appeals to VCAT
- 101 planning enforcement investigations
- 18 subdivision plans certified & 22 Statements of Compliance issued

| Current Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Processing &amp; determining Planning Permit Applications &amp; related matters <ul style="list-style-type: none"> <li>◦ Registering/referrals/ Public notice/determinations</li> </ul> </li> <li>• VCAT advocacy &amp; representation</li> <li>• Responding to general enquiries and provision of planning advice (internally &amp; externally)</li> <li>• Planning enforcement – ensuring compliance with planning permit conditions &amp; planning scheme</li> <li>• Processing of plans of subdivision for certification under the Subdivision Act</li> </ul> | <ul style="list-style-type: none"> <li>• Maximising community understanding and awareness of planning requirements</li> <li>• Responsive customer service</li> <li>• Minimising risk and exposure to Council</li> <li>• Good community outcomes from a social, economic and environmental perspective.</li> <li>• Compliant and sustainable land use and development for current and future generations</li> <li>• Meeting statutory responsibilities</li> </ul> |
| Areas for Service Increase/Resource Implications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Expected benefit                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Additional Town Planner <ul style="list-style-type: none"> <li>◦ 1 EFT = \$100k</li> </ul> </li> <li>• Additional Administrative staff <ul style="list-style-type: none"> <li>◦ .5 EFT = \$30k</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Greater capacity to cover staff absences/leave (ie greater continuity of service)</li> <li>• Reduced workload and less stress on existing staff</li> <li>• Improved capacity to meet additional demands/statutory obligations</li> <li>• Higher level of customer satisfaction (quicker planning decisions)</li> </ul>                                                                                                  |

|                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Additional Planning Enforcement Officer <ul style="list-style-type: none"> <li>◦ 1 EFT = \$90k</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• More expedient resolution of complaints and breaches of planning conditions</li> <li>• Stricter adherence to planning regulations and conditions.</li> <li>• Greater potential to enforce bushfire protection permit conditions</li> </ul>                                                                                                                             |
| <b>Areas for Service Reduction</b>                                                                                                                             | <b>Risk</b>                                                                                                                                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>• Zero or reduced service</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>• Failure to meet mandatory service standards/legislative requirements</li> <li>• Highly dysfunctional and poor land use and development</li> <li>• Poor community perception</li> <li>• High level of dissatisfaction</li> <li>• Poor social, economic and environmental impact</li> <li>• Increased workload on staff resulting in a higher staff turnover.</li> </ul> |



## Service Level Review – Building Control

29 October 2013

**Statement of Purpose**

*To provide an integrated and customer driven service in accordance with the relevant building related legislation, and to preserve the amenity and safety of the Shire's built environment through consistent and proactive enforcement of public safety requirements.*

Unit EFT Allocation: 2 EFT (excludes % of Manager)

Unit Budget 2013-2014:

|                 |                   |
|-----------------|-------------------|
| Income          | \$ 103,200        |
| Expenditure     | \$ 254,342        |
| <b>Net Cost</b> | <b>\$ 151,142</b> |

Unit Outputs for 2012-13:

- 54 Building Applications
- 67 report and consent applications
- 103 notices and orders
- 27 resolution of work applications

| Current Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Processing of building permit applications including inspections. (service also delivered by private industry)</li> <li>• General enquiries and advice (internal &amp; external)</li> <li>• Enforcement of building legislation</li> <li>• Ensuring compliance with Essential Safety Measures (ESM)</li> <li>• Pool enclosure enforcement</li> <li>• Issuing of Place of Public Entertainment Permits (PoPEs)</li> <li>• Report and consent applications</li> <li>• Administration of private building permits</li> </ul> | <ul style="list-style-type: none"> <li>• Maximised Public safety</li> <li>• Reduced risk to Council from liability/litigation</li> <li>• Well informed public/applicants</li> <li>• Reduced processing times</li> <li>• Responsive customer service</li> <li>• Higher rate of legislative compliance</li> <li>• Safe public and private spaces</li> <li>• Maintaining streetscape amenity</li> </ul> |
| <b>Areas for Service Increase/Resource Implications (ideal)</b> <ul style="list-style-type: none"> <li>• To better meet council's obligations with respect to essential safety measures and pool enclosures <ul style="list-style-type: none"> <li>○ Building Surveyor/Inspector – 1 EFT = \$110k</li> <li>○ Administration - .5 EFT = \$30k</li> </ul> </li> </ul>                                                                                                                                                                                                | <b>Expected benefit</b> <ul style="list-style-type: none"> <li>• Reduce Council's exposure to risk</li> <li>• Higher level of compliance of land owners with statutory safety obligations</li> <li>• Addressing existing administrative workload pressures</li> <li>• Creating a more competitive market and</li> </ul>                                                                              |

|                                                                                                |                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Full business model:<br>+ 1 Building inspector<br>+ 1 Building surveyor<br>+ .5 Administration | generating an increased revenue for Council<br><ul style="list-style-type: none"><li>• Provision of a competitive local service to our community</li><li>• Higher level of customer satisfaction.</li></ul>                                     |
| <b>Areas for Service Reduction</b>                                                             | <b>Risk</b>                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"><li>• Zero - reduced</li></ul>                               | <ul style="list-style-type: none"><li>• Currently providing the minimum level of service that is legally required</li><li>• Increased potential for high level of exposure to risk</li><li>• High level of community dissatisfaction.</li></ul> |



# COLAC OTWAY SHIRE

## ANNUAL BUDGET

### 2014 - 2015

FOR THE YEAR ENDED  
30 JUNE 2015

Revised as at 16 April 2014



1



Colac Otway Shire Budget 2014-2015

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# 1 OVERVIEW

## 1.1 Executive Summary

The 2014-2015 Budget will enable Council to deliver on key community priorities. These include the completion of the redevelopment of the Blue Water Fitness Centre Stadium, construction of new footpaths under the Footpath Improvement Programme, continuation of the CBD entrances project, purchase of updated aerial photographs of the Shire for mapping purposes, transfer of funds to reserve for rehabilitation of landfills to EPA standards, and a commitment to high quality service delivery in all service areas.

Council continues to strive for balance in addressing the many competing priorities. These priorities include: whether to replace our aging assets; how to deal with increasing demand on services; balancing opportunities that occur, for example being in a position to contribute matching funding to government grants (whether large or small); and the struggle for municipalities like the Colac Otway Shire to generate sufficient income to meet these same competing needs.

Our pragmatic approach does maintain the focus on the elimination of the Infrastructure Renewal Gap. The Infrastructure Renewal Gap is the difference between what we should spend on renewal of roads and other assets as they reach the end of their useful lives and what we did spend. Through Council's financial discipline and responsible decision making, Council will continue to increase funds allocated to meet our infrastructure renewal target, providing a more sustainable base for Council long-term operations.

The 2014-2015 Budget continues to be bolstered by additional federal and state government funding provided for infrastructure projects. This includes funding for the redevelopment of the Bluewater Fitness Centre and a further \$1 million in roads and bridges related activities as a result of the Country Roads and Bridges Initiative and Local Government Infrastructure Program. These funds have been allocated to the projects such as:

- Carlisle Valley Road Bridge, Carlisle River
- Upper Gellibrand Road Bridge, Barramunga
- Gane's Access Bridge, Carlisle River

The dramatic growth in services and facilities over the past decade is positive for the growth and development of Colac Otway Shire. Council has prepared a Budget for the 2014-2015 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, cash and investments, operating result, borrowing level, financial position, capital works and financial sustainability of the Council.

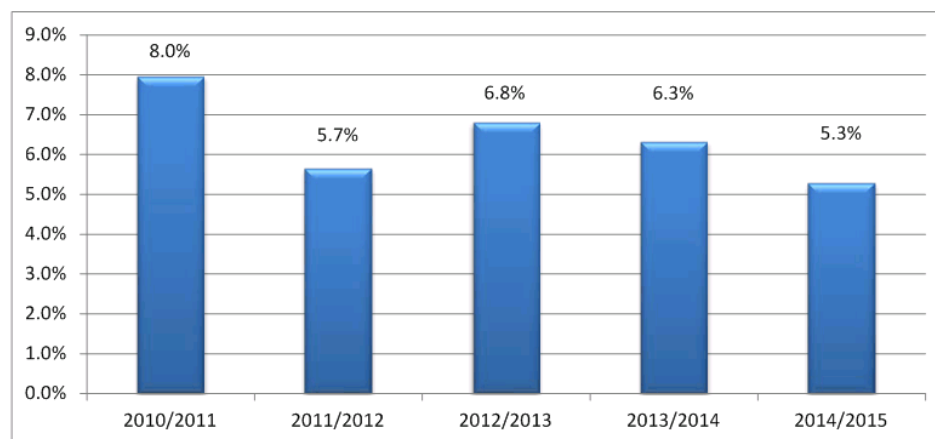
The key features of the 2014-2015 Budget are:

- An operating surplus achieved for the sixth consecutive year;
- Council continues to meet the Infrastructure Renewal Gap;
- The delivery of affordable rates – with an average rate and charges increase of 5.3%;
- Numerous projects designed to enhance the community; and
- Delivery of a strong capital works programme.

This has been achieved within the parameters of:

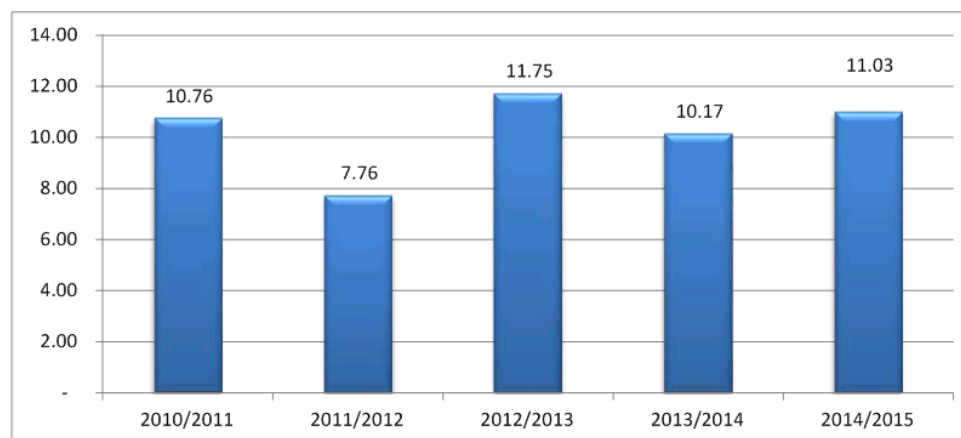
## Colac Otway Shire Budget 2014-2015

- Increased cost shifting from all levels of government;
- Careful monitoring of operating costs of service delivery; and
- Increased demands and expectations by the community and other levels of government.

**1.1.1 Rates**

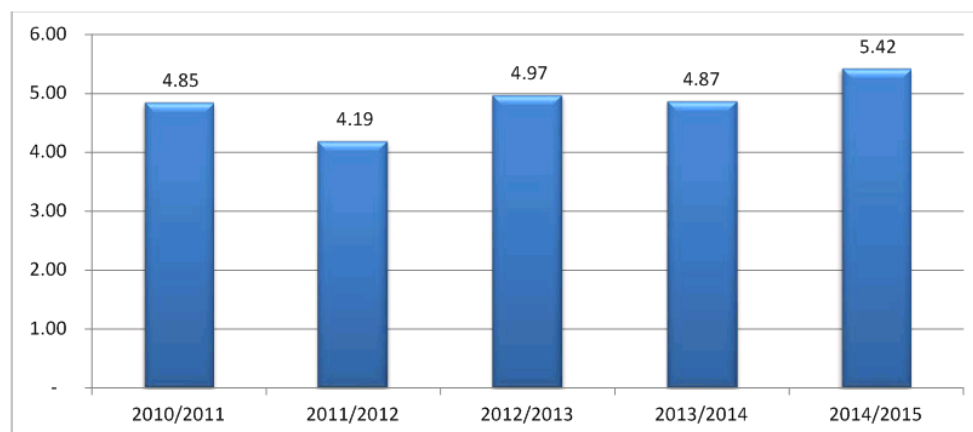
It is proposed that general rates and charges increase by an average of 5.3% for the 2014-2015 year. This equates to about \$26.5 million in both rates and charges, such as the waste management charge, and is in line with Council's rating strategy. Council's rates and charges are directed towards the maintenance of existing services and infrastructure and are the largest component of Council's revenue.

The impact on the average assessment for 2014-2015 is expected to be an increase of \$90 or \$1.73 per week, bringing the total average rates and charges per assessment to \$1,784.

**1.1.2 Cash and investments**

## Colac Otway Shire Budget 2014-2015

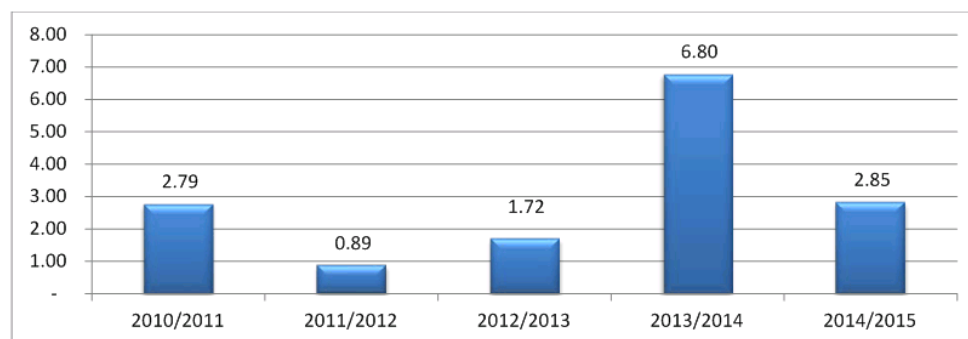
As Council moves forward and completes outstanding capital works from the previous year and carries out the capital works programme planned for the 2014-2015 year, cash and investments are expected to increase to \$11.03 million.

**1.1.3 Borrowing Level**

Council's current debt levels fall comfortably within the ratio limits previously used by the State Government and are considered at a sustainable level.

The 2014-2015 Budget does include additional borrowings of \$1.1 million to complete the redevelopment of Bluewater Fitness Centre. The aim is to reduce this to \$1 million when funds are required.

This level still allows Council considerable capacity for additional borrowings, should the need arise.

**1.1.4 Operating result**

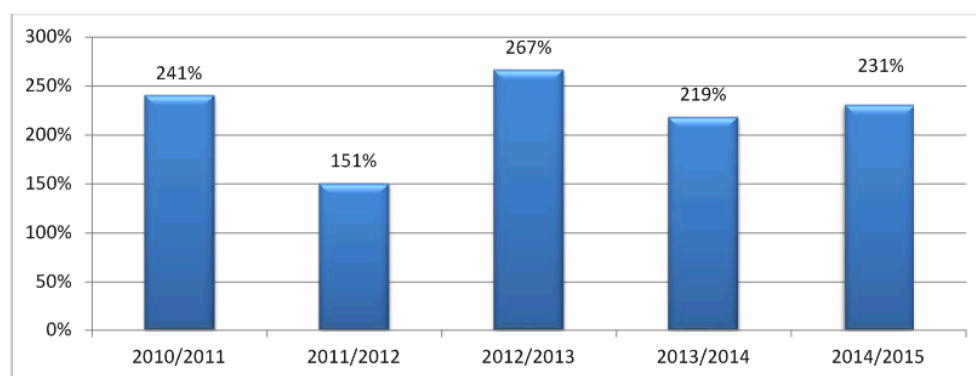


## Colac Otway Shire Budget 2014-2015

The expected operating result for the 2014-2015 year is a surplus of \$2.85 million. This is significantly less than the forecast result for 2013-2014 which reflected a significant injection by both state and federal governments in major infrastructure works for this community.

Council has in recent times made a concerted effort to improve the long term viability of Colac Otway Shire and to achieve an operating surplus. The focus has been to rely more heavily upon "own source revenue", which means revenue that Council can obtain from rates, fees, charges, income from Council facilities and business units. In the current environment, Council can ill afford to rely on both State and Federal government capital grants to fund Council's operations. This budget maintains the drive to reduce that reliance and to move forward towards a truly sustainable future for Council operations. Council will continue to vigorously seek grant opportunities however these opportunities should not fund core operating costs.

### 1.1.5 Financial position

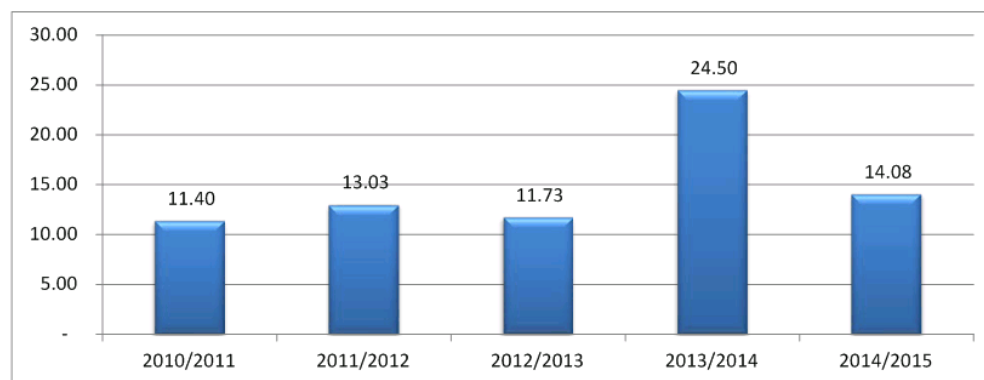


The financial position is measured by Council's working capital ratio (i.e. Current Assets over Current Liabilities) and refers to Council's ability to cover its immediate liabilities as they fall due. The Victorian Auditor General uses this ratio as one of the indicators of financial strength and uses a threshold of 150% and above as an indicator of very low risk. The Municipal Association of Victoria (MAV) recommends that Councils maintain a threshold of 200% in order to remain sustainable. Council has maintained a consistently high ratio over the years and it is expected that this will continue into the future however, the current trend indicates that Council is not increasing its cash balances whilst also seeing a steady increase in current liabilities. This ratio is affected by increases and decreases in both current assets, such as cash and investments and current liabilities, such as interest bearing liabilities (loans).

Council's working capital ratio is expected to remain at a level over 200%.



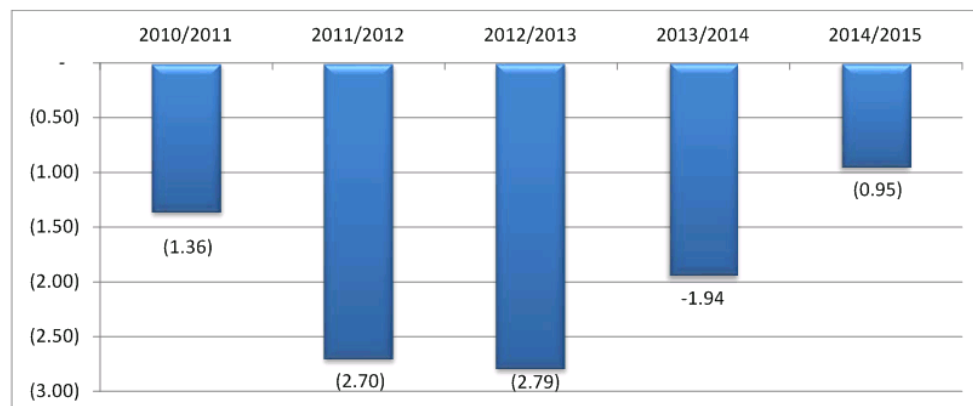
## Colac Otway Shire Budget 2014-2015

**1.1.6 Capital works**

The capital works programme is driven by the condition of Council's various assets, such as roads and streets, bridges, drainage, parks and gardens, buildings, footpaths and machinery and plant. The condition of these assets varies, in that some age faster than others or are subject to more extreme weather conditions. The capital works programme needs to be responsive to our assets condition. This may mean that in some years, the capital works programme expands and in others it may contract, always keeping in mind Council's commitment to the elimination of the infrastructure renewal gap.

The capital expenditure programme in 2014-2015 has been set and prioritised based on a rigorous process of consultation and condition assessments that has enabled Council to assess needs and develop sound business cases for each project. This year's programme includes a number of major projects including asset renewal, the completion of Blue Water Fitness, the next stage of the CBD and entrances project and a footpath improvement programme.

The capital works programme for the 2014-2015 year is expected to be \$14.08 million.

**1.1.7 Financial sustainability**

## Colac Otway Shire Budget 2014-2015

Council's underlying result illustrates our long term reliance on capital related grant revenue; however a high level Strategic Resource Plan for the years 2014-2015 to 2017-2018 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. While the Plan projects that Council's operating result will continue to be in surplus for the four year period, the underlying result continues to remain at similar levels in deficit over the four year period.

The underlying result mentioned is really about whether Council's "own source revenue" matches or exceeds Council's operational expenditure. In other words, can we fund all of what we do, with the revenue we make from rates, fees, charges and other ongoing income streams? This underlying result excludes any capital grants or contributions or expenditure and only deals with the day-to-day services we deliver to the community and the maintenance of our assets.

In line with the Strategic Resource Plan, the 2014-2015 Budget sees a relatively status-quo of the Victorian Auditor General financial viability indices as a result of a continued operating surplus, prudent debt levels and the level of capital works. The table below gives an indication of how the 2014-2015 results may compare against the financial viability indicators of the Victorian Auditor General.

| Victorian Auditor General – Indicators of financial viability |            |
|---------------------------------------------------------------|------------|
| Indicator                                                     | Risk Level |
| Underlying Result                                             | Low        |
| Liquidity ratio                                               | Low        |
| Self-financing Ratio                                          | Low        |
| Indebtedness Ratio                                            | Low        |
| Capital Replacement Ratio                                     | Medium     |
| Renewal Gap                                                   | Low        |
| Overall financial sustainability risk                         | Low        |

If these indicators were the long term average then Council would be considered to be in a sound financial position.

## Colac Otway Shire Budget 2014-2015

**1.2 Budget Processes**

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Act and Regulations.

The preparation of the budget begins with Officers preparing the operating and capital components of the annual budget during the period January to March. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give at least 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted and a copy submitted to the Minister by 31 August each year. The key dates for the budget process are summarised below:

| Process Stages                                             | Date          |
|------------------------------------------------------------|---------------|
| 1. Budget Submitted to Council for approval "in principle" | 16 April 2014 |
| 2. Public notice advising intention to adopt budget        | 23 April 2014 |
| 3. Budget available for public inspection and comment      | 23 April 2014 |
| 4. Public submissions period closes                        | 30 May 2014   |
| 5. Submissions considered by Council                       | 11 June 2014  |
| 6. Budget presented to Council for adoption                | 25 June 2014  |
| 7. Copy of adopted budget submitted to the Minister        | 27 June 2014  |

## 2 Rating Strategy

This section considers the Council's rating strategy including strategy development and assumptions underlying the current year rate increase and rating structure.

### 2.1 Current Rate Structure

Council has established a structure for property rating that comprises three key elements.

These are:

- Property values, which are considered to reflect capacity to pay; (State Government legislation);
- Municipal charges being a flat charge applied equally to all properties; and
- User pays component to reflect usage of services provided by Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across property types.

Having reviewed the various valuation bases for determining the property value component of rates, Council made a decision some years ago to apply a Capital Improved Value (CIV) basis of rating on the grounds that it provides the most equitable distribution of rates across the municipality. There are no plans to change that basis.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential, farming or commercial/industrial purposes. In regard to the commercial/industrial properties this distinction is based on the concept that these properties should pay a fair and equitable contribution to rates taking into account the benefits that these businesses derive from the local community.

The existing rating structure comprises differential rates for residential, farming and commercial/industrial properties. These rates are structured in accordance with the requirements of Section 161 "Differential Rates" of the Local Government Act.

### 2.2 Current Year Rate Increase

The budget document details the 2014-2015 operating position. It has been impacted by wages growth and increases in other materials and services.

In the determination of the annual rate increase, Colac Otway's Rating Strategy recognises:

- Council's obligations under the Act to prudently manage financial risks and to provide reasonable stability in the level of rate burden;
- Responsible financial management objectives which include the achievement of operating surpluses, a balanced cash budget and a sound liquidity position;
- The importance Council places on responsibly maintaining, developing and enhancing its assets through a significant annual Capital Works Programme; and
- Community demand and Council commitment to maintaining Council's services and facilities.

## Colac Otway Shire Budget 2014-2015

To achieve the management and delivery of these objectives in 2014-2015 the budget recommends an increase of 5.3% in the average rates and charges per assessment. It is forecast that a total of \$26.56 million in rates and charges will be raised which includes \$100,000 from supplementary rates.

The average rates and charges per assessment for 2014-2015 are forecast to be \$1,784. This is a \$90 or \$1.73 per week increase on the average rates and charges per assessment from 2013-2014 of \$1,694.

The following table summarises the rates and charges to be made for 2014-2015 year.

A more detailed analysis of the rates and charges to be raised is contained in Appendix B "Statutory Disclosures".

| Rate or Charge Type                          | How Applied               | 2013-2014 | 2014-2015 |
|----------------------------------------------|---------------------------|-----------|-----------|
| Residential – Colac (Base Rate)              | Rate in the dollar of CIV | 0.004034  | 0.004317  |
| Residential – Balance of Shire               | Rate in the dollar of CIV | 0.003429  | 0.003669  |
| Rural - Farm                                 | Rate in the dollar of CIV | 0.003187  | 0.003410  |
| Holiday Rental                               | Rate in the dollar of CIV | 0.004034  | 0.004317  |
| Commercial/Industrial - Colac                | Rate in the dollar of CIV | 0.006656  | 0.007123  |
| Commercial/Industrial - Other                | Rate in the dollar of CIV | 0.005648  | 0.006044  |
| Municipal Charge                             | \$ per property           | \$161     | \$171     |
| Waste Management Charge - Weekly             | \$ per property           | \$282     | \$272     |
| Waste Management Charge - Fortnightly        | \$ per property           | \$186     | \$180     |
| Aire River (Special Charge) Drainage Scheme  | \$ per hectare            | \$0.20    | \$0.20    |
| Tirrengower (Special Charge) Drainage Scheme | \$ per hectare            | \$2.50    | \$2.50    |

The existing rating relativities between property types are as follows:

| Rate Category                  | Relativity                |
|--------------------------------|---------------------------|
| Residential – Colac            | Base rate                 |
| Residential – Balance of Shire | 85% of Colac Residential  |
| Rural - Farm                   | 79% of Colac Residential  |
| Holiday Rental                 | 100% of Colac Residential |
| Commercial/Industrial - Colac  | 165% of Colac Residential |
| Commercial/Industrial - Other  | 140% of Colac Residential |

## Colac Otway Shire Budget 2014-2015

**2.3 Rating Strategy**

Council adopted the Rating Strategy 2014-2017 at the March 2014 Council meeting. Council determined that the rating strategy applied for the 2014-2015 Budget, Strategic Resource Plan and the Long term Financial Plan includes the following points:

1. The existing rating categories will be maintained, as indicated below:
  - a. Residential – Colac
  - b. Residential – Balance of shire
  - c. Rural Farm
  - d. Holiday Rental
  - e. Commercial/Industrial – Colac
  - f. Commercial/Industrial – Balance of shire.
2. The current rating differentials will be maintained, as indicated below:

| Rating Category                          | Differential |
|------------------------------------------|--------------|
| Residential – Colac                      | 100%         |
| Residential – Balance of shire           | 85%          |
| Rural Farm                               | 79%          |
| Holiday rental                           | 100%         |
| Commercial/Industrial – Colac            | 165%         |
| Commercial/Industrial – Balance of shire | 140%         |

3. That the Municipal Charge value is to be calculated as 10 per cent of the overall rates and charges to collected.

The Rating Strategy adopted at the 26 March 2014 Council meeting included two changes to correct existing inequities in the current differential rating regime:

1. *Include all residential properties within the localities of Colac, Colac East, Colac West and Elliminyt within the Colac residential rating category. This removes the current inequity whereby two (2) adjoining residential properties within Colac are being rated differently based upon the size of the property.*
2. *Include all vacant land that for planning purposes is zoned for farming use only that has been deemed as unable to support a farming enterprise capable of supporting a residence. Properties deemed unable to support a farming enterprise are those with an area of five (5) hectares or less. The effect of this change is to change the rating category of residential balance of shire properties that are currently vacant and it is not permissible to construct a dwelling upon the land. These properties are not deemed as being able to be used for anything other than farming.*

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Colac Otway Shire Budget 2014-2015

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**Revaluation**

The rates for 2014-15 are based on the new revaluation figures. Council is required to conduct a revaluation of all rateable properties every two years.

The current valuation is effective from January 2014. The new 2014 levels of valuation will be maintained and used for rating purposes for the 2014-2015 and 2015-2016 financial years.

In calculating the rates the valuation movement across all property types is taken into consideration.

The revaluation process results in a redistribution of the rate burden across all properties in the municipality. Any increase or decrease in the total valuation of the municipality affects the rate in the dollar which is used to calculate the rate for each property.

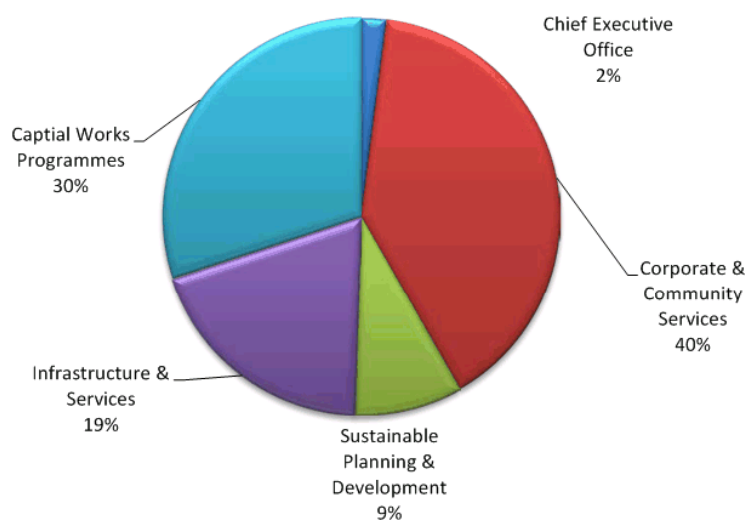
### 3 Service Delivery

#### 3.1 Service Delivery Summary

The following provides a departmental summary of the services and activities to be funded in the Budget for 2014-2015 year.

The chart illustrates how the Council utilises the income it receives. The chart includes both operating and capital funding.

#### Expenditure



The information contained in the pages following provides details on the delivery of services and maintenance of community infrastructure, whilst being mindful of doing so within a fiscally responsible and sustainable framework. There has been rigorous and lengthy development and discussion in the building of the 2014-2015 budget between all levels of Council and the positive steps taken move us forward towards a more sustainable future.



## Colac Otway Shire Budget 2014-2015

**3.2 Chief Executive Office****3.2.1 CHIEF EXECUTIVE OFFICE****Statement of Purpose**

Colac Otway Shire operated according to good governance principles and emphasised the important of services, people, and business in:

- Providing community development and support;
- Managing Council's infrastructure and the natural environment; and
- Facilitating strategic economic development.

The purpose of providing these services and activities is to enhance the quality of life of our residents and visitors, now and into the future.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| Expense                     |                |                |
| Contracts                   | 16,000         | 15,500         |
| Employee benefits           | 326,557        | 343,844        |
| Internal                    | 6,940          | 6,940          |
| Materials and services      | 115,000        | 116,700        |
| Other expenses              | 0              | 3,000          |
| <b>Total Expense</b>        | <b>464,497</b> | <b>485,984</b> |
| <b>Net Operating Result</b> | <b>464,497</b> | <b>485,984</b> |

**Activities**

The Chief Executive Office has three main functions:

- Leading the Council organisation;
- Providing support an information to Council and Councillors; and
- Coordinating communications including media, website and general community information/updates.

In each of these roles, the Unit aims to set a high quality standard as a role model for the organisation in being responsive, organised, respectful, operating good governance principles, and delivering high quality services and products that are values by council, the community, and staff.

## Colac Otway Shire Budget 2014-2015

**3.2.2 PUBLIC RELATIONS and MARKETING****Statement of Purpose**

To provide communication tools, services and advice that generates conversations and promotes understanding between Council and the community.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| <b>Expense</b>              |                |                |
| Contracts                   | 3,250          | 3,500          |
| Employee benefits           | 165,218        | 158,401        |
| Materials and services      | 14,250         | 14,600         |
| Other expenses              | 450            | 0              |
| <b>Total Expense</b>        | <b>183,168</b> | <b>176,501</b> |
| <b>Net Operating Result</b> | <b>183,168</b> | <b>176,501</b> |

**Activities**

| Current Activities                                        | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Media relations/production</b>                         | <ul style="list-style-type: none"> <li>Informed and engaged community               <ul style="list-style-type: none"> <li>Minimum of 6 media releases per week.</li> <li>90% of enquiries resolved in one business day. All advertisements placed in a timely and accurate fashion</li> <li>Monitoring of % of positive media</li> </ul> </li> <li>Balanced media coverage</li> <li>Reputation management</li> </ul> |
| <b>Councillor and Executive Support (advice/speeches)</b> | <ul style="list-style-type: none"> <li>Consistent and informed messaging</li> <li>Spokespeople are well informed and well regarded</li> </ul>                                                                                                                                                                                                                                                                         |
| <b>Brand management</b>                                   | <ul style="list-style-type: none"> <li>Consistent and positive brand and image of Council</li> <li>Compliance with privacy regulations in image use and storage, social media protocols and statutory requirements</li> </ul>                                                                                                                                                                                         |
| <b>Internal/external non-media communications</b>         | <ul style="list-style-type: none"> <li>Clear and consistent internal communications</li> <li>Well informed organisation</li> <li>Historical log of press coverage maintained to record Council over time</li> </ul>                                                                                                                                                                                                   |

## Colac Otway Shire Budget 2014-2015

**3.2.3 COUNCIL****Statement of Purpose**

To provide effective and efficient financial and administrative support and services to the Colac Otway Shire Councillors.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| <b>Expense</b>              |                |                |
| Contracts                   | 4,141          | 0              |
| Internal                    | 16,440         | 16,440         |
| Materials and services      | 56,000         | 57,500         |
| Other expenses              | 255,320        | 261,110        |
| <b>Total Expense</b>        | <b>331,901</b> | <b>335,050</b> |
| <b>Net Operating Result</b> | <b>331,901</b> | <b>335,050</b> |

**Activities**

| Current Activities                                                    | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agendas &amp; Minutes</b>                                          | <ul style="list-style-type: none"> <li>Well informed decision making by Councillors</li> <li>Councillors well informed of issues and activities relevant to Council activities, policies and decision making</li> <li>Accurate records of Council meeting proceedings and decisions</li> <li>Meeting statutory regulations</li> </ul> |
| <b>Conference registration, accommodation and travel arrangements</b> | <ul style="list-style-type: none"> <li>Council is represented by Councillors at conferences/meetings/forums</li> <li>Networking and advocacy opportunities are maximised</li> </ul>                                                                                                                                                   |
| <b>Venue hire and catering for Civic functions and ceremonies</b>     | <ul style="list-style-type: none"> <li>Well organized Council events</li> <li>Positive image for Council as a professional and well organized organisation</li> <li>Meeting community expectations</li> </ul>                                                                                                                         |
| <b>Management of Councillor Calendars</b>                             | <ul style="list-style-type: none"> <li>Council adequately represented by Councillors at events</li> <li>Well informed Councillors</li> <li>Councillors meeting community expectations</li> </ul>                                                                                                                                      |
| <b>Executive support to the Mayor and Councillors</b>                 | <ul style="list-style-type: none"> <li>Councilor's enquiries responding to in a timely and appropriate fashion</li> <li>Well informed and cohesive Council</li> </ul>                                                                                                                                                                 |

## Colac Otway Shire Budget 2014-2015

**3.3 Corporate and Community Services****3.3.1 CORPORATE and COMMUNITY SERVICES MANAGEMENT****Statement of Purpose**

The mission of Corporate and Community Services Management is:

- To lead the Corporate and Community Services Business Units;
- To provide effective leadership to Division staff and promote the corporate values, standards and ethos including client responsiveness, collaboration and high quality services;
- Ensure that Council's administration systems of operation are responsive, accountable and transparent to internal users and to community needs;
- Develop and maintain good governance and administrative systems and practices through a strong commitment and adherence to democratic processes, legislative compliance and Council's values;
- To oversee Organisation Improvement activities in the Corporate & Community Services Department; and
- To maintain high standards of financial stewardship and internal control in the delivery of internal services.

**Budget**

|                                | <b>Budget<br/>2013/14</b> | <b>Budget<br/>2014/15</b> |
|--------------------------------|---------------------------|---------------------------|
| <b>Income</b>                  |                           |                           |
| Contributions - cash operating | (25,000)                  | (25,000)                  |
| Statutory fees and charges     | (400)                     | (300)                     |
| <b>Total Income</b>            | <b>(25,400)</b>           | <b>(25,300)</b>           |
| <b>Expense</b>                 |                           |                           |
| Contracts                      | 14,000                    | 15,753                    |
| Employee benefits              | 263,442                   | 267,467                   |
| Internal                       | 7,640                     | 7,640                     |
| Materials and services         | 18,950                    | 18,000                    |
| Other expenses                 | 42,600                    | 42,900                    |
| <b>Total Expense</b>           | <b>346,632</b>            | <b>351,760</b>            |
| <b>Net Operating Result</b>    | <b>321,232</b>            | <b>326,460</b>            |

**Activities**

Corporate and Community Services Management provides executive support for the following units:

- Finance and Customer Services;
- Health and Community Services;
- Information Services;
- Organisational Support and Development; and
- Recreation, Arts and Culture.

## Colac Otway Shire Budget 2014-2015

## 3.3.2 LIBRARIES

## Statement of Purpose

Our libraries will provide access to collections and services that encourage a life enriched by reading, learning and engagement in the community:

- To provide resources for information, education, recreation and enrichment to all people in our community through library networks and other links;
- To offer services which are equitable, timely, responsive and efficient; and
- To deliver service using staff expertise, teamwork and well-designed effective technology and systems.

## Budget

|                             | Budget<br>2013/14 | Budget<br>2014/15 |
|-----------------------------|-------------------|-------------------|
| <b>Income</b>               |                   |                   |
| Reimbursements              | (16,200)          | (18,000)          |
| <b>Total Income</b>         | <b>(16,200)</b>   | <b>(18,000)</b>   |
| <b>Expense</b>              |                   |                   |
| Contracts                   | 23,200            | 24,300            |
| Materials and services      | 667,376           | 683,837           |
| Other expenses              | 1,200             | 500               |
| <b>Total Expense</b>        | <b>691,776</b>    | <b>708,637</b>    |
| <b>Net Operating Result</b> | <b>675,576</b>    | <b>690,637</b>    |

## Activities

| Current Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Three static services</b> <ul style="list-style-type: none"> <li>• Colac Community Library &amp; Learning Centre</li> <li>• Apollo Bay Library</li> <li>• Library Annexe</li> </ul> <b>Outreach:</b> <ul style="list-style-type: none"> <li>• <b>Mobile Service</b> <ul style="list-style-type: none"> <li>○ Cressy</li> <li>○ Gellibrand</li> <li>○ Lavers Hill</li> <li>○ Beech Forest</li> <li>○ Forest</li> <li>○ Coragulac</li> <li>○ Beeac</li> <li>○ Birregurra</li> </ul> </li> <li>• Home Service</li> </ul> | <ul style="list-style-type: none"> <li>• Recreational Reading</li> <li>• Building Literacy Skills <ul style="list-style-type: none"> <li>○ 0 (nursery rhymes) to Seniors (digital)</li> <li>○ Lifelong learning</li> <li>○ Developing different skill sets</li> </ul> </li> <li>• Connectedness/social focal center <ul style="list-style-type: none"> <li>○ Stepping stone into the community ie: support for mothers/carers through story time</li> <li>○ Opportunities for volunteers</li> <li>○ Building social capital</li> <li>○ Bridge between social classes</li> <li>○ Affordable access to resources</li> </ul> </li> <li>• Citizenship/Information for good decision making <ul style="list-style-type: none"> <li>○ Curating of information</li> <li>○ Power of information to empower people</li> <li>○ Portal to information</li> </ul> </li> </ul> |
| <b>Contribution to Corangamite Regional Library Corporation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## Colac Otway Shire Budget 2014-2015

## 3.3.3 FINANCIAL SERVICES

## Statement of Purpose

To collect and transform data into information to enable accountable resource management.

## Budget

|                                | Budget             | Budget             |
|--------------------------------|--------------------|--------------------|
|                                | 2013/14            | 2014/15            |
| <b>Income</b>                  |                    |                    |
| Contributions - cash operating | 0                  | (20,000)           |
| Finance revenue                | (270,000)          | (380,000)          |
| Operating grants - federal     | (5,822,793)        | (6,084,416)        |
| Other revenue                  | 0                  | (1,500)            |
| User fees and charges          | (168,212)          | (169,800)          |
| <b>Total Income</b>            | <b>(6,261,005)</b> | <b>(6,655,716)</b> |
| <b>Expense</b>                 |                    |                    |
| Contracts                      | 132,967            | 145,484            |
| Depreciation                   | 9,070,666          | 9,070,666          |
| Employee benefits              | 767,297            | 792,984            |
| Finance expenses               | 353,371            | 409,733            |
| Internal                       | 7,940              | 7,940              |
| Materials and services         | 410,220            | 421,450            |
| Other expenses                 | 153,500            | 113,550            |
| <b>Total Expense</b>           | <b>10,895,961</b>  | <b>10,961,807</b>  |
| <b>Net Operating Result</b>    | <b>4,634,956</b>   | <b>4,306,091</b>   |

## Activities

| Current Activities                                                                                                                                                                                                                                                 | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Treasury/Trusts</b> <ul style="list-style-type: none"> <li>Loans/borrowings</li> <li>Investments</li> <li>Cash Flow management</li> </ul>                                                                                                                       | <ul style="list-style-type: none"> <li>Maximising return on Council's investments</li> <li>Ensuring adequate financial resources for Council to undertake its responsibilities</li> <li>Minimizing cost of cash</li> <li>Prudential management of trust funds</li> <li>Effective transactions, systems and processes</li> </ul> |
| <b>Project/Program Acquittals</b> <ul style="list-style-type: none"> <li>Acquittal of projects that have government and other grant funding.</li> <li>Includes coordination of external auditors and conduct of internal financial and activity audits.</li> </ul> | <ul style="list-style-type: none"> <li>Meeting Government requirements</li> <li>Meeting funding criteria</li> <li>Ensuring ongoing financial support from funding bodies</li> <li>Effective transactions, systems and processes</li> </ul>                                                                                      |
| <b>Reporting</b> <ul style="list-style-type: none"> <li>Statistical</li> <li>Management</li> <li>Community audits</li> </ul>                                                                                                                                       | <ul style="list-style-type: none"> <li>Community organisation audits</li> <li>Meeting statutory and regulatory requirements</li> <li>Enabling the organisation to manage resources</li> <li>Managing risk of extraordinary contingencies</li> <li>Managing within budget frameworks (funds and timelines)</li> </ul>            |

## Colac Otway Shire Budget 2014-2015

|                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Effective transactions, systems and processes</li> </ul>                                                                                                                                                                                                                                                                                         |
| <b>Taxation</b> <ul style="list-style-type: none"> <li>Goods and Services Tax</li> <li>Business Activity Statement</li> <li>Fringe Benefits Tax</li> <li>Diesel Fuel Rebate</li> <li>PAYG</li> </ul>                                                              | <ul style="list-style-type: none"> <li>Meeting statutory and regulatory requirements</li> <li>Minimizing Council's tax liability</li> <li>Effective transactions, systems and processes</li> </ul>                                                                                                                                                                                      |
| <b>Payroll</b> <ul style="list-style-type: none"> <li>Superannuation</li> <li>Timesheet entry</li> <li>Position &amp; Establishment management</li> <li>Personnel records management</li> <li>Award and Enterprise Agreement interpretation and advice</li> </ul> | <ul style="list-style-type: none"> <li>Facilitate accurate employment entitlements</li> <li>Accurate tracking of employment entitlements</li> <li>Effective transactions, systems and processes</li> <li>Enterprise Agreement compliance</li> </ul>                                                                                                                                     |
| <b>Procurement</b> <ul style="list-style-type: none"> <li>Corporate Purchasing cards</li> <li>Councillor Payments</li> <li>Payments to suppliers</li> <li>Petty Cash</li> <li>Monitoring and reporting on procurement activities</li> </ul>                       | <ul style="list-style-type: none"> <li>Minimising cost and risk to Council</li> <li>Protecting Council's reputation</li> <li>Effective transactions, systems and processes</li> </ul>                                                                                                                                                                                                   |
| <b>Budget/Strategic Resource Plan</b> <ul style="list-style-type: none"> <li>Development of annual budget</li> <li>Monitoring and adjustments of budget</li> <li>Management of business case development</li> </ul>                                               | <ul style="list-style-type: none"> <li>Information prepared to set rates, fees &amp; charges</li> <li>Information on Council's short, medium and long term income and expenditure</li> <li>Ensure Council's services and projects are adequately considered</li> <li>Provides accountability measures and indications</li> <li>Effective transactions, systems and processes</li> </ul> |
| <b>Internal Audit/Audit Committee</b> <ul style="list-style-type: none"> <li>Support the internal audit committee</li> <li>Participate in and undertake internal audits</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>Clear and accountable operations</li> <li>Effective transactions, systems and processes</li> </ul>                                                                                                                                                                                                                                               |
| <b>Assets</b> <ul style="list-style-type: none"> <li>Data management</li> </ul>                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Inventory control</li> <li>Meeting statutory and regulatory reporting</li> <li>Assets appropriate to service delivery and cost effectiveness</li> <li>Maximizing return on Council's asset ownership and disposal</li> <li>Effective transactions, systems and processes</li> </ul>                                                              |
| <b>Accounting</b>                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Effective transactions, systems and processes</li> </ul>                                                                                                                                                                                                                                                                                         |

## Colac Otway Shire Budget 2014-2015

**3.3.4 REVENUE and PROPERTY SERVICES****Statement of Purpose**

To generate revenue for Council via rates, levies and charges. To responsibly and effectively manage Council's property portfolio. To manage information on all property within the Shire.

**Budget**

|                             | Budget              | Budget              |
|-----------------------------|---------------------|---------------------|
|                             | 2013/14             | 2014/15             |
| <b>Income</b>               |                     |                     |
| Finance revenue             | (75,000)            | (75,000)            |
| Operating grants - state    | (420,000)           | (420,000)           |
| Other revenue               | (19,950)            | (20,450)            |
| Rates and charges           | (21,987,632)        | (23,532,947)        |
| Reimbursements              | (40,000)            | (50,000)            |
| Statutory fees and charges  | (16,900)            | (17,000)            |
| User fees and charges       | (1,600)             | (1,600)             |
| <b>Total Income</b>         | <b>(22,561,082)</b> | <b>(24,116,997)</b> |
| <b>Expense</b>              |                     |                     |
| Contracts                   | 245,118             | 261,939             |
| Employee benefits           | 240,092             | 248,839             |
| Materials and services      | 80,300              | 63,950              |
| Other expenses              | 3,000               | 3,000               |
| <b>Total Expense</b>        | <b>568,510</b>      | <b>577,728</b>      |
| <b>Net Operating Result</b> | <b>(21,992,572)</b> | <b>(23,539,269)</b> |

**Activities**

| Current Activities                               | Outcomes/Key Outputs                                                                                                                                                     |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Maintain property database</b>                | <ul style="list-style-type: none"> <li>Accurate property data</li> <li>Accurate rates and charges levied</li> <li>Valid information provided to enquiries</li> </ul>     |
| <b>Striking of rates and charges</b>             | <ul style="list-style-type: none"> <li>Funds raised to deliver Council's annual budget</li> <li>Legal obligations are met</li> </ul>                                     |
| <b>Collection of rates and non-rates revenue</b> | <ul style="list-style-type: none"> <li>Funds available to deliver Council's services</li> <li>Financially viable Council</li> <li>Minimal outstanding debtors</li> </ul> |
| <b>Property valuation process</b>                | <ul style="list-style-type: none"> <li>Valid property valuation database</li> <li>Legal obligations are met</li> </ul>                                                   |
| <b>Processing information privacy requests</b>   | <ul style="list-style-type: none"> <li>Legal obligations met</li> <li>Provision of appropriate information</li> <li>Safeguarding of people's privacy</li> </ul>          |



## Colac Otway Shire Budget 2014-2015

|                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Naming of roads and geographic features and allocation of rural road numbers</b> | <ul style="list-style-type: none"> <li>Roads named to facilitate location of properties</li> </ul>                                                                                                                                                                                                                                                                                                |
| <b>Managing Council's lease portfolio</b>                                           | <ul style="list-style-type: none"> <li>Appropriate maintenance of Council's properties</li> <li>Appropriate management of Council's leases, licenses and agreements</li> <li>Equitable access for lease and license opportunities are provided as appropriate</li> <li>To ensure appropriate fees and levies are paid</li> <li>Council's legal and risk management obligations are met</li> </ul> |

**3.3.5 CEMETERIES****Statement of Purpose**

The Colac Otway Shire administers three small cemeteries at Whoorel (Birregurra), Warncoort and Beeac (Ondit and South Cundare). Council provides the day to day administrative support for these Trusts, as well as cemetery maintenance services.

**Budget**

|                             | <b>Budget</b>  | <b>Budget</b>  |
|-----------------------------|----------------|----------------|
|                             | <b>2013/14</b> | <b>2014/15</b> |
| <b>Income</b>               |                |                |
| User fees and charges       | (2,550)        | 0              |
| <b>Total Income</b>         | <b>(2,550)</b> | <b>0</b>       |
| <b>Expense</b>              |                |                |
| Employee benefits           | 8128           | 0              |
| Internal                    | 5000           | 0              |
| Materials and services      | 400            | 0              |
| <b>Total Expense</b>        | <b>13,528</b>  | <b>0</b>       |
| <b>Net Operating Result</b> | <b>10,978</b>  | <b>0</b>       |

**Activities**

| <b>Current Activities</b>                                                                                                                                                                                     | <b>Outcomes/Key Outputs</b>                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Administration of three cemeteries:</b> <ul style="list-style-type: none"> <li>Whoorel</li> <li>Warncoort</li> <li>Beeac</li> </ul> <b>Three separate trusts established where Council is the Trustees</b> | <ul style="list-style-type: none"> <li>Satisfactory allocation of burial plots/rights of interment</li> <li>Burial register accurately maintained</li> <li>Organisation/administration of internments attended to effectively<br/>(note interment arrangements are currently organized through the funeral directors)</li> <li>Processing of requests for information within 7 days</li> </ul> |
| <b>Cemetery maintenance</b>                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Satisfactory maintenance of the cemetery grounds</li> </ul>                                                                                                                                                                                                                                                                                             |

## Colac Otway Shire Budget 2014-2015

## 3.3.6 VICROADS

## Statement of Purpose

Provide an accessible frontline service for Vic Roads to Apollo Bay and surrounding communities.

## Budget

|                             | Budget          | Budget          |
|-----------------------------|-----------------|-----------------|
|                             | 2013/14         | 2014/15         |
| <b>Income</b>               |                 |                 |
| User fees and charges       | (23,500)        | (26,000)        |
| <b>Total Income</b>         | <b>(23,500)</b> | <b>(26,000)</b> |
| <b>Expense</b>              |                 |                 |
| Reimbursements              | 21,075          | 25,000          |
| <b>Total Expense</b>        | <b>21,075</b>   | <b>25,000</b>   |
| <b>Net Operating Result</b> | <b>(2,425)</b>  | <b>(1,000)</b>  |

## Activities

| Current Activities                                                           | Outcomes/Key Outputs                                                                                                                             |
|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>License renewals</b>                                                      | <ul style="list-style-type: none"> <li>Easy and accessible services provided to the communities of Apollo Bay and other coastal areas</li> </ul> |
| <ul style="list-style-type: none"> <li>Boats, cars &amp; shooting</li> </ul> |                                                                                                                                                  |
| <b>Vehicle Transfer forms</b>                                                | <ul style="list-style-type: none"> <li>Easy and accessible services provided to the communities of Apollo Bay and other coastal areas</li> </ul> |
| <b>Unregistered vehicle permits</b>                                          | <ul style="list-style-type: none"> <li>Easy and accessible services provided to the communities of Apollo Bay and other coastal areas</li> </ul> |

## Colac Otway Shire Budget 2014-2015

**3.3.7 CUSTOMER and SUPPORT SERVICES****Statement of Purpose**

The Corporate Customer Service area coordinates and provides the first point of contact between the public and the council through the service centers (Customer Assist) located at Rae Street and Gellibrand Street in Colac and Nelson Street in Apollo Bay.

The area is also responsible for the overall corporate or organisational provision of customer service to the wider community and monitors and assists all areas of Council in the provision of the corporate responsibility.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| <b>Income</b>               |                |                |
| User fees and charges       | (1,000)        | (1,000)        |
| <b>Total Income</b>         | <b>(1,000)</b> | <b>(1,000)</b> |
| <b>Expense</b>              |                |                |
| Contracts                   | 10,000         | 11,000         |
| Employee benefits           | 446,826        | 437,293        |
| Materials and services      | 22,100         | 22,500         |
| Other expenses              | 400            | 0              |
| <b>Total Expense</b>        | <b>479,326</b> | <b>470,793</b> |
| <b>Net Operating Result</b> | <b>478,326</b> | <b>469,793</b> |

**Activities**

| Current Activities                                       | Outcomes/Key Outputs                                                                                                                                                                                                                                              |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>First Point of Colac Otway Shire Customer Contact</b> | <ul style="list-style-type: none"> <li>Customer requests satisfied at first point of contact in 70% of cases</li> <li>Customer gets to the right person for assistance or advice</li> <li>Council portrayed as a professional and helpful organisation</li> </ul> |
| <b>Receipting/Banking/Balancing</b>                      | <ul style="list-style-type: none"> <li>All monies received, accounted for and recorded in the correct accounts (includes downloads from BPAY etc.)</li> <li>Information loaded into Authority (accounts system)</li> </ul>                                        |
| <b>Customer Request Management (MERIT)</b>               | <ul style="list-style-type: none"> <li>Providing an accountable and accurate tracking system for task allocation</li> </ul>                                                                                                                                       |
| <b>Name and Address Register (NAR) Management</b>        | <ul style="list-style-type: none"> <li>Accurate, up-to-date name and address register</li> <li>Accurate information available to disseminate to community</li> </ul>                                                                                              |
| <b>Corporate Customer Service Communications</b>         | <ul style="list-style-type: none"> <li>A well informed organisation re community feedback through customer assist</li> <li>Customer service standards in various departments monitored and constantly improved</li> </ul>                                         |

## Colac Otway Shire Budget 2014-2015

|                                         |                                                 |
|-----------------------------------------|-------------------------------------------------|
| Administration of telephony services    | • Effective internal and external communication |
| Administrative support for organisation | • Resource gaps in administration are covered   |

**3.3.8 HEALTH and COMMUNITY SERVICES MANAGEMENT****Statement of Purpose**

To provide an appropriate suite of health and wellbeing services to our community.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| Expense                     |                |                |
| Contracts                   | 45,700         | 38,000         |
| Employee benefits           | 182,190        | 171,676        |
| Internal                    | 7,940          | 7,940          |
| Materials and services      | 7,300          | 7,600          |
| Other expenses              | 500            | 300            |
| <b>Total Expense</b>        | <b>243,630</b> | <b>225,516</b> |
| <b>Net Operating Result</b> | <b>243,630</b> | <b>225,516</b> |

**Activities**

| Current Activities                                                  | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Develop strategic directions for health and wellbeing</b>        | <ul style="list-style-type: none"> <li>• Provide clear guidance and direction for organisation, government and community</li> <li>• Maximise Council's funding opportunities</li> <li>• Partnership and alliances across health and wellbeing services provided by Council</li> </ul>                      |
| <b>Promote and advocate for health and community service issues</b> | <ul style="list-style-type: none"> <li>• Partnerships and alliances across health and wellbeing issues</li> <li>• Workforce development</li> <li>• Access to funding opportunities</li> <li>• Initiate actions by State and Federal Government to support community health and wellbeing issues</li> </ul> |

## Colac Otway Shire Budget 2014-2015

**3.3.9 OLDER PERSON and ABILITY SUPPORT SERVICES****Statement of Purpose**

To maintain older persons and persons with a disability to live independently in their own homes and to stay connected to their community.

**Budget**

|                             | Budget             | Budget             |
|-----------------------------|--------------------|--------------------|
|                             | 2013/14            | 2014/15            |
| <b>Income</b>               |                    |                    |
| Operating grants - federal  | (173,354)          | (360,000)          |
| Operating grants - state    | (1,143,193)        | (1,128,850)        |
| User fees and charges       | (774,362)          | (849,821)          |
| <b>Total Income</b>         | <b>(2,090,909)</b> | <b>(2,338,671)</b> |
| <b>Expense</b>              |                    |                    |
| Contracts                   | 73,600             | 69,350             |
| Employee benefits           | 1,729,412          | 1,882,126          |
| Internal                    | 73,700             | 73,700             |
| Materials and services      | 213,055            | 258,450            |
| Other expenses              | 37,700             | 35,500             |
| <b>Total Expense</b>        | <b>2,127,467</b>   | <b>2,319,126</b>   |
| <b>Net Operating Result</b> | <b>36,558</b>      | <b>(19,545)</b>    |

**Activities**

| Current Activities                                                                                                                                                                                                                                                                                   | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Home Care for the aged and differently abled persons:</b> <ul style="list-style-type: none"> <li>Assessment</li> <li>Care management &amp; coordination</li> <li>General homecare</li> <li>Personal care</li> <li>Respite care</li> <li>Meals on wheels</li> <li>Property maintenance.</li> </ul> | <ul style="list-style-type: none"> <li>Programs tailored to individual needs</li> <li>Referral to more appropriate agencies</li> <li>Eligibility to access services provided</li> <li>Coordinated access to allied services and service purchasers, e.g. St Laurence</li> <li>Provision of services to enable individuals to maintain an independent and dignified standard of living</li> <li>Maximise capacity of individuals to remain in their own homes</li> <li>Provision of individually tailored meals in-home and centre based</li> <li>Security/safe guards for persons living independently</li> </ul> |
| <b>Community Activities:</b> <ul style="list-style-type: none"> <li>Respite care</li> <li>Social inclusion</li> </ul>                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Respite for carers</li> <li>Older people living longer, living better</li> <li>Social connectedness</li> <li>Maximise capacity of individuals to remain in their own homes</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                      |

## Colac Otway Shire Budget 2014-2015

**Community Transport:**

- Access to medical appointments
- Access to social activities

- Provision of services that maintain an individual's independence and dignity
- Maximise capacity of individuals to remain in their own homes
- Living longer, living better
- Social connectedness
- Access to allied health services

**3.3.10 FAMILY, CHILDREN and KINDERGARTEN SERVICES****Statement of Purpose**

To ensure optimum childhood development and family environment.

**Budget**

|                             | Budget           | Budget           |
|-----------------------------|------------------|------------------|
|                             | 2013/14          | 2014/15          |
| <b>Income</b>               |                  |                  |
| Operating grants - federal  | (257,500)        | (253,000)        |
| Reimbursements              | 0                | (600)            |
| User fees and charges       | (30,000)         | (23,500)         |
| <b>Total Income</b>         | <b>(287,500)</b> | <b>(277,100)</b> |
| <b>Expense</b>              |                  |                  |
| Contracts                   | 200,000          | 200,100          |
| Employee benefits           | 168,684          | 157,889          |
| Internal                    | 7,940            | 7,940            |
| Materials and services      | 8,000            | 9,550            |
| Other expenses              | 25,600           | 25,500           |
| <b>Total Expense</b>        | <b>410,224</b>   | <b>400,979</b>   |
| <b>Net Operating Result</b> | <b>122,724</b>   | <b>123,879</b>   |

**Activities**

| Current Activities                                    | Outcomes/Key Outputs                                                                                                                                                                        |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Provision of childcare</b>                         | <ul style="list-style-type: none"> <li>• Healthy, safe, nurturing and learning environment for children aged 0-12</li> <li>• Parents/carers able to pursue careers and education</li> </ul> |
| <b>Monitor and support Family Dare Care Educators</b> | <ul style="list-style-type: none"> <li>• Competent and well-resourced educators in an accredited service</li> </ul>                                                                         |
| <b>Strategic planning for the Early Years sector</b>  | <ul style="list-style-type: none"> <li>• Optimize Early Years' service today and in the future</li> </ul>                                                                                   |
| <b>Liaise with kindergartens</b>                      | <ul style="list-style-type: none"> <li>• Efficient and effective delivery of kindergarten services and facilities</li> </ul>                                                                |

## Colac Otway Shire Budget 2014-2015

**3.3.11 MATERNAL and CHILD HEALTH****Statement of Purpose**

The Maternal and Child Health Service is a free, universal primary health service for all Victorian families with children from birth to school age.

The service is provided in partnership with the Municipal Association of Victoria, local government and Department of Education and Early Childhood Development, and aims to promote healthy outcomes for children and their families.

**Budget**

|                             | Budget<br>2013/14 | Budget<br>2014/15 |
|-----------------------------|-------------------|-------------------|
| <b>Income</b>               |                   |                   |
| Operating grants - state    | (287,500)         | (214,000)         |
| <b>Total Income</b>         | <b>(287,500)</b>  | <b>(214,000)</b>  |
| <b>Expense</b>              |                   |                   |
| Contracts                   | 5,060             | 9,850             |
| Employee benefits           | 329,774           | 320,263           |
| Internal                    | 16,440            | 16,440            |
| Materials and services      | 27,650            | 16,400            |
| Other expenses              | 6,800             | 5,800             |
| <b>Total Expense</b>        | <b>385,724</b>    | <b>368,753</b>    |
| <b>Net Operating Result</b> | <b>98,224</b>     | <b>154,753</b>    |

**Activities**

| Current Activities                                                                                                 | Outcomes/Key Outputs                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Universal Service (Key Ages &amp; Stages Framework)</b>                                                         | <ul style="list-style-type: none"> <li>10 key ages and stages visits (as per DEECD requirements)</li> </ul>                                                                           |
| <b>Enhanced Service</b>                                                                                            | <ul style="list-style-type: none"> <li>Support vulnerable families in early years health and developmental care</li> </ul>                                                            |
| <b>Additional visits (as required either nurse activated or client driven)</b>                                     | <ul style="list-style-type: none"> <li>Particular health issues addressed beyond that provided through universal and enhanced services</li> </ul>                                     |
| <b>Educational Groups</b> <ul style="list-style-type: none"> <li>First time mums</li> <li>New Bubs club</li> </ul> | <ul style="list-style-type: none"> <li>Social networking for new parents</li> <li>Reducing sense of isolation in parents</li> <li>Improved care and development of infants</li> </ul> |
| <b>Immunisation services</b>                                                                                       | <ul style="list-style-type: none"> <li>Infants and children immune to significant communicable diseases</li> <li>Improved health and wellbeing of infants and children</li> </ul>     |

## Colac Otway Shire Budget 2014-2015

**3.3.12 PUBLIC HEALTH, SEPTIC TANKS and IMMUNISATION****Statement of Purpose**

- Public Health – To protect, improve and promote public health and wellbeing within Colac Otway as required by legislation.
- Septic Tanks – Where appropriate, approve plans and specifications for domestic wastewater systems and issue permits 'To Install' and, subsequently, 'To Use' subject to modifications and conditions.
- Immunisation – Coordinate and provide immunisation services to children living or being educated within Colac Otway and adults as negotiated.

**Budget**

|                             | Budget           | Budget           |
|-----------------------------|------------------|------------------|
|                             | 2013/14          | 2014/15          |
| <b>Income</b>               |                  |                  |
| Operating grants - federal  | (2,500)          | (2,500)          |
| Operating grants - state    | (17,200)         | (17,200)         |
| Statutory fees and charges  | (122,300)        | (111,000)        |
| User fees and charges       | (2,000)          | (2,000)          |
| <b>Total Income</b>         | <b>(144,000)</b> | <b>(132,700)</b> |
| <b>Expense</b>              |                  |                  |
| Contracts                   | 60,750           | 11,000           |
| Employee benefits           | 218,247          | 268,656          |
| Internal                    | 7,940            | 7,940            |
| Materials and services      | 22,800           | 23,100           |
| Other expenses              | 450              | 500              |
| <b>Total Expense</b>        | <b>310,187</b>   | <b>311,196</b>   |
| <b>Net Operating Result</b> | <b>166,187</b>   | <b>178,496</b>   |

**Activities**

| Current Activities                                                                                                                                                                                                                                                                                                                                                                         | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Public Health:</b> <ul style="list-style-type: none"> <li>• Registration of premises (food, accommodation, caravan parks and hair and beauty)</li> <li>• Inspection of premises</li> <li>• Processing of complaints and nuisances</li> <li>• Investigation &amp; enforcement against breaches of Acts and legislation</li> <li>• Auditing &amp; reporting (food &amp; water)</li> </ul> | <ul style="list-style-type: none"> <li>• Legal and hygienic design and operation of food premises</li> <li>• Knowledge of location of premises</li> <li>• Protection of public and tenant health and wellbeing across the municipality</li> <li>• Public and human health protected to meet Council's legal obligations and to mitigate exposure to risk</li> <li>• Statutory obligations are met – legal challenges minimised</li> </ul> |
| <b>Public Health Education</b>                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Community awareness and adoption of appropriate practices are enhanced leading to higher compliance rates</li> </ul>                                                                                                                                                                                                                                                                             |



## Colac Otway Shire Budget 2014-2015

|                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reviewing event applications and attending events</b>                                                                                                                | <ul style="list-style-type: none"> <li>Community awareness and adoption of appropriate practices are enhanced leading to higher compliance rates</li> </ul>                                                                                                                                                |
| <b>Septic Tanks:</b> <ul style="list-style-type: none"> <li>Permits and inspections for septic systems</li> <li>Investigations</li> <li>Audits and reporting</li> </ul> | <ul style="list-style-type: none"> <li>Protected public health, water catchments and the environment</li> <li>Ensuring installed systems are properly maintained</li> <li>Non-compliance monitored and addressed</li> </ul>                                                                                |
| <b>Delivery of immunisation programs</b>                                                                                                                                | <ul style="list-style-type: none"> <li>Prevention of the outbreak of vaccine preventable diseases and epidemics</li> <li>Protection of infants and children against childhood diseases</li> <li>Provision of an immunisation service that is available to all members of the community (equity)</li> </ul> |
| <b>Reporting – Australian Childhood Immunisation Register (ACIR)</b>                                                                                                    | <ul style="list-style-type: none"> <li>Fulfilling statutory obligations</li> <li>Contributing to a statewide understanding of immunisation levels and their success</li> <li>Measuring the effectiveness of the immunisation program</li> </ul>                                                            |

## Colac Otway Shire Budget 2014-2015

**3.3.13 RURAL ACCESS****Statement of Purpose**

To increase the participation and inclusion of people with a disability in community life.

**Budget**

|                             | Budget          | Budget          |
|-----------------------------|-----------------|-----------------|
|                             | 2013/14         | 2014/15         |
| <b>Income</b>               |                 |                 |
| Operating grants - state    | (71,060)        | (73,133)        |
| <b>Total Income</b>         | <b>(71,060)</b> | <b>(73,133)</b> |
| <b>Expense</b>              |                 |                 |
| Employee benefits           | 48,512          | 41,873          |
| Internal                    | 16,440          | 16,440          |
| Materials and services      | 3,950           | 6,070           |
| Other expenses              | 2,158           | 9,000           |
| <b>Total Expense</b>        | <b>71,060</b>   | <b>73,383</b>   |
| <b>Net Operating Result</b> | <b>0</b>        | <b>250</b>      |

**Activities**

| Current Activities                                                                                   | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Working with Council staff around access and inclusion issues</b>                                 | <ul style="list-style-type: none"> <li>Increased universal access across services and facilities</li> <li>Increasing authentic inclusion for people with disabilities in terms of access, equity and inclusion</li> <li>Compliance with legislation</li> </ul>                                                                                        |
| <b>Working with business and community groups around access and inclusion issues</b>                 | <ul style="list-style-type: none"> <li>Increased universal access across services and facilities</li> <li>Increasing authentic inclusion for people with disabilities in terms of access, equity and inclusion</li> <li>Compliance with legislation</li> <li>Consistent approach across community in terms of access, equity and inclusion</li> </ul> |
| <b>Support for locals with disabilities to participate in community and leadership opportunities</b> | <ul style="list-style-type: none"> <li>Unfettered and independent participation in the community</li> </ul>                                                                                                                                                                                                                                           |
| <b>Prepare reports for funding providers</b>                                                         | <ul style="list-style-type: none"> <li>Funding criteria met</li> </ul>                                                                                                                                                                                                                                                                                |

## Colac Otway Shire Budget 2014-2015

**3.3.14 INFORMATION TECHNOLOGY****Statement of Purpose**

To provide Information Communications and Technology support and services to internal and external customers.

**Budget**

|                             | Budget           | Budget           |
|-----------------------------|------------------|------------------|
|                             | 2013/14          | 2014/15          |
| <b>Income</b>               |                  |                  |
| User fees and charges       | (3,000)          | (3,000)          |
| <b>Total Income</b>         | <b>(3,000)</b>   | <b>(3,000)</b>   |
| <b>Expense</b>              |                  |                  |
| Contracts                   | 519,250          | 527,250          |
| Employee benefits           | 459,099          | 535,410          |
| Internal                    | 6,940            | 6,940            |
| Materials and services      | 198,750          | 240,750          |
| <b>Total Expense</b>        | <b>1,184,039</b> | <b>1,310,350</b> |
| <b>Net Operating Result</b> | <b>1,181,039</b> | <b>1,307,350</b> |

**Activities**

| Current Activities                               | Outcomes/Key Outputs                                                                                                                                                                                                                                                                |
|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Customer Service and Support</b>              | <ul style="list-style-type: none"> <li>Staff supported through effective information technology (IT) services</li> </ul>                                                                                                                                                            |
| <b>Network Architecture, Systems and Support</b> | <ul style="list-style-type: none"> <li>Staff supported through effective IT services</li> <li>Reliable and quality IT systems that are fit for purpose</li> </ul>                                                                                                                   |
| <b>Software Administration and Management</b>    | <ul style="list-style-type: none"> <li>Staff supported through effective IT services</li> <li>Appropriate programs available to enhance staff services</li> <li>Providing spatial data to internal and external stakeholders for strategic and operational functionality</li> </ul> |
| <b>Client Equipment Management and Support</b>   | <ul style="list-style-type: none"> <li>Provision of computer equipment to support contemporary service delivery</li> <li>Effective mobile capacity</li> <li>Provision of appropriate fixed and mobile telephone capability</li> </ul>                                               |

## Colac Otway Shire Budget 2014-2015

**3.3.15 INFORMATION MANAGEMENT****Statement of Purpose**

Information Management Services are responsible for managing, in accordance with the applicable legislation and guidelines, Council information, both electronic and hardcopy.

**Budget**

|                                | Budget         | Budget         |
|--------------------------------|----------------|----------------|
|                                | 2013/14        | 2014/15        |
| <b>Income</b>                  |                |                |
| Contributions - cash operating | (2,000)        | 0              |
| <b>Total Income</b>            | <b>(2,000)</b> | <b>0</b>       |
| <b>Expense</b>                 |                |                |
| Contracts                      | 13,500         | 25,272         |
| Employee benefits              | 297,864        | 202,462        |
| Materials and services         | 10,500         | 12,000         |
| Other expenses                 | 500            | 500            |
| <b>Total Expense</b>           | <b>322,364</b> | <b>240,234</b> |
| <b>Net Operating Result</b>    | <b>320,364</b> | <b>240,234</b> |

**Activities**

| Current Activities                                                                                                                                                                                                                                                                                                                              | Outcomes/Outputs                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Archive – hard and soft documents</b><br><br><b>Legal document disposal</b>                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Compliance with relevant legislation, standards and guidelines and the regular and comprehensive audit of information management practices to assess compliance</li> </ul>                                                                                                                                                                              |
| <b>Records Management:</b> <ul style="list-style-type: none"> <li>Facilitate the capturing of data across the organisation</li> <li>Storage and preservation of data</li> <li>Provide the capability to deliver information and enable provision of a response</li> <li>Ensure security of documents</li> <li>Efficiency of delivery</li> </ul> | <ul style="list-style-type: none"> <li>The capture and retention of records that accurately reflect the activities and administrative decisions made by Council</li> <li>The preservation of information to ensure the technical and intellectual survival of authentic records through time</li> <li>The administration and maintenance of Council's Information Management System</li> </ul> |
| <ul style="list-style-type: none"> <li>Courier service to Council offices in Colac</li> <li>Strategy, Policy and procedural creation and maintenance</li> <li>Customer service and support</li> <li>Organisational training relating to Information</li> <li>Management responsibilities and expectations</li> </ul>                            | <ul style="list-style-type: none"> <li>The enhancement of existing practices in information management, archives and sentencing to support best practice and ensure the delivery of quality service and strategic information management solutions throughout Council</li> <li>Provision of information to Council staff in accordance with operational KPI's</li> </ul>                       |
| <b>Management of Council stationery requirements</b>                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Stationery supplies available for staff use</li> </ul>                                                                                                                                                                                                                                                                                                  |

## Colac Otway Shire Budget 2014-2015

## Processing incoming correspondence:

- Hardcopy Mail
- Counter deliveries
- E-mail
- Fax

- Same day processing of Customer Request Management and Trim Actions
- Responsible officers enabled to review Customer Requests within one day of arrival
- 121,000 items of both inwards and outwards correspondence processed annually

## 3.3.16 ORGANISATIONAL SUPPORT and DEVELOPMENT

## Statement of Purpose

Support, develop and promote a culture of high performance, productivity and accountability.

## Budget

|                        | Budget  | Budget  |
|------------------------|---------|---------|
|                        | 2013/14 | 2014/15 |
| Expense                |         |         |
| Contracts              | 37,000  | 41,500  |
| Employee benefits      | 284,078 | 291,648 |
| Materials and services | 45,100  | 35,150  |
| Total Expense          | 366,178 | 368,298 |
| Net Operating Result   | 366,178 | 368,298 |

## Activities

| Current Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corporate and Business Planning:</b> <ul style="list-style-type: none"> <li>• Develop Council Plan</li> <li>• Develop annual Operational Plan</li> <li>• Quarterly performance reporting               <ul style="list-style-type: none"> <li>○ Audit and edit report content</li> </ul> </li> <li>• Support the development of business unit plans</li> <li>• Interplan:               <ul style="list-style-type: none"> <li>○ Structure to Council Plan</li> <li>○ Interplan maintenance</li> <li>○ KPI setting</li> <li>○ Train Sharyn</li> <li>○ Instruction, advice and support</li> </ul> </li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Continuous Improvement:</b> <ul style="list-style-type: none"> <li>• Develop Corporate Alignment and Engagement Survey (AES) Plan</li> <li>• Facilitate development of Business Unit AES Action Plan</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Legislative compliance</li> <li>• Establish strategic direction</li> <li>• Establish operational objectives</li> <li>• Delivery of business objectives</li> <li>• Quality reports to Council and the general community</li> <li>• Mitigate risk of sole technical expert</li> <li>• Planned response to addressing AES issues</li> <li>• Improved alignment and engagement of staff</li> </ul> |

## Colac Otway Shire Budget 2014-2015

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reporting:</b> <ul style="list-style-type: none"> <li>• <b>Annual Report:</b> <ul style="list-style-type: none"> <li>○ Input from all business units obtained</li> <li>○ Collate and edit information</li> <li>○ Report to Minister by 30 September</li> <li>○ Adopted by Council in October</li> <li>○ Designed and printed version completed</li> </ul> </li> <li>• Operational Plan Quarterly Report</li> <li>• Monitoring AES Quarterly Reporting</li> <li>• Management of electronic corporate business planning and reporting system (Interplan)</li> <li>• Local Government Performance Reporting Framework (initiating)</li> <li>• Organisational Support and Development monthly reports to Executive</li> </ul> |  | <ul style="list-style-type: none"> <li>• Legislative compliance</li> <li>• Transparency and accountability to internal and external parties</li> <li>• Record of progress</li> </ul>                                                                           |
| <b>Policy Development and Review:</b> <ul style="list-style-type: none"> <li>• Review and update existing policies and guidelines.</li> <li>• Identify policy gaps and opportunities for innovation.</li> <li>• Develop new policies/guidelines</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  | <ul style="list-style-type: none"> <li>• Compliance</li> <li>• Mitigates risk</li> <li>• Instruction/advice and guidance</li> </ul>                                                                                                                            |
| <b>ODS Professional Advice and Support</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  | <ul style="list-style-type: none"> <li>• Sound strategic decision-making</li> <li>• Facilitates business planning and reporting</li> <li>• Provides guidance/solutions</li> <li>• Resolves problems/issues</li> <li>• Facilitates skill development</li> </ul> |
| <b>ID Cards:</b> <ul style="list-style-type: none"> <li>• Take photos of new staff and contractors.</li> <li>• Print, activate and issue ID access cards and appropriate colour coded lanyard</li> <li>• Print and issue other non-access ID cards (e.g. visitor, volunteer)</li> <li>• Maintain ID card register</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |  | <ul style="list-style-type: none"> <li>• Security of staff and premises.</li> <li>• Aids staff identification (internally and externally)</li> <li>• Unified corporate image</li> </ul>                                                                        |

## Colac Otway Shire Budget 2014-2015

**3.3.17 HUMAN RESOURCES and RECRUITMENT****Statement of Purpose**

To recruit, develop and retain high performing productive staff.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| <b>Income</b>               |                |                |
| Reimbursements              | (2,000)        | 0              |
| <b>Total Income</b>         | <b>(2,000)</b> | <b>0</b>       |
| <b>Expense</b>              |                |                |
| Contracts                   | 23,782         | 40,447         |
| Employee benefits           | 156,447        | 149,208        |
| Materials and services      | 166,218        | 158,092        |
| Other expenses              | 9,500          | 10,346         |
| <b>Total Expense</b>        | <b>355,947</b> | <b>358,093</b> |
| <b>Net Operating Result</b> | <b>353,947</b> | <b>358,093</b> |

**Activities**

| Current Activities                 | Outcomes                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recruitment &amp; Selection</b> | <ul style="list-style-type: none"> <li>The right person, appointed to the right job with the right organisational fit</li> <li>Maintenance of the organisation chart</li> <li>Good governance – transparent and accountable processes</li> </ul>                                                                                                                        |
| <b>Employee Relations</b>          | <ul style="list-style-type: none"> <li>Performance and conduct issues effectively addressed</li> <li>Grievance processes conducted in accordance with natural justice</li> <li>Minimise the risk of complaints being taken to external bodies</li> <li>Mitigate the risk of litigation</li> <li>Contributes to a high performing, values driven organization</li> </ul> |
| <b>Performance Review</b>          | <ul style="list-style-type: none"> <li>All staff have performance objectives set, reviewed and rated</li> <li>All staff understand how their individual performance contributes to organisational success</li> <li>The performance review process underpins a high performance organisation</li> <li>Identifies development needs</li> </ul>                            |

## Colac Otway Shire Budget 2014-2015

|                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Industrial Relations:</b> <ul style="list-style-type: none"> <li>• Advice and interpretation of the Enterprise Agreement</li> <li>• Update on the industrial relations landscape</li> <li>• Staff Consultative Committee</li> </ul>                          | <ul style="list-style-type: none"> <li>• Current Enterprise Agreement</li> <li>• Enterprise Agreement compliance</li> <li>• Awareness of current industrial relations issues and trends</li> <li>• Industrial Relations advice and support</li> </ul>                                                                      |
| <b>Health and Wellbeing:</b> <ul style="list-style-type: none"> <li>• Develop Calendar of Events</li> <li>• Manage the Employee Assistance Program</li> <li>• Managing ad hoc activities e.g. Yoga and the Community Care Worker flexibility program</li> </ul> | <ul style="list-style-type: none"> <li>• A healthier workforce</li> <li>• Increased camaraderie</li> <li>• Increased staff engagement</li> <li>• Staff felt personally valued</li> <li>• Staff and their families have ready access to confidential counseling services</li> </ul>                                         |
| <b>HR Professional Advice and Support</b>                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Policy Advice</li> <li>• Resolves problems/issues</li> <li>• Informed and values driven people related decision making</li> <li>• Provides guidance and solutions</li> <li>• Facilitates staff skill development</li> <li>• Mitigates risks of breaches of legislation</li> </ul> |



## Colac Otway Shire Budget 2014-2015

**3.3.18 RISK MANAGEMENT and WORK COVER****Statement of Purpose**

To keep staff safe and to minimise council's risk exposure.

**Budget**

|                             | Budget<br>2013/14 | Budget<br>2014/15 |
|-----------------------------|-------------------|-------------------|
| <b>Income</b>               |                   |                   |
| Reimbursements              | (26,500)          | (46,000)          |
| User fees and charges       | (2,000)           | (2,000)           |
| <b>Total Income</b>         | <b>(28,500)</b>   | <b>(48,000)</b>   |
| <b>Expense</b>              |                   |                   |
| Contracts                   | 15,000            | 9,979             |
| Employee benefits           | 130,281           | 126,540           |
| Materials and services      | 428,250           | 451,280           |
| <b>Total Expense</b>        | <b>573,531</b>    | <b>587,799</b>    |
| <b>Net Operating Result</b> | <b>545,031</b>    | <b>539,799</b>    |

**Activities**

| Current Activities                                                                                                                                                                                                                                                                                                                                                               | Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Risk:</b> <ul style="list-style-type: none"> <li>• Maintaining the Risk Register</li> <li>• Risk performance monitoring &amp; reporting</li> <li>• Policy review and development</li> <li>• Professional advice and assistance to Council, the Executive, internal Business Units and staff</li> <li>• Business Continuity Planning</li> <li>• New staff induction</li> </ul> | <ul style="list-style-type: none"> <li>• Responding proactively to Council's risks</li> <li>• Keeping the organisation advised and responsive to risk matters</li> <li>• Council operations avoid risks</li> <li>• Risk assessments professionally recorded to guide risk free operations on the part of staff, contractor, Council and the public</li> <li>• To minimize Council's exposure to litigation increased costs and loss of reputation</li> <li>• To ensure Council is emergency ready and in a position to continue to operate with a minimum of disruption in the event of an emergency</li> </ul> |
| <b>Internal Health &amp; Safety:</b> <ul style="list-style-type: none"> <li>• Occupational Health &amp; Safety (systems &amp; process plus audit coordination)</li> <li>• Incident Investigation</li> <li>• WorkSafe Inspection coordination</li> <li>• Return to Work Coordination</li> </ul>                                                                                   | <ul style="list-style-type: none"> <li>• Low or zero workplace injuries</li> <li>• Compliance with OH&amp;S Act (legal protection)</li> <li>• Improved return to work rates and reduced workcover premiums</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                           |

## Colac Otway Shire Budget 2014-2015

**Insurance:**

- |                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Workers Compensation (insurance placement &amp; claims)</b></li> <li>• <b>Council's insurance program (placement of policies, coordination of claims &amp; coordination of audits)</b></li> </ul> | <ul style="list-style-type: none"> <li>• Minimize Council's exposure to workcover claims, litigation and reputational damage</li> <li>• Cover Council against contingent costs at the best value</li> <li>• Minimised compensation payments</li> </ul> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Internal Emergency Management:**

- |                                                                                                                |                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Internal emergency planning, training and processes</b></li> </ul> | <ul style="list-style-type: none"> <li>• Staff fully competent to respond to internal emergencies</li> <li>• Necessary equipment available</li> <li>• Best possible outcomes to internal emergencies or incidents</li> </ul> |
|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Colac Otway Shire Budget 2014-2015

**3.3.19 RECREATION****Statement of Purpose**

To provide broad recreational opportunities through the provision of facilities, programs and services. In addition, the creation and provision of quality of life opportunities through the facilitation, promotion, appreciation and active participation in arts and culture.

**Budget**

|                                | Budget          | Budget          |
|--------------------------------|-----------------|-----------------|
|                                | 2013/14         | 2014/15         |
| <b>Income</b>                  |                 |                 |
| Contributions - cash operating | (1,500)         | (1,500)         |
| Operating grants - state       | (23,300)        | (25,000)        |
| User fees and charges          | (4,500)         | (1,500)         |
| <b>Total Income</b>            | <b>(29,300)</b> | <b>(28,000)</b> |
| <b>Expense</b>                 |                 |                 |
| Contracts                      | 100,400         | 70,726          |
| Employee benefits              | 318,710         | 342,121         |
| Internal                       | 16,880          | 24,154          |
| Materials and services         | 58,219          | 60,800          |
| Other expenses                 | 258,329         | 261,800         |
| <b>Total Expense</b>           | <b>752,538</b>  | <b>759,601</b>  |
| <b>Net Operating Result</b>    | <b>723,238</b>  | <b>731,601</b>  |

**Activities**

| Current Activities                                                                                                                                                                                        | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Community Grants Programme</b>                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Improved facilities and community organisation run programs</li> <li>Stronger community interaction</li> <li>Encourage community capacity building</li> <li>Shared ownership of facilities (efficient use of resources)</li> <li>Empowerment of community groups.</li> </ul>                                                                                                                                                                                                |
| <b>Facility development and operation:</b> <ul style="list-style-type: none"> <li>Playgrounds</li> <li>Recreation reserves</li> <li>Trails</li> <li>Skate parks</li> <li>Tennis/netball courts</li> </ul> | <ul style="list-style-type: none"> <li>Improve health and wellbeing outcomes for the community through physical activity</li> <li>Decreased health problems</li> <li>Stronger community interaction</li> <li>Encourage community capacity building</li> <li>Shared ownership and management of facilities</li> <li>Broad range of accessible recreation opportunities (recreational opportunities spectrum)</li> <li>Settlement attraction/place making</li> <li>Contributes to individual development.</li> </ul> |

## Colac Otway Shire Budget 2014-2015

|                                               |                                                                                                                                                                                                                                                                            |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Club and organisation development</b>      | <ul style="list-style-type: none"> <li>• Stronger community interaction</li> <li>• Encourage community capacity building</li> <li>• Increased participation</li> <li>• Decrease in anti-social behavior</li> <li>• Community education on good social behavior.</li> </ul> |
| <b>Open space planning</b>                    | <ul style="list-style-type: none"> <li>• Healthy Parks, Healthy People</li> <li>• Improved physical and mental health and wellbeing outcomes</li> <li>• Quality network of open space</li> <li>• Settlement attraction/place making.</li> </ul>                            |
| <b>In-house Arts &amp; Culture Programmes</b> | <ul style="list-style-type: none"> <li>• Fostering participation in Arts &amp; Culture.</li> </ul>                                                                                                                                                                         |

## Colac Otway Shire Budget 2014-2015

**3.3.20 EVENTS & FReeZA****Statement of Purpose**

To provide leadership, support and facilitation to event organisers in the planning process to ensure the effective and safe delivery of community events.

**Budget**

|                             | Budget         | Budget          |
|-----------------------------|----------------|-----------------|
|                             | 2013/14        | 2014/15         |
| <b>Income</b>               |                |                 |
| Reimbursements              | (5,700)        | (31,000)        |
| <b>Total Income</b>         | <b>(5,700)</b> | <b>(31,000)</b> |
| <b>Expense</b>              |                |                 |
| Contracts                   | 14,900         | 16,900          |
| Employee benefits           | 98,885         | 14,310          |
| Materials and services      | 28,850         | 55,350          |
| Other expenses              | 76,000         | 76,000          |
| <b>Total Expense</b>        | <b>218,635</b> | <b>162,560</b>  |
| <b>Net Operating Result</b> | <b>212,935</b> | <b>131,560</b>  |

**Activities**

| Current Activities                                                       | Outcomes/Key Outputs                                                                                                                                                                                                           |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Coordination of Council Events including Australia Day activities</b> | <ul style="list-style-type: none"> <li>• Celebrating Community</li> <li>• Creating more active communities</li> <li>• Celebrating a sense of place</li> <li>• Civic pride</li> </ul>                                           |
| <b>Training opportunities for event organisers and Event Staff</b>       | <ul style="list-style-type: none"> <li>• Safe, Compliant, Successful events</li> </ul>                                                                                                                                         |
| <b>Promotion of Events</b>                                               | <ul style="list-style-type: none"> <li>• Creating awareness and appreciation of community events across the shire</li> <li>• Increased participation in events</li> <li>• Tourism and Economic benefits</li> </ul>             |
| <b>Event Approval Process</b>                                            | <ul style="list-style-type: none"> <li>• Safe and appropriate events</li> <li>• Increasing awareness of responsibility for event organisers</li> <li>• Streamlining the event process for easier event organization</li> </ul> |
| <b>Festival &amp; Events Support Scheme</b>                              | <ul style="list-style-type: none"> <li>• Assists events in start-up</li> <li>• Improves capacity</li> <li>• Promotion and recognition for Council</li> </ul>                                                                   |
| <b>Delivery of FReeZa</b>                                                | <ul style="list-style-type: none"> <li>• Youth engagement and participation in Recreation, Arts, Culture and Community life</li> <li>• Assisting young people with life skills</li> </ul>                                      |

## Colac Otway Shire Budget 2014-2015

**3.3.21 BLUEWATER FITNESS CENTRE****Statement of Purpose**

To provide a range of aquatic, fitness and recreation opportunities to contribute to the health and wellbeing of our community.

**Budget**

|                                | Budget           | Budget           |
|--------------------------------|------------------|------------------|
|                                | 2013/14          | 2014/15          |
| <b>Income</b>                  |                  |                  |
| Contributions - cash operating | 0                | (7,000)          |
| Operating grants - state       | 0                | (17,190)         |
| Other revenue                  | 0                | (23,000)         |
| Operating grants - state       | (17,355)         | 0                |
| User fees and charges          | (323,488)        | (515,273)        |
| <b>Total Income</b>            | <b>(340,843)</b> | <b>(562,463)</b> |
| <b>Expense</b>                 |                  |                  |
| Contracts                      | 19,256           | 74,300           |
| Employee benefits              | 731,269          | 729,410          |
| Internal                       | 0                | 1,453            |
| Materials and services         | 99,729           | 228,165          |
| Other expenses                 | 2,000            | 2,550            |
| <b>Total Expense</b>           | <b>852,254</b>   | <b>1,035,878</b> |
| <b>Net Operating Result</b>    | <b>511,411</b>   | <b>473,415</b>   |

**Activities**

| Current Activities | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Dry Program</b> | <ul style="list-style-type: none"> <li>Improved community health and wellbeing</li> <li>Deferred health costs to other levels of government reduced</li> <li>Social connectedness and community wellbeing</li> <li>Contribution to individual development</li> <li>Increased economic productivity</li> <li>Settlement attraction and place making</li> <li>Diversity of accessible recreation opportunities</li> <li>Civic pride</li> <li>Rehabilitation connected to health and wellbeing</li> </ul> |
| <b>Stadium</b>     | <ul style="list-style-type: none"> <li>Improved health and wellbeing</li> <li>Deferred health costs to other levels of government reduced</li> <li>Social connectedness and wellbeing</li> <li>Contribution to individual development</li> <li>Increased economic productivity</li> <li>Settlement attraction and place making</li> <li>Diversity of accessible recreation opportunities</li> </ul>                                                                                                    |

## Colac Otway Shire Budget 2014-2015

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | <ul style="list-style-type: none"> <li>• Civic pride</li> <li>• Economic benefits through major events</li> <li>• Broad range of organised indoor sporting activities</li> <li>• Avoiding duplication of indoor sport/recreation facilities (joint use with school)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Aquatic recreation</b> | <ul style="list-style-type: none"> <li>• Improved health and wellbeing</li> <li>• Deferred health costs to other levels of government reduced</li> <li>• Social connectedness and wellbeing</li> <li>• Contribution to individual development</li> <li>• Increased economic productivity</li> <li>• Settlement attraction and place making</li> <li>• Diversity of accessible recreation opportunities</li> <li>• Civic pride</li> </ul>                                                                                                                                                                                                                           |
| <b>Aquatic programs</b>   | <ul style="list-style-type: none"> <li>• Improved health and wellbeing</li> <li>• Deferred health costs to other levels of government reduced</li> <li>• Social connectedness and wellbeing</li> <li>• Contribution to individual development</li> <li>• Increased economic productivity</li> <li>• Settlement attraction and place making</li> <li>• Diversity of accessible recreation opportunities</li> <li>• Civic pride</li> <li>• Economic benefits through events</li> <li>• Broad range of organised indoor sporting activities</li> <li>• Development of life/water safety skills</li> <li>• Rehabilitation connected to health and wellbeing</li> </ul> |
| <b>Crèche</b>             | <ul style="list-style-type: none"> <li>• Broader range of access to sport and recreation facilities</li> <li>• Early Years development</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Merchandise/Retail</b> | <ul style="list-style-type: none"> <li>• Offering the opportunistic purchase of recreation equipment</li> <li>• Convenient access to food and beverage</li> <li>• Offering merchandise that supplements the activities within the centre</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                |

## Colac Otway Shire Budget 2014-2015

**3.3.22 OTHER LEISURE and FITNESS CENTRES****Statement of Purpose**

To provide a range of aquatic, fitness and recreation opportunities to contribute to the health and wellbeing of our community.

Centres at Apollo Bay and Lavers Hill.

**Budget**

|                                | Budget<br>2013/14 | Budget<br>2014/15 |
|--------------------------------|-------------------|-------------------|
| <b>Income</b>                  |                   |                   |
| Contributions - cash operating | 0                 | (1,000)           |
| Reimbursements                 | (1,500)           | 0                 |
| User fees and charges          | (11,500)          | (11,500)          |
| <b>Total Income</b>            | <b>(12,500)</b>   | <b>(12,500)</b>   |
| <b>Expense</b>                 |                   |                   |
| Contracts                      | 7,000             | 3,500             |
| Employee benefits              | 37,988            | 35,254            |
| Materials and services         | 6,610             | 3,800             |
| Other expenses                 | 18,550            | 18,500            |
| <b>Total Expense</b>           | <b>70,148</b>     | <b>61,054</b>     |
| <b>Net Operating Result</b>    | <b>57,648</b>     | <b>48,554</b>     |

**Activities**

| Current Activities        | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Aquatic recreation</b> | <ul style="list-style-type: none"> <li>Improved health and wellbeing of the community</li> <li>Deferred health costs to other levels of government reduced</li> <li>Social connectedness and wellbeing</li> <li>Contribution to individual development</li> <li>Increased economic productivity</li> <li>Settlement attraction and place making</li> <li>Diversity of accessible recreation opportunities</li> <li>Development of life/water safety skills</li> <li>Rehabilitation connected to health and wellbeing</li> <li>Civic pride</li> </ul> |
| <b>Stadium</b>            | <ul style="list-style-type: none"> <li>Improved health and wellbeing of the community</li> <li>Deferred health costs to other levels of government reduced</li> <li>Social connectedness and wellbeing</li> <li>Contribution to individual development</li> <li>Increased economic productivity</li> <li>Settlement attraction and place making</li> <li>Diversity of accessible recreation opportunities</li> <li>Civic pride</li> </ul>                                                                                                            |



## Colac Otway Shire Budget 2014-2015

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         | <ul style="list-style-type: none"> <li>• Economic benefits through major events</li> <li>• Broad range of organised indoor sporting activities</li> <li>• Avoiding duplication of indoor sport/recreation facilities (joint use with school)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Aquatic programs</b> | <ul style="list-style-type: none"> <li>• Improved health and wellbeing of the community</li> <li>• Deferred health costs to other levels of government reduced</li> <li>• Social connectedness and wellbeing</li> <li>• Contribution to individual development</li> <li>• Increased economic productivity</li> <li>• Settlement attraction and place making</li> <li>• Diversity of accessible recreation opportunities</li> <li>• Civic pride</li> <li>• Economic benefits through events</li> <li>• Broad range of organised indoor sporting activities</li> <li>• Development of life/water safety skills</li> <li>• Rehabilitation connected to health and wellbeing</li> </ul> |

## Colac Otway Shire Budget 2014-2015

## 3.3.23 COPACC

## Statement of Purpose

To deliver a vibrant, accessible, affordable, relevant cultural, performing and visual arts program for all sectors of the community.

Through its programmes and community cultural development, COPACC facilitates and promotes the appreciation of, and active participation in arts and culture. COPACC's prime purpose is also to assist Colac Otway Shire, private enterprise, and government in delivering professional business events.

The Centre has a vital role in the social and economic wellbeing of the community.

## Budget

|                                | Budget           | Budget           |
|--------------------------------|------------------|------------------|
|                                | 2013/14          | 2014/15          |
| <b>Income</b>                  |                  |                  |
| Contributions - cash operating | (22,220)         | (23,020)         |
| Operating grants - state       | (80,000)         | (80,000)         |
| Other revenue                  | (7,000)          | (10,000)         |
| Reimbursements                 | (1,746)          | (1,000)          |
| User fees and charges          | (478,775)        | (459,229)        |
| <b>Total Income</b>            | <b>(589,741)</b> | <b>(573,249)</b> |
| <b>Expense</b>                 |                  |                  |
| Contracts                      | 211,723          | 170,980          |
| Employee benefits              | 444,452          | 501,051          |
| Materials and services         | 259,634          | 221,682          |
| Other expenses                 | 41,958           | 39,712           |
| <b>Total Expense</b>           | <b>957,767</b>   | <b>933,425</b>   |
| <b>Net Operating Result</b>    | <b>368,026</b>   | <b>360,176</b>   |

## Activities

| Current Activities                   | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business Events</b>               | <ul style="list-style-type: none"> <li>• Providing a quality setting and service for business meetings and seminars</li> <li>• Constant income stream</li> <li>• Economic benefits and tourism for the Shire</li> </ul>                                                                                                                          |
| <b>Community events/productions</b>  | <ul style="list-style-type: none"> <li>• Providing a setting that fosters performing and visual arts within the Shire</li> <li>• Professional and social Networking and development opportunities</li> <li>• Economic benefits and tourism for the Shire</li> <li>• Contribute to the broader livability of our Colac Otway community</li> </ul> |
| <b>COPACC Performing Arts Season</b> | <ul style="list-style-type: none"> <li>• Supporting and creating diverse communities</li> <li>• Fostering participation in/enjoyment and appreciation of the arts</li> </ul>                                                                                                                                                                     |

## Colac Otway Shire Budget 2014-2015

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                       | <ul style="list-style-type: none"> <li>• Facilitating community connectedness</li> <li>• Providing focus/hub for culture, performing and visual arts</li> <li>• Economic benefits and tourism for the Shire</li> <li>• Contribute to the broader livability of our Colac Otway community – settlement attraction</li> </ul>                                                                                                                      |
| <b>Exhibitions/Gallery</b>            | <ul style="list-style-type: none"> <li>• Enables artistic expression from our community</li> <li>• Income stream generated through commission on sales</li> <li>• Opportunity for community groups to promote themselves and/or community celebration</li> <li>• Contribute to the broader livability of our Colac Otway community</li> </ul>                                                                                                    |
| <b>Cinema lease</b>                   | <ul style="list-style-type: none"> <li>• Provides access for community to entertainment</li> <li>• Income stream</li> <li>• Contribute to the broad livability of our Colac Otway community – settlement attraction</li> </ul>                                                                                                                                                                                                                   |
| <b>Community Cultural Development</b> | <ul style="list-style-type: none"> <li>• Support for satellite arts facilities and organisations</li> <li>• Income stream</li> <li>• Creating diverse communities</li> <li>• Fostering enjoyment and appreciation of the arts</li> <li>• Facilitating community connectedness</li> <li>• Providing focus /hub for performing and visual arts and culture</li> <li>• Contribute to the broader livability of our Colac Otway community</li> </ul> |

## Colac Otway Shire Budget 2014-2015

**3.4 Infrastructure and Services****3.4.1 INFRASTRUCTURE and SERVICES MANAGEMENT****Statement of Purpose**

To effectively plan, deliver and maintain infrastructure networks which service our community's present and future needs and to promote a safe efficient infrastructure network.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| Expense                     |                |                |
| Contracts                   | 0              | 4,860          |
| Employee benefits           | 272,336        | 282,056        |
| Internal                    | 6,940          | 6,940          |
| Materials and services      | 10,100         | 10,730         |
| <b>Total Expense</b>        | <b>289,376</b> | <b>304,586</b> |
| <b>Net Operating Result</b> | <b>289,376</b> | <b>304,586</b> |

**Activities**

The Infrastructure and Services area is responsible for the construction and maintenance of Councils Physical Services including the Roads, Drains, Parks and Gardens and general physical infrastructure belonging to Council.

To undertake these activities, there is a need to develop sound business planning and reporting principles so that Council knows what it is achieving, what it should be achieving and what management practices need to be implemented to ensure that the organisation meets the community expectations that have been included in the Council Plan and Budget documents.

## Colac Otway Shire Budget 2014-2015

**3.4.2 CAPITAL WORKS MANAGEMENT****Statement of Purpose**

To provide a suite of infrastructure assets that best suits the needs of the community.

**Budget**

|                             | Budget          | Budget          |
|-----------------------------|-----------------|-----------------|
|                             | 2013/14         | 2014/15         |
| <b>Income</b>               |                 |                 |
| Statutory fees and charges  | (4,000)         | (4,000)         |
| User fees and charges       | (63,000)        | (63,000)        |
| <b>Total Income</b>         | <b>(67,000)</b> | <b>(67,000)</b> |
| <b>Expense</b>              |                 |                 |
| Contracts                   | 42,500          | 47,500          |
| Employee benefits           | 533,476         | 563,376         |
| Internal                    | 17,380          | 17,380          |
| Materials and services      | 11,050          | 11,550          |
| Other expenses              | 16,000          | 10,000          |
| <b>Total Expense</b>        | <b>620,406</b>  | <b>649,806</b>  |
| <b>Net Operating Result</b> | <b>553,406</b>  | <b>582,806</b>  |

**Activities**

| Current Activities                              | Outcomes/Key Outputs                                                                                                                                                                                                                             |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Project Development</b>                      | <ul style="list-style-type: none"> <li>Well-conceived, scoped and justifiable projects</li> <li>Ready to go projects that meet community demand</li> <li>Project timelines understood</li> </ul>                                                 |
| <b>Project Design and Specification</b>         | <ul style="list-style-type: none"> <li>Clearly defined and deliverable projects within programmed timelines</li> <li>Best value tenders received</li> <li>Legislative compliance</li> </ul>                                                      |
| <b>Project costing</b>                          | <ul style="list-style-type: none"> <li>Accurate budget information provided</li> </ul>                                                                                                                                                           |
| <b>Project Management</b>                       | <ul style="list-style-type: none"> <li>Projects delivered on time, within budget and to scope</li> <li>Legislative compliance</li> </ul>                                                                                                         |
| <b>Environmental Assessment and Reporting</b>   | <ul style="list-style-type: none"> <li>Compliance with environmental legislation</li> <li>Reporting requirements met</li> <li>Minimizing environmental impacts and risks</li> </ul>                                                              |
| <b>Capital Works Programming and Monitoring</b> | <ul style="list-style-type: none"> <li>Projects prioritized appropriately across the organisation</li> <li>Projects delivered on time, within budget and to scope</li> <li>Legislative compliance</li> <li>Reporting requirements met</li> </ul> |

## Colac Otway Shire Budget 2014-2015

**Engineering Advice**

- Ensuring engineering issues are properly considered
- Council assets protected
- Legislative compliance
- Safe, compliant infrastructure built by external parties
- Well informed community

**3.4.3 STREET and PUBLIC LIGHTING****Statement of Purpose**

Enhancing pedestrian and vehicle access and safety in built up areas at night.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| Expense                     |                |                |
| Contracts                   | 13,000         | 13,000         |
| Materials and services      | 220,000        | 160,000        |
| <b>Total Expense</b>        | <b>233,000</b> | <b>173,000</b> |
| <b>Net Operating Result</b> | <b>233,000</b> | <b>173,000</b> |

**Activities**

| Current Activities                                                                                      | Outcomes/Key Outputs                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Provide for the operation, maintenance and replacement (OMR) of street and public space lighting</b> | <ul style="list-style-type: none"> <li>• Safe public roads and spaces</li> <li>• Increased perceptions of safety</li> <li>• Way-finding for community members</li> </ul>                                                   |
| <b>Provide for the installation of lighting in built up areas</b>                                       | <ul style="list-style-type: none"> <li>• Safe public roads</li> <li>• Increased perceptions of safety</li> <li>• Way-finding for community members</li> <li>• New subdivisions provided at the developer's cost</li> </ul> |
| <b>Currently provide street lighting (80 watt) at intersections and midblock on every second pole</b>   |                                                                                                                                                                                                                            |
| <b>Upgrading of lamps to energy efficient alternatives</b>                                              | <ul style="list-style-type: none"> <li>• Cost savings</li> <li>• Reduced carbon footprint</li> </ul>                                                                                                                       |
| <ul style="list-style-type: none"> <li>• Capital upgrade 2013/14 - \$522,872</li> </ul>                 |                                                                                                                                                                                                                            |

## Colac Otway Shire Budget 2014-2015

**3.4.4 COSWORKS MANAGEMENT****Statement of Purpose**

The COSWorks Unit undertakes maintenance and capital works activities for the Colac Otway Shire's infrastructure assets and recreation areas including:

- Local Roads and Bridges;
- Drains;
- Roadside Vegetation;
- Parks and Gardens;
- Major Plant; and
- Private Works.

**Budget**

|                             | Budget<br>2013/14 | Budget<br>2014/15 |
|-----------------------------|-------------------|-------------------|
| <b>Income</b>               |                   |                   |
| Other revenue               | (25,000)          | (15,000)          |
| <b>Total Income</b>         | <b>(25,000)</b>   | <b>(15,000)</b>   |
| <b>Expense</b>              |                   |                   |
| Contracts                   | 51,989            | 42,500            |
| Employee benefits           | 142,575           | 194,117           |
| Internal                    | 74,400            | 67,227            |
| Materials and services      | 97,188            | 76,800            |
| <b>Total Expense</b>        | <b>366,152</b>    | <b>380,644</b>    |
| <b>Net Operating Result</b> | <b>341,152</b>    | <b>365,644</b>    |

**Activities**

COSWorks is responsible for the maintenance and construction on sealed and unsealed roads, footpaths, Kerb and Channels, drainage, road furniture, bridges, roadside vegetation, sporting grounds and parks and gardens.

COSWorks is also responsible for managing and maintaining Councils heavy plant fleet.

COSWorks undertakes Private Works on a limited basis.

## Colac Otway Shire Budget 2014-2015

**3.4.5 ROAD MAINTENANCE, ROAD FURNITURE MAINTENANCE, ROAD SAFETY and PAVEMENT MARKING MAINTENANCE, and ROADSIDE VEGETATION CONTROL**
**Statement of Purpose**

To provide a safe and functional roading infrastructure.

**Budget**

|                             | Budget           | Budget           |
|-----------------------------|------------------|------------------|
|                             | 2013/14          | 2014/15          |
| <b>Expense</b>              |                  |                  |
| Contracts                   | 165,461          | 150,563          |
| Employee benefits           | 646,755          | 670,488          |
| Internal                    | 560,058          | 524,996          |
| Materials and services      | 216,190          | 299,606          |
| <b>Total Expense</b>        | <b>1,588,464</b> | <b>1,645,653</b> |
| <b>Net Operating Result</b> | <b>1,588,464</b> | <b>1,645,653</b> |

**Activities**

| Current Activities                                                           | Outcomes/Key Outputs                                                                                                                                                                                                  |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Sealed road maintenance (including minor patching)</b>                    | <ul style="list-style-type: none"> <li>• Compliance with standards of Road Management Plan</li> <li>• Maximise useful life of roads</li> <li>• Safe, serviceable road surfaces</li> </ul>                             |
| <b>Unsealed road maintenance (including road regrading)</b>                  | <ul style="list-style-type: none"> <li>• Compliance with standards of Road Management Plan</li> <li>• Maximise useful life of roads</li> <li>• Safe, serviceable road surfaces</li> </ul>                             |
| <b>Road furniture maintenance (e.g. signs, guideposts, guard rails etc.)</b> | <ul style="list-style-type: none"> <li>• Legible signs and pavement markings</li> <li>• Easily interpretable signage</li> <li>• Clear way finding</li> <li>• Improved road safety</li> </ul>                          |
| <b>Pavement markings maintenance</b>                                         | <ul style="list-style-type: none"> <li>• Legible signs and pavement markings</li> <li>• Easily interpretable signage</li> <li>• Clear way finding</li> <li>• Improved road safety</li> </ul>                          |
| <b>Roadside slashing and reach arm mowing</b>                                | <ul style="list-style-type: none"> <li>• Compliance with Road Management Plan</li> <li>• Maintaining safe sight distances</li> <li>• Increased amenity</li> <li>• Improved pedestrian safety in some areas</li> </ul> |
| <b>Roadside spraying</b>                                                     | <ul style="list-style-type: none"> <li>• Maintain visibility of road furniture</li> <li>• Compliance with Road Management Plan</li> </ul>                                                                             |



## Colac Otway Shire Budget 2014-2015

**3.4.6 FOOTPATHS, KERB and CHANNEL MAINTENANCE****Statement of Purpose**

To provide a safe and functional footpath and kerb and channel infrastructure.

**Budget**

|                             | Budget        | Budget        |
|-----------------------------|---------------|---------------|
|                             | 2013/14       | 2014/15       |
| Expense                     |               |               |
| Contracts                   | 13,870        | 25,594        |
| Employee benefits           | 17,310        | 14,633        |
| Internal                    | 15,700        | 3,780         |
| Materials and services      | 10,250        | 10,000        |
| <b>Total Expense</b>        | <b>57,130</b> | <b>54,007</b> |
| <b>Net Operating Result</b> | <b>57,130</b> | <b>54,007</b> |

**Activities**

| Current Activities                                        | Outcomes/Key Outputs                                                                                                                                             |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Minor repairs to footpaths and kerb and channeling</b> | <ul style="list-style-type: none"> <li>• Compliance with Road Management Plan</li> <li>• Elimination of trip hazards</li> <li>• Safe footpath network</li> </ul> |

**3.4.7 STREET CLEANING****Statement of Purpose**

To create attractive urban amenity.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| Expense                     |                |                |
| Contracts                   | 1,000          | 5,000          |
| Employee benefits           | 96,630         | 97,983         |
| Internal                    | 111,374        | 113,545        |
| <b>Total Expense</b>        | <b>209,004</b> | <b>216,528</b> |
| <b>Net Operating Result</b> | <b>209,004</b> | <b>216,528</b> |

**Activities**

| Current Activities     | Outcomes/Key Outputs                                                                                                  |
|------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <b>Street sweeping</b> | <ul style="list-style-type: none"> <li>• Free flowing drainage systems</li> <li>• Attractive urban amenity</li> </ul> |
| <b>Pit clearing</b>    | <ul style="list-style-type: none"> <li>• Free flowing drainage system</li> </ul>                                      |

## Colac Otway Shire Budget 2014-2015

**3.4.8 BRIDGE and MAJOR CULVERT MAINTENANCE****Statement of Purpose**

To provide and maintain safe access along public roads and walkways.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| <b>Expense</b>              |                |                |
| Contracts                   | 38,190         | 22,707         |
| Employee benefits           | 87,590         | 131,966        |
| Internal                    | 40,000         | 25,451         |
| Materials and services      | 33,000         | 25,812         |
| <b>Total Expense</b>        | <b>198,780</b> | <b>205,936</b> |
| <b>Net Operating Result</b> | <b>198,780</b> | <b>205,936</b> |

**Activities**

| Current Activities                                                                                                                                                                                                                                | Outcomes/Key Outputs                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Bridge &amp; major culvert inspections</b><br>(annual – Level 1)                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Proactive programming of works</li> <li>Risk management</li> <li>Compliance with Road Management Plan</li> </ul>                                       |
| <b>Bridge &amp; major culvert maintenance</b> <ul style="list-style-type: none"> <li>Signage</li> <li>Railing</li> <li>Deck</li> <li>Abutments/approaches</li> <li>Vegetation control</li> <li>Super/sub structures</li> <li>Waterways</li> </ul> | <ul style="list-style-type: none"> <li>Maximise useful life of structures</li> <li>Safe and reliable access</li> <li>Risk management</li> <li>Compliance with Road Management Plan</li> </ul> |
| <b>Major repairs</b>                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Extending useful life of asset</li> <li>Safe and reliable access</li> <li>Risk management</li> <li>Compliance with Road Management Plan</li> </ul>     |

## Colac Otway Shire Budget 2014-2015

**3.4.9 DRAINAGE MAINTENANCE****Statement of Purpose**

To protect roads and property and to maximise the useful life of our road assets.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| Expense                     |                |                |
| Contracts                   | 98,796         | 70,000         |
| Employee benefits           | 216,463        | 240,955        |
| Internal                    | 160,397        | 169,991        |
| Materials and services      | 44,500         | 57,936         |
| <b>Total Expense</b>        | <b>520,156</b> | <b>538,882</b> |
| <b>Net Operating Result</b> | <b>520,156</b> | <b>538,882</b> |

**Activities**

| Current Activities            | Outcomes/Key Outputs                                                                                                                                      |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Open drain maintenance        | <ul style="list-style-type: none"> <li>Effective operating drainage systems</li> </ul>                                                                    |
| Underground drain maintenance | <ul style="list-style-type: none"> <li>Protection for Council's road system</li> </ul>                                                                    |
| Cleaning of drainage pits     | <ul style="list-style-type: none"> <li>Protection of property from flooding</li> </ul>                                                                    |
| Maintenance of culverts       | <ul style="list-style-type: none"> <li>Compliance with Road Management Plan</li> <li>Reduced roadside slippage</li> <li>Improved public safety</li> </ul> |

## Colac Otway Shire Budget 2014-2015

**3.4.10 PARKS, RESERVES and STREET TREES****Statement of Purpose**

To provide public spaces that facilitates creativity, social activity, and enrichment of life and promotes a vibrant community.

**Budget**

|                             | Budget           | Budget           |
|-----------------------------|------------------|------------------|
|                             | 2013/14          | 2014/15          |
| <b>Expense</b>              |                  |                  |
| Contracts                   | 232,607          | 159,275          |
| Employee benefits           | 801,003          | 951,593          |
| Internal                    | 392,653          | 403,780          |
| Materials and services      | 219,817          | 228,808          |
| <b>Total Expense</b>        | <b>1,646,080</b> | <b>1,743,456</b> |
| <b>Net Operating Result</b> | <b>1,646,080</b> | <b>1,743,456</b> |

**Activities**

| Current Activities                                                                                                                                                                                                  | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Sports fields</b> <ul style="list-style-type: none"> <li>• Mowing</li> <li>• Fertilising</li> <li>• Weed control</li> <li>• General turf culture</li> <li>• Surrounding maintenance</li> </ul>                   | <ul style="list-style-type: none"> <li>• Grass cover fit for sports use and casual recreation</li> <li>• Safe, usable, durable surface for AFL, soccer, cricket, baseball and athletics</li> <li>• Active participation in team sports</li> <li>• Healthy communities</li> <li>• Social benefits in leadership and life skills</li> <li>• Connected communities</li> <li>• Creating pride and livability</li> </ul> |
| <b>Amenity Areas/Playground</b> <ul style="list-style-type: none"> <li>• Mowing</li> <li>• Pest control</li> <li>• Horticulture</li> <li>• Arboriculture</li> <li>• Litter control</li> <li>• Irrigation</li> </ul> | <ul style="list-style-type: none"> <li>• Places where people connect</li> <li>• Environmental services of plants</li> <li>• Physical and mental health benefits</li> <li>• Pride raising</li> <li>• Children's play and development</li> <li>• Places for informal recreation</li> <li>• Meeting and connecting communities</li> <li>• Safe environments</li> </ul>                                                 |
| <b>Botanic Gardens</b> <ul style="list-style-type: none"> <li>• Horticulture</li> <li>• Arboriculture</li> <li>• Interpretation and labeling</li> </ul>                                                             | <ul style="list-style-type: none"> <li>• Community pride</li> <li>• Tourism destination</li> <li>• Social gathering</li> <li>• Education</li> <li>• Physical and mental wellbeing</li> </ul>                                                                                                                                                                                                                        |

## Colac Otway Shire Budget 2014-2015

## Street Trees and Roadside Rural Trees

- Pruning
- Removal of storm damaged trees (often after hours)
- Urban inspection
- Higher quality arboriculture (maintenance) in townships

- Attractiveness – sense of place
- Physical and mental wellbeing
- Safe treescape
- Carbon sequestration
- Water, slowing runoff and natural filtration
- Heat island reduction
- Particulate removal from the air
- Wildlife habitat

## 3.4.11 HEAVY PLANT OPERATIONS

## Statement of Purpose

To provide a cost effective major plant fleet which supports the services of Council.

## Budget

|                             | Budget<br>2013/14  | Budget<br>2014/15  |
|-----------------------------|--------------------|--------------------|
| <b>Income</b>               |                    |                    |
| Materials and services      | (2,375,358)        | (2,254,114)        |
| Operating grants - federal  | (56,000)           | (42,000)           |
| <b>Total Income</b>         | <b>(2,431,358)</b> | <b>(2,296,114)</b> |
| <b>Expense</b>              |                    |                    |
| Contracts                   | 8,040              | 33,000             |
| Employee benefits           | 261,606            | 276,463            |
| Internal                    | 9,446              | 10,658             |
| Materials and services      | 1,137,400          | 1,043,435          |
| Other expenses              | 2,080              | 5,000              |
| <b>Total Expense</b>        | <b>1,418,572</b>   | <b>1,368,556</b>   |
| <b>Net Operating Result</b> | <b>(1,012,786)</b> | <b>(927,558)</b>   |

## Activities

| Current Activities                          | Outcomes/Key Outputs                                                                                                                                                                                                |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Purchase and disposal of major plant</b> | <ul style="list-style-type: none"> <li>• To maximise best value purchase and disposal</li> <li>• Ensure major plant fit for purpose</li> <li>• Cost competitive hourly rates (ownership vs. outsourcing)</li> </ul> |
| <b>Major plant maintenance</b>              | <ul style="list-style-type: none"> <li>• Ensure major plant maintained to safe and operational standard and complies with legislation</li> <li>• Preserve capital value</li> </ul>                                  |
| <b>Data management</b>                      | <ul style="list-style-type: none"> <li>• Major plant renewal is funded from hourly use</li> <li>• Analysis of major plant utilisation and cost</li> <li>• Informed major plant replacement schedules</li> </ul>     |

## Colac Otway Shire Budget 2014-2015

## 3.4.12 COLAC LIVESTOCK SELLING CENTRE

## Statement of Purpose

Provision of convenient, effective livestock selling opportunities to support the agricultural sector.

## Budget

|                             | Budget           | Budget           |
|-----------------------------|------------------|------------------|
|                             | 2013/14          | 2014/15          |
| <b>Income</b>               |                  |                  |
| Other revenue               | (25,000)         | (24,000)         |
| User fees and charges       | (637,120)        | (519,600)        |
| <b>Total Income</b>         | <b>(662,120)</b> | <b>(543,600)</b> |
| <b>Expense</b>              |                  |                  |
| Contracts                   | 131,288          | 128,893          |
| Employee benefits           | 210,400          | 173,933          |
| Internal                    | 12,440           | 10,316           |
| Materials and services      | 115,165          | 106,200          |
| Other expenses              | 1,000            | 1,000            |
| <b>Total Expense</b>        | <b>470,293</b>   | <b>420,342</b>   |
| <b>Net Operating Result</b> | <b>(191,827)</b> | <b>(123,258)</b> |

## Activities

| Current Activities                                        | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Operation of Saleyards on sale days</b>                | <ul style="list-style-type: none"> <li>• Demands of buyers and sellers met through an Advisory Committee</li> <li>• Accurate stock weights recorded</li> <li>• Livestock are tracked through database</li> <li>• Buyers get correct stock and council receives the appropriate and accurate dues (audit)</li> </ul> |
| <b>Presale checks of scales, selling pens and troughs</b> | <ul style="list-style-type: none"> <li>• Smooth operation of Saleyards and animal health on sale days</li> </ul>                                                                                                                                                                                                    |
| <b>Booking in of stock</b>                                | <ul style="list-style-type: none"> <li>• Smooth operation of Saleyards and animal health on sale days</li> </ul>                                                                                                                                                                                                    |
| <b>Maintenance of facility</b>                            | <ul style="list-style-type: none"> <li>• Grounds maintained and assets in safe and serviceable working order</li> <li>• Occupational Health and Safety compliant in terms of lighting, line marking, pens and gates etc.</li> <li>• Site is safe for operating</li> </ul>                                           |
| <b>Truck wash maintenance</b>                             | <ul style="list-style-type: none"> <li>• Collecting and banking of income</li> <li>• Environment protection Agency compliant facility – ie; settlement ponds, truckwash etc.</li> </ul>                                                                                                                             |

## Colac Otway Shire Budget 2014-2015

## 3.4.13 MAJOR CONTRACTS

## Statement of Purpose

The provision of contracts which provide best value to Council and its community.

## Budget

|                             | Budget          | Budget          |
|-----------------------------|-----------------|-----------------|
|                             | 2013/14         | 2014/15         |
| <b>Income</b>               |                 |                 |
| User fees and charges       | (20,000)        | (15,000)        |
| <b>Total Income</b>         | <b>(20,000)</b> | <b>(15,000)</b> |
| <b>Expense</b>              |                 |                 |
| Contracts                   | 2,000           | 2,000           |
| Employee benefits           | 222,158         | 227,767         |
| Internal                    | 43,440          | 43,440          |
| Materials and services      | 10,650          | 7,050           |
| Other expenses              | 100             | 300             |
| <b>Total Expense</b>        | <b>278,348</b>  | <b>280,557</b>  |
| <b>Net Operating Result</b> | <b>258,348</b>  | <b>265,557</b>  |

## Activities

| Current Activities                                     | Outcomes/Key Outputs                                                                                                                                                                     |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tender/Quote Documentation</b>                      | <ul style="list-style-type: none"> <li>Legal and legislative obligations met</li> <li>Best value achieved</li> <li>Clarity for tenderers</li> <li>Clear and compliant tenders</li> </ul> |
| <b>Tender/Quote Evaluation</b>                         | <ul style="list-style-type: none"> <li>Legal and legislative obligations are met</li> <li>Best value achieved</li> <li>Transparent and equitable process</li> </ul>                      |
| <b>Contract Management/Administration</b>              | <ul style="list-style-type: none"> <li>Delivery of specified products on time, within budget and to scope</li> <li>Risk minimisation</li> </ul>                                          |
| <b>Provision of professional advice to other units</b> | <ul style="list-style-type: none"> <li>Legal and legislative compliance</li> <li>Consistent approach by Council</li> <li>Minimising risk</li> <li>Best value achieved</li> </ul>         |
| <b>Development Works Supervision</b>                   | <ul style="list-style-type: none"> <li>Compliant and appropriate subdivision development</li> <li>Needs of the community are met</li> </ul>                                              |

## Colac Otway Shire Budget 2014-2015

## 3.4.14 PORT OF APOLLO BAY

## Statement of Purpose

To ensure the safe and efficient operation of the Apollo Bay Harbour.

## Budget

|                                | Budget           | Budget           |
|--------------------------------|------------------|------------------|
|                                | 2013/14          | 2014/15          |
| <b>Income</b>                  |                  |                  |
| Finance revenue                | (10,000)         | (35,000)         |
| User fees and charges          | (87,700)         | (97,962)         |
| Contributions - cash operating | (77,840)         | (77,840)         |
| Operating grants - state       | (702,074)        | (702,074)        |
| <b>Total Income</b>            | <b>(877,614)</b> | <b>(912,876)</b> |
| <b>Expense</b>                 |                  |                  |
| Contracts                      | 159,090          | 158,650          |
| Depreciation                   | 564,200          | 310,210          |
| Employee benefits              | 391,850          | 329,766          |
| Materials and services         | 130,024          | 111,700          |
| Other expenses                 | 4,200            | 5,250            |
| <b>Total Expense</b>           | <b>1,249,364</b> | <b>915,576</b>   |
| <b>Net Operating Result</b>    | <b>371,750</b>   | <b>2,700</b>     |

## Activities

| Current Activities        | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                             |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Asset Management</b>   | <ul style="list-style-type: none"> <li>• Maximise useful life of assets</li> <li>• Infrastructure meets the needs of the efficient operation of the Harbour</li> <li>• Infrastructure keeps pace with the demands of users and Harbour operations</li> <li>• Well managed lease arrangements</li> <li>• Appropriate use of facilities</li> </ul> |
| <b>Safety Inspections</b> | <ul style="list-style-type: none"> <li>• Legal compliance</li> <li>• Minimising risk and public liability</li> <li>• Safe Harbour precinct facilities and environment</li> </ul>                                                                                                                                                                 |
| <b>Berthing/Moorings</b>  | <ul style="list-style-type: none"> <li>• Transparent, equitable and appropriate allocation</li> <li>• Maximised income</li> <li>• Liability minimised</li> <li>• Safe moorings and berths</li> </ul>                                                                                                                                             |
| <b>Slipway</b>            | <ul style="list-style-type: none"> <li>• Reliable and safe access to docking facilities</li> <li>• Minimising risk</li> </ul>                                                                                                                                                                                                                    |
| <b>Sand Management</b>    | <ul style="list-style-type: none"> <li>• Safe navigational depth available within Harbour and Harbour mouth</li> </ul>                                                                                                                                                                                                                           |



## Colac Otway Shire Budget 2014-2015

|                                  |                                                                                                                                                     |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
|                                  | <ul style="list-style-type: none"> <li>Minimising risk</li> </ul>                                                                                   |
| <b>Public/User Relationships</b> | <ul style="list-style-type: none"> <li>Well informed, compliant and serviced public/users</li> </ul>                                                |
| <b>Bio-Security</b>              | <ul style="list-style-type: none"> <li>Minimise emergence and transference of marine pests</li> <li>Minimise environmental impacts/risks</li> </ul> |

**3.4.15 WASTE MANAGEMENT****Statement of Purpose**

To promote a healthy community and to provide a clean, safe and sustainable environment through the collection and management of waste.

**Budget**

|                             | Budget             | Budget             |
|-----------------------------|--------------------|--------------------|
|                             | 2013/14            | 2014/15            |
| <b>Income</b>               |                    |                    |
| Finance revenue             | (13,000)           | (13,000)           |
| Other revenue               | (5,000)            | (5,300)            |
| Rates and charges           | (2,664,318)        | (2,604,064)        |
| User fees and charges       | (266,000)          | (192,300)          |
| <b>Total Income</b>         | <b>(2,948,318)</b> | <b>(2,814,664)</b> |
| <b>Expense</b>              |                    |                    |
| Contracts                   | 3,100,478          | 3,172,880          |
| Employee benefits           | 131,980            | 137,068            |
| Internal                    | 19,086             | 19,086             |
| Materials and services      | 139,850            | 108,522            |
| Other expenses              | 140,200            | 138,200            |
| <b>Total Expense</b>        | <b>3,531,594</b>   | <b>3,575,756</b>   |
| <b>Net Operating Result</b> | <b>583,276</b>     | <b>761,092</b>     |

**Activities**

| Current Activities                                                                                                        | Outcomes/Key Outputs                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kerbside collection and disposal</b>                                                                                   | <ul style="list-style-type: none"> <li>Provide the community with a clean and convenient process for the separation and disposal of waste</li> </ul> |
| <ul style="list-style-type: none"> <li>Landfill</li> <li>Recycling</li> <li>Organic (self-sustainable service)</li> </ul> | <ul style="list-style-type: none"> <li>Public health, sanitation and environmental outcomes</li> </ul>                                               |
| <b>Operation of transfer stations/drop off facilities</b>                                                                 | <ul style="list-style-type: none"> <li>Resource recovery</li> </ul>                                                                                  |
| <b>Transport and disposal of waste</b>                                                                                    | <ul style="list-style-type: none"> <li>Cost effective disposal of waste</li> </ul>                                                                   |
| <ul style="list-style-type: none"> <li>Landfill</li> <li>Recycling</li> <li>Organic</li> </ul>                            | <ul style="list-style-type: none"> <li>Vermine control</li> <li>Community pride and place making</li> </ul>                                          |
| <b>Litter collection (public areas)</b>                                                                                   |                                                                                                                                                      |
| <b>Landfill aftercare</b>                                                                                                 | <ul style="list-style-type: none"> <li>Environmental and public health and safety</li> </ul>                                                         |

## Colac Otway Shire Budget 2014-2015

|                  |                                                                                                                                                                                                                                                                          |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | outcomes                                                                                                                                                                                                                                                                 |
|                  | <ul style="list-style-type: none"> <li>• Maximization of rehabilitated land for public use</li> </ul>                                                                                                                                                                    |
| <b>Education</b> | <ul style="list-style-type: none"> <li>• Maximizing the separation of waste</li> <li>• Influencing social and environmental outcomes</li> <li>• Raising public awareness leading to behavioural change</li> <li>• Cost savings from reduced waste to landfill</li> </ul> |

**3.4.16 AERODROMES****Statement of Purpose**

To provide and maintain air transport infrastructure at Colac and Apollo Bay.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| <b>Income</b>               |                |                |
| Other revenue               | (100)          | 0              |
| Reimbursements              | (100)          | (750)          |
| User fees and charges       | (3,550)        | (3,650)        |
| <b>Total Income</b>         | <b>(3,750)</b> | <b>(4,400)</b> |
| <b>Expense</b>              |                |                |
| Contracts                   | 12,600         | 14,008         |
| Employee benefits           | 3,332          | 1,498          |
| Internal                    | 1,846          | 759            |
| Materials and services      | 6,950          | 8,850          |
| <b>Total Expense</b>        | <b>24,728</b>  | <b>25,115</b>  |
| <b>Net Operating Result</b> | <b>20,978</b>  | <b>20,715</b>  |

**Activities**

| Current Activities                               | Outcomes/Key Outputs                                                                                                                                                                                                       |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Maintenance and development of aerodromes</b> | <ul style="list-style-type: none"> <li>• Safe and sustainable infrastructure</li> </ul>                                                                                                                                    |
| <b>Planning</b>                                  | <ul style="list-style-type: none"> <li>• To ensure that infrastructure meets current and future demands</li> </ul>                                                                                                         |
| <b>Governance</b>                                | <ul style="list-style-type: none"> <li>• Transparent management of aerodromes</li> <li>• S86 Committee – Colac</li> <li>• Licenses/leases administration</li> <li>• Ensure Council meets its legal requirements</li> </ul> |
| <b>Customer service and support</b>              | <ul style="list-style-type: none"> <li>• Safe operation of aerodromes</li> </ul>                                                                                                                                           |

## Colac Otway Shire Budget 2014-2015

**3.4.17 LIGHT FLEET OPERATIONS****Statement of Purpose**

To provide a cost effective fleet which supports the services of Council.

**Budget**

|                             | Budget           | Budget           |
|-----------------------------|------------------|------------------|
|                             | 2013/14          | 2014/15          |
| <b>Income</b>               |                  |                  |
| Employee benefits           | (313,300)        | (313,300)        |
| Materials and services      | (532,200)        | (518,511)        |
| <b>Total Income</b>         | <b>(845,500)</b> | <b>(831,811)</b> |
| <b>Expense</b>              |                  |                  |
| Contracts                   | 27,520           | 17,700           |
| Employee benefits           | 144,971          | 181,324          |
| Internal                    | 0                | 200              |
| Materials and services      | 354,104          | 384,280          |
| Other expenses              | 2,600            | 4,000            |
| <b>Total Expense</b>        | <b>529,195</b>   | <b>587,504</b>   |
| <b>Net Operating Result</b> | <b>(316,325)</b> | <b>(244,307)</b> |

**Activities**

| Current Activities                       | Outcomes/Key Outputs                                                                                                                                                                                                                                                              |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Purchase and disposal of vehicles</b> | <ul style="list-style-type: none"> <li>To ensure Council maximizes best value purchase and disposal</li> <li>Ensure fleet is fit for purpose (light fleet policy)</li> </ul>                                                                                                      |
| <b>Vehicle Maintenance</b>               | <ul style="list-style-type: none"> <li>Ensure vehicles remain clean, safe and operational.</li> <li>To preserve capital value</li> </ul>                                                                                                                                          |
| <b>Salary packaging</b>                  | <ul style="list-style-type: none"> <li>Offsets operational costs</li> <li>Recruitment and retention incentive</li> </ul>                                                                                                                                                          |
| <b>Vehicle Policy and Monitoring</b>     | <ul style="list-style-type: none"> <li>Ensure vehicles are well maintained and clean</li> <li>Vehicle selection control / fit for purpose</li> <li>Fuel efficiency and cost effectiveness</li> <li>Vehicle use consistent with policy</li> <li>Council's risks managed</li> </ul> |
| <b>FBT and cost monitoring</b>           | <ul style="list-style-type: none"> <li>Statutory compliance</li> <li>Obligations minimised</li> <li>Data recording</li> </ul>                                                                                                                                                     |

## Colac Otway Shire Budget 2014-2015

**3.4.18 SUSTAINABLE ASSETS****Statement of Purpose**

To provide strategic planning of Council's infrastructure assets to achieve the delivery of agreed levels of service for the community.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| <b>Expense</b>              |                |                |
| Contracts                   | 143,000        | 147,700        |
| Employee benefits           | 543,330        | 541,666        |
| Internal                    | 16,440         | 16,440         |
| Materials and services      | 12,950         | 13,950         |
| <b>Total Expense</b>        | <b>715,720</b> | <b>719,756</b> |
| <b>Net Operating Result</b> | <b>715,720</b> | <b>719,756</b> |

**Activities**

| Current Activities                      | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Data Management (capture)</b>        | <ul style="list-style-type: none"> <li>• Current and accurate asset data</li> <li>• Informed decision making</li> <li>• Accounting standards met</li> <li>• Compliance with legal requirements</li> <li>• Understanding of Council's assets and their condition/performance standards</li> </ul>                               |
| <b>Asset Planning (interpretation)</b>  | <ul style="list-style-type: none"> <li>• Programs for asset renewal</li> <li>• Risk mitigation</li> <li>• Sound asset decision making including asset rationalization</li> <li>• Clear guidance for organisation and community</li> </ul>                                                                                      |
| <b>Routine asset Inspections</b>        | <ul style="list-style-type: none"> <li>• Compliance with Road Management Plan and other legislation</li> <li>• Guidance for asset planning</li> <li>• Proactive approach to community safety</li> <li>• Maintenance of assets to an appropriate standard</li> </ul>                                                            |
| <b>Delivery and Monitoring of Works</b> | <ul style="list-style-type: none"> <li>• Compliance with Road Management Plan and other legislation</li> <li>• Risk mitigation</li> <li>• Sound asset decision making including asset rationalization</li> <li>• Proactive approach to community safety</li> <li>• Maintenance of assets to an appropriate standard</li> </ul> |
| <b>Documentation (plans)</b>            | <ul style="list-style-type: none"> <li>• Compliance with Road Management Plan and other legislation</li> <li>• Risk mitigation (standards defined)</li> </ul>                                                                                                                                                                  |

## Colac Otway Shire Budget 2014-2015

**Customer Response**

- Risk Mitigation
- Sound asset decision making including asset rationalization
- Proactive approach to community safety
- Maintenance of assets to an appropriate standard
- Customer satisfaction
- Informed community
- Appropriate use of Council's assets and facilities (permits)

**3.4.19 COUNCIL FACILITIES****Statement of Purpose**

To effectively maintain and improve Council's infrastructure to meet affordable community expectations.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| Expense                     |                |                |
| Contracts                   | 321,423        | 336,100        |
| Employee benefits           | 6,859          | 0              |
| Internal                    | 500            | 0              |
| Materials and services      | 16,600         | 22,680         |
| <b>Total Expense</b>        | <b>345,382</b> | <b>354,780</b> |
| <b>Net Operating Result</b> | <b>345,382</b> | <b>354,780</b> |

**Activities**

| Current Activities                                               | Outcomes/Key Outputs                                                                                                                                                                                                              |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Coordinate building maintenance (reactive and programmed)</b> | <ul style="list-style-type: none"> <li>• Functional and safe buildings</li> <li>• Community expectations met</li> <li>• Maximise useful life</li> </ul>                                                                           |
| <b>Building security</b>                                         | <ul style="list-style-type: none"> <li>• Controlled access to buildings</li> <li>• Protected assets</li> <li>• Community and staff safety</li> </ul>                                                                              |
| <b>Building inspections</b>                                      | <ul style="list-style-type: none"> <li>• Meeting legal/insurance obligations (eg; ESMs/asbestos)</li> <li>• Priority works programmed</li> <li>• Understanding of building performance</li> </ul>                                 |
| <b>Project management</b>                                        | <ul style="list-style-type: none"> <li>• Projects completed in time, to budget and within scope</li> <li>• Community expectations met</li> <li>• Facilities to meet the needs of the community now and into the future</li> </ul> |

## Colac Otway Shire Budget 2014-2015

**3.4.20 PUBLIC AMENITIES****Statement of Purpose**

To maintain Council owned facilities to a safe, compliant, serviceable and sanitary standard.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| Expense                     |                |                |
| Contracts                   | 124,262        | 128,500        |
| Materials and services      | 15,000         | 14,550         |
| <b>Total Expense</b>        | <b>139,262</b> | <b>143,050</b> |
| <b>Net Operating Result</b> | <b>139,262</b> | <b>143,050</b> |

**Activities**

| Current Activities                                              | Outcomes/Key Outputs                                                                                                                                                                                                        |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Coordinate amenity maintenance (reactive and programmed)</b> | <ul style="list-style-type: none"> <li>Functional and safe amenities</li> <li>Community expectations met</li> <li>Maximise useful life</li> </ul>                                                                           |
| <b>Amenity security</b>                                         | <ul style="list-style-type: none"> <li>Controlled access to amenities out of hours</li> <li>Protected assets</li> <li>Community and staff safety</li> </ul>                                                                 |
| <b>Amenity inspections</b>                                      | <ul style="list-style-type: none"> <li>Meeting legal/insurance obligations (eg; ESMs/asbestos)</li> <li>Priority works programmed</li> <li>Understanding of building performance</li> </ul>                                 |
| <b>Project management</b>                                       | <ul style="list-style-type: none"> <li>Projects completed in time, to budget and within scope</li> <li>Community expectations met</li> <li>Facilities to meet the needs of the community now and into the future</li> </ul> |
| <b>Cleaning</b>                                                 | <ul style="list-style-type: none"> <li>Sanitary and hygienic amenities</li> <li>Adequate supplies of consumables</li> <li>Community satisfaction</li> </ul>                                                                 |

Colac Otway Shire Budget 2014-2015

### 3.5 Sustainable Planning and Development

#### 3.5.1 SUSTAINABLE PLANNING and DEVELOPMENT MANAGEMENT

##### Statement of Purpose

The role of Sustainable Planning and Development is:

- Planning for our sustainable future;
- Regulating, enforcing and protecting what we value;
- Encouraging sustainable development, community participation and the value of regional partnerships; and
- Proactive environmental management and community safety.

##### Budget

|                             | Budget<br>2013/14 | Budget<br>2014/15 |
|-----------------------------|-------------------|-------------------|
| Expense                     |                   |                   |
| Contracts                   | 0                 | 5,771             |
| Employee benefits           | 272,698           | 283,256           |
| Internal                    | 6,940             | 6,940             |
| Materials and services      | 28,800            | 28,900            |
| <b>Total Expense</b>        | <b>308,438</b>    | <b>324,867</b>    |
| <b>Net Operating Result</b> | <b>308,438</b>    | <b>324,867</b>    |

##### Activities

The role of the Sustainable Planning and Development Unit is:

- Planning for our future (strategic planning: long term, big picture, whole of community visions);
- Regulating, enforcing and protecting what we value (through local laws, environmental enforcement, emergency management including: fire prevention, statutory planning and building regulation enforcement); and
- Encouraging sustainable development and coordinating/facilitating local business and development projects (through proactive advice to potential developers, identification of opportunities; linking local ideas to local planning and development and to regional planning (including G21 and Great South Coast); and seeing through local plans and development projects.

## Colac Otway Shire Budget 2014-2015

**3.5.2 ECONOMIC DEVELOPMENT – BUSINESS SECTION****Statement of Purpose**

Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. The Economic Development Unit works with government, business and community partners to achieve this.

**Budget**

|                                | Budget         | Budget         |
|--------------------------------|----------------|----------------|
|                                | 2013/14        | 2014/15        |
| <b>Income</b>                  |                |                |
| Contributions - cash operating | 0              | (1,000)        |
| Operating grants - state       | 0              | (5,000)        |
| User fees and charges          | (2,000)        | (1,000)        |
| <b>Total Income</b>            | <b>(2,000)</b> | <b>(7,000)</b> |
| <b>Expense</b>                 |                |                |
| Contracts                      | 84,500         | 134,500        |
| Employee benefits              | 299,859        | 347,613        |
| Internal                       | 7,940          | 7,940          |
| Materials and services         | 68,850         | 45,980         |
| Other expenses                 | 19,000         | 14,000         |
| <b>Total Expense</b>           | <b>480,149</b> | <b>550,033</b> |
| <b>Net Operating Result</b>    | <b>478,149</b> | <b>543,033</b> |

**Activities**

| Current Activities                                                 | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business Development</b>                                        | <ul style="list-style-type: none"> <li>Ensuring continued growth in industry by raising skills through workforce development</li> <li>16 business events</li> <li>Raising knowledge and capacity and success of business through training, education and information dissemination</li> <li>Business levels are maintained or increased</li> </ul> |
| <b>Grants Management</b>                                           | <ul style="list-style-type: none"> <li>Continued success and delivery of major projects</li> <li>Maximise capacity of community groups, business and Colac Otway Shire to access grants</li> </ul>                                                                                                                                                 |
| <b>Community Infrastructure (Small Town Improvement Programme)</b> | <ul style="list-style-type: none"> <li>Provide support and build capacity in small towns.</li> </ul>                                                                                                                                                                                                                                               |
| <b>Lake Colac foreshore</b>                                        | <ul style="list-style-type: none"> <li>Develop Master Plan funding opportunities and begin procurement activity</li> </ul>                                                                                                                                                                                                                         |
| <b>Place Marketing and Promotion</b>                               | <ul style="list-style-type: none"> <li>Increasing settlement (population), business establishment and visitor numbers</li> </ul>                                                                                                                                                                                                                   |



## Colac Otway Shire Budget 2014-2015

**3.5.3 ECONOMIC DEVELOPMENT – TOURISM SECTION****Statement of Purpose**

Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. The Economic Development Unit works with government, business and community partners to achieve this.

**Budget**

|                             | Budget           | Budget           |
|-----------------------------|------------------|------------------|
|                             | 2013/14          | 2014/15          |
| <b>Income</b>               |                  |                  |
| User fees and charges       | (277,500)        | (431,000)        |
| <b>Total Income</b>         | <b>(277,500)</b> | <b>(431,000)</b> |
| <b>Expense</b>              |                  |                  |
| Contracts                   | 36,203           | 39,400           |
| Employee benefits           | 570,374          | 554,491          |
| Internal                    | 16,440           | 16,440           |
| Materials and services      | 338,000          | 431,650          |
| Other expenses              | 6,200            | 6,100            |
| <b>Total Expense</b>        | <b>967,217</b>   | <b>1,048,081</b> |
| <b>Net Operating Result</b> | <b>689,717</b>   | <b>617,081</b>   |

**Activities**

| Current Activities      | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tourism Services</b> | <ul style="list-style-type: none"> <li>Ensure that local tourism and allied businesses are able to maximise their opportunities and effectively participate in the broader marketing opportunities for the region and review Tourism Directional Signage</li> <li>Support and promote tourism through information dissemination and advice through the Visitor Information Centre's</li> </ul> |

## Colac Otway Shire Budget 2014-2015

**3.5.4 ENVIRONMENT****Statement of Purpose**

To work with the community to protect, enhance and restore the environment and mitigate against and adapt to climate change.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| <b>Expense</b>              |                |                |
| Contracts                   | 105,000        | 127,000        |
| Employee benefits           | 366,369        | 391,401        |
| Internal                    | 8,440          | 8,440          |
| Materials and services      | 32,860         | 30,650         |
| Other expenses              | 19,390         | 1,000          |
| <b>Total Expense</b>        | <b>532,059</b> | <b>558,491</b> |
| <b>Net Operating Result</b> | <b>532,059</b> | <b>558,491</b> |

**Activities**

| Current Activities                                | Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Council Managed Land</b>                       | <ul style="list-style-type: none"> <li>Meeting legislative requirements</li> <li>Improved condition of Council's reserves (e.g. Barongarook Creek) through weed control and re-vegetation</li> <li>Increased usage of reserves by the community</li> <li>Natural reserve maintenance (e.g. Carp removal)</li> </ul>                                                                                                                                                             |
| <b>Planning and Regulation</b>                    | <ul style="list-style-type: none"> <li>Meeting legislative requirements (e.g. Planning Referrals, Forestry)</li> <li>Protection of environmental values on private land</li> <li>Assisting the delivery of strategic biodiversity values (e.g. threatened roadside biodiversity)</li> </ul>                                                                                                                                                                                     |
| <b>Physical Works and General Services</b>        | <ul style="list-style-type: none"> <li>Reduced CO2 outputs (e.g. electric car trial)</li> <li>Increased energy efficiency (e.g. COPACC lighting upgrade, solar panels, street lighting)</li> <li>Increased water efficiency (e.g. Rae St. Redevelopment)</li> <li>Increased sustainability of council operations through the provision of internal advice (e.g. ESD principles into Blue Water Fitness Redevelopment)</li> <li>Climate change adaptation initiatives</li> </ul> |
| <b>Education and Awareness Raising Programmes</b> | <ul style="list-style-type: none"> <li>Community better informed of contemporary environmental issues</li> <li>Council seen to be a good model for adopting environmental initiatives</li> <li>Higher level of adoption of environmental initiatives by the community</li> </ul>                                                                                                                                                                                                |

## Colac Otway Shire Budget 2014-2015

**Advocacy and Facilitation**

- State Government and other agencies better informed of local environmental issues
- Action taken by relevant stat agencies on difficult environmental issues (e.g. Inland Acid Sulphate Soils)

**3.5.5 LOCAL LAWS and SCHOOL CROSSING SUPERVISORS****Statement of Purpose**

To provide for the enjoyment, health, safety and welfare of our community within the parameters of Council's Local Laws and the Road Safety Road Rules.

**Budget**

|                             | Budget           | Budget           |
|-----------------------------|------------------|------------------|
|                             | 2013/14          | 2014/15          |
| <b>Income</b>               |                  |                  |
| Operating grants - state    | (55,000)         | (55,000)         |
| Statutory fees and charges  | (51,000)         | (52,500)         |
| User fees and charges       | (39,336)         | (45,500)         |
| <b>Total Income</b>         | <b>(145,336)</b> | <b>(153,000)</b> |
| <b>Expense</b>              |                  |                  |
| Contracts                   | 3,000            | 10,008           |
| Employee benefits           | 555,842          | 588,267          |
| Internal                    | 40,820           | 40,820           |
| Materials and services      | 39,250           | 38,500           |
| <b>Total Expense</b>        | <b>638,912</b>   | <b>677,595</b>   |
| <b>Net Operating Result</b> | <b>493,576</b>   | <b>524,595</b>   |

**Activities**

| Current Activities                      | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Management of Parking</b>            | <ul style="list-style-type: none"> <li>• Compliance with road safety road rules</li> <li>• Safe and accessible parking in order to service adjacent activities and the community</li> <li>• Provision of parking that caters for the specific needs of our community (ie people with a disability) and businesses</li> </ul> |
| <b>School Crossing Supervisors</b>      | <ul style="list-style-type: none"> <li>• Compliance with road safety road rules</li> <li>• Safety of our children and other crossing users</li> </ul>                                                                                                                                                                        |
| <b>Street Furniture Management</b>      | <ul style="list-style-type: none"> <li>• Safe and efficient use of our footpaths</li> <li>• Reducing Council's exposure to risk</li> <li>• Attractive urban amenity</li> </ul>                                                                                                                                               |
| <b>Illegal waste dumping management</b> | <ul style="list-style-type: none"> <li>• Compliance with relevant Acts (EPA), Regulations and Local Laws</li> <li>• Protection of our rural and urban amenity</li> </ul>                                                                                                                                                     |

## Colac Otway Shire Budget 2014-2015

## Issuing of permits for events on Council land

- Safe and enjoyable events for the community that do not compromise the quality of life for other members of the community
- Ensuring the proper and safe use of Council owned/managed facilities
- Reducing Council's exposure to risk

## 3.5.6 ANIMAL MANAGEMENT

## Statement of Purpose

To promote animal management which prevents and suppresses behavior that adversely affects the welfare of animals and the enjoyment of life or the health, safety and welfare of persons within the municipality.

## Budget

|                             | Budget           | Budget           |
|-----------------------------|------------------|------------------|
|                             | 2013/14          | 2014/15          |
| <b>Income</b>               |                  |                  |
| Statutory fees and charges  | (34,000)         | (35,000)         |
| User fees and charges       | (179,000)        | (181,000)        |
| <b>Total Income</b>         | <b>(213,000)</b> | <b>(216,000)</b> |
| <b>Expense</b>              |                  |                  |
| Materials and services      | 20,800           | 20,000           |
| Other expenses              | 14,100           | 20,000           |
| <b>Total Expense</b>        | <b>34,900</b>    | <b>40,000</b>    |
| <b>Net Operating Result</b> | <b>(178,100)</b> | <b>(176,000)</b> |

## Activities

| Current Activities                                                   | Outcomes/Key Outputs                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Develop, implement and review Domestic Animal Management Plan</b> | <ul style="list-style-type: none"> <li>• Meeting legislative requirements</li> <li>• Guidance to animal management processes</li> </ul>                                                                                                                            |
| <b>Registration process/special permits</b>                          | <ul style="list-style-type: none"> <li>• Responsible level of animal control</li> <li>• Improved animal welfare and management in the interests of owners and the wider community</li> <li>• Protecting the amenity of neighbourhoods</li> </ul>                   |
| <b>Pound Management</b>                                              | <ul style="list-style-type: none"> <li>• Accommodate and repatriate lost and stray animals in a safe, healthy and hygienic environment until their relocation or return to owners</li> <li>• Protection of community from nuisance or dangerous animals</li> </ul> |
| <b>Dog attacks/cruelty to animals (enforcement)</b>                  | <ul style="list-style-type: none"> <li>• Community safety and animal welfare</li> </ul>                                                                                                                                                                            |
| <b>Dog and cat breeding facilities and pet shop licensing</b>        | <ul style="list-style-type: none"> <li>• Safe, hygienic, compliant and humane breeding facilities and pet shops</li> </ul>                                                                                                                                         |
| <b>Stock control on Council land and roads</b>                       | <ul style="list-style-type: none"> <li>• Community and traffic safety</li> <li>• Protected environmental values and amenity</li> </ul>                                                                                                                             |

## Colac Otway Shire Budget 2014-2015

**3.5.7 EMERGENCY MANAGEMENT and FIRE PREVENTION****Statement of Purpose**

To minimise the impacts of emergencies on our community.

**Budget**

|                             | Budget          | Budget          |
|-----------------------------|-----------------|-----------------|
|                             | 2013/14         | 2014/15         |
| <b>Income</b>               |                 |                 |
| Operating grants - state    | (49,486)        | (50,000)        |
| Other revenue               | (3,500)         | (3,000)         |
| Reimbursements              | (2,350)         | (4,000)         |
| Statutory fees and charges  | (18,500)        | (17,000)        |
| <b>Total Income</b>         | <b>(73,836)</b> | <b>(74,000)</b> |
| <b>Expense</b>              |                 |                 |
| Contracts                   | 73,000          | 83,000          |
| Employee benefits           | 172,904         | 168,708         |
| Internal                    | 7,940           | 16,440          |
| Materials and services      | 36,050          | 38,650          |
| Other expenses              | 42,472          | 43,500          |
| <b>Total Expense</b>        | <b>332,366</b>  | <b>350,298</b>  |
| <b>Net Operating Result</b> | <b>258,530</b>  | <b>276,298</b>  |

**Activities**

| Current Activities                                                                                                                      | Outcomes/Key Outputs                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Develop, implement and review emergency planning for community safety</b>                                                            | <ul style="list-style-type: none"> <li>Legislative requirements are met</li> <li>Community, Council and emergency agency preparedness</li> <li>Coordinated emergency response</li> </ul>                      |
| <b>Firefighting infrastructure management:</b> <ul style="list-style-type: none"> <li>Standpipes</li> <li>Fire access tracks</li> </ul> | <ul style="list-style-type: none"> <li>Effective firefighting capacity</li> <li>Well maintained infrastructure that is fit for purpose</li> <li>Enhanced firefighter and asset protection capacity</li> </ul> |
| <b>Fire inspection process and Fire protection works (public &amp; private)</b>                                                         | <ul style="list-style-type: none"> <li>Well prepared and responsible community</li> <li>Reduced fuel load</li> <li>Reduced ability for fires to spread</li> </ul>                                             |
| <b>Emergency response training exercises</b>                                                                                            | <ul style="list-style-type: none"> <li>Increased capacity to undertake responsibilities</li> <li>Emergency ready personnel</li> </ul>                                                                         |
| <b>Neighbourhood Safer Places investigation, designation and maintenance</b>                                                            | <ul style="list-style-type: none"> <li>Increased community safety</li> <li>Resilient communities</li> </ul>                                                                                                   |
| <b>Emergency Relief Centre's investigation, designation and maintenance</b>                                                             | <ul style="list-style-type: none"> <li>Increased community safety</li> <li>Resilient communities</li> </ul>                                                                                                   |

## Colac Otway Shire Budget 2014-2015

**3.5.8 STRATEGIC PLANNING****Statement of Purpose**

To ensure that land use planning is undertaken to meet the sustainable long term needs of current and future generations of the Colac Otway Shire.

**Budget**

|                             | Budget         | Budget         |
|-----------------------------|----------------|----------------|
|                             | 2013/14        | 2014/15        |
| <b>Expense</b>              |                |                |
| Contracts                   | 72,500         | 61,500         |
| Employee benefits           | 180,140        | 187,323        |
| Internal                    | 14,880         | 8,936          |
| Materials and services      | 18,700         | 29,550         |
| Other expenses              | 300            | 200            |
| <b>Total Expense</b>        | <b>286,520</b> | <b>287,509</b> |
| <b>Net Operating Result</b> | <b>286,520</b> | <b>287,509</b> |

**Activities**

| Current Activities                                                                             | Outcomes/Key Outputs                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Planning Scheme Amendments implementing Council strategies/plans</b>                        | <ul style="list-style-type: none"> <li>Informed community</li> <li>Community views reflected in project outcomes</li> </ul>                                                                                                                                            |
| <b>Private Planning Scheme Amendments</b>                                                      | <ul style="list-style-type: none"> <li>Certainty for long term sustainable planning</li> </ul>                                                                                                                                                                         |
| <b>Monitoring and review of Planning Scheme</b>                                                | <ul style="list-style-type: none"> <li>Strong relationships with State Government and other agencies</li> </ul>                                                                                                                                                        |
| <b>Responding to State and other government agency initiatives</b>                             | <ul style="list-style-type: none"> <li>Facilitating appropriate land use and development</li> <li>Local concerns addressed in State Government initiatives</li> </ul>                                                                                                  |
| <b>Participating in regional planning initiatives/forums – G21 and Great South Coast Group</b> | <ul style="list-style-type: none"> <li>Our local planning well integrated into regional planning</li> <li>Consistent approach across boundaries</li> <li>Strong financial advantage</li> <li>Improved advocacy outcomes</li> <li>Access to regional funding</li> </ul> |

## Colac Otway Shire Budget 2014-2015

**3.5.9 STATUTORY PLANNING****Statement of Purpose**

To fulfil the Council's statutory obligations as responsible authority for the management and regulation of land use and development, with the aim of achieving sustainable outcomes in the interests of current and future generations, having regard to relevant social, economic and environmental considerations.

**Budget**

|                             | Budget           | Budget           |
|-----------------------------|------------------|------------------|
|                             | 2013/14          | 2014/15          |
| <b>Income</b>               |                  |                  |
| Operating grants - state    | (5,000)          | (3,000)          |
| Reimbursements              | 0                | (10,000)         |
| Statutory fees and charges  | (137,800)        | (155,500)        |
| User fees and charges       | (11,400)         | (11,500)         |
| <b>Total Income</b>         | <b>(154,200)</b> | <b>(180,000)</b> |
| <b>Expense</b>              |                  |                  |
| Contracts                   | 83,000           | 96,824           |
| Employee benefits           | 855,274          | 869,112          |
| Internal                    | 40,820           | 32,263           |
| Materials and services      | 24,250           | 32,650           |
| Other expenses              | 5,400            | 10,500           |
| <b>Total Expense</b>        | <b>1,008,744</b> | <b>1,041,349</b> |
| <b>Net Operating Result</b> | <b>854,544</b>   | <b>861,349</b>   |

**Activities**

| Current Activities                                                                                      | Outcomes/Key Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Processing &amp; determining Planning Permit Applications &amp; related matters</b>                  | <ul style="list-style-type: none"> <li>Maximising community understanding and awareness of planning requirements</li> <li>Responsive customer service</li> <li>Minimising risk and exposure to Council</li> <li>Good community outcomes from a social, economic and environmental perspective</li> <li>Compliant and sustainable land use and development for current and future generations</li> <li>Meeting statutory responsibilities</li> </ul> |
| <ul style="list-style-type: none"> <li>Registering/referrals/Public notice/determinations</li> </ul>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>VCAT advocacy &amp; representation</b>                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Responding to general enquiries and provision of planning advice (internally &amp; externally)</b>   |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Planning enforcement – ensuring compliance with planning permit conditions &amp; planning scheme</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Processing of plans of subdivision for certification under the Subdivision Act</b>                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

## Colac Otway Shire Budget 2014-2015

**3.5.10 BUILDING SERVICES****Statement of Purpose**

To provide an integrated and customer driven service in accordance with the relevant building related legislation, and to preserve the amenity and safety of the Shire's built environment through consistent and proactive enforcement of public safety requirements.

**Budget**

|                             | Budget           | Budget           |
|-----------------------------|------------------|------------------|
|                             | 2013/14          | 2014/15          |
| <b>Income</b>               |                  |                  |
| Other revenue               | (8,700)          | (7,000)          |
| Statutory fees and charges  | (77,200)         | (86,000)         |
| User fees and charges       | (17,300)         | (16,800)         |
| <b>Total Income</b>         | <b>(103,200)</b> | <b>(109,800)</b> |
| <b>Expense</b>              |                  |                  |
| Contracts                   | 171,110          | 233,688          |
| Employee benefits           | 76,132           | 72,876           |
| Materials and services      | 6,600            | 6,600            |
| Other expenses              | 500              | 500              |
| <b>Total Expense</b>        | <b>254,342</b>   | <b>313,664</b>   |
| <b>Net Operating Result</b> | <b>151,142</b>   | <b>203,864</b>   |

**Activities**

| Current Activities                                                                                             | Outcomes/Key Outputs                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Processing of building permit applications including inspections. (service also delivered by private industry) | <ul style="list-style-type: none"> <li>Maximised Public safety</li> <li>Reduced risk to Council from liability/litigation</li> <li>Well informed public/applicants</li> </ul>                                                                                                                     |
| General enquiries and advice (internal & external)                                                             | <ul style="list-style-type: none"> <li>Reduced processing times</li> </ul>                                                                                                                                                                                                                        |
| Enforcement of building legislation                                                                            | <ul style="list-style-type: none"> <li>Responsive customer service</li> </ul>                                                                                                                                                                                                                     |
| Ensuring compliance with Essential Safety Measures (ESM)                                                       | <ul style="list-style-type: none"> <li>Higher rate of legislative compliance</li> </ul>                                                                                                                                                                                                           |
| Pool enclosure enforcement                                                                                     | <ul style="list-style-type: none"> <li>Safe public and private spaces</li> <li>Maintaining streetscape amenity</li> </ul>                                                                                                                                                                         |
| Issuing of Place of Public Entertainment Permits (PoPEs)                                                       |                                                                                                                                                                                                                                                                                                   |
| Report and consent applications                                                                                |                                                                                                                                                                                                                                                                                                   |
| Administration of private building permits                                                                     | <ul style="list-style-type: none"> <li>Accurate monitoring and reporting to ensure compliance under the relevant Act</li> <li>Ensuring private building industry is compliant</li> <li>Ensuring appropriate rates are levied</li> <li>Retaining accurate building information/records.</li> </ul> |



## Colac Otway Shire Budget 2014-2015

**3.6 Resources**

The following provides details of the numbers of Full Time Equivalent (FTE) staff and Employee costs for each unit as expected for 30 June 2015.

|                                                     | Full Time<br>Equivalent | Employee Costs<br>(\$'000) |
|-----------------------------------------------------|-------------------------|----------------------------|
| <b>Chief Executive Office</b>                       |                         |                            |
| Chief Executive Office                              | 4.10                    | 502                        |
| <b>Corporate &amp; Community Services</b>           |                         |                            |
| Management                                          | 1.95                    | 267                        |
| Finance & Customer Services                         | 18.55                   | 1,479                      |
| Health & Community Services                         | 37.98                   | 2,642                      |
| Information Services                                | 9.25                    | 738                        |
| Organisation Support & Development                  | 6.15                    | 567                        |
| Recreation, Arts & Culture                          | 22.19                   | 1,622                      |
| <b>Total Corporate &amp; Community Services</b>     | <b>96.07</b>            | <b>7,315</b>               |
| <b>Infrastructure &amp; Services</b>                |                         |                            |
| Management                                          | 2.04                    | 282                        |
| Capital Works                                       | 6.00                    | 563                        |
| COS Works                                           | 49.72                   | 3,633                      |
| Major Contracts                                     | 8.05                    | 694                        |
| Sustainable Assets                                  | 6.50                    | 589                        |
| <b>Total Infrastructure &amp; Services</b>          | <b>72.31</b>            | <b>5,761</b>               |
| <b>Sustainable Planning &amp; Development</b>       |                         |                            |
| Management                                          | 2.00                    | 283                        |
| Economic Development                                | 11.76                   | 902                        |
| Environment & Community Safety                      | 14.66                   | 1,148                      |
| Planning & Building                                 | 12.42                   | 1,129                      |
| <b>Total Sustainable Planning &amp; Development</b> | <b>40.84</b>            | <b>3,462</b>               |
| <b>TOTALS</b>                                       | <b>213.32</b>           | <b>17,040</b>              |

## 4 APPENDICES

### 4.1 Overview to Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in this report.

The information contained in the appendices has not been included in the main body of the report due to the interests of clarity and conciseness. However, Council has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

#### Appendix A – Budgeted Standard Statements

This appendix presents information in regard to the Budgeted Standard Statements. The appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement
- Budgeted Statement of Investment Reserves

#### Appendix B – Statutory Disclosures in the Annual Budget

This appendix presents information required pursuant to the Act and the Regulations to be disclosed in the Council's annual budget.

The appendix includes the Council's 2014-2015 Rates and Charges.

#### Appendix C – Capital Works Programme

This appendix presents a listing of the capital works projects that will be undertaken for the 2014-2015 year. The capital works projects are grouped by class and include new works for 2014-2015.

#### Appendix D – Key Strategic Activities

Pursuant to Section 127 of the *Local Government Act* 1989, this appendix presents a number of strategic activities to be undertaken during the 2014-2015 year and performance targets and measures in relation to these.

#### Appendix E – User Pay Charges

This appendix presents a list of user pay charges that are both Council and Statutory Fees that list the current fee and the recommended fee for 2014-2015.

Colac Otway Shire Budget 2014-2015

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**Appendix F – Performance Statement**

This appendix provides details of the new Performance Indicators that will be required to be prepared under the new reporting guidelines.

The indicators are grouped under:

- Service Performance Indicators
- Financial Performance Indicators

**4.2 Appendix A - Budget Standard Statements**

This appendix presents information in regard to the Budgeted Standard Statements.

This appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement
- Budgeted Statement of Investment Reserves

## Colac Otway Shire Budget 2014-2015

## 4.2.1 Budgeted Standard Income Statement

For the year ending 30 June 2014

|                                       | Forecast<br>2013-2014 | Budget<br>2014-2015 | Variance           |
|---------------------------------------|-----------------------|---------------------|--------------------|
| <b>Income</b>                         |                       |                     |                    |
| Rates and charges                     | 24,683,566            | 26,137,011          | 1,453,445          |
| Statutory fees and charges            | 498,915               | 478,800             | (20,115)           |
| User fees and charges                 | 3,329,289             | 3,618,684           | 289,395            |
| Grants - operating                    | 10,583,399            | 9,762,363           | (821,036)          |
| Contributions - cash operating        | 446,940               | 251,360             | (195,580)          |
| Reimbursements                        | 76,364                | 156,701             | 80,337             |
| Finance revenue                       | 468,000               | 468,000             | 0                  |
| Other revenue                         | 97,922                | 86,250              | (11,672)           |
| <b>Operating Income</b>               | <b>40,184,395</b>     | <b>40,959,169</b>   | <b>774,774</b>     |
| <b>Expenses</b>                       |                       |                     |                    |
| Employee benefits                     | (15,465,949)          | (16,490,494)        | (1,024,545)        |
| Materials and services                | (15,284,888)          | (14,313,419)        | 919,149            |
| Depreciation and amortisation         | (9,634,866)           | (9,634,866)         | 0                  |
| Finance expenses                      | (353,371)             | (374,733)           | (21,362)           |
| Other expenses                        | (1,434,359)           | (1,090,922)         | 343,337            |
| <b>Operating expenses</b>             | <b>(42,121,013)</b>   | <b>(41,904,434)</b> | <b>216,579</b>     |
| <b>Underlying result / (deficit)</b>  | <b>(1,936,618)</b>    | <b>(945,265)</b>    | <b>991,353</b>     |
| <b>Non-operating income</b>           |                       |                     |                    |
| Grants - capital                      | 10,086,702            | 5,218,000           | (4,868,702)        |
| Net gain / loss on disposal of assets | 153,810               | 101,000             | (52,810)           |
| <b>Total non-operating income</b>     | <b>10,240,512</b>     | <b>5,319,000</b>    | <b>(4,921,512)</b> |
| <b>Non-operating expense</b>          |                       |                     |                    |
| Fixed asset write off                 | (1,500,000)           | (1,520,000)         | (20,000)           |
| <b>Total non-operating income</b>     | <b>(1,500,000)</b>    | <b>(1,520,000)</b>  | <b>(20,000)</b>    |
| <b>Surplus / (deficit)</b>            | <b>6,803,894</b>      | <b>2,853,735</b>    | <b>(3,950,159)</b> |

## Colac Otway Shire Budget 2014-2015

## 4.2.2 Budgeted Standard Statement of Financial Position

For the year ending 30 June 2014

|                                             | Forecast<br>2013-2014 | Budget<br>2014-2015 | Variance         |
|---------------------------------------------|-----------------------|---------------------|------------------|
| <b>Assets</b>                               |                       |                     |                  |
| <b>Current assets</b>                       |                       |                     |                  |
| Cash and cash equivalents                   | 10,175,069            | 11,030,085          | 855,016          |
| Trade and other receivables                 | 4,771,251             | 4,995,051           | 223,800          |
| Inventories                                 | 176,000               | 226,000             | 50,000           |
| <b>Total current assets</b>                 | <b>15,122,320</b>     | <b>16,251,136</b>   | <b>1,128,816</b> |
| <b>Non-current assets</b>                   |                       |                     |                  |
| Other non-current assets                    | 351,317               | 360,317             | 9,000            |
| Property, infrastructure, plant & equipment | 282,958,636           | 285,457,192         | 2,498,556        |
| <b>Total non-current assets</b>             | <b>283,309,953</b>    | <b>285,817,509</b>  | <b>2,507,556</b> |
| <b>Total assets</b>                         | <b>298,438,273</b>    | <b>302,068,645</b>  | <b>3,636,372</b> |
| <b>Liabilities</b>                          |                       |                     |                  |
| <b>Current liabilities</b>                  |                       |                     |                  |
| Trade and other payables                    | 1,912,028             | 1,912,028           | 0                |
| Interest-bearing loans and borrowings       | 551,240               | 590,659             | 39,419           |
| Trust                                       | 274,000               | 249,000             | (25,000)         |
| Provisions                                  | 4,155,286             | 4,279,944           | 124,658          |
| <b>Total current liabilities</b>            | <b>6,892,554</b>      | <b>7,031,631</b>    | <b>139,077</b>   |
| <b>Non-current liabilities</b>              |                       |                     |                  |
| Interest-bearing loans and borrowings       | 4,321,475             | 4,830,816           | 509,341          |
| Provisions                                  | 4,473,962             | 4,608,181           | 134,219          |
| <b>Total non-current liabilities</b>        | <b>8,795,437</b>      | <b>9,438,997</b>    | <b>643,560</b>   |
| <b>Total liabilities</b>                    | <b>15,687,991</b>     | <b>16,470,628</b>   | <b>782,637</b>   |
| <b>Net assets</b>                           | <b>282,744,282</b>    | <b>285,598,017</b>  | <b>2,853,735</b> |
| <b>Equity</b>                               |                       |                     |                  |
| Accumulated surplus                         | 110,070,605           | 118,622,475         | 8,551,870        |
| Reserves                                    | 172,673,677           | 166,975,542         | (5,698,135)      |
| <b>Total equity</b>                         | <b>282,744,282</b>    | <b>285,598,017</b>  | <b>2,853,735</b> |

## Colac Otway Shire Budget 2014-2015

## 4.2.3 Budgeted Standard Cash Flow Statement

For the year ending 30 June 2014

|                                                                                        | Forecast<br>2013-2014<br>Inflows /<br>(Outflows) | Budget<br>2014-2015<br>Inflows /<br>(Outflows) | Variance           |
|----------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------|--------------------|
| <b>Cash flows from operating activities</b>                                            |                                                  |                                                |                    |
| Rates and charges                                                                      | 25,940,402                                       | 26,297,381                                     | 356,979            |
| Statutory fees and charges                                                             | 503,904                                          | 526,680                                        | 22,776             |
| User charges and other fines (inclusive of GST)                                        | 3,662,218                                        | 3,980,552                                      | 318,334            |
| Grants (inclusive of GST)                                                              | 21,599,566                                       | 14,856,563                                     | (6,743,003)        |
| Contributions - cash (inclusive of GST)                                                | 446,940                                          | 251,360                                        | (195,580)          |
| Reimbursements (inclusive of GST)                                                      | 76,364                                           | 156,701                                        | 80,337             |
| Finance revenue                                                                        | 468,000                                          | 468,000                                        | 0                  |
| Other income (inclusive of GST)                                                        | 97,922                                           | 77,250                                         | (20,672)           |
| Net GST refund/payment                                                                 | 3,086,788                                        | 2,150,774                                      | (936,014)          |
| Payments to employees (including redundancies and GST)                                 | (15,046,165)                                     | (16,312,775)                                   | (1,266,610)        |
| Payments to suppliers (inclusive of GST)                                               | (18,699,421)                                     | (15,799,761)                                   | (2,899,660)        |
| Other payments (inclusive of GST)                                                      | (1,549,000)                                      | (1,178,196)                                    | 370,804            |
| <b>Net cash provided by (used in) operating activities</b>                             | <b>20,587,518</b>                                | <b>15,474,529</b>                              | <b>(5,112,989)</b> |
| <b>Cash flows from investing activities</b>                                            |                                                  |                                                |                    |
| Payments for property, infrastructure, plant and equipment (inclusive of GST)          | (21,889,344)                                     | (15,164,540)                                   | 6,724,804          |
| Proceeds from sale of property, infrastructure, plant and equipment (inclusive of GST) | 169,191                                          | 396,000                                        | 226,809            |
| <b>Net cash provided by (used in) investing activities</b>                             | <b>(21,720,153)</b>                              | <b>(14,768,540)</b>                            | <b>6,951,613</b>   |
| <b>Cash flows from financing activities</b>                                            |                                                  |                                                |                    |
| Finance costs                                                                          | (353,371)                                        | (374,733)                                      | (21,362)           |
| Trust funds and deposits                                                               | 18,052                                           | (25,000)                                       | (43,052)           |
| Proceeds from interest bearing loans and borrowings                                    | 416,000                                          | 1,100,000                                      | 684,000            |
| Repayment of interest bearing loans and borrowings                                     | (517,717)                                        | (551,240)                                      | (33,523)           |
| <b>Net cash provided by (used in) financing activities</b>                             | <b>(437,036)</b>                                 | <b>149,027</b>                                 | <b>586,063</b>     |
| Net increase / (decrease) in cash and cash equivalents                                 | (1,569,671)                                      | 855,016                                        | 2,424,687          |
| Cash and cash equivalents at the beginning of the year                                 | 11,744,740                                       | 10,175,069                                     | (1,569,671)        |
| <b>Cash and cash equivalents at the end of the year</b>                                | <b>10,175,069</b>                                | <b>11,030,085</b>                              | <b>855,016</b>     |

## Colac Otway Shire Budget 2014-2015

## 4.2.4 Budgeted Standard Capital Works Statement

For the year ending 30 June 2014

|                            | Forecast<br>2013-2014 | Budget<br>2014-2015 | Variance            |
|----------------------------|-----------------------|---------------------|---------------------|
| <b>Capital Works Area</b>  |                       |                     |                     |
| Buildings                  | 10,477,871            | 4,210,000           | (6,267,871)         |
| Road and traffic network   | 4,538,400             | 4,950,000           | 411,600             |
| Bridges and culverts       | 1,000,000             | 1,000,000           | 0                   |
| Kerb and channelling       | 196,932               | 75,000              | (121,932)           |
| Footpaths                  | 949,042               | 710,000             | (239,042)           |
| Drainage                   | 850,489               | 590,000             | (260,489)           |
| Other structures           | 1,275,416             | 157,000             | (1,118,416)         |
| Plant equipment and other  | 5,209,278             | 2,389,110           | (2,820,168)         |
| <b>Total capital works</b> | <b>24,497,428</b>     | <b>14,081,110</b>   | <b>(10,416,318)</b> |
| <b>Represented by:</b>     |                       |                     |                     |
| Renewal                    | 10,110,016            | 9,779,110           | (330,906)           |
| Upgrade                    | 11,596,312            | 3,869,000           | (7,727,312)         |
| New                        | 2,791,100             | 433,000             | (2,358,100)         |
| <b>Total capital works</b> | <b>24,497,428</b>     | <b>14,081,110</b>   | <b>(10,416,318)</b> |

## Colac Otway Shire Budget 2014-2015

## 4.2.5 Budgeted Standard of Investment Reserves

For the year ending 30 June 2014

|                                  | Forecast<br>2013-2014 | Budget<br>2014-2015 | Variance         |
|----------------------------------|-----------------------|---------------------|------------------|
| <b>Statutory</b>                 |                       |                     |                  |
| Car parking                      | 128,000               | 128,000             | 0                |
| Open space                       | 512,000               | 512,000             | 0                |
| <b>Total statutory reserves</b>  | <b>640,000</b>        | <b>640,000</b>      | <b>0</b>         |
| <b>Restricted</b>                |                       |                     |                  |
| Port of Apollo Bay               | 0                     | 310,000             | 310,000          |
| Landfill rehabilitation (Alvie)  | 638,000               | 695,000             | 57,000           |
| Plant replacement                | 511,000               | 626,000             | 115,000          |
| Rehabilitation reserve           | 160,000               | 362,000             | 202,000          |
| Tirrengower drainage             | 30,000                | 30,000              | 0                |
| Carry forward projects           | 3,319,000             | 3,319,000           | 0                |
| Long service leave               | 846,000               | 1,046,000           | 200,000          |
| Loan investment reserve          | 0                     | 20,000              | 20,000           |
| <b>Total restricted reserves</b> | <b>5,504,000</b>      | <b>6,408,000</b>    | <b>904,000</b>   |
| <b>Identified</b>                |                       |                     |                  |
| Colac livestock selling centre   | 100,000               | 100,000             | 0                |
| Kerbside bin replacement         | 1,063,000             | 563,000             | (500,000)        |
| <b>Total identified reserves</b> | <b>1,163,000</b>      | <b>663,000</b>      | <b>(500,000)</b> |
| <b>Total reserves</b>            | <b>7,307,000</b>      | <b>7,711,000</b>    | <b>404,000</b>   |



## Colac Otway Shire Budget 2014-2015

## 4.2.6 Reconciliation of Operating Result and Net Cash Flows

For the year ending 30 June 2014

|                                                       | Forecast<br>2013-2014 | Budget<br>2014-2015 | Variance           |
|-------------------------------------------------------|-----------------------|---------------------|--------------------|
| <b>Underlying result for the year</b>                 | <b>6,803,894</b>      | <b>2,853,735</b>    | <b>3,950,159</b>   |
| Depreciation                                          | 9,634,866             | 9,634,866           | 0                  |
| Loss (gain) on sale of assets                         | (153,810)             | (101,000)           | (52,810)           |
| Interest Paid                                         | 353,371               | 374,733             | (21,362)           |
| Capital Grants                                        | 10,086,702            | 5,218,000           | 4,868,702          |
| Net GST Movement                                      | 3,086,788             | 2,150,774           | 936,014            |
| Net movement in current assets and liabilities        | (9,224,293)           | (4,656,599)         | (4,567,694)        |
| <b>Cash flows available from operating activities</b> | <b>20,587,518</b>     | <b>15,474,529</b>   | <b>(5,112,989)</b> |

### 4.3 Appendix B - Statutory Disclosures

#### 4.3.1 Statutory disclosures required for Public Display of the Prepared Annual Budget

This Schedule presents information required pursuant to the Act and the Regulations to be disclosed in the Council's Annual Budget. The disclosures include details on:

- Borrowings
- Rates and Charges
- Differential Rates

##### 1. Borrowings:

|                                         | Forecast<br>2013-2014<br>\$'000 | Budget<br>2014-2015<br>\$'000 |
|-----------------------------------------|---------------------------------|-------------------------------|
| New borrowings (other than refinancing) | 416                             | 1,100                         |
| Debt redemption                         | 636                             | 551                           |

##### 2. Rates and charges

###### 2.1 The proposed rate in the dollar for each type of rate to be levied:

| Type of Property                                                 | 2013-2014<br>Rate in \$ of<br>CIV | 2014-2015<br>Rate in \$ of<br>CIV |
|------------------------------------------------------------------|-----------------------------------|-----------------------------------|
| Residential – Colac, Colac East, Colac West, Elliminyt           | 0.004034                          | 0.004317                          |
| Residential – Balance Shire                                      | 0.003429                          | 0.003669                          |
| Rural - Farm                                                     | 0.003187                          | 0.003410                          |
| Holiday Rental                                                   | 0.004034                          | 0.004317                          |
| Commercial/Industrial – Colac, Colac East, Colac West, Elliminyt | 0.006656                          | 0.007123                          |
| Commercial/Industrial – Balance of Shire                         | 0.005648                          | 0.006044                          |

###### 2.2 The estimated amount to be raised by each type of rate to be levied:

| Type of Property                                                 | 2013-2014<br>\$ | 2014-2015<br>\$ |
|------------------------------------------------------------------|-----------------|-----------------|
| Residential – Colac, Colac East, Colac West, Elliminyt           | 4,230,092       | 5,475,885       |
| Residential – Balance Shire                                      | 6,751,172       | 6,802,950       |
| Rural - Farm                                                     | 5,549,334       | 5,346,111       |
| Holiday Rental                                                   | 873,596         | 895,952         |
| Commercial/Industrial – Colac, Colac East, Colac West, Elliminyt | 1,689,769       | 1,883,696       |
| Commercial/Industrial – Balance of Shire                         | 974,470         | 1,059,866       |

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## Appendix B

**2.3 The estimated total amount to be raised by rates:**

|                                 | 2013-2014         | 2014-2015         |
|---------------------------------|-------------------|-------------------|
|                                 | \$                | \$                |
| <b>Total rates to be raised</b> | <b>20,068,433</b> | <b>21,464,460</b> |

**2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year:**

| Type of Property                                                 | 2013-2014<br>Change<br>% | 2014-2015<br>Change<br>% |
|------------------------------------------------------------------|--------------------------|--------------------------|
| Residential – Colac, Colac East, Colac West, Elliminyt           | 7.20                     | 7.02                     |
| Residential – Balance Shire                                      | 7.20                     | 7.00                     |
| Rural - Farm                                                     | 7.20                     | 7.00                     |
| Holiday Rental                                                   | 7.20                     | 7.02                     |
| Commercial/Industrial – Colac, Colac East, Colac West, Elliminyt | 7.20                     | 7.02                     |
| Commercial/Industrial – Balance of Shire                         | 7.20                     | 7.01                     |

**2.5 The number of assessments for each type of rate to be levied, compared to the previous year:**

| Type of Property                                                 | 2013-2014<br>No. | 2014-2015<br>No. |
|------------------------------------------------------------------|------------------|------------------|
| Residential – Colac, Colac East, Colac West, Elliminyt           | 5,067            | 5,475            |
| Residential – Balance Shire                                      | 5,649            | 5,210            |
| Rural - Farm                                                     | 2,630            | 2,772            |
| Holiday Rental                                                   | 436              | 411              |
| Commercial/Industrial – Colac, Colac East, Colac West, Elliminyt | 622              | 621              |
| Commercial/Industrial – Balance of Shire                         | 336              | 343              |
| <b>Total number of assessments</b>                               | <b>14,740</b>    | <b>14,832</b>    |

**2.6 The basis of valuation to be used is the Capital Improved Value (CIV).****2.7 The estimated total value of land in respect of which each type of rate is to be levied, compared with the previous year:**

| Type of Property                                                 | 2013-2014<br>\$      | 2014-2015<br>\$      |
|------------------------------------------------------------------|----------------------|----------------------|
| Residential – Colac, Colac East, Colac West, Elliminyt           | 1,048,623,000        | 1,268,438,000        |
| Residential – Balance Shire                                      | 1,968,928,000        | 1,853,930,000        |
| Rural - Farm                                                     | 1,741,339,000        | 1,567,566,000        |
| Holiday Rental                                                   | 216,561,000          | 207,539,000          |
| Commercial/Industrial – Colac, Colac East, Colac West, Elliminyt | 253,871,000          | 264,449,000          |
| Commercial/Industrial – Balance of Shire                         | 172,548,000          | 175,363,000          |
| <b>Total value of land</b>                                       | <b>5,401,870,000</b> | <b>5,337,285,000</b> |

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## Appendix B

**2.8 The proposed unit amount to be levied for each type of charge under section 162 of the Act:**

| Type of Charge                        | Per Rateable Property<br>2013-2014<br>\$ | Per Rateable Property<br>2014-2015<br>\$ |
|---------------------------------------|------------------------------------------|------------------------------------------|
| Municipal charge                      | 161                                      | 171                                      |
| Waste management charge – weekly      | 282                                      | 272                                      |
| Waste management charge – fortnightly | 186                                      | 180                                      |

**2.9 The estimated amounts to be raised for each type of charge to be levied, compared to the previous year:**

| Type of Charge                        | 2013-2014<br>\$  | 2014-2015<br>\$  |
|---------------------------------------|------------------|------------------|
| Municipal charge                      | 2,237,256        | 2,389,383        |
| Waste management charge – weekly      | 2,636,418        | 2,578,016        |
| Waste management charge – fortnightly | 27,900           | 26,640           |
| <b>Total charges</b>                  | <b>4,901,574</b> | <b>4,994,039</b> |

**2.10 The estimated total amount to be raised by rates and charges:**

| Type of Charge      | 2013-2014<br>\$   | 2014-2015<br>\$   |
|---------------------|-------------------|-------------------|
| Rates and charges   | 24,970,007        | 26,458,499        |
| Supplementary rates | 100,000           | 100,000           |
| <b>Total</b>        | <b>25,070,007</b> | <b>26,558,499</b> |

**2.11 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;
- The variation of returned levels of value (e.g. valuation appeals);
- Changes in use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes in use of land such that residential land becomes business land and vice versa.

**2.12 Other Charges:**

|                                              | Per Hectare<br>2013-2014<br>\$ | Per Hectare<br>2014-2015<br>\$ |
|----------------------------------------------|--------------------------------|--------------------------------|
| Aire River (Special charge) Drainage Scheme  | 0.20                           | 0.20                           |
| Tirrengower (Special charge) Drainage Scheme | 2.50                           | 2.50                           |

### 3. Differential Rates

In accordance with the "Ministerial Guidelines for Differential Rating" issued by the Minister for Local Government Council has given consideration to the purpose and objectives in applying differential rating for the Colac Otway Shire.

The guidelines seek to ensure that when utilising a differential rating regime that Council considers:

- That rates are a tax and good practice taxation principles should be applied in determining the application of differential rates.
- That the differential rating categories have regard to the strategic objectives set out in the Council Plan.
- How the use of differential rating contributes to the equitable and efficient carrying out of its functions compared to the use of a uniform rate.

The objectives of each differential rate must include:

- A definition of the types of land and a statement for the reasons for the use of and level of the rate.
- An identification of the type of land which is subject to the rate, in respect to the uses, geographic location and planning scheme zoning and the types of buildings situated on that land.

#### 3.1 Rates to be levied

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

- A general rate of 0.004317 in the dollar of CIV for all rateable residential properties in Colac, Colac East, Colac West and Elliminyt.
- A general rate of 0.003669 in the dollar of CIV for any residential land which is not located in Colac, Colac East, Colac West or Elliminyt (balance of Shire).
- A general rate of 0.003410 in the dollar of CIV for all rateable farm land.
- A general rate of 0.004317 in the dollar of CIV for all rateable holiday rental properties.
- A general rate of 0.006203 in the dollar of CIV for all rateable commercial and industrial properties in Colac, Colac East, Colac West and Elliminyt.
- A general rate of 0.005263 in the dollar of CIV for all other rateable commercial and industrial properties not located in Colac, Colac East, Colac West and Elliminyt (balance of Shire).

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

Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

**3.2. Residential Land – Colac, Colac East, Colac West, Elliminyt**

Any land, whether vacant or built upon, which is located in Colac, Colac East, Colac West or Elliminyt that is not zoned for commercial or industrial use and which:

3.2.1 does not have the characteristics of:

- a) Rural Farm Land;
- b) Holiday Rental Land; or
- c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt.

**3.3. Residential Land – Balance of Shire**

Any land, whether vacant or built upon or which is not located in Colac, Colac East, Colac West or Elliminyt that:

3.3.1 does not have the characteristics of:

- a) Rural Farm Land;
- b) Holiday Rental Land;
- c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt; or
- d) Commercial/Industrial Land – Balance of Shire.

**3.4 Rural Farm Land**

Any land located within the shire which is “Farm Land” within the meaning of section 2 of the *Valuation of Land Act 1960* and is zoned to allow land to be used for rural and/or farming purposes.

Typically, these properties may contain buildings used as a residence and for farm purposes and will also contain land with no buildings located upon it.

A Rural – Farm property may also be any land located within the shire which:

- Is not greater than 5 hectares in area;
- Is zoned to allow the land to be used for rural and/or farming purposes;
- Has been deemed unviable for the purpose of carrying on a business of primary production by Council; and
- Has been deemed unsuitable to allow the construction of a dwelling.

**3.5 Holiday Rental Land**

Any land that contains a dwelling, cabin or house or part of a house that:

- 3.5.1 is used for the provision of holiday accommodation for the purpose of generating income; or
- 3.5.2 is made generally available for holiday accommodation and is a secondary or supplemental source of income for the owner.

**Note:** Typically, the category will include absentee owned holiday houses, owner occupied “Bed and Breakfast” establishments, farm properties with accommodation cabins, holiday farms and the like.

The category will not include land used to provide tourist/holiday accommodation on an overtly commercial scale and basis where the provision of accommodation is an integral part of the use of the property. The types of properties excluded from this category would include motels, resorts, hotels with accommodation, caravan parks, centrally managed and promoted multi unit developments and the like.

### **3.6 Commercial/Industrial Land – Colac, Colac East, Colac West, Elliminyt**

Any land which is located in Colac, Colac East, Colac West or Elliminyt which:

3.6.1 does not have the characteristics of:

- a) Rural Farm Land;
- b) Residential Land – Colac, Colac East, Colac West or Elliminyt; or
- c) Holiday Rental Land; and

3.6.2 is used primarily for:

- a) the sale of goods or services;
  - b) other commercial purposes; or
  - c) industrial purposes
- or which is vacant but zoned for commercial or industrial use.

### **3.7. Commercial/Industrial Land - Balance of Shire**

Any land which is not located in Colac, Colac East, Colac West or Elliminyt which:

3.7.1 does not have the characteristics of:

- a) Rural Farm Land;
- b) Residential Land – Balance of Shire; or
- c) Holiday Rental Land; and

3.7.2 is used primarily for:

- a) the sale of goods or services;
  - b) other commercial purposes; or
  - c) industrial purposes
- or which is vacant but zoned for commercial or industrial use.

**Other Charges****4. Municipal Charge**

- 4.1 A Municipal Charge be declared for the period commencing 1 July 2014 to 30 June 2015 to cover some of the administrative costs of the Council.
- 4.2 The municipal charge be the sum of \$171 per annum for each rateable property in respect of which a municipal charge can be levied.

**5. Annual Service (Waste Management) Charges****5.1 An annual service (waste management) charge of \$272 per annum be declared for:**

- 5.1.1 all land used primarily for residential or commercial purposes; or
- 5.1.2 other land in respect of which a weekly waste collection and disposal service is provided, for the period 1 July 2014 to 30 June 2015.

**5.2 An annual service (waste management) charge of \$180 per annum be declared for:**

- 5.2.1 all land used primarily for residential or commercial purposes; or
- 5.2.2 other land in respect of which a fortnightly waste collection and disposal service is provided, for the period 1 July 2014 to 30 June 2015.

**5.3 Commercial properties can have a maximum of one (1) 240 litre or two (2) 120 litre bins.****6. Aire River Special (Drainage) Charge**

A special charge of \$0.20 per hectare will be declared on those properties located within the Aire River Drainage Scheme for the period 1 July 2014 to 30 June 2015.

**7. Tirrengower Special (Drainage) Scheme**

The special charge for the Tirrengower drainage works previously declared by Council be fixed at \$2.50 per hectare for the period 1 July 2014 to 30 June 2015.



**8. Rating Objectives****8.1 RESIDENTIAL LAND – COLAC, COLAC EAST, COLAC WEST OR ELLIMINYT****Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the Recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

It is considered fair and equitable that properties located inside the urban areas of Colac, Colac East, Colac West or Elliminyt are considered the "base rate" from which all other differential properties are determined.

**Geographic Location:**

Land located in Colac, Colac East, Colac West and Elliminyt.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

Any buildings which are now constructed on the land or which are constructed prior to 30 June 2015.

## 8.2 RESIDENTIAL LAND – BALANCE OF SHIRE

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

### Types and Classes:

Rateable land having the relevant characteristics described in the Recommendation.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

The Residential – Balance of Shire properties are rated at a lower rate in the dollar than the Residential – Colac (or base rate).

### Geographic Location:

Land which is not located in Colac, Colac East, Colac West or Elliminyt.

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

### Types of Buildings:

Any buildings which are now constructed on the land or which are constructed prior to 30 June 2015.

### 8.3 RURAL FARM LAND

**Objective:**

To maintain and encourage the development of land for farming purposes and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the Recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Although the use of such land is fundamentally commercial in nature, it is considered fair and equitable that properties used for Rural Farm purposes pay rates at a lesser rate in recognition they provide broader environmental benefits to the wider community through activities such as removal of noxious weeds, retention of native vegetation and undertake management of water quality and riparian zones on waterways.

The Rural – Farm properties are rated at a lower rate in the dollar than the Residential – Colac (or base rate).

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

Any buildings which are now constructed on the land or which are constructed prior to 30 June 2015.

## 8.4 HOLIDAY RENTAL LAND

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services; and
4. Contribution towards tourism and economic development.

### Types and Classes:

Rateable land having the relevant characteristics described in the Recommendation.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Typically, the category will include absentee owned holiday houses, owner occupied "Bed and Breakfast" establishments, farm properties with accommodation cabins, holiday farms and the like.

The category will not include land used to provide tourist/holiday accommodation on an overtly commercial scale and basis where the provision of accommodation is an integral part of the use of the property. The types of properties excluded from this category would include motels, resorts, hotels with accommodation, caravan parks, centrally managed and promoted multi-unit developments and the like.

It is considered fair and equitable that these properties pay at a higher rate than Residential - Balance of Shire properties in recognition of the fact they are used to generate income. As these properties are generally only semi commercial in terms of their use, it is considered reasonable that they do not pay rates at the "Commercial" rates in the dollar.

As Council has a commercial rate that applies to properties that provide holiday accommodation on a fully commercial basis (for example motels, resorts, pubs, caravan parks), it would be inequitable to these properties to not require properties that provide holiday house/unit, bed & breakfast, accommodation to pay rates at a rate higher than the residential rate as it would give these properties an unfair commercial advantage in the holiday accommodation market place.

The Holiday Rental properties are rated at the same rate in the dollar as the Residential - Colac (or base rate).

### Geographic Location:

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

Any buildings which are now constructed on the land or which are constructed prior to 30 June 2015.

**8.5 COMMERCIAL/INDUSTRIAL LAND – COLAC, COLAC EAST, COLAC WEST OR ELLIMINYT****Objective:**

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services; and
4. Contribution towards economic development and tourism.

**Types and Classes:**

Rateable land having the relevant characteristics described in the Recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

It is considered fair and equitable that properties used for Commercial/Industrial purposes pay rates at a higher rate than other categories as these properties benefit commercially from the provision of infrastructure throughout the shire and place additional burden on that same infrastructure. Provision of services by Council also helps to retain population within the shire, thereby creating a viable local market for the commercial/industrial sector.

The Commercial/Industrial – Colac properties are rated at a higher rate in the dollar than the Residential – Colac (or base rate).

**Geographic Location:**

Land located in Colac, Colac East, Colac West and Elliminyt.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

Any buildings which are now constructed on the land or which are constructed prior to 30 June 2015.

## 8.6 COMMERCIAL/INDUSTRIAL LAND – BALANCE OF SHIRE

### Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services; and
4. Contribution towards economic development and tourism.

### Types and Classes:

Rateable land having the relevant characteristics described in the Recommendation.

### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

It is considered fair and equitable that commercial or industrial properties located outside the urban area of Colac (that is, those referred to as 'Balance of Shire' properties) pay rates at a lesser rate in the dollar than commercial and industrial properties within the urban area of Colac in recognition that Council is providing incentive and support for commercial and industrial activities to set up and remain in communities within the shire but outside of the urban area of Colac.

In addition, it considered fair and equitable that properties used for Commercial/Industrial purposes pay rates at a higher rate than other categories as these properties benefit commercially from the provision of infrastructure throughout the shire and place additional burden on that same infrastructure. Provision of services more generally by Council also helps to retain population within the shire, thereby creating a viable local market for the commercial/industrial sector.

The Commercial/Industrial – Colac properties are rated at a higher rate in the dollar than the Residential – Colac (or base rate).

### Geographic Location:

Land which is not located in Colac, Colac East, Colac West or Elliminyt.

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

Any buildings which are now constructed on the land or which are constructed prior to 30 June 2015.

### 8.7 UNIFORM RATE AND DIFFERENTIAL RATE COMPARISON

Overall, Council is of the opinion its differential rates provide a fairer and more equitable apportionment of the rates burden across the community than would be the case if a uniform rate was used. Use of a uniform rate would result in certain elements of our community being better off at the expense of other elements (see that following table).

Council is satisfied that the differential rating approach applied provides for a more equitable distribution of the rating or property taxation obligation of property owners.

| 2014-15 Rates Income Estimate                                           |                |                   |                     |                   |                                              |
|-------------------------------------------------------------------------|----------------|-------------------|---------------------|-------------------|----------------------------------------------|
| Category                                                                | Uniform Rate   |                   | Differential Rating |                   | Variance between Differential & Uniform Rate |
|                                                                         | \$ Rate in CIV | Category Estimate | \$ Rate in CIV      | Category Estimate |                                              |
| Residential – Colac (Base Rate)                                         | 0.004021       | 5,101,159         | 0.004317            | 5,475,885         | (374,726)                                    |
| Residential - Other                                                     | 0.004021       | 7,455,777         | 0.003669            | 6,802,950         | 652,827                                      |
| Rural - Farm                                                            | 0.004021       | 6,304,134         | 0.003410            | 5,346,111         | 958,023                                      |
| Holiday Rental                                                          | 0.004021       | 834,640           | 0.004317            | 895,952           | (61,312)                                     |
| Commercial/Industrial – Colac (incl. Tourism/Economic Development Levy) | 0.004021       | 1,063,510         | 0.007123            | 1,883,696         | (820,186)                                    |
| Commercial/Industrial – Other (incl. Tourism/Economic Development Levy) | 0.004021       | 705,240           | 0.006044            | 1,059,866         | (354,626)                                    |
|                                                                         |                | <b>21,464,460</b> |                     | <b>21,464,460</b> | <b>0</b>                                     |



#### 4.4 Appendix C - Capital Works Programme

This appendix presents a listing of the capital works projects that will be undertaken for the 2014-2015 year.

| Project Detail                                             | Project Expense  |
|------------------------------------------------------------|------------------|
| <b>Capital Projects</b>                                    |                  |
| <b>Active Reserve</b>                                      | <b>66,500</b>    |
| <b>Renewal</b>                                             |                  |
| Active Reserves Renewal Programme                          | 50,000           |
| Rectification Works                                        | 16,500           |
| <b>Bridge</b>                                              | <b>1,000,000</b> |
| <b>Renewal</b>                                             |                  |
| Bridges Programme                                          | 1,000,000        |
| <b>Building</b>                                            | <b>4,171,860</b> |
| <b>Expansion</b>                                           |                  |
| Portacom Buildings                                         | 40,000           |
| Compliance Works                                           | 260,000          |
| Bluewater Fitness Centre Redevelopment                     | 3,155,860        |
| <b>Renewal</b>                                             |                  |
| Building Renewal Programme                                 | 600,000          |
| Air Conditioning Replacement Programme                     | 50,000           |
| Memorial Square Shrine Restoration                         | 66,000           |
| <b>Drainage</b>                                            | <b>590,000</b>   |
| <b>Renewal</b>                                             |                  |
| Urban Drainage (Renewal) Programme                         | 150,000          |
| Road Drainage Programme                                    | 440,000          |
| <b>Footpath &amp; Trail</b>                                | <b>710,000</b>   |
| <b>Expansion</b>                                           |                  |
| Footpath Improvement Programme                             | 275,000          |
| <b>Renewal</b>                                             |                  |
| Footpaths Programme                                        | 400,000          |
| Marriners Lookout Pathway                                  | 35,000           |
| <b>Furniture &amp; Equipment</b>                           | <b>88,600</b>    |
| <b>Renewal</b>                                             |                  |
| Office Furniture & Equipment (Renewal) Programme           | 30,000           |
| Sporting Equipment (Renewal) Programme                     | 28,600           |
| Facility Furniture & Equipment (Renewal) Programme         | 30,000           |
| <b>Information &amp; Communication</b>                     | <b>336,650</b>   |
| <b>Expansion</b>                                           |                  |
| Information & Communication Software (New) Programme       | 151,150          |
| <b>Renewal</b>                                             |                  |
| Information & Communication Equipment (Renewal) Programme  | 155,000          |
| Replace back up air conditioner & power supply – Wye River | 4,000            |
| Information & Communication Software (Renewal) Programme   | 26,500           |

## Colac Otway Shire Budget 2014-2015

## Appendix C

| Project Detail                         | Project Expense   |
|----------------------------------------|-------------------|
| <b>Capital Projects (cont.)</b>        |                   |
| <b>Kerb &amp; Channel</b>              | <b>75,000</b>     |
| <b>Renewal</b>                         |                   |
| Kerb & Channel Programme               | 75,000            |
| <b>Passive Reserve</b>                 | <b>90,000</b>     |
| <b>Renewal</b>                         |                   |
| Open Space Renewal Programme           | 50,000            |
| Playgrounds Programme                  | 40,000            |
| <b>Plant</b>                           | <b>1,417,500</b>  |
| <b>Renewal</b>                         |                   |
| Heavy Plant Programme                  | 800,000           |
| Light Fleet Programme                  | 617,500           |
| <b>Road &amp; Tarmac</b>               | <b>4,950,000</b>  |
| <b>Renewal</b>                         |                   |
| Asphalt Surfacing Programme            | 70,000            |
| Major Patching Programme               | 300,000           |
| Reseals Programme                      | 750,000           |
| Road Slip Rehabilitation Programme     | 180,000           |
| Sealed Road Aggregate Programme        | 150,000           |
| Sealed Road Pavements Programme        | 2,100,000         |
| Unsealed Road Pavements Programme      | 1,400,000         |
| <b>Traffic &amp; Street Furniture</b>  | <b>165,000</b>    |
| <b>Renewal</b>                         |                   |
| Street Furniture Programme             | 150,000           |
| Bus Shelter Replacement                | 15,000            |
| <b>Other Capital Works</b>             | <b>420,000</b>    |
| Rail Safety Devices                    | 20,000            |
| CBD Entrances Project (2 year project) | 400,000           |
| <b>Total Capital Projects</b>          | <b>14,081,110</b> |
| <b>Major Projects</b>                  |                   |
| <b>Capital Works</b>                   | <b>237,200</b>    |
| Colac Drainage Strategy                | 198,000           |
| Intersection Design – Apollo Bay       | 20,000            |
| Apollo Bay & Colac Cycling Networks    | 19,200            |
| <b>CosWorks</b>                        | <b>120,000</b>    |
| Parks and Gardens Staff                | 50,000            |
| Intersection Design – Apollo Bay       | 20,000            |
| Contract footpath cleaning             | 50,000            |

## Colac Otway Shire Budget 2014-2015

## Appendix C

| Project Detail                                            | Project Expense   |
|-----------------------------------------------------------|-------------------|
| <b>Major Projects (cont.)</b>                             |                   |
| <b>Economic Development</b>                               | <b>155,000</b>    |
| Colac Urban Forest Plan                                   | 60,000            |
| Colac Marketing Strategy Implementation                   | 20,000            |
| Economic Development & Tourism Strategy                   | 75,000            |
| <b>Environment &amp; Community Safety</b>                 | <b>48,367</b>     |
| Emergency Relief and Recovery Management Planning         | 15,000            |
| Climate Resilient Project                                 | 33,367            |
| <b>Health &amp; Community Services</b>                    | <b>150,000</b>    |
| Domestic Wastewater Management Plan                       | 120,000           |
| Youth Development Contribution                            | 30,000            |
| <b>Major Contracts</b>                                    | <b>622,920</b>    |
| Extension of Kerbside Collection Service Investigation    | 22,000            |
| Hard Waste Collection – Colac and Surrounds               | 100,920           |
| Replacement of Kerbside Organic Bins                      | 500,000           |
| <b>Planning &amp; Building</b>                            | <b>236,000</b>    |
| Colac Structure Plan Review incl. Civic Precinct Strategy | 210,000           |
| Digitisation of Planning and Building Records             | 26,000            |
| <b>Recreation &amp; Culture</b>                           | <b>70,000</b>     |
| COPACC Operations Review                                  | 20,000            |
| Active Transport Strategy action implementation           | 50,000            |
| <b>Sustainable Assets</b>                                 | <b>80,000</b>     |
| Height Safety Systems Programme                           | 5,000             |
| Essential Safety Measures Monitoring                      | 75,000            |
| <b>Total Major Projects</b>                               | <b>1,719,487</b>  |
| <b>Grand Total Capital &amp; Major Projects</b>           | <b>15,800,597</b> |

## 4.5 Appendix D – Major Initiatives

| Council Plan Pillars                                                                                                                                                                                                                                                                                                 | Major Initiative 2014-2015                                                                                                                                                 | Projected Expenditure |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Pillar 1: Good Governance</b><br>Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.               | Purchase and implementation of Risk Register software                                                                                                                      | \$23,900              |
|                                                                                                                                                                                                                                                                                                                      | Stage 2 of the implementation of the Authority Asset Management System to assist in meeting the National Asset Management Framework                                        | \$25,000              |
| <b>Pillar 2: A Planned Future</b><br>Creates an attractive Shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes. | Asset renewal funding                                                                                                                                                      | \$9.78 million        |
|                                                                                                                                                                                                                                                                                                                      | 1,000 metres of new footpath constructed in Colac and Apollo Bay                                                                                                           | \$275,000             |
|                                                                                                                                                                                                                                                                                                                      | Staged implementation of the Colac CBD and Entrances project                                                                                                               | \$400,000             |
|                                                                                                                                                                                                                                                                                                                      | Colac Structure Plan review, including consideration of a Precinct Strategy                                                                                                | \$210,000             |
|                                                                                                                                                                                                                                                                                                                      | Development of an Economic Development Tourism Strategy                                                                                                                    | \$75,000              |
| <b>Pillar 3: A Place to Live and Grow</b><br>Is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.                            | Completion of the various community based plans: <ul style="list-style-type: none"> <li>Access &amp; Inclusion Plan</li> <li>Early Years Plan</li> <li>50+ Plan</li> </ul> | \$40,000              |
|                                                                                                                                                                                                                                                                                                                      | Completion of the Bluewater Fitness Centre Redevelopment                                                                                                                   | \$3.16 million        |
|                                                                                                                                                                                                                                                                                                                      | Development of the Colac Drainage Strategy                                                                                                                                 | \$198,000             |
| <b>Pillar 4: A Healthy Community and Environment</b><br>Actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.                                                                                            | Year 1 implementation of the Active Transport Strategy                                                                                                                     | \$50,000              |
|                                                                                                                                                                                                                                                                                                                      | Development of the Domestic Wastewater Management Plan                                                                                                                     | \$120,000             |

#### 4.6 Appendix E – User Pay Charges

## 2014/15 USER FEES AND CHARGES

### INCREASES IN STATUTORY FEES

Some fees will be adjusted subject to changes in legislation e.g. Planning Permit Fees. The values will increase from 1 July 2014 once the new fees have been approved.

### PENALTY UNIT

The value of a penalty unit will increase from 1 July 2014. Some fees, where known, have been adjusted.

| Service                                     | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax | 2014/2015 Fee<br>incl. Tax |
|---------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Corporate &amp; Community Services</b>   |                       |          |                            |                            |
| <b>Bluewater Fitness Centre</b>             |                       |          |                            |                            |
| <b>Aquatic – Daily Charges</b>              |                       |          |                            |                            |
| <b>Combo Swim Spa Sauna Stadium (SSSS)</b>  |                       |          |                            |                            |
| Adult                                       | C                     | 10       | \$10.40                    | \$10.50                    |
| Concession                                  | C                     | 10       | \$8.50                     | \$8.50                     |
| <b>Pool or spa or steam room or stadium</b> |                       |          |                            |                            |
| Adult                                       | C                     | 10       | \$5.40                     | \$5.70                     |
| Child                                       | C                     | 10       | \$4.20                     | \$4.30                     |
| Competitor Entry                            | C                     | 10       | \$1.00                     | \$1.00                     |
| Concession                                  | C                     | 10       | \$4.80                     | \$4.80                     |
| Family                                      | C                     | 10       | \$16.60                    | \$17.00                    |
| Parent/Toddler                              | C                     | 10       | \$4.80                     | \$4.80                     |
| School Group                                | C                     | 10       | \$4.20                     | \$4.30                     |
| <b>Base Membership Rate</b>                 |                       |          |                            |                            |
| <b>Adult</b>                                |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$476.60                   | \$480.00                   |
| 6 months                                    | C                     | 10       | \$333.60                   | \$336.00                   |
| Direct Debit                                | C                     | 10       | \$20.20                    | \$18.50                    |
| <b>Child</b>                                |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$331.50                   | \$334.00                   |
| 6 months                                    | C                     | 10       | \$237.20                   | \$238.00                   |
| Direct Debit                                | C                     | 10       | \$12.95                    | \$12.80                    |
| <b>Concession</b>                           |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$404.00                   | \$400.00                   |
| 6 months                                    | C                     | 10       | \$279.70                   | \$280.00                   |
| Direct Debit                                | C                     | 10       | \$16.60                    | \$15.40                    |
| <b>Family</b>                               |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$740.70                   | \$768.00                   |
| 6 months                                    | C                     | 10       | \$512.80                   | \$537.60                   |
| Direct Debit                                | C                     | 10       | \$30.55                    | \$29.60                    |
| <b>Creche</b>                               |                       |          |                            |                            |
| <b>Creche Cash</b>                          |                       |          |                            |                            |
| 50 Credits                                  | C                     | 10       | N/A                        | \$42.50                    |
| <b>Member - BWFC</b>                        |                       |          |                            |                            |
| Child 1 hr                                  | C                     | 10       | \$5.20                     | \$5.00                     |
| Child 1.5 hrs                               | C                     | 10       | N/A                        | \$7.00                     |
| Child 2 hrs                                 | C                     | 10       | N/A                        | \$9.00                     |
| Family 1 hr                                 | C                     | 10       | \$7.30                     | \$8.00                     |
| Family 1.5 hrs                              | C                     | 10       | N/A                        | \$12.00                    |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                | Council /Statutory | GST % | 2013/2014 Fee incl. Tax | 2014/2015 Fee incl. Tax |
|----------------------------------------|--------------------|-------|-------------------------|-------------------------|
| Family 2 hrs                           | C                  | 10    | N/A                     | \$16.00                 |
| <b>Member - Youth Club</b>             |                    |       |                         |                         |
| Child (per hour)                       | C                  | 10    | \$5.20                  | \$5.00                  |
| Family Entry (per hour)                | C                  | 10    | \$7.30                  | \$8.00                  |
| <b>Non-member - BWFC</b>               |                    |       |                         |                         |
| Child 1 hr                             | C                  | 10    | \$7.30                  | \$8.00                  |
| Child 1.5 hrs                          | C                  | 10    | N/A                     | \$10.00                 |
| Child 2 hrs                            | C                  | 10    | N/A                     | \$12.00                 |
| Family 1 hr                            | C                  | 10    | \$12.40                 | \$12.00                 |
| Family 1.5 hrs                         | C                  | 10    | N/A                     | \$16.00                 |
| Family 2 hrs                           | C                  | 10    | N/A                     | \$20.00                 |
| <b>Non-member - Youth Club</b>         |                    |       |                         |                         |
| Child (per hour)                       | C                  | 10    | \$7.30                  | \$8.00                  |
| Family Entry (per hour)                | C                  | 10    | \$12.40                 | \$13.00                 |
| <b>Health Club &amp; Group Fitness</b> |                    |       |                         |                         |
| <b>Casual</b>                          |                    |       |                         |                         |
| Fitness Assessment (45 min)            | C                  | 10    | \$48.70                 | \$50.00                 |
| <b>Casual Entry</b>                    |                    |       |                         |                         |
| Adult                                  | C                  | 10    | \$11.40                 | \$11.70                 |
| Concession                             | C                  | 10    | \$9.20                  | \$9.40                  |
| Group entry (schools)                  | C                  | 10    | \$6.00                  | \$6.20                  |
| Senior Programs                        | C                  | 10    | \$6.00                  | \$6.20                  |
| <b>Personal Training</b>               |                    |       |                         |                         |
| 1 session group training               | C                  | 10    | \$64.20                 | \$67.00                 |
| 1 session personal training (45 min)   | C                  | 10    | \$49.00                 | \$50.00                 |
| 10 ticket group training               | C                  | 10    | \$586.40                | \$569.50                |
| 10 ticket personal training            | C                  | 10    | \$404.00                | \$425.00                |
| 5 ticket group training                | C                  | 10    | \$293.20                | \$301.50                |
| 5 ticket personal training             | C                  | 10    | \$215.50                | \$225.00                |
| <b>Health Club + Membership</b>        |                    |       |                         |                         |
| <b>Adult</b>                           |                    |       |                         |                         |
| 12 months                              | C                  | 10    | \$740.70                | \$720.00                |
| 6 months                               | C                  | 10    | \$512.80                | \$504.00                |
| Direct Debit                           | C                  | 10    | N/A                     | \$28.00                 |
| <b>Concession</b>                      |                    |       |                         |                         |
| 12 months                              | C                  | 10    | \$616.40                | \$594.00                |
| 6 months                               | C                  | 10    | \$427.40                | \$415.80                |
| Direct Debit                           | C                  | 10    | N/A                     | \$22.80                 |
| <b>Corporate Adult</b>                 |                    |       |                         |                         |
| 12 months                              | C                  | 10    | \$629.90                | \$648.00                |
| Direct Debit                           | C                  | 10    | N/A                     | \$25.20                 |
| <b>Corporate Family</b>                |                    |       |                         |                         |
| 12 months                              | C                  | 10    | \$933.40                | \$1,036.80              |
| Direct Debit                           | C                  | 10    | N/A                     | \$37.20                 |
| <b>Family</b>                          |                    |       |                         |                         |
| 12 months                              | C                  | 10    | \$1,098.20              | \$1,152.00              |
| 6 months                               | C                  | 10    | \$740.70                | \$806.00                |
| Direct Debit                           | C                  | 10    | N/A                     | \$40.50                 |
| <b>Membership Fee</b>                  |                    |       |                         |                         |
| <b>Direct Debit Default Fee</b>        |                    |       |                         |                         |
| Direct Debit                           | C                  | 10    | \$5.40                  | \$5.00                  |
| <b>Direct Debit Joining Fee</b>        |                    |       |                         |                         |
| Adult                                  | C                  | 10    | \$43.50                 | \$49.00                 |
| Concession                             | C                  | 10    | \$37.20                 | \$39.90                 |
| Family                                 | C                  | 10    | \$63.75                 | \$70.00                 |
| <b>Multipass</b>                       |                    |       |                         |                         |
| <b>Adult</b>                           |                    |       |                         |                         |
| 10 ticket health club                  | C                  | 10    | \$103.60                | \$105.00                |
| 10 ticket swim                         | C                  | 10    | \$50.80                 | \$51.50                 |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                                    | Council /Statutory | GST % | 2013/2014 Fee incl. Tax | 2014/2015 Fee incl. Tax |
|------------------------------------------------------------|--------------------|-------|-------------------------|-------------------------|
| 30 ticket health club                                      | C                  | 10    | \$269.40                | \$298.00                |
| 30 ticket swim                                             | C                  | 10    | N/A                     | \$145.00                |
| Concession                                                 |                    |       |                         |                         |
| 10 ticket swim                                             | C                  | 10    | \$46.60                 | \$44.00                 |
| 30 ticket health club                                      | C                  | 10    | \$222.70                | \$239.00                |
| 30 ticket swim                                             | C                  | 10    | N/A                     | \$124.50                |
| Concession                                                 |                    |       |                         |                         |
| 10 ticket health club                                      | C                  | 10    | \$82.90                 | \$84.50                 |
| Other Charges                                              |                    |       |                         |                         |
| Casual Inflatable                                          |                    |       |                         |                         |
| Family Pass                                                | C                  | 10    | N/A                     | \$20.60                 |
| Single Pass                                                | C                  | 10    | N/A                     | \$6.20                  |
| Upgrade from Swim                                          | C                  | 10    | N/A                     | \$3.00                  |
| Inflatable Hire                                            |                    |       |                         |                         |
| Inflatable Hire                                            | C                  | 10    | \$51.80                 | \$86.00                 |
| Instructor hire/hr aquatic or dry                          |                    |       |                         |                         |
| Instructor Hire                                            | C                  | 10    | \$52.00                 | \$53.00                 |
| Pool party per child                                       |                    |       |                         |                         |
| Pool Party                                                 | C                  | 10    | \$10.40                 | \$10.70                 |
| Swim School                                                |                    |       |                         |                         |
| 30 min 1 on 1                                              |                    |       |                         |                         |
| Swim School                                                | C                  | 0     | \$38.30                 | \$39.00                 |
| 30 min group lesson                                        |                    |       |                         |                         |
| Swim School                                                | C                  | 0     | \$11.40                 | \$11.70                 |
| Family Discount                                            |                    |       |                         |                         |
| Discount for 3 or more children enrolled                   | C                  | 0     | \$9.30                  | \$17.00                 |
| Membership                                                 |                    |       |                         |                         |
| Direct Debit                                               | C                  | 0     | N/A                     | \$19.90                 |
| Schools Instructor Charge                                  |                    |       |                         |                         |
| Instructor Charge                                          | C                  | 0     | \$51.80                 | \$53.00                 |
| Schools Swim & Survive Program Entry                       |                    |       |                         |                         |
| Program Entry                                              | C                  | 0     | \$2.90                  | \$3.00                  |
| Venue Hire                                                 |                    |       |                         |                         |
| Pool Hire                                                  |                    |       |                         |                         |
| Lane hire/hr (during normal operating hrs)                 | C                  | 10    | \$20.70                 | \$21.50                 |
| Lifeguard hire (outside normal operating hours)            | C                  | 10    | \$36.00                 | Deleted                 |
| Whole pool ½ day<4 hrs (during normal operating hours)     | C                  | 10    | \$334.60                | \$322.50                |
| Whole pool full day 4+ hrs (during normal operating hours) | C                  | 10    | \$453.80                | \$483.75                |
| Room Hire                                                  |                    |       |                         |                         |
| Commercial                                                 | C                  | 10    | \$41.40                 | \$36.00                 |
| Community                                                  | C                  | 10    | \$29.00                 | \$25.00                 |
| Stadium Hire                                               |                    |       |                         |                         |
| All day 9 hr max (during normal operating hours)           | C                  | 10    | \$430.00                | \$472.50                |
| Off Peak court hire/hr                                     | C                  | 10    | \$36.50                 | \$35.70                 |
| Peak court hire/hr                                         | C                  | 10    | \$41.80                 | \$42.00                 |
| Youth Club - Membership Fee                                |                    |       |                         |                         |
| Direct Debit Default Fee                                   |                    |       |                         |                         |
| Direct Debit                                               | C                  | 10    | \$5.40                  | \$5.00                  |
| Direct Debit Joining Fee                                   |                    |       |                         |                         |
| Adult                                                      | C                  | 10    | \$42.00                 | \$44.00                 |
| Concession                                                 | C                  | 10    | \$37.20                 | \$38.00                 |
| Family                                                     | C                  | 10    | \$62.25                 | \$65.50                 |
| Youth Club - Silver (Dry)                                  |                    |       |                         |                         |
| Adult                                                      |                    |       |                         |                         |
| 12 months                                                  | C                  | 10    | \$575.00                | \$595.00                |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                 | Council /Statutory | GST % | 2013/2014 Fee incl. Tax | 2014/2015 Fee incl. Tax |
|-------------------------|--------------------|-------|-------------------------|-------------------------|
| 6 months                | C                  | 10    | \$398.90                | \$412.00                |
| Direct Debit            | C                  | 10    | \$23.00                 | \$24.00                 |
| <b>Concession</b>       |                    |       |                         |                         |
| 12 months               | C                  | 10    | \$476.60                | \$490.00                |
| 6 months                | C                  | 10    | \$326.30                | \$340.00                |
| Direct Debit            | C                  | 10    | \$19.70                 | \$20.00                 |
| <b>Corporate Adult</b>  |                    |       |                         |                         |
| 12 months               | C                  | 10    | \$488.70                | \$535.50                |
| Direct Debit            | C                  | 10    | \$23.00                 | \$21.00                 |
| <b>Corporate Family</b> |                    |       |                         |                         |
| 12 months               | C                  | 10    | N/A                     | \$828.00                |
| Direct Debit            | C                  | 10    | N/A                     | \$31.00                 |

|                                                                 |   |    |            |            |
|-----------------------------------------------------------------|---|----|------------|------------|
| <b>Family</b>                                                   |   |    |            |            |
| 12 months                                                       | C | 10 | \$878.50   | \$920.00   |
| 6 months                                                        | C | 10 | \$592.60   | \$615.00   |
| Direct Debit                                                    | C | 10 | \$35.50    | \$36.50    |
| <b>COPACC</b>                                                   |   |    |            |            |
| <b>Auditorium 1</b>                                             |   |    |            |            |
| <b>Commercial Hire</b>                                          |   |    |            |            |
| 4 Hour Hire                                                     | C | 10 | \$920.00   | \$950.00   |
| 8 Hour Hire                                                     | C | 10 | \$1,250.00 | \$1,400.00 |
| Additional Hour                                                 | C | 10 | \$85.00    | \$125.00   |
| Hourly penalty                                                  | C | 10 | \$180.00   | \$200.00   |
| <b>Community Groups, Schools &amp; Council From Colac Otway</b> |   |    |            |            |
| 4 Hour Hire                                                     | C | 10 | \$705.00   | \$705.00   |
| 8 Hour Hire                                                     | C | 10 | \$1,000.00 | \$1,050.00 |
| Additional Hour                                                 | C | 10 | \$80.00    | \$100.00   |
| Hourly penalty                                                  | C | 10 | \$150.00   | \$150.00   |
| <b>Catering</b>                                                 |   |    |            |            |
| <b>Catering</b>                                                 |   |    |            |            |
| Tablecloth Hire - Per tablecloth                                | C | 10 | N/A        | \$13.00    |
| Tea & Coffee Deluxe - per head                                  | C | 10 | \$3.60     | \$3.50     |
| Tea & Coffee Standard - per head                                | C | 10 | N/A        | \$3.00     |
| Juice - Apple/Orange per bottle                                 | C | 10 | N/A        | \$4.50     |
| <b>Cinema/Box Office Charges</b>                                |   |    |            |            |
| <b>Commercial Hire</b>                                          |   |    |            |            |
| Credit Card Charges on sales                                    | C | 10 | 4%         | 4%         |
| Ticketing – per ticket                                          | C | 10 | \$2.75     | \$2.75     |
| <b>Community Groups, Schools &amp; Council From Colac Otway</b> |   |    |            |            |
| Credit Card Charges on sales                                    | C | 10 | 4%         | 4%         |
| Ticketing – per ticket                                          | C | 10 | \$1.38     | 1.38       |
| <b>Civic Hall</b>                                               |   |    |            |            |
| <b>Commercial Hire</b>                                          |   |    |            |            |
| 4 Hour Hire                                                     | C | 10 | \$450.00   | \$470.00   |
| 8 Hour Hire                                                     | C | 10 | \$700.00   | \$725.00   |
| Hourly Rate                                                     | C | 10 | \$60.00    | \$85.00    |
| <b>Community From Colac Otway</b>                               |   |    |            |            |
| 4 Hour Hire                                                     | C | 10 | \$380.00   | \$395.00   |
| 8 Hour Hire                                                     | C | 10 | \$600.00   | \$620.00   |
| Hourly Rate                                                     | C | 10 | \$60.00    | \$75.00    |
| <b>Deposit</b>                                                  |   |    |            |            |
| <b>Commercial Hire</b>                                          |   |    |            |            |
| Deposit                                                         | C | 10 | \$500.00   | Deleted    |
| <b>Community From Colac Otway</b>                               |   |    |            |            |
| Deposit                                                         | C | 10 | \$500.00   | Deleted    |



## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                                         | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax | 2014/2015 Fee<br>incl. Tax |
|-----------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Equipment Hire</b>                                           |                       |          |                            |                            |
| <b>Equipment Hire</b>                                           |                       |          |                            |                            |
| Data projector/AV System - Large                                | C                     | 10       | N/A                        | \$80.00                    |
| Data projector/AV System - Small                                | C                     | 10       | N/A                        | \$25.00                    |
| Haze Machine - Daily                                            | C                     | 10       | N/A                        | \$30.00                    |
| Haze Machine - Weekly                                           | C                     | 10       | N/A                        | \$80.00                    |
| Mirror Ball                                                     | C                     | 10       | N/A                        | \$75.00                    |
| PA System - Advanced                                            | C                     | 10       | N/A                        | \$250.00                   |
| PA System - Basic                                               | C                     | 10       | N/A                        | \$100.00                   |
| Portable Stage - Flat Stage                                     | C                     | 10       | N/A                        | \$200.00                   |
| Portable Stage - Large Tiered Seating                           | C                     | 10       | N/A                        | \$1,100.00                 |
| Portable Stage - Small Tiered Seating                           | C                     | 10       | N/A                        | \$700.00                   |
| Wireless Microphone - per additional day                        | C                     | 10       | N/A                        | \$25.00                    |
| Wireless Microphone - per day                                   | C                     | 10       | N/A                        | \$50.00                    |
| <b>Green Room</b>                                               |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| After Hours                                                     | C                     | 10       | \$60.00                    | \$65.00                    |
| Hourly Rate                                                     | C                     | 10       | \$30.00                    | \$40.00                    |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| After Hours                                                     | C                     | 10       | \$55.00                    | \$57.00                    |
| Hourly Rate                                                     | C                     | 10       | \$26.00                    | \$27.00                    |
| <b>Kitchen Hourly Rate</b>                                      |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| After Hours                                                     | C                     | 10       | \$60.00                    | \$65.00                    |
| Between 8:30 & 5pm                                              | C                     | 10       | \$32.00                    | \$50.00                    |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| After Hours                                                     | C                     | 10       | \$55.00                    | \$57.00                    |
| Between 8:30 & 5pm                                              | C                     | 10       | \$20.00                    | \$21.00                    |
| <b>Labour Charges</b>                                           |                       |          |                            |                            |
| <b>Hourly Rate</b>                                              |                       |          |                            |                            |
| Event staff                                                     | C                     | 10       | \$45 per hr                | \$50 per hr                |
| Technical staff                                                 | C                     | 10       | \$55 per hr                | \$60 per hr                |
| <b>Meeting Room/s Hourly Rate</b>                               |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| Double Room (After Hours)                                       | C                     | 10       | \$75.00                    | \$85.00                    |
| Double Room (Between 8:30 & 5pm)                                | C                     | 10       | \$55.00                    | \$65.00                    |
| Single Room (After Hours)                                       | C                     | 10       | \$60.00                    | \$65.00                    |
| Single Room (Between 8:30 & 5pm)                                | C                     | 10       | \$35.00                    | \$40.00                    |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| Double Room (After Hours)                                       | C                     | 10       | \$65.00                    | \$75.00                    |
| Double Room (Between 8:30 & 5pm)                                | C                     | 10       | \$48.00                    | \$55.00                    |
| Single Room (After Hours)                                       | C                     | 10       | \$55.00                    | \$55.00                    |
| Single Room (Between 8:30 & 5pm)                                | C                     | 10       | \$29.00                    | \$35.00                    |
| <b>Other Charges</b>                                            |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| Admin Fee                                                       | C                     | 10       | \$160.00                   | \$160.00                   |
| Grand Piano                                                     | C                     | 10       | \$100.00                   | \$100.00                   |
| Major Cleaning                                                  | C                     | 10       | \$200.00                   | \$200.00                   |
| Minor Cleaning                                                  | C                     | 10       | \$150.00                   | \$150.00                   |
| Piano Tuning                                                    | C                     | 10       | \$240.00                   | \$250.00                   |
| <b>Community Groups, Schools &amp; Council From Colac Otway</b> |                       |          |                            |                            |
| Admin Fee                                                       | C                     | 10       | \$150.00                   | \$160.00                   |
| Grand Piano                                                     | C                     | 10       | Free                       | Free                       |
| Major Cleaning                                                  | C                     | 10       | \$200.00                   | \$200.00                   |
| Minor Cleaning                                                  | C                     | 10       | \$150.00                   | \$150.00                   |
| Piano Tuning                                                    | C                     | 10       | \$240.00                   | \$250.00                   |
| <b>Public Gallery Exhibition &amp; Display Hire Charges</b>     |                       |          |                            |                            |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                                            | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax | 2014/2015 Fee<br>incl. Tax |
|--------------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Exhibition</b>                                                  |                       |          |                            |                            |
| Exhibition                                                         | C                     | 10       | 10% commission             | 10% commission             |
| <b>Public Gallery Hourly Rate For Meeting<br/>&amp; Convention</b> |                       |          |                            |                            |
| <b>Commercial Hire</b>                                             |                       |          |                            |                            |
| After Hours                                                        | C                     | 10       | \$60.00                    | \$65.00                    |
| Between 8:30 & 5pm                                                 | C                     | 10       | \$35.00                    | \$40.00                    |
| <b>Community From Colac Otway</b>                                  |                       |          |                            |                            |
| After Hours                                                        | C                     | 10       | \$55.00                    | \$55.00                    |
| Between 8:30 & 5pm                                                 | C                     | 10       | \$29.00                    | \$35.00                    |
| <b>Rehearsal Room Hourly Rate</b>                                  |                       |          |                            |                            |
| <b>Commercial Hire</b>                                             |                       |          |                            |                            |
| After Hours                                                        | C                     | 10       | \$60.00                    | \$65.00                    |
| Between 8.30 & 5pm                                                 | C                     | 10       | \$35.00                    | \$40.00                    |
| <b>Community From Colac Otway</b>                                  |                       |          |                            |                            |
| After Hours                                                        | C                     | 10       | \$55.00                    | \$55.00                    |
| Between 8.30 & 5pm                                                 | C                     | 10       | \$29.00                    | \$35.00                    |
| <b>Roll Over</b>                                                   |                       |          |                            |                            |
| <b>Commercial Hire</b>                                             |                       |          |                            |                            |
| All Day Prior                                                      | C                     | 10       | \$160.00                   | \$160.00                   |
| Evening Prior                                                      | C                     | 10       | \$100.00                   | \$100.00                   |
| <b>Community From Colac Otway</b>                                  |                       |          |                            |                            |
| All Day Prior                                                      | C                     | 10       | \$130.00                   | \$130.00                   |
| Evening Prior                                                      | C                     | 10       | \$75.00                    | \$75.00                    |
| <b>Corporate &amp; Community Services</b>                          |                       |          |                            |                            |
| <b>Community Bus Hire per km</b>                                   |                       |          |                            |                            |
| Community Bus Hire per km                                          |                       |          |                            |                            |
| Community Bus Hire per km                                          | C                     | 10       | \$1.00                     | \$1.00                     |
| <b>Council Properties (per annum)</b>                              |                       |          |                            |                            |
| <b>Apollo Bay Newsheet</b>                                         |                       |          |                            |                            |
| Apollo Bay Newsheet                                                | C                     | 10       | \$762.50                   | \$790.00                   |
| <b>Bartlett St Kindergarten (Wyndin)</b>                           |                       |          |                            |                            |
| Bartlett St Kindergarten (Wyndin)                                  | C                     | 10       | \$255.90                   | \$1.00                     |
| <b>Freedom of Information (per<br/>application)</b>                |                       |          |                            |                            |
| Freedom of Information (per application)                           |                       |          |                            |                            |
| Freedom of Information (per application)                           | S                     | 0        | \$25.10                    | \$25.70                    |
| <b>Land Information Certificate</b>                                |                       |          |                            |                            |
| Land Information Certificate                                       |                       |          |                            |                            |
| Land Information Certificate                                       | S                     | 0        | \$20.00                    | \$20.00                    |
| <b>Payment Dishonour Fee (All Other)</b>                           |                       |          |                            |                            |
| <b>Admin Fee</b>                                                   |                       |          |                            |                            |
| Admin Fee                                                          | C                     | 10       | N/A                        | \$25.00                    |
| <b>Payment Dishonour Fee (Direct Debit)</b>                        |                       |          |                            |                            |
| <b>Admin Fee</b>                                                   |                       |          |                            |                            |
| Admin Fee                                                          | C                     | 10       | N/A                        | \$10.00                    |
| <b>Printing and Photocopying</b>                                   |                       |          |                            |                            |
| <b>A3 sheet</b>                                                    |                       |          |                            |                            |
| A3 sheet                                                           | C                     | 10       | \$0.70                     | \$0.70                     |
| <b>A4 sheet</b>                                                    |                       |          |                            |                            |
| A4 sheet                                                           | C                     | 10       | \$0.40                     | \$0.40                     |
| <b>Coloured copy – A3 sheet</b>                                    |                       |          |                            |                            |
| Coloured copy – A3 sheet                                           | C                     | 10       | \$1.60                     | \$1.70                     |
| <b>Coloured copy – A4 sheet</b>                                    |                       |          |                            |                            |
| Coloured copy – A4 sheet                                           | C                     | 10       | \$0.80                     | \$0.80                     |
| <b>Replacement Rate Notice</b>                                     |                       |          |                            |                            |
| Replacement Rate Notice                                            |                       |          |                            |                            |
| Replacement Rate Notice                                            | C                     | 0        | \$21.80                    | \$22.60                    |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                                          | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax | 2014/2015 Fee<br>incl. Tax |
|------------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Health &amp; Community Services</b>                           |                       |          |                            |                            |
| <b>Administration Levy</b>                                       |                       |          |                            |                            |
| <b>Carers Levy</b>                                               |                       |          |                            |                            |
| Carers Levy                                                      | C                     | 0        | \$10/week                  | \$10.35/week               |
| <b>Per family per week</b>                                       |                       |          |                            |                            |
| Per family per week                                              | C                     | 0        | \$0.30 hour/child          | \$0.32 hour/child          |
| <b>Aged and Disability Services</b>                              |                       |          |                            |                            |
| <b>Home Care (per hr)</b>                                        |                       |          |                            |                            |
| Home Care                                                        | C                     | 0        | \$3.70 to \$17.20          | \$3.85 to \$30.90          |
| <b>Overnight Respite (per night)</b>                             |                       |          |                            |                            |
| Respite Care                                                     | C                     | 0        | \$34.20                    | \$35.40                    |
| <b>Personal Care (per hr)</b>                                    |                       |          |                            |                            |
| Personal Care                                                    | C                     | 0        | \$3.60 to \$16.60          | \$3.85 to \$35.50          |
| <b>Property Maintenance (per hr plus cost of materials)</b>      |                       |          |                            |                            |
| Property Maintenance (per hr plus cost of materials)             | C                     | 0        | \$10.90 to \$42.90         | 11.30 to \$44.90           |
| <b>Respite Care (per hr)</b>                                     |                       |          |                            |                            |
| Respite Care                                                     | C                     | 0        | \$3.70 to \$17.20          | \$3.85 to \$31.30          |
| <b>Veterans Home Care (1st hr)</b>                               |                       |          |                            |                            |
| No further fee                                                   | C                     | 0        | \$5.20                     | \$5.40                     |
| <b>Care Charges</b>                                              |                       |          |                            |                            |
| <b>8am to 6pm Monday to Friday</b>                               |                       |          |                            |                            |
| (per hour per child)                                             | C                     | 0        | N/A                        | \$7.10 to \$7.50           |
| <b>Before 8 am and after 6 pm</b>                                |                       |          |                            |                            |
| Mon – Fri (per hour per child)                                   | C                     | 0        | N/A                        | \$8.10 to \$8.50           |
| <b>Meals (per meal)</b>                                          |                       |          |                            |                            |
| Breakfast                                                        | C                     | 0        | N/A                        | \$3.35                     |
| Evening Meal                                                     | C                     | 0        | \$5.20                     | \$5.70                     |
| Lunch                                                            | C                     | 0        | \$4.10                     | \$4.40                     |
| Snack                                                            | C                     | 0        | N/A                        | \$1.50                     |
| <b>Saturday, Sunday and Public Holidays (per hour per child)</b> |                       |          |                            |                            |
| Saturday, Sunday and Public Holidays (per hour per child)        | C                     | 0        | N/A                        | \$8.10 to \$8.50           |
| <b>Trips</b>                                                     |                       |          |                            |                            |
| Trips                                                            | C                     | 0        | \$4.10                     | \$4.50                     |
| <b>Community Transport</b>                                       |                       |          |                            |                            |
| <b>Birregurra/Forrest/Beeac/Warrion</b>                          |                       |          |                            |                            |
| One way                                                          | C                     | 0        | \$6.50                     | \$6.70                     |
| Return                                                           | C                     | 0        | \$13.50                    | \$14.00                    |
| <b>Colac</b>                                                     |                       |          |                            |                            |
| One way                                                          | C                     | 0        | \$4.40                     | \$4.60                     |
| Return                                                           | C                     | 0        | \$8.60                     | \$8.90                     |
| <b>Colac Otway Shire - Apollo Bay, Lavers Hill</b>               |                       |          |                            |                            |
| One way                                                          | C                     | 0        | \$14.50                    | \$15.00                    |
| Return                                                           | C                     | 0        | \$24.90                    | \$25.80                    |
| <b>Colac to Geelong or Ballarat</b>                              |                       |          |                            |                            |
| One way                                                          | C                     | 0        | \$14.50                    | \$15.00                    |
| Return                                                           | C                     | 0        | \$24.90                    | \$25.80                    |
| <b>Colac to Melbourne</b>                                        |                       |          |                            |                            |
| One way                                                          | C                     | 0        | \$26.90                    | \$27.90                    |
| Return                                                           | C                     | 0        | \$48.70                    | \$50.50                    |
| <b>Colac to Warrnambool</b>                                      |                       |          |                            |                            |
| One way                                                          | C                     | 0        | \$16.60                    | \$17.20                    |
| Return                                                           | C                     | 0        | \$30.00                    | \$31.10                    |
| <b>Community Bus Transport to Activities</b>                     |                       |          |                            |                            |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                                   | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax | 2014/2015 Fee<br>incl. Tax   |
|-----------------------------------------------------------|-----------------------|----------|----------------------------|------------------------------|
| Community Bus Transport to Activities                     | C                     | 0        | \$5.20                     | \$5.40                       |
| Full Cost Service                                         |                       |          |                            |                              |
|                                                           |                       |          | \$0.86 per km              |                              |
| Full Cost Service                                         | C                     | 0        | + 10% admin                | \$0.89 per km<br>+ 10% admin |
| Out & About Day Out Trips                                 |                       |          |                            |                              |
| Out & About Day Out Trips                                 | C                     | 0        | \$25.90                    | \$26.80                      |
| Contracted Services                                       |                       |          |                            |                              |
| Case Management (per hr)                                  |                       |          |                            |                              |
| Assessments, reassessments, reviews, set up arrangements. | C                     | 10       | \$58.70                    | \$86.77                      |
| Contracted Services                                       |                       |          |                            |                              |
| Rate/Kilometre                                            | C                     | 10       | \$1.06                     | \$1.10                       |
| Food Services (per meal)                                  |                       |          |                            |                              |
| 7:30am to 7:30pm Sat./Sun./Public Holiday                 | C                     | 10       | \$21.35                    | \$22.35                      |
| 7:30am to 7:30pm Mon. to Fri.                             | C                     | 10       | \$21.35                    | \$22.35                      |
| Home Care (per hr)                                        |                       |          |                            |                              |
| 7:30am to 7:30pm Sat./Sun./Public Holiday                 | C                     | 10       | \$70.97                    | \$73.50                      |
| 7:30am to 7:30pm Mon. to Fri.                             | C                     | 10       | \$39.24                    | \$40.65                      |
| 7:30pm to 7:30am Mon. to Fri.                             | C                     | 10       | \$55.10                    | \$57.10                      |
| Personal Care (per hr)                                    |                       |          |                            |                              |
| 7:30am to 7:30pm Sat./Sun./Public Holiday                 | C                     | 10       | \$73.91                    | \$77.43                      |
| 7:30am to 7:30pm Mon. to Fri.                             | C                     | 10       | \$40.70                    | \$42.64                      |
| 7:30pm to 7:30am Mon. to Fri.                             | C                     | 10       | \$57.31                    | \$60.00                      |
| Property Maintenance (per hr plus cost of materials)      |                       |          |                            |                              |
| 7:30am to 7:30pm Sat./Sun./Public Holiday                 | C                     | 10       | \$80.01                    | \$82.90                      |
| 7:30am to 7:30pm Mon. to Fri.                             | C                     | 10       | \$43.75                    | \$45.33                      |
| 7:30pm to 7:30am Mon. to Fri.                             | C                     | 10       | \$61.88                    | \$64.11                      |
| Respite Care (per hr)                                     |                       |          |                            |                              |
| 7:30am to 7:30pm Sat./Sun./Public Holiday                 | C                     | 10       | \$73.91                    | \$77.43                      |
| 7:30am to 7:30pm Mon. to Fri.                             | C                     | 10       | \$40.70                    | \$42.64                      |
| 7:30pm to 7:30am Mon. to Fri.                             | C                     | 10       | \$57.31                    | \$60.00                      |
| Delivered Meals                                           |                       |          |                            |                              |
| All meals (per meal)                                      |                       |          |                            |                              |
| All meals (per meal)                                      | C                     | 0        | \$9.00 to \$15.25          | \$9.30 to \$19.00            |
| Delivered meals (per meal)                                |                       |          |                            |                              |
| Delivered meals (per meal)                                | C                     | 0        | \$9.00 to \$15.25          | \$9.30 to \$19.00            |
| Health Administration (Registration Fees)                 |                       |          |                            |                              |
| Additional Staff over 20 hours/week                       |                       |          |                            |                              |
| New and renewal                                           | C                     | 0        | \$10.00                    | \$10.00                      |
| Additional Staff under 20 hours/week                      |                       |          |                            |                              |
| New and renewal                                           | C                     | 0        | \$5.00                     | \$5.00                       |
| CLASS 1 Food Premises                                     |                       |          |                            |                              |
| New                                                       | C                     | 0        | \$519.00                   | \$537.70                     |
| Renewal                                                   | C                     | 0        | \$399.90                   | \$414.30                     |
| CLASS 2 Food Provider                                     |                       |          |                            |                              |
| New                                                       | C                     | 0        | \$248.60                   | \$257.50                     |
| Renewal                                                   | C                     | 0        | \$167.80                   | \$173.80                     |
| CLASS 2 Major Food Premises                               |                       |          |                            |                              |
| New                                                       | C                     | 0        | \$432.00                   | \$447.60                     |
| Renewal                                                   | C                     | 0        | \$297.30                   | \$307.70                     |
| CLASS 2 Minor Food Premises                               |                       |          |                            |                              |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                                       | Council /Statutory | GST % | 2013/2014 Fee incl. Tax | 2014/2015 Fee incl. Tax                                |
|---------------------------------------------------------------|--------------------|-------|-------------------------|--------------------------------------------------------|
| New                                                           | C                  | 0     | \$210.30                | \$217.90                                               |
| Renewal                                                       | C                  | 0     | \$146.10                | \$151.40                                               |
| <b>CLASS 3 Fruit and Vegetables</b>                           |                    |       |                         |                                                        |
| New                                                           | C                  | 0     | \$253.80                | \$262.90                                               |
| Renewal                                                       | C                  | 0     | \$156.40                | \$162.00                                               |
| <b>CLASS 3 Major Food Premises</b>                            |                    |       |                         |                                                        |
| New                                                           | C                  | 0     | \$210.30                | \$217.90                                               |
| Renewal                                                       | C                  | 0     | \$146.10                | \$151.40                                               |
| <b>CLASS 3 Major Mobile Food Vehicles</b>                     |                    |       |                         |                                                        |
| New                                                           | C                  | 0     | \$248.60                | \$258.00                                               |
| Renewal                                                       | C                  | 0     | \$167.80                | \$174.00                                               |
| <b>CLASS 3 Minor Food Premises</b>                            |                    |       |                         |                                                        |
| New                                                           | C                  | 0     | \$151.30                | \$156.70                                               |
| Renewal                                                       | C                  | 0     | \$97.40                 | \$100.90                                               |
| <b>Combo Beauty</b>                                           |                    |       |                         |                                                        |
| New premises design fee                                       | C                  | 0     | \$102.60                | \$106.30                                               |
| Registration/renewal                                          | C                  | 0     | \$134.70                | \$139.50                                               |
| <b>Hairdressers/Beauty Parlours</b>                           |                    |       |                         |                                                        |
| New premises design fee                                       | C                  | 0     | \$92.20                 | \$95.50                                                |
| Registration/renewal                                          | C                  | 0     | \$124.30                | \$128.80                                               |
| <b>Skin Penetration</b>                                       |                    |       |                         |                                                        |
| New premises design fee                                       | C                  | 0     | \$92.20                 | \$95.50                                                |
| Registration/renewal                                          | C                  | 0     | \$124.30                | \$128.80                                               |
| <b>Miscellaneous</b>                                          |                    |       |                         |                                                        |
| <b>Conveyance Enquiries</b>                                   |                    |       |                         |                                                        |
| Conveyance Enquiries                                          | C                  | 0     | \$119.10                | \$123.40                                               |
| <b>Immunisation</b>                                           |                    |       |                         |                                                        |
| Immunisation                                                  | C                  | 10    | \$19.70                 | \$20.40                                                |
| <b>Late Renewal Penalty Fee per Month</b>                     |                    |       |                         |                                                        |
| Late Renewal Penalty Fee per Month                            | C                  | 0     | \$32.10                 | \$33.30                                                |
| <b>Replacement Certificate</b>                                |                    |       |                         |                                                        |
| Replacement Certificate                                       | C                  | 0     | \$43.50                 | \$45.10                                                |
| <b>Transfer of Registration</b>                               |                    |       |                         |                                                        |
| Transfer of Registration                                      | C                  | 0     | 50% of reg fee          | 50% of reg fee                                         |
| <b>National Disability Insurance Scheme</b>                   |                    |       |                         |                                                        |
| <b>NDIS - Support Cluster and Associated Pricing Victoria</b> |                    |       |                         |                                                        |
| NDIS - Support Cluster and Associated Pricing Victoria        | S                  | 0     | N/A                     | NDIS - Support Cluster and Associated Pricing Victoria |
| <b>Prescribed Accommodation</b>                               |                    |       |                         |                                                        |
| <b>11 to 20 persons</b>                                       |                    |       |                         |                                                        |
| New premises design fee                                       | C                  | 0     | \$119.10                | \$123.40                                               |
| <b>12 to 20 persons</b>                                       |                    |       |                         |                                                        |
| Registration/renewal                                          | C                  | 0     | \$210.30                | \$217.90                                               |
| <b>20+ persons</b>                                            |                    |       |                         |                                                        |
| New premises design fee                                       | C                  | 0     | \$124.30                | \$128.80                                               |
| Registration/renewal                                          | C                  | 0     | \$259.00                | \$268.30                                               |
| <b>6 to 10 persons</b>                                        |                    |       |                         |                                                        |
| New premises design fee                                       | C                  | 0     | \$102.60                | \$106.30                                               |
| <b>7 to 10 persons</b>                                        |                    |       |                         |                                                        |
| Registration/renewal                                          | C                  | 0     | \$173.00                | \$179.20                                               |
| <b>Caravan Parks per site</b>                                 |                    |       |                         |                                                        |
| Caravan Parks per site                                        | S                  | 0     | \$2.50                  | \$2.50                                                 |
| <b>Combo Food Premises/Accommodation</b>                      |                    |       |                         |                                                        |
| Combo Food Premises/Accommodation                             | C                  | 0     | \$151.30                | \$156.70                                               |
| <b>Public Health - Septic Tanks</b>                           |                    |       |                         |                                                        |
| <b>Additional inspections</b>                                 |                    |       |                         |                                                        |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                            | Council /Statutory | GST % | 2013/2014 Fee incl. Tax | 2014/2015 Fee incl. Tax |
|----------------------------------------------------|--------------------|-------|-------------------------|-------------------------|
| Additional inspections                             | C                  | 0     | \$92.20                 | \$95.50                 |
| Septic tank alterations                            |                    |       |                         |                         |
| Septic tank alterations                            | C                  | 0     | \$194.80                | \$201.80                |
| Septic tank systems – aerated wastewater treatment |                    |       |                         |                         |
| Septic tank systems – aerated wastewater treatment | C                  | 0     | \$356.40                | \$369.20                |
| Septic tanks – trench, sand filter systems         |                    |       |                         |                         |
| Septic tanks – trench, sand filter systems         | C                  | 0     | \$378.10                | \$391.70                |
| Recreations, Arts & Culture                        |                    |       |                         |                         |
| Recreation Reserve Maintenance                     |                    |       |                         |                         |
| Central Reserve (per annum)                        |                    |       |                         |                         |
| Colac Cricket Association                          | C                  | 10    | \$2,426.30              | \$2,514.00              |
| Colac Football Club                                | C                  | 10    | \$7,234.40              | \$7,495.00              |
| Colac Little Athletics                             | C                  | 10    | \$623.70                | \$646.00                |
| Youth & Recreation Centre                          | C                  | 10    | \$639.20                | \$662.00                |
| Cricket Ground (per annum)                         |                    |       |                         |                         |
| Colac Cricket Association                          | C                  | 10    | \$579.10                | \$600.00                |
| Colac Umpires Association                          | C                  | 10    | \$745.90                | \$773.00                |
| Eastern Reserve (per annum)                        |                    |       |                         |                         |
| Colac Baseball League                              | C                  | 10    | \$1,302.30              | \$1,349.00              |
| Colac Cricket Club                                 | C                  | 10    | \$1,302.30              | \$1,349.00              |
| Colac Netball Association                          | C                  | 10    | \$734.50                | \$761.00                |
| Elliminyt Recreation Reserve (per annum)           |                    |       |                         |                         |
| Elliminyt Tennis Club                              | C                  | 10    | \$483.80                | \$501.00                |
| South Colac Sports Club                            | C                  | 10    | \$3,639.60              | \$3,771.00              |
| Western Reserve (per annum)                        |                    |       |                         |                         |
| Colac Cricket Association                          | C                  | 10    | \$1,413.10              | \$1,464.00              |
| Imperials Football Club                            | C                  | 10    | \$5,798.50              | \$6,007.00              |
| Infrastructure                                     |                    |       |                         |                         |
| Infrastructure                                     |                    |       |                         |                         |
| Waste Management Additional Service Change/Bin     |                    |       |                         |                         |
| 240 litre garbage additional service charge/bin    |                    |       |                         |                         |
| 240 litre garbage additional service charge/bin    | C                  | 10    | \$259.00                | \$260.00                |
| 240 litre organic additional service charge/bin    |                    |       |                         |                         |
| 240 litre organic additional service charge/bin    | C                  | 10    | \$129.50                | \$125.00                |
| 240 litre recycle additional service charge/bin    |                    |       |                         |                         |
| 240 litre recycle additional service charge/bin    | C                  | 10    | \$72.50                 | \$75.00                 |
| Set 3 new bins new property                        |                    |       |                         |                         |
| Set 3 new bins new property                        | C                  | 10    | \$161.60                | \$0.00                  |
| Upgrade to 240litre Garbage Bin                    |                    |       |                         |                         |
| Upgrade to 240litre Garbage Bin                    | C                  | 10    | \$202.00                | \$200.00                |
| Aerodrome Landing Fees                             |                    |       |                         |                         |
| Apollo Bay (per landing)                           |                    |       |                         |                         |
| Apollo Bay (per landing)                           | C                  | 10    | \$8.30                  | \$8.60                  |
| Colac (per landing)                                |                    |       |                         |                         |
| Colac (per landing)                                | C                  | 10    | \$8.30                  | \$8.60                  |
| All waste receipt sites                            |                    |       |                         |                         |
| Car bodies                                         |                    |       |                         |                         |
| Car bodies                                         | C                  | 10    | \$62.20                 | \$64.40                 |
| Chemical drums                                     |                    |       |                         |                         |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                               | Council /Statutory | GST % | 2013/2014 Fee incl. Tax                                                                                     | 2014/2015 Fee incl. Tax                                                                                     |
|-------------------------------------------------------|--------------------|-------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Chemical drums                                        | C                  | 10    | \$1.00 each                                                                                                 | \$1.00 each                                                                                                 |
| <b>Commercial fully co-mingled recyclables</b>        |                    |       |                                                                                                             |                                                                                                             |
| Commercial fully co-mingled recyclables               | C                  | 10    | \$13 per m3 or \$57 per tonne                                                                               | \$13.50 per m3 or \$59 per tonne                                                                            |
| <b>Inert waste (commercial)</b>                       |                    |       |                                                                                                             |                                                                                                             |
| Inert waste (commercial)                              | C                  | 10    | \$79 per m3 or \$181 per tonne                                                                              | Deleted                                                                                                     |
| <b>Inert waste only (municipal)</b>                   |                    |       |                                                                                                             |                                                                                                             |
| Inert waste only (municipal)                          | C                  | 10    | \$79 per m3 min \$20.00 \$181 per tonne                                                                     | Deleted                                                                                                     |
| <b>Mattresses each</b>                                |                    |       |                                                                                                             |                                                                                                             |
| Mattresses each                                       | C                  | 10    | \$20.70                                                                                                     | \$20.00                                                                                                     |
| <b>Putrescibles (inc mixed rubbish)</b>               |                    |       |                                                                                                             |                                                                                                             |
| Putrescibles (inc mixed rubbish)                      | C                  | 10    | \$52 per m3, 120 litre garbage bin or less \$11, 120 litre - 240 litre garbage bin \$16, or \$238 per tonne | \$54 per m3, 120 litre garbage bin or less \$11, 120 litre - 240 litre garbage bin \$17, or \$246 per tonne |
| <b>Steel scrap</b>                                    |                    |       |                                                                                                             |                                                                                                             |
| Steel scrap                                           | C                  | 10    | \$1.00 each                                                                                                 | \$11 per m3 or \$41 per tonne                                                                               |
| <b>Tree prunings</b>                                  |                    |       |                                                                                                             |                                                                                                             |
| Tree prunings                                         | C                  | 10    | \$33 per m3 \$127 per tonne                                                                                 | \$34 per m3 \$130 per tonne                                                                                 |
| <b>TV &amp; Monitors</b>                              |                    |       |                                                                                                             |                                                                                                             |
| TV & Monitors                                         | C                  | 10    | \$10.40                                                                                                     | \$10.00                                                                                                     |
| <b>Tyres</b>                                          |                    |       |                                                                                                             |                                                                                                             |
| Car                                                   | C                  | 10    | \$6.20                                                                                                      | \$6.40                                                                                                      |
| Car on rim                                            | C                  | 10    | \$10.40                                                                                                     | \$10.80                                                                                                     |
| Commercial batteries each (more than 2)               | C                  | 10    | \$5.70                                                                                                      | \$5.90                                                                                                      |
| Light truck                                           | C                  | 10    | \$10.40                                                                                                     | \$10.80                                                                                                     |
| Tractor 1-2m                                          | C                  | 10    | \$196.80                                                                                                    | \$203.90                                                                                                    |
| Tractor up to 1m                                      | C                  | 10    | \$89.10                                                                                                     | \$92.30                                                                                                     |
| Truck                                                 | C                  | 10    | \$24.90                                                                                                     | \$25.80                                                                                                     |
| <b>Waste disposal tickets</b>                         |                    |       |                                                                                                             |                                                                                                             |
| 10 tickets                                            | C                  | 10    | \$57.00                                                                                                     | \$60.00                                                                                                     |
| 25 tickets                                            | C                  | 10    | \$129.50                                                                                                    | \$135.00                                                                                                    |
| <b>Apollo Bay Harbour</b>                             |                    |       |                                                                                                             |                                                                                                             |
| <b>Fixed mooring (annual)</b>                         |                    |       |                                                                                                             |                                                                                                             |
| Fixed mooring (annual)                                | C                  | 10    | \$1,685.60                                                                                                  | \$1,746.00                                                                                                  |
| <b>Itinerant Berth (daily) based on vessel length</b> |                    |       |                                                                                                             |                                                                                                             |
| more than 10m but less than 15m                       | C                  | 10    | \$23.00                                                                                                     | \$24.00                                                                                                     |
| more than 15m but less than 20m                       | C                  | 10    | \$28.00                                                                                                     | \$29.00                                                                                                     |
| more than 20m but less than 25m                       | C                  | 10    | \$35.00                                                                                                     | \$35.00                                                                                                     |
| more than 25m but less than 30m                       | C                  | 10    | \$56.00                                                                                                     | \$58.00                                                                                                     |
| more than 30m                                         | C                  | 10    | \$112.00                                                                                                    | \$116.00                                                                                                    |
| up to 10m                                             | C                  | 10    | \$12.00                                                                                                     | \$12.00                                                                                                     |
| <b>Marina keys (per key)</b>                          |                    |       |                                                                                                             |                                                                                                             |
| Marina keys (per key)                                 | C                  | 10    | \$23.00                                                                                                     | \$24.00                                                                                                     |
| <b>Swing mooring (annual)</b>                         |                    |       |                                                                                                             |                                                                                                             |
| Swing mooring (annual)                                | C                  | 10    | \$111.90                                                                                                    | \$116.00                                                                                                    |
| <b>Swing mooring establishment</b>                    |                    |       |                                                                                                             |                                                                                                             |
| Swing mooring establishment                           | C                  | 10    | \$180.00                                                                                                    | \$186.00                                                                                                    |
| <b>Asset Management</b>                               |                    |       |                                                                                                             |                                                                                                             |
| <b>Asset Protection Permit Fee</b>                    |                    |       |                                                                                                             |                                                                                                             |
| Asset Protection Permit Fee                           | C                  | 0     | \$135.00                                                                                                    | \$139.90                                                                                                    |
| <b>Checking of Engineering Plans</b>                  |                    |       |                                                                                                             |                                                                                                             |
| Checking of Engineering Plans                         | S                  | 0     | 0.75%                                                                                                       | 0.75%                                                                                                       |



## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                                                                          | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax                                                                                                                                                   | 2014/2015 Fee<br>incl. Tax                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------|-----------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Design Fee</b>                                                                                |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| In house                                                                                         | C                     | 0        | 10%                                                                                                                                                                          | 10%                                                                                                                                                                          |
| Other                                                                                            | C                     | 0        | At cost + 20%                                                                                                                                                                | At cost + 20%                                                                                                                                                                |
| <b>Fee for Legal Point of Discharge Report (as per Section 312(3) Building Regulations 2006)</b> |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Fee for Legal Point of Discharge Report (as per Section 312(3) Building Regulations 2006)        | S                     | 0        | \$58.17                                                                                                                                                                      | \$58.17                                                                                                                                                                      |
| <b>Special Charge Scheme</b>                                                                     |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Contract administration                                                                          | C                     | 0        | 2.5%                                                                                                                                                                         | 0%                                                                                                                                                                           |
| Scheme administration                                                                            | C                     | 0        | 3%                                                                                                                                                                           | 0%                                                                                                                                                                           |
| <b>Supervision of Sub-division Works</b>                                                         |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| (% of estimated cost of constructing works proposed)                                             | S                     | 0        | 2.5%                                                                                                                                                                         | 2.5%                                                                                                                                                                         |
| <b>Kerbside Bin Fees</b>                                                                         |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| <b>120 litre garbage (bin only )</b>                                                             |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| 120 litre garbage (bin only )                                                                    | C                     | 10       | \$82.90                                                                                                                                                                      | \$70.00                                                                                                                                                                      |
| <b>120 litre organic (bin only )</b>                                                             |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| 120 litre organic (bin only )                                                                    | C                     | 10       | \$82.90                                                                                                                                                                      | \$70.00                                                                                                                                                                      |
| <b>120 litre recycle (bin only )</b>                                                             |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| 120 litre recycle (bin only )                                                                    | C                     | 10       | \$82.90                                                                                                                                                                      | \$70.00                                                                                                                                                                      |
| <b>240 litre garbage (bin only)</b>                                                              |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| 240 litre garbage (bin only)                                                                     | C                     | 10       | \$93.20                                                                                                                                                                      | \$75.00                                                                                                                                                                      |
| <b>240 litre organic (bin only )</b>                                                             |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| 240 litre organic (bin only )                                                                    | C                     | 10       | \$93.20                                                                                                                                                                      | \$75.00                                                                                                                                                                      |
| <b>240 litre recycle (bin only )</b>                                                             |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| 240 litre recycle (bin only )                                                                    | C                     | 10       | \$93.20                                                                                                                                                                      | \$75.00                                                                                                                                                                      |
| <b>Bin change over fee (all bins)</b>                                                            |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Bin change over fee (all bins)                                                                   | C                     | 10       | \$32.10                                                                                                                                                                      | \$30.00                                                                                                                                                                      |
| <b>Lost or stolen bins – 120/240 litre</b>                                                       |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Lost or stolen bins – 120/240 litre                                                              | C                     | 10       | \$51.80                                                                                                                                                                      | \$53.00                                                                                                                                                                      |
| <b>Local Road (speed at any time is greater than 50kph)</b>                                      |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| <b>Minor Works</b>                                                                               |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Conducted on any part of the roadway, shoulder or pathway (11.5 units)                           | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Not conducted on any part of the roadway, shoulder or pathway (5 units)                          | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| <b>Works on Roads (works other than minor works)</b>                                             |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |



## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                                                  | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax                                                                                                                                                   | 2014/2015 Fee<br>incl. Tax                                                                                                                                                   |
|--------------------------------------------------------------------------|-----------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Conducted on any part of the roadway, shoulder or pathway (25 units)     | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Not conducted on any part of the roadway, shoulder or pathway (25 units) | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Local Road (speed at any time is not more than 50kph)                    |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Minor Works                                                              |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Conducted on any part of the roadway, shoulder or pathway (11.5 units)   | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Not conducted on any part of the roadway, shoulder or pathway (5 units)  | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Works on Roads (works other than minor works)                            |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Conducted on any part of the roadway, shoulder or pathway (20 units)     | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Not conducted on any part of the roadway, shoulder or pathway (5 units)  | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                     | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax                                                                       | 2014/2015 Fee<br>incl. Tax                                                                       |
|---------------------------------------------|-----------------------|----------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
|                                             |                       |          | Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Saleyards (Colac Livestock Selling Centre)  |                       |          |                                                                                                  |                                                                                                  |
| Agents special sale                         |                       |          |                                                                                                  |                                                                                                  |
| Agents special sale                         | C                     | 10       | \$190.60                                                                                         | \$197.50                                                                                         |
| Agents weekly fee                           |                       |          |                                                                                                  |                                                                                                  |
| Agents weekly fee                           | C                     | 10       | \$190.60                                                                                         | \$197.50                                                                                         |
| All horses                                  |                       |          |                                                                                                  |                                                                                                  |
| All horses                                  | C                     | 10       | \$17.60                                                                                          | \$18.20                                                                                          |
| All other cattle                            |                       |          |                                                                                                  |                                                                                                  |
| All other cattle                            | C                     | 10       | \$13.50                                                                                          | \$14.00                                                                                          |
| Annual licence and rental                   |                       |          |                                                                                                  |                                                                                                  |
| Annual licence and rental                   | C                     | 10       | \$2,377.60                                                                                       | \$2,463.20                                                                                       |
| Bobby calves                                |                       |          |                                                                                                  |                                                                                                  |
| Bobby calves                                | C                     | 10       | \$5.90                                                                                           | \$6.10                                                                                           |
| Bulls flat rate                             |                       |          |                                                                                                  |                                                                                                  |
| Bulls flat rate                             | C                     | 10       | \$18.60                                                                                          | \$19.30                                                                                          |
| Cows and calves weigh fee                   |                       |          |                                                                                                  |                                                                                                  |
| >5 animals                                  | C                     | 10       | \$3.50                                                                                           | \$3.60                                                                                           |
| 1 animal                                    | C                     | 10       | \$4.80                                                                                           | \$5.00                                                                                           |
| 2-4 animals                                 | C                     | 10       | \$4.10                                                                                           | \$4.20                                                                                           |
| Dairy cattle                                |                       |          |                                                                                                  |                                                                                                  |
| Dairy cattle                                | C                     | 10       | \$13.50                                                                                          | \$14.00                                                                                          |
| Pigs                                        |                       |          |                                                                                                  |                                                                                                  |
| Pigs                                        | C                     | 10       | \$3.50                                                                                           | \$3.60                                                                                           |
| Private weigh                               |                       |          |                                                                                                  |                                                                                                  |
| Private weigh                               | C                     | 10       | \$5.90                                                                                           | \$6.10                                                                                           |
| Sheep and lambs                             |                       |          |                                                                                                  |                                                                                                  |
| Sheep and lambs                             | C                     | 10       | \$1.10                                                                                           | \$1.10                                                                                           |
| Stud cattle                                 |                       |          |                                                                                                  |                                                                                                  |
| Stud cattle                                 | C                     | 10       | \$18.60                                                                                          | \$19.30                                                                                          |
| Weighed cattle                              |                       |          |                                                                                                  |                                                                                                  |
| Weighed cattle                              | C                     | 10       | \$13.50                                                                                          | \$14.00                                                                                          |
| Other Harbour Fees - based on Vessel Length |                       |          |                                                                                                  |                                                                                                  |
| Slipping Fee Including GST                  |                       |          |                                                                                                  |                                                                                                  |
| 10                                          | C                     | 10       | \$167.00                                                                                         | \$173.00                                                                                         |
| 10.2                                        | C                     | 10       | \$174.00                                                                                         | \$180.00                                                                                         |
| 10.4                                        | C                     | 10       | \$180.00                                                                                         | \$187.00                                                                                         |
| 10.6                                        | C                     | 10       | \$188.00                                                                                         | \$194.00                                                                                         |
| 10.8                                        | C                     | 10       | \$194.00                                                                                         | \$201.00                                                                                         |
| 11                                          | C                     | 10       | \$201.00                                                                                         | \$202.00                                                                                         |
| 11.2                                        | C                     | 10       | \$208.00                                                                                         | \$215.00                                                                                         |
| 11.4                                        | C                     | 10       | \$214.00                                                                                         | \$221.00                                                                                         |
| 11.6                                        | C                     | 10       | \$221.00                                                                                         | \$229.00                                                                                         |
| 11.8                                        | C                     | 10       | \$227.00                                                                                         | \$235.00                                                                                         |
| 12                                          | C                     | 10       | \$235.00                                                                                         | \$243.00                                                                                         |
| 12.2                                        | C                     | 10       | \$241.00                                                                                         | \$249.00                                                                                         |
| 12.4                                        | C                     | 10       | \$248.00                                                                                         | \$257.00                                                                                         |
| 12.6                                        | C                     | 10       | \$254.00                                                                                         | \$263.00                                                                                         |
| 12.8                                        | C                     | 10       | \$262.00                                                                                         | \$271.00                                                                                         |
| 13                                          | C                     | 10       | \$268.00                                                                                         | \$277.00                                                                                         |
| 13.2                                        | C                     | 10       | \$275.00                                                                                         | \$284.00                                                                                         |
| 13.4                                        | C                     | 10       | \$281.00                                                                                         | \$291.00                                                                                         |
| 13.6                                        | C                     | 10       | \$287.00                                                                                         | \$297.00                                                                                         |
| 13.8                                        | C                     | 10       | \$295.00                                                                                         | \$305.00                                                                                         |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                             | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax | 2014/2015 Fee<br>incl. Tax |
|-------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| 14                                  | C                     | 10       | \$301.00                   | \$311.00                   |
| 14.2                                | C                     | 10       | \$310.00                   | \$321.20                   |
| 14.4                                | C                     | 10       | \$320.00                   | \$331.00                   |
| 14.6                                | C                     | 10       | \$329.00                   | \$340.00                   |
| 14.8                                | C                     | 10       | \$338.00                   | \$350.00                   |
| 15                                  | C                     | 10       | \$348.00                   | \$360.00                   |
| 15.2                                | C                     | 10       | \$357.00                   | \$369.00                   |
| 15.4                                | C                     | 10       | \$365.00                   | \$378.00                   |
| 15.6                                | C                     | 10       | \$374.00                   | \$388.00                   |
| 15.8                                | C                     | 10       | \$384.00                   | \$397.00                   |
| 16                                  | C                     | 10       | \$393.60                   | \$407.00                   |
| 16.2                                | C                     | 10       | \$402.00                   | \$417.00                   |
| 16.4                                | C                     | 10       | \$412.00                   | \$426.00                   |
| 16.6                                | C                     | 10       | \$421.00                   | \$436.00                   |
| 16.8                                | C                     | 10       | \$430.00                   | \$445.00                   |
| 17                                  | C                     | 10       | \$439.00                   | \$454.80                   |
| 17.2                                | C                     | 10       | \$448.00                   | \$464.00                   |
| 17.4                                | C                     | 10       | \$457.00                   | \$473.00                   |
| 17.6                                | C                     | 10       | \$467.00                   | \$483.80                   |
| 17.8                                | C                     | 10       | \$476.00                   | \$493.00                   |
| 18                                  | C                     | 10       | \$485.00                   | \$502.00                   |
| 18.2                                | C                     | 10       | \$497.00                   | \$514.00                   |
| 18.4                                | C                     | 10       | \$508.00                   | \$526.00                   |
| 18.6                                | C                     | 10       | \$521.00                   | \$539.00                   |
| 18.8                                | C                     | 10       | \$532.00                   | \$551.00                   |
| 19                                  | C                     | 10       | \$543.00                   | \$562.00                   |
| 19.2                                | C                     | 10       | \$556.00                   | \$575.00                   |
| 19.4                                | C                     | 10       | \$567.00                   | \$587.00                   |
| 19.6                                | C                     | 10       | \$579.00                   | \$599.00                   |
| 19.8                                | C                     | 10       | \$590.00                   | \$611.00                   |
| 20                                  | C                     | 10       | \$602.00                   | \$624.00                   |
| 20.2                                | C                     | 10       | \$614.00                   | \$635.00                   |
| 20.4                                | C                     | 10       | \$625.00                   | \$647.00                   |
| 20.6                                | C                     | 10       | \$638.00                   | \$661.00                   |
| 20.8                                | C                     | 10       | \$649.00                   | \$672.00                   |
| 21                                  | C                     | 10       | \$660.00                   | \$684.00                   |
| 21.2                                | C                     | 10       | \$673.00                   | \$697.00                   |
| 21.4                                | C                     | 10       | \$684.00                   | \$708.00                   |
| 21.6                                | C                     | 10       | \$696.00                   | \$720.00                   |
| 21.8                                | C                     | 10       | \$707.00                   | \$732.50                   |
| 22                                  | C                     | 10       | \$719.00                   | \$745.00                   |
| 22.2                                | C                     | 10       | \$731.00                   | \$757.00                   |
| 22.4                                | C                     | 10       | \$742.00                   | \$769.00                   |
| 22.6                                | C                     | 10       | \$755.00                   | \$781.00                   |
| 22.8                                | C                     | 10       | \$766.00                   | \$793.00                   |
| 23                                  | C                     | 10       | \$777.00                   | \$805.00                   |
| 23.2                                | C                     | 10       | \$789.00                   | \$817.00                   |
| 23.4                                | C                     | 10       | \$801.00                   | \$830.00                   |
| 23.6                                | C                     | 10       | \$813.00                   | \$841.00                   |
| 23.8                                | C                     | 10       | \$824.00                   | \$853.00                   |
| 24                                  | C                     | 10       | \$835.00                   | \$866.00                   |
| Storage Fee (Per Day) Including GST |                       |          |                            |                            |
| 10                                  | C                     | 10       | \$42.00                    | \$43.00                    |
| 10.2                                | C                     | 10       | \$46.00                    | \$47.00                    |
| 10.4                                | C                     | 10       | \$49.00                    | \$51.00                    |
| 10.6                                | C                     | 10       | \$52.00                    | \$54.00                    |
| 10.8                                | C                     | 10       | \$56.00                    | \$58.00                    |
| 11                                  | C                     | 10       | \$60.00                    | \$61.00                    |
| 11.2                                | C                     | 10       | \$64.00                    | \$66.00                    |

| Service | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax | 2014/2015 Fee<br>incl. Tax |
|---------|-----------------------|----------|----------------------------|----------------------------|
| 11.4    | C                     | 10       | \$67.00                    | \$69.00                    |
| 11.6    | C                     | 10       | \$70.00                    | \$72.00                    |
| 11.8    | C                     | 10       | \$74.00                    | \$76.00                    |
| 12      | C                     | 10       | \$77.00                    | \$80.00                    |
| 12.2    | C                     | 10       | \$81.00                    | \$84.00                    |
| 12.4    | C                     | 10       | \$84.00                    | \$87.00                    |
| 12.6    | C                     | 10       | \$87.00                    | \$90.00                    |
| 12.8    | C                     | 10       | \$92.00                    | \$95.00                    |
| 13      | C                     | 10       | \$95.00                    | \$98.00                    |
| 13.2    | C                     | 10       | \$98.00                    | \$101.00                   |
| 13.4    | C                     | 10       | \$102.00                   | \$105.00                   |
| 13.6    | C                     | 10       | \$105.00                   | \$108.00                   |
| 13.8    | C                     | 10       | \$109.00                   | \$113.00                   |
| 14      | C                     | 10       | \$112.00                   | \$116.00                   |
| 14.2    | C                     | 10       | \$115.00                   | \$119.00                   |
| 14.4    | C                     | 10       | \$120.00                   | \$123.00                   |
| 14.6    | C                     | 10       | \$123.00                   | \$127.00                   |
| 14.8    | C                     | 10       | \$127.00                   | \$131.60                   |
| 15      | C                     | 10       | \$130.00                   | \$134.00                   |
| 15.2    | C                     | 10       | \$133.00                   | \$137.00                   |
| 15.4    | C                     | 10       | \$137.00                   | \$142.00                   |
| 15.6    | C                     | 10       | \$140.00                   | \$145.00                   |
| 15.8    | C                     | 10       | \$144.00                   | \$149.00                   |
| 16      | C                     | 10       | \$148.00                   | \$152.00                   |
| 16.2    | C                     | 10       | \$151.00                   | \$156.00                   |
| 16.4    | C                     | 10       | \$155.00                   | \$160.60                   |
| 16.6    | C                     | 10       | \$158.00                   | \$163.00                   |
| 16.8    | C                     | 10       | \$162.00                   | \$167.00                   |
| 17      | C                     | 10       | \$165.00                   | \$171.00                   |
| 17.2    | C                     | 10       | \$168.00                   | \$174.00                   |
| 17.4    | C                     | 10       | \$172.00                   | \$178.00                   |
| 17.6    | C                     | 10       | \$176.00                   | \$181.00                   |
| 17.8    | C                     | 10       | \$179.00                   | \$185.00                   |
| 18      | C                     | 10       | \$183.00                   | \$189.00                   |
| 18.2    | C                     | 10       | \$186.00                   | \$192.00                   |
| 18.4    | C                     | 10       | \$190.00                   | \$196.00                   |
| 18.6    | C                     | 10       | \$193.00                   | \$200.00                   |
| 18.8    | C                     | 10       | \$196.00                   | \$203.00                   |
| 19      | C                     | 10       | \$200.00                   | \$207.00                   |
| 19.2    | C                     | 10       | \$204.00                   | \$210.00                   |
| 19.4    | C                     | 10       | \$208.00                   | \$215.00                   |
| 19.6    | C                     | 10       | \$211.00                   | \$218.00                   |
| 19.8    | C                     | 10       | \$214.00                   | \$221.00                   |
| 20      | C                     | 10       | \$218.00                   | \$225.00                   |
| 20.2    | C                     | 10       | \$221.00                   | \$229.00                   |
| 20.4    | C                     | 10       | \$225.00                   | \$233.00                   |
| 20.6    | C                     | 10       | \$228.00                   | \$236.00                   |
| 20.8    | C                     | 10       | \$231.00                   | \$239.00                   |
| 21      | C                     | 10       | \$236.00                   | \$244.00                   |
| 21.2    | C                     | 10       | \$239.00                   | \$247.00                   |
| 21.4    | C                     | 10       | \$242.00                   | \$250.00                   |
| 21.6    | C                     | 10       | \$246.00                   | \$254.00                   |
| 21.8    | C                     | 10       | \$249.00                   | \$258.00                   |
| 22      | C                     | 10       | \$253.00                   | \$262.00                   |
| 22.2    | C                     | 10       | \$256.00                   | \$265.00                   |
| 22.4    | C                     | 10       | \$259.00                   | \$268.00                   |
| 22.6    | C                     | 10       | \$264.00                   | \$273.00                   |
| 22.8    | C                     | 10       | \$267.00                   | \$276.00                   |
| 23      | C                     | 10       | \$271.00                   | \$280.00                   |
| 23.2    | C                     | 10       | \$274.00                   | \$283.00                   |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                                                                                                          | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax | 2014/2015 Fee<br>incl. Tax |
|----------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| 23.4                                                                                                                             | C                     | 10       | \$277.00                   | \$287.00                   |
| 23.6                                                                                                                             | C                     | 10       | \$281.00                   | \$291.00                   |
| 23.8                                                                                                                             | C                     | 10       | \$284.00                   | \$294.00                   |
| 24                                                                                                                               | C                     | 10       | \$287.00                   | \$297.00                   |
| <b>Sustainable Planning &amp; Development Services</b>                                                                           |                       |          |                            |                            |
| <b>Economic Development</b>                                                                                                      |                       |          |                            |                            |
| <b>Colac &amp; Great Ocean Road Visitor Information Centres</b>                                                                  |                       |          |                            |                            |
| <b>Internet charges</b>                                                                                                          |                       |          |                            |                            |
| Per ¼ hour                                                                                                                       | C                     | 10       | \$2.20                     | \$2.30                     |
| Per hour                                                                                                                         | C                     | 10       | \$8.60                     | \$8.90                     |
| Printing                                                                                                                         | C                     | 10       | N/A                        | \$0.20                     |
| <b>Guide Services</b>                                                                                                            |                       |          |                            |                            |
| Bus Tour                                                                                                                         | C                     | 10       | N/A                        | \$50.00                    |
| <b>Environment &amp; Community Safety</b>                                                                                        |                       |          |                            |                            |
| <b>Animal Control</b>                                                                                                            |                       |          |                            |                            |
| <b>Registration</b>                                                                                                              |                       |          |                            |                            |
| All other (refer Sch 2 of Domestic Animal Act 1994)                                                                              | C                     | 0        | \$36.30                    | \$36.30                    |
| Cat registration – full                                                                                                          | C                     | 0        | \$98.40                    | \$100.00                   |
| Cat registration – micro chipped and desexed                                                                                     | C                     | 0        | \$15.50                    | \$15.50                    |
| Cat registration – micro chipped or desexed (reduced fee for microchipping only applies to cats registered in the previous year) | C                     | 0        | \$31.10                    | \$31.10                    |
| Dog registration – full                                                                                                          | C                     | 0        | \$108.80                   | \$110.00                   |
| Dog registration – micro chipped and desexed                                                                                     | C                     | 0        | \$20.70                    | \$20.70                    |
| Dog registration – micro chipped or desexed (reduced fee for microchipping only applies to dogs registered in the previous year) | C                     | 0        | \$36.30                    | \$36.30                    |
| Pensioner discount                                                                                                               | C                     | 0        | \$0.50                     | \$0.50                     |
| Working farm dog                                                                                                                 | C                     | 0        | \$20.70                    | \$21.00                    |
| <b>Event</b>                                                                                                                     |                       |          |                            |                            |
| <b>Charitable organisations</b>                                                                                                  |                       |          |                            |                            |
| Charitable organisations                                                                                                         | C                     | 0        | \$62 per event             | \$62 per event             |
| <b>Other</b>                                                                                                                     |                       |          |                            |                            |
| Other                                                                                                                            | C                     | 0        | \$155 per event            | \$155 per event            |
| <b>Fire Prevention</b>                                                                                                           |                       |          |                            |                            |
| <b>Administrative fee block slashing (plus cost of slashing)</b>                                                                 |                       |          |                            |                            |
| Administrative fee block slashing (plus cost of slashing)                                                                        | C                     | 10       | \$155.40                   | \$161.00                   |

|                                                                                           |   |    |            |            |
|-------------------------------------------------------------------------------------------|---|----|------------|------------|
| <b>Infringement fee – burning of offensive material (2 penalty units)</b>                 |   |    |            |            |
| Infringement fee – burning of offensive material (2 penalty units)                        | C | 0  | \$1,408.00 | \$200.00   |
| <b>Infringement fee – failing to comply with fire prevention notice (2 penalty units)</b> |   |    |            |            |
| Infringement fee – failing to comply with fire prevention notice (2 penalty units)        | S | 0  | \$1,408.00 | \$1,408.00 |
| <b>Standpipe water fee – per kilolitre</b>                                                |   |    |            |            |
| Standpipe water fee – per kilolitre                                                       | C | 10 | \$4.10     | \$4.20     |
| <b>Livestock Plus cartage and labour where applicable</b>                                 |   |    |            |            |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                   | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax                                       | 2014/2015 Fee<br>incl. Tax                                       |
|-------------------------------------------|-----------------------|----------|------------------------------------------------------------------|------------------------------------------------------------------|
| <b>Pound Release Fees</b>                 |                       |          |                                                                  |                                                                  |
| All other                                 | C                     | 0        | \$26 plus \$7 per head per day                                   | \$26 plus \$7 per head per day                                   |
| Cats                                      | C                     | 0        | \$36 plus \$5 per day                                            | \$36 plus \$5 per day                                            |
| Cattle/horses                             | C                     | 0        | \$78 plus \$16 per head per day                                  | \$78 plus \$16 per head per day                                  |
| Dogs                                      | C                     | 0        | \$57 plus \$16 per day                                           | \$57 plus \$16 per day                                           |
| Sheep/pigs                                | C                     | 0        | \$41 plus \$7 per head per day                                   | \$41 plus \$7 per head per day                                   |
| <b>Local Laws</b>                         |                       |          |                                                                  |                                                                  |
| <b>Local Law No 1</b>                     |                       |          |                                                                  |                                                                  |
| Alcohol permit                            | C                     | 0        | \$103.60                                                         | \$110.00                                                         |
| <b>Local Law No 2</b>                     |                       |          |                                                                  |                                                                  |
| - Signs (A frame) -Other                  | C                     | 0        | \$103.60                                                         | \$110.00                                                         |
| Alcohol infringement fee (2 penalty unit) | S                     | 0        | \$100.00                                                         | \$200.00                                                         |
| Goods for sale                            | C                     | 0        | \$52 per m2                                                      | \$52 per m2                                                      |
| -Signs (A frame) -Charitable              | C                     | 0        | \$51.80                                                          | \$55.00                                                          |
| Street party/festival                     | C                     | 0        | \$135 per event                                                  | \$135 per event                                                  |
| Tables and chairs                         | C                     | 0        | \$104 for 1st table and 4 chairs – then \$26 per seat thereafter | \$104 for 1st table and 4 chairs – then \$26 per seat thereafter |
| Using Council land                        | C                     | 0        | \$46 plus \$26 per week                                          | \$46 plus \$26 per week                                          |
| Vegetation                                | C                     | 0        | \$67.30                                                          | \$70.00                                                          |
| <b>Other</b>                              |                       |          |                                                                  |                                                                  |
| <b>Abandoned or derelict vehicles</b>     |                       |          |                                                                  |                                                                  |
| Abandoned or derelict vehicles            | C                     | 0        | \$220 plus transport & storage                                   | \$220 plus transport & storage                                   |
| <b>All other permits</b>                  |                       |          |                                                                  |                                                                  |
| All other permits                         | C                     | 0        | \$75.60                                                          | \$80.00                                                          |
| <b>Camping</b>                            |                       |          |                                                                  |                                                                  |
| Camping                                   | C                     | 0        | \$59/week or \$10 per day                                        | \$59/week or \$10 per day                                        |
| <b>Circus</b>                             |                       |          |                                                                  |                                                                  |
| Circus                                    | C                     | 0        | \$119.10                                                         | \$125.00                                                         |
| <b>Impoundment Fee</b>                    |                       |          |                                                                  |                                                                  |
| Impoundment Fee                           | C                     | 0        | \$119.10                                                         | \$125.00                                                         |
| <b>Public protection (hording permit)</b> |                       |          |                                                                  |                                                                  |
| Public protection (hording permit)        | C                     | 0        | \$21 application fee plus \$5.70 per m2                          | \$21 application fee plus \$5.70 per m2                          |
| <b>Sport Event</b>                        |                       |          |                                                                  |                                                                  |
| Sport Event                               | C                     | 0        | \$59.10                                                          | \$62.00                                                          |

|                                              |   |   |                                        |                                        |
|----------------------------------------------|---|---|----------------------------------------|----------------------------------------|
| <b>Parking</b>                               |   |   |                                        |                                        |
| <b>All day parking permit</b>                |   |   |                                        |                                        |
| All day parking permit                       | C | 0 | \$15.50 per week                       | \$15.50 per week                       |
| <b>Building site on street</b>               |   |   |                                        |                                        |
| Parking space charge/permit                  | C | 0 | \$32 per bay per week or part there of | \$32 per bay per week or part there of |
| <b>Car parking fines</b>                     |   |   |                                        |                                        |
| Car parking fines                            | C | 0 | \$62.20                                | \$65.00                                |
| Car parking fines                            | S | 0 | \$70 to \$119.45                       | \$70 to \$120                          |
| <b>Disabled parking</b>                      |   |   |                                        |                                        |
| Permit Issue and replacement fee if required | C | 0 | \$5.20                                 | \$5.00                                 |
| <b>Planning &amp; Building</b>               |   |   |                                        |                                        |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                                                           | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax | 2014/2015 Fee<br>incl. Tax                                  |
|-----------------------------------------------------------------------------------|-----------------------|----------|----------------------------|-------------------------------------------------------------|
| <b>(b) Amendments to Permits – Set by Statute</b>                                 |                       |          |                            |                                                             |
| <b>1</b>                                                                          |                       |          |                            |                                                             |
| Change of use only                                                                | S                     | 0        | \$502.00                   | \$502.00                                                    |
| <b>2</b>                                                                          |                       |          |                            |                                                             |
| To amend a permit other than a single dwelling                                    | S                     | 0        | \$502.00                   | \$502.00                                                    |
| <b>3</b>                                                                          |                       |          |                            |                                                             |
| Single dwelling (\$10,000-\$100,000)                                              | S                     | 0        | \$239.00                   | \$239.00                                                    |
| <b>4</b>                                                                          |                       |          |                            |                                                             |
| Single dwelling (More than \$100,000)                                             | S                     | 0        | \$490.00                   | \$490.00                                                    |
| <b>5</b>                                                                          |                       |          |                            |                                                             |
| Other developments (\$10,000 or less)                                             | S                     | 0        | \$102.00                   | \$102.00                                                    |
| <b>6</b>                                                                          |                       |          |                            |                                                             |
| Other developments (\$10,000-\$250,000)                                           | S                     | 0        | \$604.00                   | \$604.00                                                    |
| <b>7</b>                                                                          |                       |          |                            |                                                             |
| Other developments (\$250,000-\$500,000)                                          | S                     | 0        | \$707.00                   | \$707.00                                                    |
| <b>8</b>                                                                          |                       |          |                            |                                                             |
| Other developments (\$500,000-\$1million)                                         | S                     | 0        | \$815.00                   | \$815.00                                                    |
| <b>9</b>                                                                          |                       |          |                            |                                                             |
| Other amendments                                                                  | S                     | 0        | \$386.00                   | \$386.00                                                    |
| <b>(c) Planning Scheme Amendment Fees – Set by Statute</b>                        |                       |          |                            |                                                             |
| <b>i.</b>                                                                         |                       |          |                            |                                                             |
| Considering a request for an Amendment                                            | S                     | 0        | \$798.00                   | \$798.00                                                    |
| <b>ii.</b>                                                                        |                       |          |                            |                                                             |
| Independent panel (considering submissions which seek a change to an Amendment)   | S                     | 0        | \$798.00                   | \$798.00                                                    |
| <b>iii.</b>                                                                       |                       |          |                            |                                                             |
| Adoption of Amendment by Responsible Authority                                    | S                     | 0        | \$524.00                   | \$524.00                                                    |
| <b>iv.</b>                                                                        |                       |          |                            |                                                             |
| Consideration of a request to approve an Amendment (by the Minister for Planning) | S                     | 0        | \$798.00                   | \$798.00                                                    |
| <b>Bonds</b>                                                                      |                       |          |                            |                                                             |
| <b>Bond for Demolition or Removal of Building (Reg 323)</b>                       |                       |          |                            |                                                             |
| Bond for Demolition or Removal of Building (Reg 323)                              | S                     | 0        | N/A                        | \$100 per 1sqm of or cost of works, whichever is the lesser |

|                                                                                                            |   |    |          |                                                       |
|------------------------------------------------------------------------------------------------------------|---|----|----------|-------------------------------------------------------|
| <b>Bond for Re-erection of Building (Reg 323)</b>                                                          |   |    |          |                                                       |
| Bond for Re-erection of Building (Reg 323)                                                                 | S | 0  | N/A      | \$5,000 or the cost of works, whichever is the lesser |
| <b>Building Control Charges</b>                                                                            |   |    |          |                                                       |
| <b>Application for Place of Public Entertainment (PoPE) Permit</b>                                         |   |    |          |                                                       |
| Application for Place of Public Entertainment (PoPE) Permit                                                | C | 10 | \$342.00 | \$550.00                                              |
| <b>Application for Place of Public Entertainment (PoPE) Permit &amp; Temporary Structure Siting Permit</b> |   |    |          |                                                       |
| Application for Place of Public Entertainment (PoPE) Permit & Temporary Structure Siting Permit            | C | 10 | \$342.00 | \$770.00                                              |



## Colac Otway Shire Budget 2014-2015

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| Service                                                                                                                                        | Council /Statutory | GST % | 2013/2014 Fee incl. Tax | 2014/2015 Fee incl. Tax |
|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------|-------------------------|-------------------------|
| <b>Application for Place of Public Entertainment Permit or Temporary Structure Siting Permit Priority Fee (in addition to application fee)</b> |                    |       |                         |                         |
| Application for Place of Public Entertainment Permit or Temporary Structure Siting Permit Priority Fee (in addition to application fee)        | C                  | 10    | N/A                     | \$220.00                |
| <b>Application for Temporary Structure Siting Permit</b>                                                                                       |                    |       |                         |                         |
| Application for Temporary Structure Siting Permit                                                                                              | C                  | 10    | \$342.00                | \$440.00                |
| <b>Information charges</b>                                                                                                                     |                    |       |                         |                         |
| Building plans, plan search                                                                                                                    | C                  | 10    | \$70.00                 | \$73.00                 |
| Building plans/plan search (archival search)                                                                                                   | C                  | 10    | \$170.00                | \$176.00                |
| Other size sheets                                                                                                                              | C                  | 10    | \$3.80                  | \$4.00                  |
| Plan copying A3 sheet                                                                                                                          | C                  | 10    | \$0.70                  | \$0.70                  |
| Plan copying A4 sheet                                                                                                                          | C                  | 10    | \$0.40                  | \$0.40                  |
| Property information                                                                                                                           | S                  | 0     | \$45.35                 | \$47.60                 |
| <b>Lodgement fees</b>                                                                                                                          |                    |       |                         |                         |
| Class 1 & 10                                                                                                                                   | S                  | 0     | \$34.00                 | \$35.70                 |
| <b>Building Notice</b>                                                                                                                         |                    |       |                         |                         |
| <b>Administration of Building Notice</b>                                                                                                       |                    |       |                         |                         |
| Administration of Building Notice                                                                                                              | C                  | 10    | N/A                     | \$880.00                |
| <b>Building Order</b>                                                                                                                          |                    |       |                         |                         |
| <b>Administration of Building Order</b>                                                                                                        |                    |       |                         |                         |
| Administration of Building Order                                                                                                               | C                  | 10    | N/A                     | \$550.00                |
| <b>Building Permit Amendments</b>                                                                                                              |                    |       |                         |                         |
| <b>Permit Amendments</b>                                                                                                                       |                    |       |                         |                         |
| Permit Amendments                                                                                                                              | C                  | 10    | N/A                     | \$176.00                |
| <b>Building Permit Fees (additional fees charged where additional inspections are required)</b>                                                |                    |       |                         |                         |
| <b>Additional Inspection (Domestic) - within 20km radius of Colac</b>                                                                          |                    |       |                         |                         |
| Additional Inspection (Domestic) - within 20km radius of Colac                                                                                 | C                  | 10    | N/A                     | \$187.00                |
| <b>All other classes of Occupancy 2-9 inclusive (construction and/or demolition)</b>                                                           |                    |       |                         |                         |
| Does exceed \$2,000,000                                                                                                                        | C                  | 10    | 0.41%                   | 0.41%                   |
| Does not exceed \$1,000,000                                                                                                                    | C                  | 10    | 0.57%                   | 0.57%                   |
| Does not exceed \$1,500,000                                                                                                                    | C                  | 10    | 0.52%                   | 0.52%                   |
| Does not exceed \$10,000*                                                                                                                      | C                  | 10    | \$626.78                | \$570.00                |
| Does not exceed \$100,000*                                                                                                                     | C                  | 10    | \$2,165.24              | \$1,968.00              |
| Does not exceed \$2,000,000                                                                                                                    | C                  | 10    | 0.52%                   | 0.52%                   |
| Does not exceed \$20,000*                                                                                                                      | C                  | 10    | \$968.66                | \$880.00                |
| Does not exceed \$200,000*                                                                                                                     | C                  | 10    | \$3,019.94              | \$2,745.00              |
| Does not exceed \$5,000*                                                                                                                       | C                  | 10    | \$455.84                | \$415.00                |
| Does not exceed \$50,000*                                                                                                                      | C                  | 10    | \$1,367.52              | \$1,243.00              |
| Does not exceed \$500,000*                                                                                                                     | C                  | 10    | \$4,786.32              | \$4,351.00              |
| Does not exceed \$600,000                                                                                                                      | C                  | 10    | 0.62%                   | 0.62%                   |
| Does not exceed \$700,000                                                                                                                      | C                  | 10    | 0.62%                   | 0.62%                   |
| Does not exceed \$800,000                                                                                                                      | C                  | 10    | 0.62%                   | 0.62%                   |
| Does not exceed \$900,000                                                                                                                      | C                  | 10    | 0.62%                   | 0.62%                   |
| <b>Domestic – class 1a Dwellings (construction and demolition), where the value of building work:</b>                                          |                    |       |                         |                         |
| Does exceed \$300,000                                                                                                                          | C                  | 10    | \$3,646.72              | \$3,646.72              |
| Does not exceed \$100,000                                                                                                                      | C                  | 10    | \$1,652.42              | \$1,652.42              |
| Does not exceed \$200,000                                                                                                                      | C                  | 10    | \$2,165.24              | \$2,165.24              |
| Does not exceed \$300,000                                                                                                                      | C                  | 10    | \$2,849.00              | \$2,849.00              |
| <b>Domestic – class 1a Dwellings (construction</b>                                                                                             |                    |       |                         |                         |



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| Service                                                                                                           | Council /Statutory | GST % | 2013/2014 Fee incl. Tax | 2014/2015 Fee incl. Tax |
|-------------------------------------------------------------------------------------------------------------------|--------------------|-------|-------------------------|-------------------------|
| <b>and demolition), where the value of building work:</b>                                                         |                    |       |                         |                         |
| Does not exceed \$10,000                                                                                          | C                  | 10    | \$569.80                | \$569.80                |
| Does not exceed \$15,000                                                                                          | C                  | 10    | \$740.74                | \$740.74                |
| Does not exceed \$150,000                                                                                         | C                  | 10    | \$1,766.38              | \$1,766.38              |
| Does not exceed \$25,000                                                                                          | C                  | 10    | \$854.70                | \$854.70                |
| Does not exceed \$250,000                                                                                         | C                  | 10    | \$2,621.08              | \$2,621.08              |
| Does not exceed \$5,000                                                                                           | C                  | 10    | \$455.84                | \$455.84                |
| Does not exceed \$50,000                                                                                          | C                  | 10    | \$1,082.62              | \$1,082.62              |
| Does not exceed \$75,000                                                                                          | C                  | 10    | \$1,367.52              | \$1,367.52              |
| <b>Minor Works - Class 10a, 10b &amp; 1ai: Garages, carports, pool/spas &amp; fence where copy of building:</b>   |                    |       |                         |                         |
| Between \$10,001 to \$20,000                                                                                      | C                  | 10    | N/A                     | \$740.00                |
| <b>Minor Works - Class 10a, 10b &amp; 1ai: Garages, carports, pool/spas &amp; fence where value of work:</b>      |                    |       |                         |                         |
| More than \$20,000                                                                                                | C                  | 10    | N/A                     | \$855.00                |
| <b>Minor Works - Class 10a, 10b &amp; 1ai: Garages, carports, pool/spas &amp; fence, where the cost of works:</b> |                    |       |                         |                         |
| Between \$5,000 to \$10,000                                                                                       | C                  | 10    | N/A                     | \$570.00                |
| Less than \$5000                                                                                                  | C                  | 10    | N/A                     | \$460.00                |
| <b>Minor works - Class 10b: Safety Barrier (without pool/spa) &amp; Alterations to Safety Barrier.</b>            |                    |       |                         |                         |
| Minor works - Class 10b: Safety Barrier (without pool/spa) & Alterations to Safety Barrier.                       | C                  | 10    | N/A                     | \$165.00                |
| <b>Statutory charge on building permits</b>                                                                       |                    |       |                         |                         |
| Building permit levy (cost of building over \$10,000)                                                             | S                  | 0     | Cost of works x 0.128%  | Cost x 0.128% of works  |
| <b>Essential Safety Measures Assessments</b>                                                                      |                    |       |                         |                         |
| <b>Essential Safety Measures Determination</b>                                                                    |                    |       |                         |                         |
| Essential Safety Measures Determination                                                                           | C                  | 10    | N/A                     | \$550.00                |
| <b>Extensions of Time</b>                                                                                         |                    |       |                         |                         |
| <b>Extensions of Time</b>                                                                                         |                    |       |                         |                         |
| Extensions of Time                                                                                                | C                  | 10    | N/A                     | \$176.00                |
| <b>Inspections</b>                                                                                                |                    |       |                         |                         |
| <b>Additional Inspection (Commercial) - within 20km radius of Colac</b>                                           |                    |       |                         |                         |
| Additional Inspection (Commercial) - within 20km radius of Colac                                                  | C                  | 10    | N/A                     | \$253.00                |
| <b>Additional Travel - (in addition to additional inspection fee) - more than 20km from Colac</b>                 |                    |       |                         |                         |
| Additional Travel - (in addition to additional inspection fee) - more than 20km from Colac                        | C                  | 10    | N/A                     | \$1.00 per Km           |
| <b>Legal Point of Discharge</b>                                                                                   |                    |       |                         |                         |
| <b>Legal Point of Discharge (Reg 610)</b>                                                                         |                    |       |                         |                         |
| Legal Point of Discharge (Reg 610)                                                                                | S                  | 0     | N/A                     | \$59.62                 |
| <b>Permit for use of land</b>                                                                                     |                    |       |                         |                         |
| <b>1</b>                                                                                                          |                    |       |                         |                         |
| Use only                                                                                                          | S                  | 0     | \$502.00                | \$502.00                |
| <b>Planning Fees &amp; Charges – Other</b>                                                                        |                    |       |                         |                         |
| <b>Advertising</b>                                                                                                |                    |       |                         |                         |
| Additional signs per site per sign                                                                                | C                  | 10    | \$55.00                 | \$57.00                 |
| Advertising notice sent to individual property                                                                    | C                  | 10    | \$5.00                  | \$5.00                  |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Service                                                                   | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax | 2014/2015 Fee<br>incl. Tax |
|---------------------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| owners per letter                                                         |                       |          |                            |                            |
| Advertising sign erected on site                                          | C                     | 10       | \$110.00                   | \$114.00                   |
| <b>Application for approval of amended plans under secondary consent</b>  |                       |          |                            |                            |
| Application for approval of amended plans under secondary consent         | C                     | 10       | \$124.32                   | \$130.00                   |
| <b>Application for Certification of subdivision under Subdivision Act</b> |                       |          |                            |                            |
| Application for Certification of subdivision under Subdivision Act        | S                     | 0        | \$100 plus \$20 per lot    | \$100 plus \$20 per lot    |
| <b>Application for Plan of Consolidation</b>                              |                       |          |                            |                            |
| Application for Plan of Consolidation                                     | S                     | 0        | \$100.00                   | \$100.00                   |
| <b>Application for Rectification of Plan of Subdivision</b>               |                       |          |                            |                            |
| Application for Rectification of Plan of Subdivision                      | S                     | 0        | \$100.00                   | \$100.00                   |
| <b>Certificate of Compliance</b>                                          |                       |          |                            |                            |
| Certificate of Compliance                                                 | S                     | 0        | \$147.00                   | \$147.00                   |
| <b>Check Engineering Plans</b>                                            |                       |          |                            |                            |
| Check Engineering Plans                                                   | S                     | 10       | 0.75% of value of works    | 0.75% of value of works    |
| <b>Engineering Plan prepared by Council</b>                               |                       |          |                            |                            |
| Engineering Plan prepared by Council                                      | S                     | 10       | 3.5% of value of works     | 3.5% of value of works     |
| <b>Extension of time to planning permits</b>                              |                       |          |                            |                            |
| Extension of time to planning permits                                     | C                     | 10       | \$76.00                    | \$80.00                    |
| <b>Property Enquiry (does not require extensive research)</b>             |                       |          |                            |                            |
| Property Enquiry (does not require extensive research)                    | C                     | 10       | \$33.20                    | \$35.00                    |
| <b>Property Enquiry (extensive research)</b>                              |                       |          |                            |                            |
| Property Enquiry (extensive research)                                     | C                     | 10       | \$130.00                   | \$135.00                   |
| <b>Satisfaction Matters</b>                                               |                       |          |                            |                            |
| Satisfaction Matters                                                      | S                     | 0        | \$102.00                   | \$102.00                   |
| <b>Supervision of Works</b>                                               |                       |          |                            |                            |
| Supervision of Works                                                      | S                     | 10       | 2.5% of value of works     | 2.5% of value of works     |

|                                                                                                                                        |   |   |            |            |
|----------------------------------------------------------------------------------------------------------------------------------------|---|---|------------|------------|
| <b>Report and Consent Fees</b>                                                                                                         |   |   |            |            |
| <b>Demolition fee (s. 29A)</b>                                                                                                         |   |   |            |            |
| Demolition fee (s. 29A)                                                                                                                | S | 0 | \$56.75    | \$59.62    |
| <b>Report &amp; Consent Application (Reg 513)</b>                                                                                      |   |   |            |            |
| Report & Consent Application (Reg 513)                                                                                                 | S | 0 | \$227.25   | \$238.75   |
| <b>To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:</b> |   |   |            |            |
| <b>4</b>                                                                                                                               |   |   |            |            |
| Other developments (\$10,000 or less)                                                                                                  | S | 0 | \$102.00   | \$102.00   |
| <b>5</b>                                                                                                                               |   |   |            |            |
| Other developments (\$10,001-\$250,000)                                                                                                | S | 0 | \$604.00   | \$604.00   |
| <b>6</b>                                                                                                                               |   |   |            |            |
| Other developments (\$250,001-\$500,000)                                                                                               | S | 0 | \$707.00   | \$707.00   |
| <b>7</b>                                                                                                                               |   |   |            |            |
| Other developments (\$500,001-\$1 million)                                                                                             | S | 0 | \$815.00   | \$815.00   |
| <b>8</b>                                                                                                                               |   |   |            |            |
| Other developments (\$1,000,001-\$7 million)                                                                                           | S | 0 | \$1,153.00 | \$1,153.00 |
| <b>9</b>                                                                                                                               |   |   |            |            |
| Other developments (\$7,000,001-\$10 million)                                                                                          | S | 0 | \$4,837.00 | \$4,837.00 |

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| Service                                                                                                                                                                                                                                  | Council<br>/Statutory | GST<br>% | 2013/2014 Fee<br>incl. Tax | 2014/2015 Fee<br>incl. Tax |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>10</b>                                                                                                                                                                                                                                |                       |          |                            |                            |
| Other developments (\$10,000,001-\$50 million)                                                                                                                                                                                           | S                     | 0        | \$8,064.00                 | \$8,064.00                 |
| <b>11</b>                                                                                                                                                                                                                                |                       |          |                            |                            |
| Other developments (more than \$50,000,000)                                                                                                                                                                                              | S                     | 0        | \$16,130.00                | \$16,130.00                |
| <b>12</b>                                                                                                                                                                                                                                |                       |          |                            |                            |
| To subdivide an existing building                                                                                                                                                                                                        | S                     | 0        | \$386.00                   | \$386.00                   |
| <b>13</b>                                                                                                                                                                                                                                |                       |          |                            |                            |
| To subdivide land into two lots                                                                                                                                                                                                          | S                     | 0        | \$386.00                   | \$386.00                   |
| <b>14</b>                                                                                                                                                                                                                                |                       |          |                            |                            |
| To effect a realignment of a common boundary between lots or to consolidate two or more lots                                                                                                                                             | S                     | 0        | \$386.00                   | \$386.00                   |
| <b>15</b>                                                                                                                                                                                                                                |                       |          |                            |                            |
| All other subdivisions                                                                                                                                                                                                                   | S                     | 0        | \$781.00                   | \$781.00                   |
| <b>16</b>                                                                                                                                                                                                                                |                       |          |                            |                            |
| An application to remove a restriction (within the meaning of the Subdivision Act 1988) in the circumstances described in Section 47(2) of the Planning and Environment Act 1987                                                         | S                     | 0        | \$249.00                   | \$249.00                   |
| <b>17</b>                                                                                                                                                                                                                                |                       |          |                            |                            |
| An application to create, vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right-of-way.                                                                                             | S                     | 0        | \$541.00                   | \$541.00                   |
| <b>18</b>                                                                                                                                                                                                                                |                       |          |                            |                            |
| To create, vary or remove an easement other than a right of way, or to vary or remove a condition in the nature of an easement other than a right of way in a Crown.                                                                     | S                     | 0        | \$404.00                   | \$404.00                   |
|                                                                                                                                                                                                                                          |                       |          |                            |                            |
| To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is: |                       |          |                            |                            |
| <b>2</b>                                                                                                                                                                                                                                 |                       |          |                            |                            |
| Single dwelling (\$10,000-\$100,000)                                                                                                                                                                                                     | S                     | 0        | \$239.00                   | \$239.00                   |
| <b>3</b>                                                                                                                                                                                                                                 |                       |          |                            |                            |
| Single dwelling (More than \$100,000)                                                                                                                                                                                                    | S                     | 0        | \$490.00                   | \$490.00                   |

#### 4.7 Appendix F – Performance Statement

##### Service Performance Indicators (Outcomes)

| Indicator                                                                                                                    | Performance Measure                                                                                                                                                               | Computation                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1 Governance</b>                                                                                                          |                                                                                                                                                                                   |                                                                                                                                                                                                                                                       |
| <b>Satisfaction</b><br><br>(Councils make and implement decisions in the best interests of the community)                    | <b>Satisfaction with Council decisions</b><br><br>(Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community) | Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community                                                                                                                         |
| <b>2 Statutory Planning</b>                                                                                                  |                                                                                                                                                                                   |                                                                                                                                                                                                                                                       |
| <b>Decision making</b><br><br>(planning application processing and decisions are consistent with the local planning scheme)  | <b>Council planning decisions upheld at VCAT</b><br><br>(Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of the Council)    | (Number of VCAT decisions that upheld Council's decision in relation to a planning application/Number of decisions in relation to planning applications subject to review by VCAT) x100                                                               |
| <b>3 Economic Development</b>                                                                                                |                                                                                                                                                                                   |                                                                                                                                                                                                                                                       |
| <b>Economic activity</b><br><br>(economic development activities support stimulation of local economic activity)             | <b>Change in number of businesses</b><br><br>(Percentage change in the number of businesses with an ABN in the municipality)                                                      | (Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year/Number of businesses with an ABN in the municipality at the start of the financial year) x100 |
| <b>4 Roads</b>                                                                                                               |                                                                                                                                                                                   |                                                                                                                                                                                                                                                       |
| <b>Satisfaction</b><br><br>(the sealed local road network is maintained and renewed to ensure that it is safe and efficient) | <b>Satisfaction with sealed local roads</b><br><br>(Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)               | Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.                                                                                                                                       |
| <b>5 Libraries</b>                                                                                                           |                                                                                                                                                                                   |                                                                                                                                                                                                                                                       |
| <b>Participation</b><br><br>(print and digital based resources are free, accessible and well utilised)                       | <b>Active library members</b><br><br>(Percentage of the municipal population that are active library members)                                                                     | (Number of active library members/municipal population) x100                                                                                                                                                                                          |

| Indicator                                                                                                                             | Performance Measure                                                                                                                                                                | Computation                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>6 Waste Collection</b>                                                                                                             |                                                                                                                                                                                    |                                                                                                                                                                                                                                         |
| <b>Waste diversion</b><br><br>(the amount of waste diverted from landfill is maximised)                                               | <b>Kerbside collection waste diverted from landfill</b><br><br>(Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill) | (Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins) x100                                                                             |
| <b>7 Pool Facilities</b>                                                                                                              |                                                                                                                                                                                    |                                                                                                                                                                                                                                         |
| <b>Utilisation</b><br><br>(pools are safe, accessible and well utilised)                                                              | <b>Utilisation of pool facilities</b><br><br>(The number of visits to pool facilities per head of municipal population)                                                            | Number of visits to pool facilities/Municipal population                                                                                                                                                                                |
| <b>8 Animal Management</b>                                                                                                            |                                                                                                                                                                                    |                                                                                                                                                                                                                                         |
| <b>Health and safety</b><br><br>(the animal management service protects the health and safety of animals, humans and the environment) | <b>Animal management prosecutions</b><br><br>(Number of successful animal management prosecutions)                                                                                 | Number of successful animal management prosecutions.                                                                                                                                                                                    |
| <b>9 Food safety</b>                                                                                                                  |                                                                                                                                                                                    |                                                                                                                                                                                                                                         |
| <b>Health and safety</b><br><br>(the food safety service protects public health by preventing the sale of unsafe food)                | <b>Critical and major non-compliance notifications</b><br><br>(Percentage of critical and major noncompliance notifications that are followed up by Council)                       | (Number of critical non-compliance notifications and major noncompliance notifications about a food premises followed up/Number of critical noncompliance notifications and major noncompliance notifications about food premises) x100 |
| <b>10 Home and Community Care (HACC)</b>                                                                                              |                                                                                                                                                                                    |                                                                                                                                                                                                                                         |
| <b>Participation</b><br><br>(people are supported to live independently and safely in their own community and home environment)       | <b>Participation in HACC service</b><br><br>(Percentage of the municipal target population that receive a HACC service)                                                            | (Number of people that received a HACC service/Municipal target population for HACC services) x100                                                                                                                                      |

| Indicator                                                                                       | Performance Measure                                                                                                                                                                                               | Computation                                                                                                                      |
|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                 | <b>Participation in HACC service by CALD* people</b><br><br>(Percentage of the municipal target population in relation to CALD people that receive a HACC service)<br><br>* Culturally and Linguistically Diverse | (Number of CALD people who receive a HACC service/Municipal target population in relation to CALD people for HACC services) x100 |
| <b>11 Maternal and Child Health (MCH)</b>                                                       |                                                                                                                                                                                                                   |                                                                                                                                  |
| <b>Participation</b><br><br>(Councils promote healthy outcomes for children and their families) | <b>Participation in MCH key ages and stages visits</b><br><br>(Percentage of children attending the MCH key ages and stages visits)                                                                               | (Number of actual MCH visits/Number of expected MCH visits) x100                                                                 |
|                                                                                                 | <b>Participation in MCH key ages and stages visits by Aboriginal children</b><br><br>(Percentage of Aboriginal children attending the MCH key ages and stages visits)                                             | (Number of actual MCH visits for Aboriginal children/Number of expected MCH visits for Aboriginal children) x100                 |

### Financial Performance Indicators

| Indicator                                                                                                                 | Performance Measure                                                                                                                     | Computation                                                                 |
|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <b>Operating Position</b>                                                                                                 |                                                                                                                                         |                                                                             |
| <b>Adjusted underlying result</b><br><br>(an adjusted underlying surplus is generated in the ordinary course of business) | <b>Adjusted underlying surplus (or deficit)</b><br><br>(Adjusted underlying surplus (or deficit) as a percentage of underlying revenue) | (Adjusted underlying surplus (or deficit)/Adjusted underlying revenue) x100 |
| <b>Liquidity</b>                                                                                                          |                                                                                                                                         |                                                                             |
| <b>Working capital</b><br><br>(sufficient working capital is available to pay bills as and when they fall due)            | <b>Current assets compared to current liabilities</b><br><br>(current assets as a percentage of current liabilities)                    | (Current assets/Current liabilities) x100                                   |

## Colac Otway Shire Budget 2014-2015

## Appendix E

| Indicator                                                                                                                                             | Performance Measure                                                                                                                                                          | Computation                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <b>Unrestricted cash</b><br><br>(sufficient cash that is free of restrictions is available to pay bills as and when they fall due)                    | <b>Unrestricted cash compared to current Liabilities</b><br><br>(unrestricted cash as a percentage of current liabilities)                                                   | (Unrestricted cash/Current liabilities) x100                                                   |
| <b>Obligations</b>                                                                                                                                    |                                                                                                                                                                              |                                                                                                |
| <b>Loans and borrowings</b><br><br>(the level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities) | <b>Loans and borrowings compared to rates</b><br><br>(interest bearing loans and borrowings as a percentage of rate revenue)                                                 | (Interest-bearing loans and borrowings/Rate revenue) x100                                      |
|                                                                                                                                                       | <b>Loans and borrowings repayments compared to rates</b><br><br>(interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue) | (Interest and principal repayments on interest bearing loans and borrowings/Rate revenue) x100 |
| <b>Indebtedness</b><br><br>(the level of long term liabilities is appropriate to the size and nature of a Council's activities)                       | <b>Non-current liabilities compared to own source revenue</b><br><br>(non-current liabilities as a percentage of own-source revenue)                                         | (Non-current liabilities/Own source revenue) x100                                              |
| <b>Asset renewal</b><br><br>(assets are renewed as planned)                                                                                           | <b>Asset renewal compared to depreciation</b><br><br>(asset renewal expenditure as a percentage of depreciation)                                                             | (Asset renewal expenditure/Asset depreciation) x100                                            |
| <b>Stability</b>                                                                                                                                      |                                                                                                                                                                              |                                                                                                |
| <b>Rates concentration</b><br><br>(revenue is generated from a range of sources)                                                                      | <b>Rates compared to adjusted underlying revenue</b><br><br>(rate revenue as a percentage of adjusted underlying revenue)                                                    | (Rate revenue/Adjusted underlying revenue) x100                                                |
| <b>Rates effort</b><br><br>(rating level is set based on the community's capacity to pay)                                                             | <b>Rates compared to property values</b><br><br>(rate revenue as a percentage of the capital improved value of rateable properties in the municipality)                      | (Rate revenue/Capital improved value of rateable properties in the municipality) x100          |

| Indicator                                                                                     | Performance Measure                                                                                                                                           | Computation                                                                                         |
|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| <b>Efficiency</b>                                                                             |                                                                                                                                                               |                                                                                                     |
| <b>Expenditure level</b><br><br>(resources are used efficiently in the delivery of services)  | <b>Average expenditure per property assessment</b><br><br>(total expenditure per property assessment)                                                         | Total expenditure/Number of property assessments                                                    |
| <b>Revenue level</b><br><br>(resources are used efficiently in the delivery of services)      | <b>Average residential rate per residential property assessment</b><br><br>(residential rate revenue per residential property assessment)                     | Residential rate revenue/Number of residential property assessments                                 |
| <b>Workforce turnover</b><br><br>(resources are used efficiently in the delivery of services) | <b>Resignations and terminations compared to average staff</b><br><br>(number of staff resignations and terminations as a percentage of average staff number) | (Number of staff resignations and terminations/Average number of staff for the financial year) x100 |



## Sustainable Capacity Indicators

| Indicator                                                                                                                                          | Performance Measure                                                                                                     | Computation                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| <b>Own-source revenue</b><br><br>(revenue is generated from a range of sources in order to fund the delivery of Council services to the community) | <b>Own-source revenue per head of municipal population</b><br><br>(own-source revenue per head of municipal population) | Own-source revenue/Municipal population                 |
| <b>Recurrent grants</b><br><br>(revenue is generated from a range of sources in order to fund the delivery of Council services to the community)   | <b>Recurrent grants per head of municipal population</b><br><br>(recurrent grants per head of municipal population)     | Recurrent grants/Municipal population                   |
| <b>Population</b><br><br>(population is a key driver of a Council's ability to fund the delivery of services to the community)                     | <b>Total expenditure per head of municipal population</b><br><br>(total expenditure per head of municipal population)   | Total expenditure/Municipal population                  |
|                                                                                                                                                    | <b>Infrastructure per capita</b><br><br>(value of infrastructure per head of municipal population)                      | Value of infrastructure/Municipal population            |
|                                                                                                                                                    | <b>Population density per length of road</b><br><br>(municipal population per kilometre of local road)                  | Municipal population/Kilometres of local roads          |
| <b>Disadvantage</b><br><br>(disadvantage is a key driver of a Council's ability to fund the delivery of services to the community)                 | <b>Relative socio-economic disadvantage</b><br><br>(the relative Socio-economic Disadvantage of the municipality)       | Index of Relative Socio-economic Disadvantage by decile |





# STRATEGIC RESOURCE PLAN 2014-15 TO 2017-18

| DOCUMENT CONTROL                                                                                                                                                                                                                                                                        |                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
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|                                                                                                                                                                                                                                                                                         | <b>Project Manager:</b> Nicholas Welsh   |
|                                                                                                                                                                                                                                                                                         | <b>Author:</b> Nicholas Welsh            |
|                                                                                                                                                                                                                                                                                         | <b>Date:</b> April 2014                  |
|                                                                                                                                                                                                                                                                                         | <b>Synopsis:</b> Strategic Resource Plan |

#### CONSULTANTS DISTRIBUTION SCHEDULE

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|             |            |                |           |
|             |            |                |           |
|             |            |                |           |

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| Version No. | Date       | Comment | TRIM Reference |
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Strategic Resource Plan



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Strategic Resource Plan



## 1. EXECUTIVE SUMMARY

### 1.1 INTRODUCTION

Council is required under the Local Government Act (1989), to prepare a *Strategic Resource Plan* (SRP).

The SRP outlines the resources required to achieve Council's strategic objectives expressed in the Council Plan. The SRP must include:

- Details of financial resources (standard statements); and
- Details of non-financial resources, including human resources.
- Council must adopt its SRP by 30 June each year. The SRP is intended to have a 4-year time frame.

This section includes:

- Purpose of the SRP;
- Objectives of the SRP;
- Financial strategic direction;
- Key strategic directions

### 1.2 PURPOSE OF SRP

Council is required to prepare a SRP under section 126 of the *Local Government Act (1989)*.

The purpose of the SRP is to:

- Establish a financial framework over the next 4 years to ensure Council's strategic objectives, as expressed in its Council Plan, are achieved;
- Provide an assessment of the resources (financial and non-financial) required to accomplish the objectives and strategies included in the Council Plan (non-financial resources are assumed to include human resources and Council's asset base, which are all referred to in various parts of the SRP);
- Establish a basis to measure Council's adherence to its policies and strategies; and
- Assist Council to comply with sound financial management principles, in accordance with the *Local Government Act (1989)* and to plan for the long-term financial sustainability of the municipality.

## Strategic Resource Plan



The diagram below details the key strategic areas covered by the SRP and the integration required between Council's financial strategies.





## Strategic Resource Plan



There is a clear link between the long term vision or aspirations of Council and the day to day activities performed by Council.



### 1.3 SRP OBJECTIVES

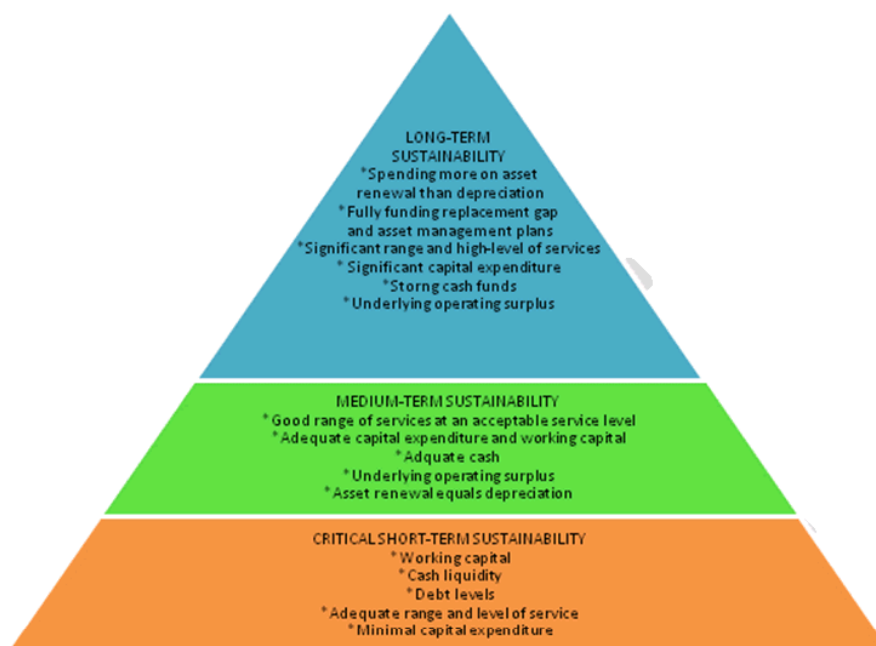
The 2014-2015 SRP is intended to achieve the following objectives in the 4-year time frame:

- Maintain the existing range and level of service provision and develop the capacity to grow and add new services;
- Maintain a strong cash position, ensuring Council remains financially sustainable in the long-term;
- Achieve underlying surpluses from operations;
- Maintain debt levels below prudential guidelines;
- Continue to pursue ongoing grant funding for strategic capital funds from the state and federal government;
- Provide for rate increases that establish a funding level for a sustainability index of 100 percent, including increasing funding for capital works (asset renewal, expansion, upgrade) and asset maintenance; and
- Ensure critical renewal is funded annually over the timeframe of the SRP.

## Strategic Resource Plan



Financial sustainability is explained in the following diagram.



Council is presently in the critical range of the sustainability pyramid as a result of an underlying operating deficit. It may be difficult to reach all the long-term sustainability goals however Council continues to improve its sustainability.

This improved sustainability is demonstrated by an improving cash position, significant capital expenditure and a continued closure of the infrastructure funding gap.

### 1.4 STRATEGIC FINANCIAL DIRECTION

Council, as part of establishing its SRP, revises its borrowing strategy, asset management, capital investment, reserves; capital works programme, the range and level of services provided and the revenue-raising strategy.

A number of strategic challenges remain ahead including renewing existing assets, continuing to provide an appropriate range and level of services to a growing community, maintaining a sound financial position and addressing the need for capital expansion.

The challenge for Council, in the short-term, is to fund the appropriate level of investment in the community's assets and simultaneously accommodate the pressures of growth, including new capital investment and expanded service provision.

The other related issues are the risks and liabilities that Council and the community face if Council does not invest in asset renewal at an adequate rate.

The SRP establishes the strategic financial direction for Council to meet the funding and investment challenges that lie ahead in the next four (4) years. The SRP is prepared in conjunction with the Council Plan and the Long Term Financial Plan to ensure the affordability of activities included in the Council Plan.

## Strategic Resource Plan



A Glossary of Terms is attached in Appendix A.

Appendix B details Council's Standard Financial Statements which are an outcome of this SRP.

### 1.5 KEY STRATEGIC DIRECTIONS

The following table highlights the key strategies of this SRP. Each section includes detailed analysis to support the strategies. The key strategies provide direction for the preparation of the 2014-2015 Budget.

| Section                                        | Strategic Direction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Section 3: Colac Otway financial indicators    | <p>That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category.</p> <p>That Colac Otway Shire Council applies the outcomes of this SRP to the 2014-2015 Budget.</p> <p>That Colac Otway Shire Council continues to reduce its underlying operating deficit over the life of this SRP.</p>                                                                                                                                                                                                                                                                                            |
| Section 4: Long-term borrowing strategies      | <p>That Colac Otway Shire Council, based on previous Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity.</p> <p>That Colac Otway Shire Council retains its debt servicing and redemption costs at or below 5 cents in the rate &amp; charges revenue dollar, towards interest and principal, over the life of this SRP.</p> <p>That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.</p>                                                                                                                                                                |
| Section 5: Notional reserves                   | <p>That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled.</p> <p>Reserves are fully backed with cash at the end of each financial year.</p>                                                                                                                                                                                                                                                                                                                                                                                               |
| Section 6: Rating and other revenue strategies | <p>That Colac Otway Shire Council applies the Key Strategic Outcomes in the Rating Strategy 2014-2017 to the raising of rates and charges that Council levies on ratepayers.</p> <p>That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with Council Plan objectives.</p> <p>That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges.</p> <p>That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.</p> |

## Strategic Resource Plan



| Section                                   | Strategic Direction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Section 7: Asset management               | <p>That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets.</p> <p>That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.</p> <p>That Colac Otway Shire Council continues to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire's population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.</p> |
| Section 8: Capital works                  | <p>That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme.</p> <p>That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.</p>                                                                                                                                                                                                                                                                                                                                                                                           |
| Section 9: Service provision and planning | <p>That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Section 10: Strategic Financial Plan      | <p>That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

## Strategic Resource Plan



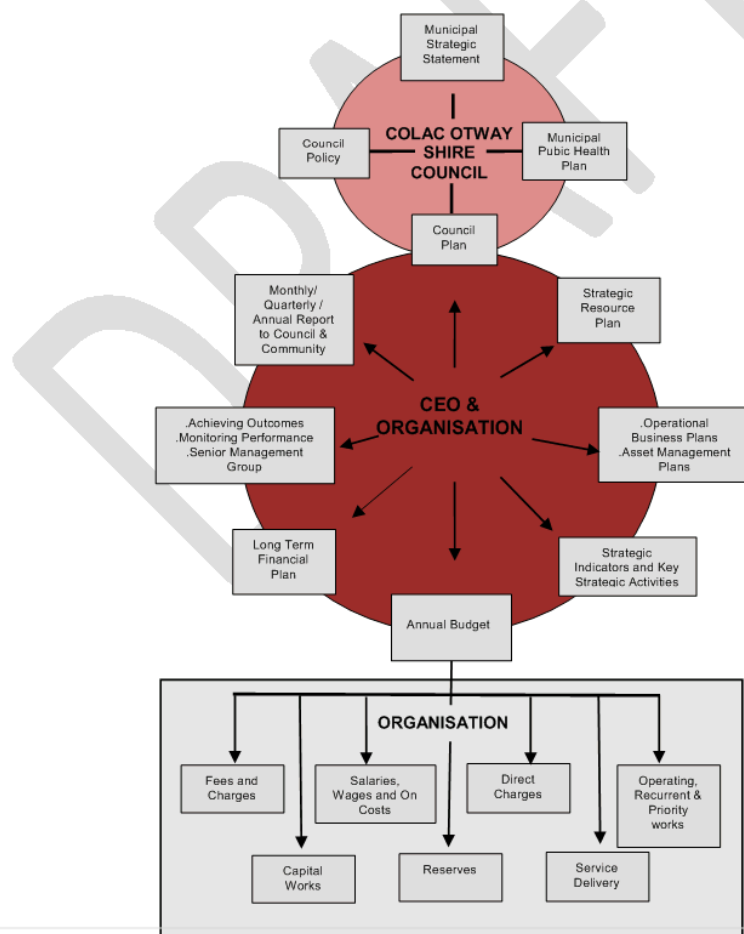
## 2. LINK BETWEEN STRATEGIC RESOURCE PLAN AND COUNCIL PLAN

### 2.1 STRATEGIC PLANNING FRAMEWORK

The diagram below shows the links between the SRP and the balance of the corporate planning framework.

As the diagram illustrates, Council sets the strategic direction to provide the Chief Executive Officer with the necessary guidance to develop and implement plans, actions and strategies to achieve these strategic outcomes.

The key strategic documents include the Council Plan, Municipal Strategic Statement and Public Health Plan. These plans are prepared in accordance with Council policies.

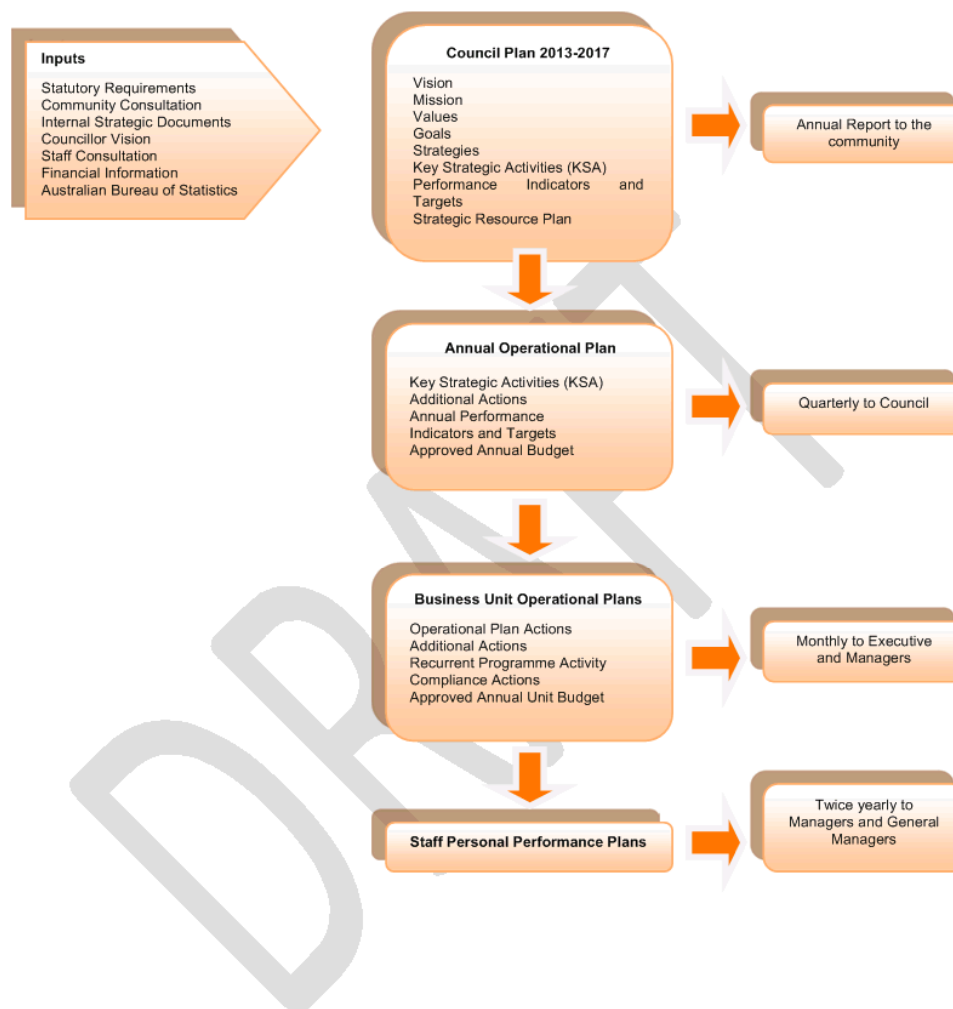


## Strategic Resource Plan



The strategic planning framework incorporates the Council Plan and Business Plans all linked together and importantly resourced by the Annual Budget.

The diagram below depicts this framework:



The planning framework provides for the Council Plan strategies to be linked to Business Plan actions that are funded and resourced through the Annual Budget.

The organisation then measures and monitors performance and reports to internal and external stakeholders as required.

Council receives formal reports on a quarterly basis detailing progress against its Council Plan and against the Annual Budget.



Strategic Resource Plan



### 3. COLAC OTWAY SHIRE COUNCIL FINANCIAL SUSTAINABILITY

#### 3.1 INTRODUCTION

Developing financial strategies for councils is often a difficult process.

- Is council achieving a sufficient amount of revenue to provide services to the community?
- What should the target be in respect to resourcing expenditure on new assets (capital expenditure)?
- What is Council's targeted renewal investment and is this maintaining an acceptable level of service for the community?
- What is an acceptable rate and charge increase?
- What is an acceptable level of debt?

Some of these answers may come from Guidelines previously utilised by industry bodies such as the Department of Planning and Community Development. However, a great deal is left for each Council, as an individual entity, to determine. How does Council gather appropriate data on which to base decisions about its financial future?

The use of financial indicators that assess the comparative financial position of each council in Victoria provides a valuable source of information in establishing financial strategies.

These indicators highlight the relative financial strengths of each council and uncover the opportunities that councils may grasp for improvement. The indicators are used to identify trends in financial sustainability.

This section includes:

- Benchmarking;
- Analysis of Council's financial sustainability from the perspective of the Municipal Association of Victoria (MAV) and the Victorian Auditor General (VAGO); and
- Operating surplus exclusive of capital income and abnormal items.

#### 3.2 BENCHMARKING

The benchmarking programme in this SRP is compiled by Strategy Plus from financial data contained in annual reports from other councils.

This benchmarking ensures data is comparable under the current regulations however may differ from Council's own benchmarking calculations.

The State Government measures councils' performance by benchmarking between councils and establishes a number of Key Performance Indicators (KPIs) for each council to use.

The KPIs have been derived from Council's Annual Reports.

The number of councils in each category is shown in the table below.

## Strategic Resource Plan



| Category Description | Councils within Category |
|----------------------|--------------------------|
| Inner Metro          | 18                       |
| Outer Metro          | 13                       |
| Regional Cities      | 8                        |
| Large Rural          | 19                       |
| Small Rural          | 21                       |
| <b><i>TOTAL</i></b>  | <b><i>79</i></b>         |

These key performance indicators are detailed within the relevant chapters of the SRP, and assist Council to compare its position to other large rural councils.

### 3.3 ANALYSIS OF COUNCIL'S FINANCIAL SUSTAINABILITY

#### 3.3.1 Financial Sustainability

The concepts most people use in their personal and business lives are basically the same as those that should be applied to local government; however, those concepts need some modification.

Councils are perpetual corporations that manage intergenerational community services and assets. Councils provide the legal framework by which communities own infrastructure and assets collectively.

The Australian Local Government Association's (ALGA's) definition of financial sustainability is worth noting:

*"A Council's long-term financial performance and position is sustainable where planned long term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."*

It is against this definition then that the sustainability of Colac Otway Shire Council can be assessed. Interestingly the MAV assessment indicates Council is at "low risk" whilst the Victorian Auditor General's Office indicates "there are no financial viability concerns identified for Colac Otway Shire Council".

#### **Underlying Operating Surplus/Deficit**

The underlying operating result is the operational result (balanced, surplus or deficit) less the removal of gifted assets, developer contributions, asset revaluations, and write offs and impacts of asset sales.

Capital income is further deducted on the grounds it represents an "unmatched" income (expenditure is not included) and it is a non-recurring income source. The aim is to reach an underlying operating position and then to assess whether this has added to or has eroded the net asset base of Council.



## Strategic Resource Plan



### **Liquidity**

The MAV assessment asserts a working capital ratio of 150 percent is generally considered desirable. The analysis considers that Councils with working capital above 150 per cent may have the capacity to reduce long-term debt.

This needs to be tempered with whether Council has an appetite for the use of debt funding for investment decisions. Put simply, if Council utilises debt then lower levels of liquidity are acceptable, however if Council has a low appetite for debt then higher liquidity levels are required to fund Council's investment decisions.

There is therefore a need to analyse on a regular basis future cash needs of Council's investment decisions, so ensuring funds are available to back reserves, grants received in advance and carry forward projects.

### **Rate effort**

The ability to increase rate revenue is a significant factor in determining whether Council is potentially at risk. Council's rating effort has been satisfactory though when benchmarked was below the average effort of the large Council group.

### **Population growth and demographic change**

Population and demographic changes have a direct impact on Council costs. For example, population declines can result in higher unit costs of service delivery because of the fixed nature of some costs. Rapid population growth can place significant financial pressure on councils to put new or expanded services in place.

Colac Otway Shire's average annual population change currently places no significant financial pressure to put new or expanded services in place.

However, changing demographics places significant pressure on services due to differing demographics requiring different services. For example, aging populations require different services (home care and retirement villages) to that of the younger generations (schools and sporting facilities).

Colac Otway Shire's demographics do place considerable pressures on the need to put new or expanded services in place.

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### **3.3.2 Victoria Auditor General**

The Victoria Auditor General's Office (VAGO) in late 2007 prepared a report on Local Government which outlined for the first time a detailed analysis on the financial sustainability of Councils and Regional Library corporations.

In the table below the indicators are collected to assess financial sustainability. This information has been collected since 2007-2008.

## Strategic Resource Plan



The VAGO's indicators of Council viability are listed below with 2012/13 results.

| Indicator                                   | Calculation                                   | Explanation                                                                                                                                                                    | Results 2012/13 | Risk Level    |
|---------------------------------------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|
| <b>Underlying result</b>                    | Adjusted net surplus/total underlying revenue | Adjusted net surplus is calculated by removing non-cash developer contributions and one-off items from statement of income and expenditure.                                    | 3.76%           | <b>Low</b>    |
| <b>Liquidity</b>                            | Current Assets/Current Liabilities            | Measure of ability to pay existing liabilities within 12 months.                                                                                                               | 2.67            | <b>Low</b>    |
| <b>Indebtedness</b>                         | Non-current liabilities/own sourced revenue   | Compares non-current liabilities (including loans) to own source revenue. Own-sourced revenue is used because it does not include capital grants.                              | 30.32%          | <b>Low</b>    |
| <b>Self-financing</b>                       | Net Operating cash flow/underlying revenue.   | This is a measure of local government's ability to fund the replacement of assets from cash generated by their operations: the higher the percentages, the more able to do so. | 21.17%          | <b>Low</b>    |
| <b>Investment Gap (Capital Replacement)</b> | Capital Spend/Depreciation                    | This is a measure of whether local governments are spending on infrastructure at a greater rate than the infrastructure is depreciating.                                       | 1.38            | <b>Medium</b> |
| <b>Renewal Gap (VAGO)</b>                   |                                               | Compares the rate of spending on existing infrastructure, property, plant and equipment through renewing, restoring and replacing existing assets with depreciation.           | 1.06            | <b>Low</b>    |

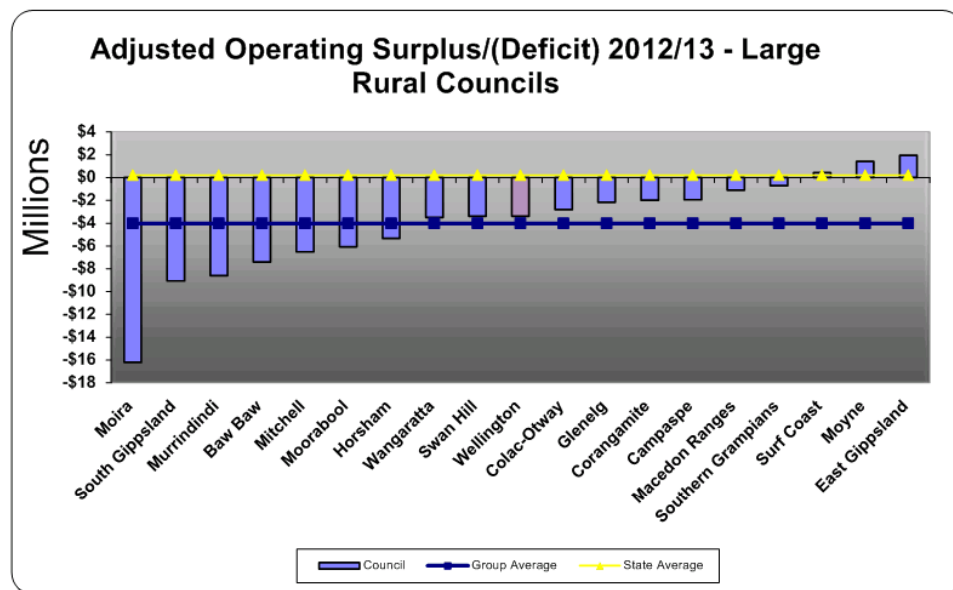
Colac Otway is assessed as a Low Risk Council overall based on the 6 indicators detailed in the table.

## Strategic Resource Plan



### 3.4 OPERATING SURPLUS EXCLUSIVE OF CAPITAL INCOME AND ABNORMAL ITEMS

One of Colac Otway Shires long-term financial goals is to achieve an operational surplus without the inclusion of any capital income (against which there is no matching expenditure in the operating statement) and abnormal items such as granted assets.



#### Strategic Direction

1. That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category.
2. That Colac Otway Shire Council applies the outcomes of this SRP to the 2014-2015 Budget.
3. That Colac Otway Shire Council continues to reduce its underlying operating deficit over the life of this SRP.

## Strategic Resource Plan



# 4. LONG-TERM BORROWING STRATEGIES

## 4.1 INTRODUCTION

This section includes:

- Background to Colac Otway Shire Council's current debt portfolio;
- Measuring what level of debt is appropriate;
- Loan borrowings policy;
- Financial indicators;
- Prudent debt level;
- Future loan programme.

## 4.2 BACKGROUND TO CURRENT DEBT PORTFOLIO

Colac Otway Shire Council has borrowed funds or intends to borrow funds for the following key infrastructure projects:

|         |                                        |             |
|---------|----------------------------------------|-------------|
| 2009-10 | Apollo Bay Transfer Station            | \$700,000   |
|         | Colac Joint Use Library                | \$1,300,000 |
| 2010-11 | Land Purchase                          | \$300,000   |
|         | Apollo Bay Transfer Station            | \$800,000   |
| 2012-13 | Colac Livestock Selling Centre Roof    | \$1,178,000 |
| 2013-14 | Street lighting & Solar PV Projects    | \$416,000   |
| 2014-15 | Bluewater Fitness Centre Redevelopment | \$1,100,000 |

The table below highlights Council's interest-bearing liabilities, i.e. the movements that have occurred over the past three financial years, the 2014 forecast and the 2013-2014 and 2014-2015 likely budget projections.

| Debt Type       | Position at<br>30 June 2012<br>\$'000s | Position at<br>30 June 2013<br>\$'000s | Projection at<br>30 June 2014<br>\$'000s | Projection at<br>30 June 2015<br>\$'000s | Projection at<br>30 June 2016<br>\$'000s |
|-----------------|----------------------------------------|----------------------------------------|------------------------------------------|------------------------------------------|------------------------------------------|
| Loan borrowings | 4,188                                  | 4,974                                  | 4,873                                    | 5,421                                    | 4,781                                    |

## 4.3 MEASURING WHICH LEVEL OF DEBT IS APPROPRIATE

Deciding an appropriate debt level is a difficult task. Each council is different and the level of debt that is appropriate for Colac Otway Shire Council may not be acceptable for another council.

The following factors are seen as important issues for consideration by Colac Otway Shire Council:

- level of debt servicing as a proportion of rate revenue;
- ability to raise revenue in addition to rates;
- level of realisable assets to support the indebtedness;

## Strategic Resource Plan



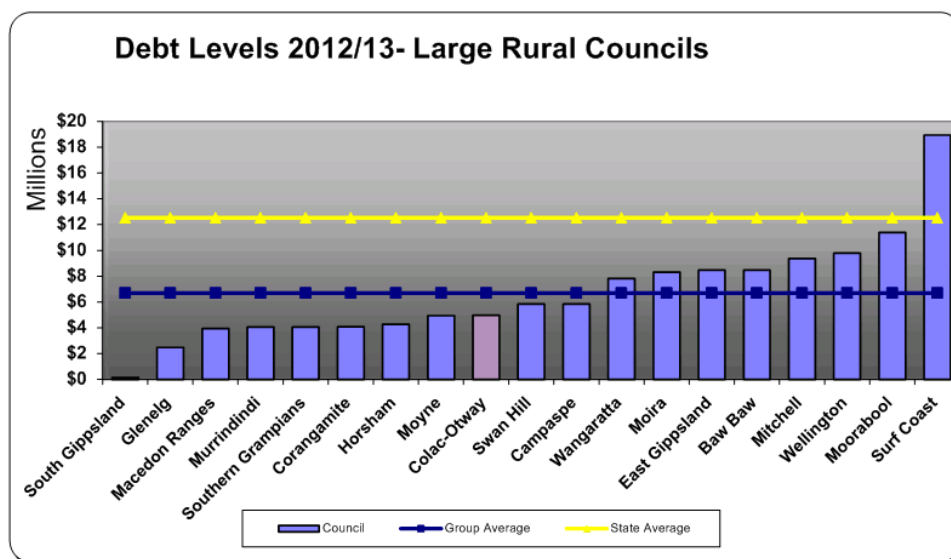
- achieving the right mix of capital works and debt commitments;
- growth rate of municipality;
- community needs; and
- demographics

Council is responsible and accountable for indebtedness and the cost of debt servicing needs to be controlled to manageable levels. The table below highlights the relative debt levels of councils within the large shire grouping at 30 June 2013. Colac Otway Shire Council's relative debt level is also shown.

By comparing a number of different debt ratios within the large rural council grouping, Colac Otway Shire Council can begin to consider what level of debt is appropriate.

| Council                      | Debt Servicing / Total Revenue | Debt Commitment / Rates | Total Debt / Realisable Assets | Debt Commitment / Own Source Revenue | Total Debt / Own Source Revenue | Total Debt / Rate Revenue |
|------------------------------|--------------------------------|-------------------------|--------------------------------|--------------------------------------|---------------------------------|---------------------------|
| South Gippsland              | 0.05%                          | 15.78%                  | 9.18%                          | 13.87%                               | 0.38%                           | 0.43%                     |
| Glenelg                      | 0.36%                          | 19.38%                  | 31.06%                         | 16.12%                               | 9.15%                           | 11.00%                    |
| Macedon Ranges               | 0.48%                          | 15.39%                  | 13.10%                         | 11.99%                               | 8.73%                           | 11.20%                    |
| Campaspe                     | 0.59%                          | 23.25%                  | 10.41%                         | 14.48%                               | 11.49%                          | 18.45%                    |
| East Gippsland               | 1.19%                          | 14.37%                  | 15.46%                         | 10.94%                               | 15.33%                          | 20.14%                    |
| Baw Baw                      | 0.87%                          | 13.94%                  | 13.88%                         | 12.14%                               | 17.79%                          | 20.43%                    |
| Colac-Otway                  | 0.78%                          | 16.58%                  | 16.92%                         | 13.70%                               | 17.60%                          | 21.30%                    |
| Horsham                      | 0.82%                          | 20.51%                  | 10.47%                         | 15.02%                               | 16.13%                          | 22.03%                    |
| Wellington                   | 1.05%                          | 16.67%                  | 11.03%                         | 14.23%                               | 18.99%                          | 22.25%                    |
| Corangamite                  | 0.59%                          | 25.53%                  | 19.75%                         | 18.69%                               | 17.75%                          | 24.24%                    |
| Southern Grampians           | 0.77%                          | 23.15%                  | 11.28%                         | 15.68%                               | 17.96%                          | 26.51%                    |
| Swan Hill                    | 0.98%                          | 24.67%                  | 16.44%                         | 19.21%                               | 20.67%                          | 26.53%                    |
| Murrindindi                  | 1.42%                          | 21.57%                  | 10.85%                         | 17.42%                               | 22.42%                          | 27.77%                    |
| Moyne                        | 0.41%                          | 4.51%                   | 12.66%                         | 2.68%                                | 17.55%                          | 29.53%                    |
| Moir                         | 0.90%                          | 11.69%                  | 26.85%                         | 10.14%                               | 26.04%                          | 30.01%                    |
| Wangaratta                   | 1.16%                          | 23.26%                  | 25.06%                         | 17.70%                               | 25.70%                          | 33.77%                    |
| Mitchell                     | 0.84%                          | 14.33%                  | 18.47%                         | 11.28%                               | 26.79%                          | 34.04%                    |
| Moorabool                    | 2.39%                          | 19.80%                  | 25.21%                         | 17.61%                               | 41.91%                          | 47.13%                    |
| Surf Coast                   | 2.42%                          | 8.48%                   | 20.22%                         | 7.11%                                | 42.08%                          | 50.17%                    |
| Average inner Metro Councils | 0.95%                          | 17.52%                  | 16.75%                         | 13.68%                               | 19.71%                          | 25.10%                    |
| Median Inner Metro Councils  | 0.84%                          | 16.67%                  | 15.46%                         | 14.23%                               | 17.79%                          | 24.24%                    |
| State Average (excl Melb)    | 0.84%                          | 14.74%                  | 11.20%                         | 11.71%                               | 19.04%                          | 23.88%                    |
| Ranking                      | 8                              | 9                       | 12                             | 8                                    | 8                               | 7                         |

## Strategic Resource Plan



The table also details the financial ratios with respect to debt management with the large rural councils and highlights the following points.

Colac Otway Shire Council's debt position as compared to the councils in their group can be described as follows:

- Colac Otway Shire's debt level is below the group average.
- Colac Otway Shire's Council's financial ratios are well within State government prudential guidelines.
- The debt commitment ratio of 3.12 percent in 2012-13 meant ratepayers funded principal redemption and interest at 3.12 cents in every dollar of rates paid.

Council's debt is relatively low providing the opportunity to review its policy going forward and begin to use debt as a means of financing new capital where the life of the asset exceeds a generation.

This ensures new residents pay their share for the new facilities provided by Council. Borrowings should be used only for the purchase of or the construction of assets that provide a return to the community. Whether that return be a purely financial return or provides some intrinsic or non-financial return, but there needs to be some form of return to the community in order to justify the investment.

### 4.4 BORROWING ASSESSMENT POLICY

Council has assessed its capacity to borrow against the Guidelines previously used by the Victorian State Government.

The administration of the Local Government sector's borrowing involves:

- The collation of the sector's borrowing requirements through an annual survey;
- The assessment of individual council's borrowings; and



## Strategic Resource Plan



- Recommendation to the Department of Treasury and Finance (DTF) of the aggregate net new borrowing requirement of the sector.

There are five key areas of financial management with certain thresholds that Colac Otway Shire continues to measure to guide Council in assessing the borrowing of funds.

| Area                   | Financial Indicator                                  | Threshold    | Position 2011-12 | Position 2012-13 | Forecast Position 2013-14 |
|------------------------|------------------------------------------------------|--------------|------------------|------------------|---------------------------|
| <b>Liquidity</b>       | Current Assets to Current Liabilities                | <b>1:1.1</b> | 2.73             | 2.67             | 2.19                      |
| <b>Debt Exposure</b>   | Total Indebtedness to Total Realisable Assets        | <b>50%</b>   | 21.57%           | 18.79%           | 19.61%                    |
| <b>Debt Management</b> | Total Debt as a % of Rate Revenue                    | <b>80%</b>   | 33.82%           | 21.30%           | 19.9%                     |
| <b>Debt Servicing</b>  | Debt Servicing Costs as a % of Total Revenue         | <b>5%</b>    | 0.78%            | 0.76%            | 0.70%                     |
| <b>Debt Commitment</b> | Debt Servicing and Redemption as a % of Rate Revenue | <b>10%</b>   | 4.58%            | 3.12%            | 3.34%                     |

Colac Otway Council is well within the Guidelines as at 30 June 2013 and is forecast to be well within them as at 30 June 2014.

### 4.5 WHAT DO THE FINANCIAL INDICATORS MEAN?

Detailed below is Council's performance on a number of the financial indicators which are necessary for borrowing approval by State Government.

#### 4.5.1 Liquidity – threshold 1.5:1

##### *Current Assets to Current Liabilities*

This indicator reflects the short-term liquidity position; that is, Council's ability to repay current commitments from cash or near cash assets. Councils with a ratio of 1.1:1 and below, or with a deteriorating trend, may be financially at risk of not being able to meet creditors' commitments. Council's working capital ratio over the life of the SRP is illustrated in the table below.

| 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---------|---------|---------|---------|---------|---------|
| 2.67    | 2.19    | 2.31    | 2.28    | 2.17    | 2.46    |

#### 4.5.2 Debt Management – Threshold 80 percent

##### *Total Debt as a percentage of Rate Revenue*

The *Local Government Act (1989)* requires that all loans are secured against the revenue stream from rates. A council with total debt in excess of the revenue from rates would be unable to meet all debt commitments from rate revenue should they be required to be repaid at the one time. A threshold of 80 percent has been set. Council's ratio over the life of the SRP is illustrated in the table below.

| 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---------|---------|---------|---------|---------|---------|
| 21.3%   | 19.73%  | 20.74 % | 17.15%  | 13.78%  | 10.57%  |

## Strategic Resource Plan



### 4.5.3 Debt Servicing – Threshold 5 percent

#### *Debt Servicing Costs as a percentage of Total Revenue*

This indicator reflects the proportion of total revenue that is used to service debt (interest on outstanding debt and any loan administration charges) and which cannot be used directly for service delivery. A threshold of 5 percent has been set. Council's ratio over the life of the SRP is illustrated in the table below.

| 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---------|---------|---------|---------|---------|---------|
| 0.76%   | 0.70%   | 0.92%   | 0.84%   | 0.69%   | 0.56%   |

To encourage longer term planning by councils, the framework also includes an assessment of reasons for the new borrowings. This rationale is explained in Council's policy, which is to fund long-term intergenerational assets from loan funds to ensure intergenerational equity.

### 4.6 WHAT IS A PRUDENT DEBT LEVEL?

An additional ratio, debt commitment, details how much of Council's rate dollar is being spent to repay debt and interest as an overall percentage of Council's rate revenue.

Council's new policy is to retain debt commitment costs below 5 cents in the dollar. That is, for every dollar of rate revenue received, the cost to service debt (principal and interest) should not exceed 5 cents.

There are limits on borrowings due to the costs of interest payments. If Council were to borrow too heavily it would result in an inability to invest in capital works due to funds being consumed in debt repayment. Therefore achieving a balance is important.

Along with the Guidelines Council proposes to limit its debt servicing and redemption costs to 5 cents in every rate dollar. This will mean at any time Council will:

- Be within the guidelines; and
- Not exceed 5 cents in the dollar for the cost of debt servicing and redemption (interest and principle).

In 2012-13, 3.12 cents in the rate dollar received was to service debt – both principal and interest payments.

### 4.7 FUTURE LOAN PROGRAMME

The use of loans to fund capital expenditure is an effective mechanism of linking the payment for the asset to successive generations who receive benefits over the life of that asset. This matching concept is frequently referred to as "intergenerational equity".

The intergenerational equity theory is based on the premise that successive generations and new residents should contribute to infrastructure or facilities that they will enjoy and benefit from. Generally these include major facilities (preschools, halls, arts centres) where the benefit of the investment will extend beyond the current ratepayers.

Council will review its need for loan funds annually when consideration of the capital investment programme is undertaken.



Strategic Resource Plan



**Strategic Direction**

1. *That Colac Otway Shire Council, based on compliance with previous State Government Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity.*
2. *That Colac Otway Shire Council retains its debt servicing and redemption costs at or below 5 cents in the rate revenue dollar, towards interest and principal, over the life of this SRP.*
3. *That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.*

Strategic Resource Plan



## 5. STATUTORY AND OTHER RESERVES

### 5.1 INTRODUCTION

Victorian councils have traditionally operated with reserve funds that are allocated for specific purposes. These funds do not necessarily have bank accounts of their own but are a component of the cash held by Council.

The use of reserves provides Council with alternative funding options to consider alongside rates, grants user fees and borrowings.

### 5.2 NATURE AND PURPOSE OF RESERVES

The purpose of reserves is to provide cash to fund the activities of Council. The simplest explanation is to think of cash reserves as a savings account building up over the years to acquire an asset. Cash reserves used in this way have the effect of minimising the rate increases that Council would otherwise seek from the community to fund community infrastructure and Council activities. Cash reserves also have the effect of providing working capital to support Council activities throughout the year. Given that Council receives its income generally in several instalments the working capital allows Council to continue to "pay its bills". An additional benefit is the interest income received on the cash held. This income also reduces the pressure on rate increases.

Council's cash reserves are built up over many years (hence the smoothing effect on rate increases) and they are consumed as activities are undertaken and built up as new activities have funds put aside for. Examples of this are landfill rehabilitations. Council is required to undertake landfill rehabilitation works. These rehabilitations are likely to cost several million dollars. By placing funds into reserve for this purpose over ten years, the burden on ratepayers is spread over ten years rather than in the year the works are undertaken. Reserves only exist whilst there is cash to support them. For example, a landfill rehabilitation cash reserve is not a reserve unless cash supports it. A reserve not backed by cash is in actuality a provision or liability.

Colac Otway Shire Council breaks the cash reserves into the following five (5) categories:

1. Trusts and deposits
2. Statutory reserves
3. Restricted reserves
4. Identified reserves
5. Discretionary reserves

#### ***Trusts and deposits***

These reserves include funds held in deposits for specific purposes or as deposits and bonds held in trust.

#### ***Statutory reserves***

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

## Strategic Resource Plan



These reserves are for activities such as for Car Parking and Recreational Reserves, where the funds must be applied for specified statutory purposes in accordance with various legislation and contractual requirements.

### **Restricted reserves**

These funds or reserves are those reserves set up for a specific purpose, where cash is being placed aside for a specific purpose where council has a future obligation or liability. Such reserves may be a landfill rehabilitation reserve where a liability is recognised in financial statements or a reserve set up where an agreement is in place.

These funds are available only for those purposes previously agreed to by Council in the setting up of these reserves unless there is a council resolution changing the future application of these funds.

### **Identified reserves**

These funds or reserves are set up for an identified purpose. Such a reserve will have been established for a specific purpose that may not be a recognised future obligation or liability. Such reserves may include purposes such as placing funds aside for unfunded superannuation calls that Council is aware of, or a kerbside bin replacement reserve where funds are being placed aside to replace the kerbside bins at a particular point in the future. These funds are available for those purposes previously agreed to by Council in the setting up of these reserves, however Council may agree to change the future application of these funds.

### **Discretionary reserves**

These funds or reserves are set up for a purpose that may not be defined to a specific project, purpose or activity. For example, a waste management reserve that is set up to address waste management issues but not a specific waste management issue. The funds are available for those purposes previously agreed to by Council in the setting up of these reserves; however Council may agree to change the future application of these funds.

| Trusts and deposits | Actual<br>30 June 2013<br>\$'000s | Forecast<br>30 June 2014<br>\$'000s |
|---------------------|-----------------------------------|-------------------------------------|
| Trusts and deposits | 256                               | 249                                 |
|                     | 256                               | 249                                 |

| Statutory reserves | Actual<br>30 June 2013<br>\$'000s | Forecast<br>30 June 2014<br>\$'000s |
|--------------------|-----------------------------------|-------------------------------------|
| Car Parking        | 128                               | 128                                 |
| Recreational Lands | 545                               | 512                                 |
|                    | 673                               | 640                                 |

Strategic Resource Plan



| Restricted reserves             | Actual       | Forecast     |
|---------------------------------|--------------|--------------|
|                                 | 30 June 2013 | 30 June 2014 |
|                                 | \$'000s      | \$'000s      |
| Long Service Leave              | 972          | 846          |
| Port of Apollo Bay              | 3,520        | -            |
| Landfill Rehabilitation (Alvie) | 581          | 638          |
| Plant Replacement               | 127          | 511          |
| Rehabilitation                  | 160          | 160          |
| Tirrengower Drainage Scheme     | 18           | 30           |
|                                 | 5,378        | 2,185        |

| Identified reserves            | Actual       | Forecast     |
|--------------------------------|--------------|--------------|
|                                | 30 June 2013 | 30 June 2014 |
|                                | \$'000s      | \$'000s      |
| Carried Forward Projects       | 6,447        | 3,319        |
| Colac Livestock Selling Centre | 245          | 100          |
| Kerbside Bin Replacement       | 939          | 1063         |
| Unfunded Superannuation        | -            | -            |
|                                | 7,631        | 4,482        |

| Reserves Summary    | Actual       | Forecast     |
|---------------------|--------------|--------------|
|                     | 30 June 2013 | 30 June 2014 |
|                     | \$'000s      | \$'000s      |
| Trusts and Deposits | 256          | 249          |
| Statutory Reserves  | 673          | 640          |
| Restricted Reserves | 5,378        | 2,185        |
| Identified Reserves | 7,631        | 4,482        |
|                     | 13,938       | 7,556        |

Strategic Direction

1. That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled.
2. Reserves are fully backed with cash at the end of each financial year.

Strategic Resource Plan



## 6. RATING AND OTHER REVENUE STRATEGIES

### 6.1 INTRODUCTION

This section includes:

- Valuations
- Background to present rating system;
- Components of Council's rating base;
- Rates and charges Budget 2013/14;
- Rating strategy;
- Waste services;
- Grant revenue;
- Victoria Grants Commission; and
- Fees and charges revenue.

### 6.2 VALUATIONS

#### 6.2.1 General valuation

Valuations are conducted under the provisions of the *Valuation of Land Act (1960)* with each separate occupancy on rateable land calculated at its net annual value (NAV), capital improved value (CIV), and site value (SV).

Valuations are carried out using Valuation Best Practice Principles as set down by the State Government Valuer General. In Colac Otway Shire, data on every property is recorded and used by independent valuers with sales, rentals and other information to determine the valuations.

A general valuation (revaluation) establishes the value of a property relative to all other properties, that is, its market relativity. Valuations form the basis of Council's rating system; therefore, their accuracy is of paramount importance.

General valuations are required every two years. This ensures a common date is used for all valuations. The 2014 revaluation was undertaken based on property values as at 1 January 2014.

The revaluation does not in itself raise the total rate income for Council, as the rates are distributed based on the property value of all properties across the Shire. As a result of the revaluation, some property owners may pay more in rates and others less, depending on the new valuation of their property, relative to others.

#### 6.2.2 Definitions of valuations

Colac Otway Shire Council uses the capital improved method of valuation (CIV), which is the market value of a property including land, buildings and improvements. CIV has the following long-term advantages relative to other valuation bases:

- flexibility to apply an unlimited range of strategic differentials;
- does not prejudice the industrial, commercial and retail sectors in terms of the rate burden; and

## Strategic Resource Plan



- is easier for people to understand.

The other valuation bases the valuer is required to return are:

- Site value (SV) which is the market value of land excluding improvements (used by the State Revenue Office to determine land tax); and
- Net annual value (NAV) which represents the reasonable annual rental of a property, minus specified outgoings. In most cases this is five percent of the CIV.

### 6.2.3 Supplementary valuations

Supplementary valuations are made during the financial year when a significant change to the valuation occurs.

The most common causes for supplementary valuations are:

- construction of a new dwelling or building;
- subdivision of a property; or
- consolidation of properties.

Council presently undertakes this task on a monthly basis.

As a result of a supplementary valuation, a rate notice is issued to reflect any change in rates.

## 6.3 RATING STRATEGY

### 6.3.1 Principles and Options

Colac Otway Shire Council's rating strategy establishes a framework by which rates and charges will be shared by the community. In developing a long-term financial plan, rates and charges are an important source of revenue.

The rating system determines how Council will raise money from properties within the municipality. It does not influence the total amount of money to be raised, only the share of revenue contributed by each property.

Council and the community invariably confront trade-offs and the principles are designed to improve the quality of decision making in this environment. The principles set out below were synthesized from a number of sources including the work published by a number of authors quoted in the Productivity Commission report, *Assessing Local Government Revenue Raising Capacity*.

Use was also made of long-established principles in the public finance and economics literature, as well as some of the principles outlined in recent Financial Sustainability reports around the nation.

The proposed principles listed below are further explained in Appendix B:

- Sustainable financial management;
- Evaluating and setting priorities;
- Core functions;
- Identifying cost of service delivery;
- Prudent borrowings for infrastructure;
- Rate setting and pricing for services;



## Strategic Resource Plan



- Openness and transparency, and
- Providing services on behalf of other tiers of government.

The wider and more rigorous application of the principles offers Council a way to determine more effectively which services local communities really want or value and how much they are prepared to pay for them.

Council can then exercise its legitimate governance role and determine not only who wants what service and who benefits but what is socially equitable, that is, who pays how much.

### 6.4 BACKGROUND TO THE PRESENT RATING SYSTEM

Prior to dealing with the rating strategy, it is important to have a broad knowledge of the present rating structure. The SRP has used the Rating Strategy 2014-2017 as the basis for the rates and charges. Council has six different categories across which five differential rates apply.

| Rating Category                          | Rates Differential |
|------------------------------------------|--------------------|
| Residential – Colac                      | 100%               |
| Residential – Balance of shire           | 85%                |
| Rural farm                               | 79%                |
| Holiday Rental                           | 100%               |
| Commercial/Industrial – Colac            | 165%               |
| Commercial/Industrial – Balance of shire | 140%               |

### 6.5 COMPONENTS OF COUNCIL'S RATING BASE

#### 6.5.1 Introduction

Colac Otway Shire Council levies differential rates, annual service charges and a municipal charge, to raise its annual rates and charges revenue. The legislative basis of the following and details of how they apply to Colac Otway Shire are available upon request:

- Differential Rates – Legislation;
- Municipal Charges;
- Special Rates and Charges;
- Service Rates and Charges; and
- Rebates and Concessions

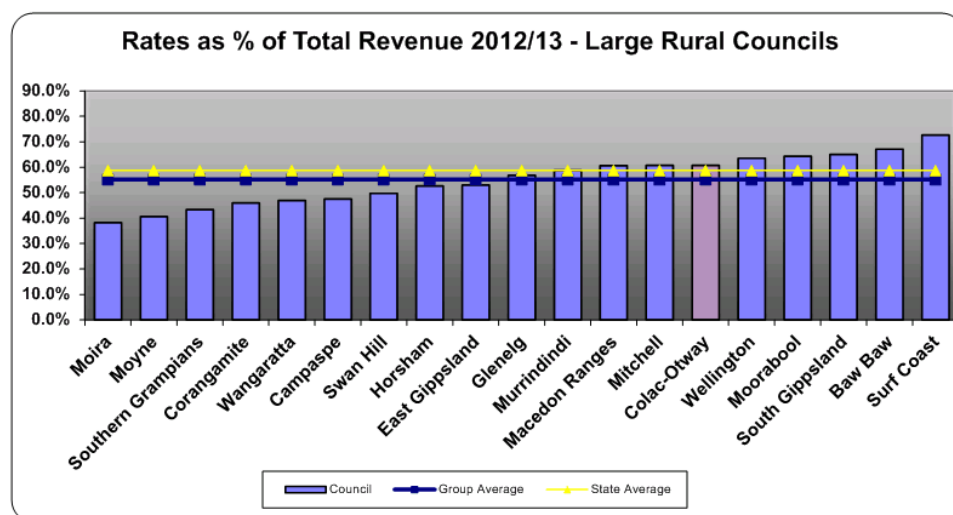
### 6.6 ASSESSMENT OF CURRENT RATING LEVELS

Comparing the relativity of rating levels between councils can be a difficult exercise due to debate over the most appropriate methods to use and the inability to take into account the

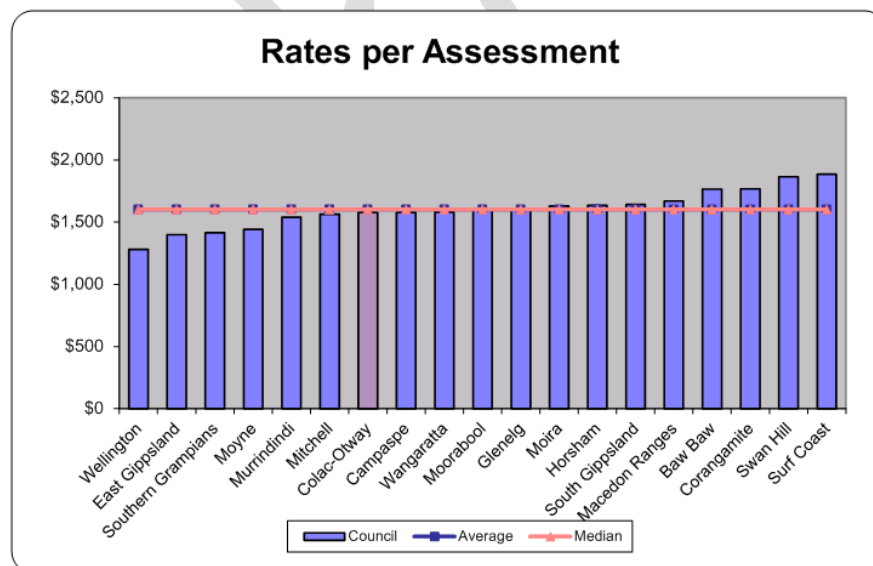
## Strategic Resource Plan



intricacies of rating structures in different councils. Also, cash holdings of municipalities vary and councils have significantly different infrastructure needs and geographic sizes. For example, Surf Coast Shire is 1,560 square kilometres, compared to Colac Otway Shire at 3,433 square kilometres and Wellington Shire at 10,200 square kilometres.



Each municipality also has significantly different levels of capital works, funding structures for capital works and varying debt levels. On rates per assessment basis in the 2012-13 financial year, Colac Otway Shire Council was about average for the large shire group and state average.





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## 6.7 RATES AND CHARGES BUDGET – 2014-2015

### 6.7.1 Introduction

This section details issues regarding rating parameters.

### 6.7.2 Revenue – rate and municipal charge changes

A key decision of Council during the life of the SRP is to determine the level of rate increase that will address funding levels for capital works, service provision for the municipality and improve Council's long-term financial sustainability.

The base assumption of the SRP is centred on the first year of the SRP, which then provides a basis for future years.

The SRP includes indicative changes to the rates and municipal charges that are required to meet the continued delivery of capital works, service provision for the municipality and to improve Council's long-term financial sustainability as determined by Council.

The basis of the municipal charge is now a percentage of the total rates and charges rather than a set value. This treats the municipal charge in the same manner as a rating differential and additionally is on the same basis as the maximum permissible municipal charge as stipulated in the Local Government Act.

## 6.8 WASTE SERVICE CHARGES

### 6.8.1 Introduction

Council is empowered under section 162(1) (b) of the *Local Government Act (1989)* to levy a service charge for the collection and disposal of refuse.

Colac Otway Shire Council has typically used this option through the raising of garbage and recycling charges on the annual rate assessment.

The purpose of this charge is to meet the costs of delivering a general waste collection service and includes: putrescibles, green waste and recycling activities throughout the Council collection area.

For the 2014-15 financial year Colac Otway Shire's charge will be \$272 (weekly collection) and \$180 (fortnightly collection) per rateable property within the collection area and is on a cost recovery basis, i.e. all revenue collected for this charge is allocated to be spent on waste collection activities.

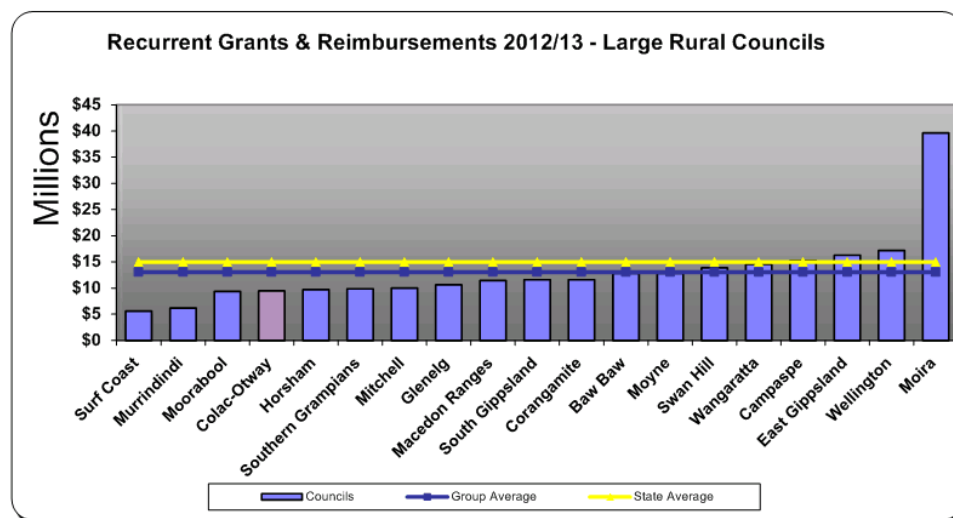
|                                            | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|--------------------------------------------|---------|---------|---------|---------|---------|
| <b>Weekly collection per property</b>      | \$282   | \$272   | \$282   | \$294   | \$306   |
| <b>Fortnightly collection per property</b> | \$186   | \$180   | \$186   | \$194   | \$202   |

## Strategic Resource Plan



### 6.9 GRANT REVENUE

As at 30 June 2013 Colac Otway Shire Council was below average in terms of receiving recurrent government grant revenue, compared to its like council grouping as outlined in the graph below.



As a benchmark Colac Otway Shire Council receives 24.52% of its revenue (as a percentage of total revenue) from operating grants compared to the average of Large Shire's at 27.0%.

Colac Otway Shire Council must continue its strong focus on securing grant revenue, particularly for capital works. With a longer-term capital works program in place Council should be able to target and focus on grants that align with its overall strategic direction. Grants, subsidies and contributions (capital and operating) at 30 June 2013 totalled \$15.255 million.

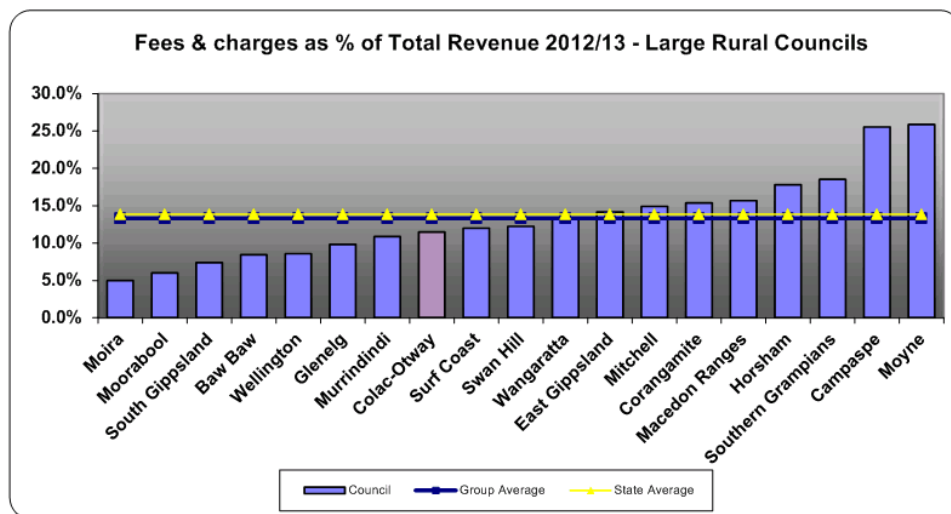
### 6.10 VICTORIA GRANTS COMMISSION

Council receives approximately 11.5% of its revenue from the Victoria Grants Commission. This revenue was at \$5.53 million in 2012-2013 and forecast to be \$5.82 million in 2013-2014.

### 6.11 FEES AND CHARGES REVENUE

Colac Otway Shire Council's fees and charges revenue as a percentage of its total revenue is below the average for large councils and is outlined in the graph below.

## Strategic Resource Plan



Council seeks to ensure that fees and charges are determined in a methodological manner and applying consistent principles to the development of fees and charges.

### Strategic Direction

1. That Colac Otway Shire Council applies the Key Strategic Outcomes in the Rating Strategy 2014-2017 to the raising of rates and charges that Council levies on ratepayers.
2. That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with Council Plan objectives.
3. That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges.
4. That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.

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## 7. ASSET MANAGEMENT

### 7.1 INTRODUCTION

Linking asset management to Council's strategic financial direction is fundamental to achieving the goal of long-term financial sustainability.

This section includes:

- Background to Council's total asset portfolio at 30 June 2013;
- Summary of fixed assets;
- Key questions to determine service level/investment;
- Sustainability index;
- Condition assessments;
- Strategic asset management; and
- Future asset management

### 7.2 BACKGROUND TO COUNCIL'S TOTAL ASSET PORTFOLIO AT 30 JUNE 2013

Accounting for an asset requires the recognition of all costs associated with asset ownership including creation/acquisition, operations, maintenance, rehabilitation, renewal, depreciation and disposal. This "life cycle" approach needs to be recorded at an individual asset level so all the costs of owning and operating assets are known and understood.

For accounting purposes, assets are grouped into current and non-current assets. Current assets are cash or those assets that are considered to be readily convertible to cash. This asset grouping includes cash at bank, investment funds stock on hand, debtors and land held for resale.

Non-current assets consist of Council's debtor accounts not expected to be collected in the coming 12 months and Council's fixed assets. Fixed assets consist of land, buildings, plants, furniture, roads, drains, playgrounds and other similar infrastructure assets. The total value of fixed assets at 30 June 2013 is \$274.96 million. The balance of this section will focus on the fixed assets and the management strategies that Council is pursuing.

### 7.3 SUMMARY OF FIXED ASSETS

Councils all over Australia are facing the problem of ageing assets in need of renewal. Many of these assets were not initially funded by councils, but came by State and Federal government grants, developer contributions, or from a shift of responsibilities for State owned assets to Local Government. In December 1998, the then Department of Infrastructure (DOI) undertook a Victorian Local Government *Infrastructure Study – Facing the Renewal Challenge*.

Council has subsequently increased its investment in renewal and maintenance to the present level.

## Strategic Resource Plan



As at 30 June 2013, Council's fixed assets are detailed below:

| Fixed Assets                         | Position WDV<br>30 June 2013<br>\$'000s |
|--------------------------------------|-----------------------------------------|
| Land                                 | 35,528                                  |
| Land Under Roads                     | 224                                     |
| Buildings                            | 27,118                                  |
| Plant & minor equipment              | 5,403                                   |
| Fixed plant, furniture and equipment | 1,261                                   |
| Outdoor furniture                    | 1,720                                   |
| Roads                                | 126,561                                 |
| Bridges                              | 13,847                                  |
| Footpaths & Cycleways                | 8,231                                   |
| Other structures                     | 6,336                                   |
| Drainage                             | 15,541                                  |
| Kerb & channelling                   | 12,601                                  |
| Marine infrastructure                | 19,267                                  |
| Software                             | 316                                     |
| <b>Total Written-down Value</b>      | <b>273,955</b>                          |

Colac Otway Shire Council's depreciation on these assets for 2012-2013 was \$9.43 million, and the budget for 2013-2014 is \$9.64 million.

Depreciation is concerned with the rate at which Council and the community consume Council's assets. For example, each year a charge is recognised for how much of the value of a road has been used or consumed. Depreciation charges, useful lives and the rate at which the economic benefits are consumed are reassessed following condition assessments and when general valuations are undertaken.

Council has reviewed its depreciation rates as an outcome of the detailed condition assessments that have been undertaken.

All changes to depreciation charges are reviewed by Council's external auditor and reported to Council's *Audit Committee* prior to being adopted by Council as part of the annual financial statements.

## 7.4 KEY QUESTIONS TO DETERMINE SERVICE LEVEL/INVESTMENT

The key questions with respect to infrastructure investment are detailed below:

1. How much does it cost ratepayers to retain the current infrastructure portfolio, that is, what is the long-term average cost of renewal plus maintenance?
2. How much will need to be spent in the short term (next 10 years) relative to the renewal expenditure invested in the recent past?
3. How much more management effort (financial and operational) will be required of Council as its assets age?
4. What assets are at the "at risk" phase (intervention level) of their life cycle and will ultimately result in their being unserviceable and unsafe?



## Strategic Resource Plan



5. What outcomes would the community and Council like to achieve with respect to asset upgrades? For example, would Council like to see an extension to the sealed road network, or playground network?
6. Are the Council assets providing the level of service expected by the community?
7. What assets should the community “manage for decline” – public halls, buildings, bridges, roads?

### 7.5 SUSTAINABILITY INDEX

The *Department of Infrastructure's* (DOI's) “infrastructure study” calculated a sustainability index for each Victorian council. The sustainability index indicates the extent of the gap between a council's current investment in asset renewal and the required level of investment to ensure the asset remains serviceable for its useful life. This is determined largely by historical factors and the long term sustainable level of costs for the existing assets. The index measures future management requirements of each council.

The sustainability index, however, only indicates the size of the problem. The index says nothing about the timing of when Council will need to make an effort and lift levels of expenditure.

Timing of works and associated funding is determined through recommendations guided by council's asset management system. The asset management system will ensure council achieves best value from its dollars across the following areas. The table following defines the type of asset expenditure.

| Type of Expenditure   | Definition                                                                                                                                                                    | Purpose/Example                                                                                                                                                                |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maintenance           | Expenditure on an asset that maintains the asset in use, but does not increase its service potential or life.                                                                 | Life extension: Extending asset lives by repair, reducing average annual consumption costs and renewal rates, e.g. Repairing a single pipe in a drainage network or a pothole. |
| Capital Renewal       | Expenditure on an existing asset or a portion of an infrastructure network, which returns the service potential, or extends the life of the asset, to its original potential. | Retains an existing service level, e.g. Re-sheeting of road reseals, resurfacing an oval.                                                                                      |
| Capital Upgrade       | Expenditure on upgrading the standard of an existing asset to provide a higher level of service, or to extend the life of the asset beyond its original standard.             | Increases the quality of service provided to ratepayers or provides new services, e.g. Widening the pavement of a sealed area of an existing road.                             |
| Capital Expansion/New | Expenditure on extending an infrastructure network at the same standard enjoyed by existing residents to a new group of users.                                                | Extend services to newly developing areas of the Shire where there are new ratepayers, e.g. Extending a road or drainage network, new pre-school.                              |

The *sustainability index* is an accounting measure based on the difference, expressed as a percentage, between Council's annual depreciation charge and renewal annuity.

Colac Otway's Sustainability index for 2012-2013 was 106 per cent and projected to be 101.5 per cent for 2013-2014. (2013-14 based on renewal only)

The sustainability index (renewal) indicates the extent to which current ratepayers are contributing to the assets they are now consuming.

## Strategic Resource Plan



### 7.6 CONDITION ASSESSMENT

Monitoring asset condition and performance relates to the ability of the asset to meet targeted levels of service. Asset condition reflects the physical state of the asset and the functional level of service it is capable of providing. Monitoring asset condition and performance throughout the asset life cycle is important in order to identify underperforming assets or those which are about to fail – that is, assets at the *critical renewal* level where if reinvestment is not funded the cost of future renewal will exponentially increase along with the risk of the asset being below accepted safety standards.

Colac Otway Shire Council has developed its *Asset Management System* to position Council to monitor asset condition and performance and to:

- Identify those assets which are under performing;
- Predict asset failure to deliver the required level of service;
- Ascertain the reasons for performance deficiencies; and
- Determine what corrective action is required and when (maintenance, rehabilitation, renewal).

Colac Otway Shire Council continues to develop its asset management systems to support its strategic decision making with respect to asset and service provision. Council is aspiring to have a system that not only records asset condition and asset defects/inspection details; but is also capable of providing financial management and year-end accounting and valuation data.

Priority is on funding the annual renewal annuity based on a predetermined service levels linked to asset condition. Minimum acceptable asset condition varies depending on the type of asset and its criticality in delivering safe and efficient services. Council aims to maintain and renew its assets to meet these minimum performance levels as the cost of renewal significantly increases beyond this condition and the asset's functionality, safety and ability to provide its intended service level is compromised.

Council has largely collected condition data for all of its major asset categories and is now in a position to commence detailed *Asset Management Plans* for each category.

The benefits of knowing the current condition and performance (level of service) an asset provides are:

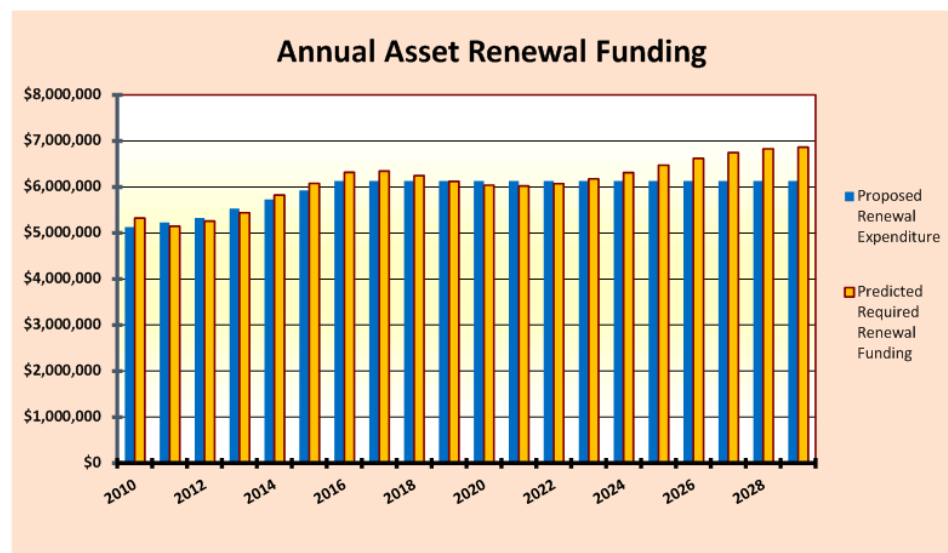
- Ability to plan for and manage the delivery of the required level of service;
- Avoidance of premature asset failure, leaving open the option of cost-effective renewal;
- Managing risk associated with asset failures;
- Accurate prediction of future expenditure requirements; and
- Refinement of maintenance and rehabilitation strategies.

Council, as asset managers, need to be able to assess the relative merits of rehabilitation/renewal/replacement options and identify the optimum long-term solution through a decision related to levels of service. Council needs to strategically determine an affordable level of service to manage the emerging condition profile.

The benefit of that knowledge now is the management process can commence across the entire asset portfolio.

The following graph depicts the predicted level of renewal expenditure required across all asset categories for Colac Otway Shire Council until 2030.

## Strategic Resource Plan



Council needs to strategically determine an affordable level of service to manage the emerging condition profile. The benefit of that knowledge now is the management process can commence across the entire asset portfolio.

Should Council increase/decrease this level of investment and consciously improve/decrease the level of service? The answer lies in considering the other asset categories condition profiles – what is affordable, what is critical and must be renewed and what service level is Council targeting? Council now has this information for all of its asset categories and is now positioned to strategically consider these issues globally.

Across the asset base asset renewal cash flow is variable over time as it depends on services and service levels to be provided in the future, as well as the age and condition profile of the asset stock.

## 7.7 STRATEGIC ASSET MANAGEMENT

Council reviews its *Asset Management Policy* on a regular basis. Other major elements of Council's overall strategic asset management framework include the Asset Management Strategy, which details specific actions to be undertaken by Council to improve its asset management capability and to achieve specific strategic objectives.

*Asset Management Plans* are subsequent components where long-term plans (10-years and beyond) outline strategic, operational, and financial objectives used to deliver acceptable levels of service.

The table below explains the objectives and typical contents of these documents:

| Asset Management Strategy                                                                                                                          | Asset Management Plans                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Specific actions to be undertaken by Council in order to improve or enhance asset management capability and achieve specific strategic objectives. | Long-term plans (usually 20 years or more for infrastructure assets) that outline the asset activities for each service area. |
| Develops a structured set of actions aimed at enabling improved asset management by Council.                                                       | Outlines actions and resources to provide a defined level of service in the most cost effective way.                          |



## Strategic Resource Plan



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• A description of the current status of asset management practices (processes, asset data and information systems).</li> <li>• Organisation's future vision of asset management.</li> <li>• A description of the required status of asset management practices to achieve the future vision.</li> <li>• Identification of the gap between the current status and the future vision (a "gap analysis").</li> <li>• Identification of strategies and actions required to close the gaps, including resource requirements and timeframes.</li> </ul> | <ul style="list-style-type: none"> <li>• A summary of Council's strategic goals and key asset management policies.</li> <li>• Description of the asset portfolio.</li> <li>• Description of levels of service and performance standards.</li> <li>• Demand forecasts and management techniques.</li> <li>• A broad description of the lifecycle management activities for operating, maintaining, renewing, developing and disposing of assets.</li> <li>• A cash-flow forecast.</li> </ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Council has reached the point where it has identified and has allocated responsible levels of funding to manage its critical asset renewal requirements. Council is now in a position to analyse its condition profile and begin determine and understand the cost of a predetermined service level. Alternatively Council may allow some assets to degrade in condition, freeing up funds to improve the level of service for other assets.

### 7.7.1 Community Consultation

Council aims to ensure its assets are relevant to the community, as retention of unused assets places a financial burden on the community. Council's Strategic Resource Plan is presently focused on funding a "service level" that prioritises critical renewal and maintains average condition to meet community expectation.

The challenge ahead is to understand the community's expectations and provide levels of service and funding options to accommodate this. An aim for Council in the short term will be to engage with the community to discuss desired and affordable levels of service. This will involve costing and analysing various service scenarios.

Sound Asset Management is:

- Knowing what assets we own (Asset Register);
- Understanding the condition and expected lives of our assets;
- Knowing what "levels of service" customers want and are prepared to pay for;
- Having processes in place to establish priorities and allocate funds; and
- Knowing the long-term funding requirements associated with our assets.

Having documented Asset Management Plans which have supporting Service Plans detailing levels of service will be a challenge for Council over the coming years.

The first issue is to determine the outcomes the community want to achieve – what is the strategy? The next issue is what services, including their performance levels, are required to meet the community outcomes? Finally what infrastructure or assets are required to support the service level? Too often Council starts focusing on the asset rather than on the outcome/service level it requires.

A review of this nature may result in assets no longer being required to support community outcomes.

### 7.7.2 Asset Management Steering Group

The Asset Management Steering Group (AMSG) is a cross-functional professional team with representatives from various Council departments. The purpose of the AMSG is to oversee the

## Strategic Resource Plan



decision-making process with respect to the direction of asset management and to ensure the Colac Otway Shire Council continues to develop total asset management across the organisation.

The Steering Group's Terms of Reference include the following functions:

- To represent the key asset management functions e.g. Infrastructure planning, maintenance and construction, finance, community engagement and direct service provision such as recreation, economic development and community services;
- Provide linkages between the community, key stakeholders and the Council's asset managers to promote involvement and consultation around the management of Council assets;
- Promote and raise awareness of asset management to the Council, staff, key stakeholders and the community;
- Encourage continuous improvement, innovation and cost effective methods to improve asset management practices;
- To provide guidance to develop long term (whole of life) Asset Management Plans for major asset groups;
- To ensure the community needs and expectations are considered in the development of Asset Management Plans;
- Facilitate appropriate organisational mechanisms and work flows for the maintenance and improvement of Council's physical assets, with links to data collection systems and other asset management software systems and report to Executive on outcomes;
- To review the performance of asset management programs such as maintenance programs and capital works programs; and
- Ensure efficient and effective use of Council funds and optimising "life cycle" cost of all assets.

## 7.8 FUTURE ASSET MANAGEMENT

Council is developing asset registers, knowledge and data, building information systems to support maintenance renewal, customer service and financial activities and aims to be in a strong position to develop tactical responses through its Asset Management Plans to manage levels of service into the future.

### Strategic Direction

1. *That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets.*
2. *That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.*
3. *That Colac Otway Shire Council continues to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire's population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.*

## Strategic Resource Plan



# 8. CAPITAL WORKS PROGRAMME

## 8.1 INTRODUCTION

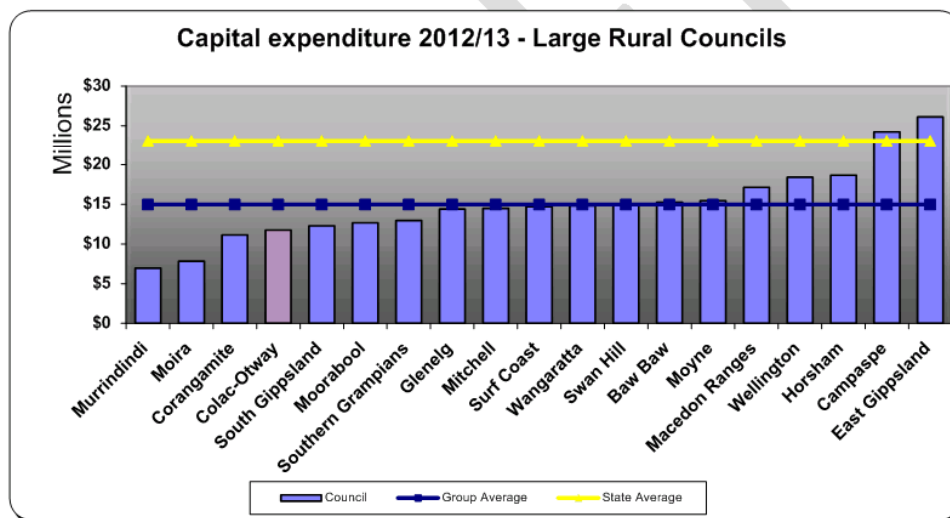
The previous section discusses the long-term issues with respect to Asset Management and issues relevant to determine investment levels in capital renewal. Council has increased its investment in renewal, as shown by the sustainability index, with a projected ratio of 101.5% in 2013-2014. *(based on renewal only)*

The total capital programme of \$13.289 million in 2013-2014 includes \$9.798 million of renewal projects.

This section includes:

- Level and nature of capital works;
- Capital funding sources.

The benchmark for 2012-2013 capital expenditure levels by Large Rural Shires is illustrated below:



## 8.2 LEVEL AND NATURE OF CAPITAL WORKS

It is important that the asset management issues raised in the previous section inform the decisions taken in determining the capital works programme.

The annual budget process will enable Council to identify individual projects for funding.

Four key outcomes from the long-term financial plan will be:

- To maintain the critical renewal investment,
- Maintain average condition where desired
- Maintain the required critical renewal annuity;

## Strategic Resource Plan



- Undertake asset upgrades to ensure they are fit for purpose and meet service level requirements; and
- Invest in new assets subject to principles espoused in chapters 4 and 8.

### 8.2.1 CAPITAL WORKS PROGRAMME 2014 to 2018 – PARAMETERS

The following are the parameters against which the 2014-2015 – 2017-2018 capital works programme have been developed:

- Alignment to Strategic Resource Plan financial growth assumptions with respect to expenditure and revenue;
- Alignment to the Council Plan to the reflect community's and Council's key result areas; and
- Priority provision for critical renewal investment, then capital renewal, capital upgrade with capital expansion the most discretionary.

In terms of the longer-term programme the following parameters/assumptions apply:

- Large one-off projects flagged in subsequent years require accurate costing to be undertaken and their timing and priority finalised;
- Continue priority on renewal, followed by upgrade with expansion the most discretionary;
- Provide for expenditure growth required to level of sustainable renewal to meet the community's service level requirements (based on current Asset Management Plans);
- Income assumptions to remain conservative given they are less predictable; and
- Roads to Recovery income assumed to continue at current level spread across relevant projects within the Roads Programme.

### 8.3 CAPITAL WORKS PROGRAMME – EXPENDITURE LEVEL ASSESSMENT

The following indicative expenditure levels are included in the 2014-2015 Capital Works programme. The targeted future expenditure levels, where known, are also detailed below:

| Asset Programmes           | 2014/15       | 2015/16       | 2016/17       | 2017/18       |
|----------------------------|---------------|---------------|---------------|---------------|
| Buildings                  | 4,210         | 1,778         | 1,884         | 1,985         |
| Roads                      | 4,950         | 6,993         | 7,412         | 7,806         |
| Footpaths                  | 710           | 237           | 251           | 265           |
| Bridges                    | 1,000         | 119           | 126           | 132           |
| Drainage                   | 590           | 119           | 126           | 132           |
| Furniture & Equipment      | 805           | 711           | 754           | 794           |
| Plant & Machinery          | 1,415         | 1,067         | 1,131         | 1,191         |
| Recreation                 | 169           | 711           | 754           | 794           |
| Other                      | 157           | -             | -             | -             |
| Kerb and Channel           | 75            | 119           | 126           | 132           |
| <b>Total Capital Works</b> | <b>14,081</b> | <b>11,853</b> | <b>12,562</b> | <b>13,230</b> |

This listing is not exhaustive and will expand with the development of Council's Asset Management Plans as discussed in the previous chapter.

## Strategic Resource Plan



### 8.4 CAPITAL FUNDING SOURCES

The long term financial plan and SRP will inform the development of a 10-year capital works programme and will enable an indicative cash flow budget to be developed.

External capital funding services generally include capital grants, developer contributions and special charges schemes.

Internal capital funding sources generally include asset sales, special charge schemes and general rates. The SRP forecasts capital funding sources conservatively.

### 8.5 CONCLUSION

Council's capital works programme should underpin the needs and priorities as determined by both the key result areas identified within the Council Plan and by Council's Asset Management system output which is developed in consultation with the community.

It is the Council's challenge to develop Asset Management Plans that ensure the community's levels of service are met through the delivery of efficient and effective services.

#### Strategic Direction

1. *That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme.*
2. *That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.*



Strategic Resource Plan



## 9. SERVICE PROVISION AND PLANNING

### 9.1 INTRODUCTION

The range and level of services a council should, or is capable of, or wants to provide is a complex question to consider.

Council provides a range of services, including community services, youth services, recreation, customer services, and asset maintenance.

This section includes:

- Operating expenditure/revenue;
- Growth of operating budget;
- Service delivery analysis; and
- Service provision and planning

### 9.2 OPERATING REVENUE/EXPENDITURE

Council's operating revenues and costs for 2014-2015 are budgeted at \$40.96 million and \$41.90 million respectively. Council's operation includes provision of building, planning, economic development services, health and community services, infrastructure planning, operations and corporate support services including finance, information technology, asset management and organisation development.

### 9.3 BENCHMARKING – FINANCIAL PERFORMANCE INDICATOR ANALYSIS

When benchmarked to other large rural shires Colac Otway Shire Council has achieved:

- Underlying deficit that is greater than the Large Shire average;
- Relatively low overall operational costs (including employee costs) in comparison to Councils in the large rural category;
- Utilisation of loan funds confirmed as a viable means of funding Council's capital expenditure in the development of new assets;
- Council's debt ratios remain well below Prudential Limits; and
- Maintaining a strong capital works programme, particularly in asset renewal, continues to be a desirable strategy for Council.

### 9.4 SERVICE PROVISION AND PLANNING

Ultimately, Council determines the range and level of services it is able to offer the community and this is reviewed annually based on the outcome of community consultation and feedback undertaken during the year.

This is finalised through the annual budget process with the SRP providing preliminary guidance based on the service delivery model from the previous year.

One of the key objectives of Council's Strategic Resource Plan is to maintain existing service levels and maintain a satisfactory operating position over the life of the SRP.

## Strategic Resource Plan



### 9.4.1 Funding Renewal Gap

Funding the ongoing and growing renewal gap will be a major challenge during the life of this SRP. The gap is presently growing and this is based on data that will be reviewed in the coming year.

### 9.4.2 Underlying operating deficit

The underlying operating deficit measures Councils ability to generate enough revenue to cover operating costs (including the cost of replacing assets reflected in the depreciation expenses). Council at 30 June 2013 had a \$2.79 million underlying operating deficit.

### 9.4.3 Liquidity

Working to improve the liquidity of the municipality will be a focus of the *Strategic Resource Plan*.

Improved working capital will also assist the underlying operating deficit position.

### 9.4.4 Review of Depreciation charges

A review of the depreciation charges will be undertaken in the coming year. Benchmarking indicates that Colac Otway depreciation charges on its infrastructure as a percentage of total infrastructure was 3.2 percent compared to 2.3 percent for the large rural and state averages.

### 9.4.5 Asset maintenance

The level of maintenance services (street sweeping, reserve mowing, footpath maintenance, street bin collection etc.) has been maintained at a similar level to the previous year.

### 9.4.6 Skill retention

Retention and development of skills is critical to ensure the ongoing sustainability of the municipality.

The current work force is ageing and organisation development strategies will be critical going forward.

## 9.5 CONCLUSION

Managing financial sustainability and the range and level of services provided will remain an ongoing challenge.

### Strategic Direction

1. *That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability.*

Strategic Resource Plan



## 10. STRATEGIC FINANCIAL PLAN

### 10.1 INTRODUCTION

There are a number of dynamic variables that may influence the outcomes expressed in this SRP. They include:

- Rating levels and supplementary rate income;
- Government grant revenue (both recurrent and capital);
- Granted asset amounts;
- Asset revaluations (major impact on fixed asset value and depreciation);
- Asset sales;
- Mix of funding between capital works/special projects (new initiatives); and
- Level of growth factor applied to expenditure items / rate of expenditure/activity level.

This section includes:

- Modelling methodology;
- Financial assumptions;
- Adopted financial strategy; and
- Conclusion

### 10.2 MODELLING METHODOLOGY

This section details the approach to financial modelling used in the preparation of these options and provides background about the major financial assumptions that were applied.

The financial model has been prepared at the lowest accounting level within Council's general ledger system being sub-activity level.

At this level, certain accounts were coded for manual adjustment rather than broad percentage increases (for example, election expenses occur only once every four years). It is not always possible to multiply the previous year's base by a percentage to achieve a correct forecast.

The base point used for financial modelling has been the forecast result for 30 June 2014 as prepared at the end of the March quarter (31 March 2014).

While the SRP uses the more specific assumptions as detailed in Appendix C and the pages that follow, it will not remove the need for Council to continue to achieve operational efficiencies. The SRP intends to establish a framework for Council to benchmark its performance. Where further efficiencies can be achieved, funds will be dedicated to asset renewal, maintenance or improved service provision.



## Strategic Resource Plan



### 10.3 FINANCIAL ASSUMPTIONS

The following information explains the major financial assumptions applicable to the financial option considered by Council prior to community input.

#### 10.3.1 Labour and on-costs

Increases in labour and on-costs are composed of three elements. The elements are enterprise agreement increments, movements within bandings as part of the annual performance review process and expected incremental increases in resource demands. The table below highlights these assumptions.

| Year                       | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|----------------------------|---------|---------|---------|---------|---------|
|                            | %       | %       | %       | %       | %       |
| EBA Banding Increase/Other | 3.6     | 3.6     | 3.6     | 3.6     | 3.6     |
| Award Increments           | 0.5     | 0.5     | 0.5     | 0.5     | 0.5     |
| Resource Increments        | 1.0     | 1.0     | 1.0     | 1.0     | 1.0     |
| Total                      | 5.1     | 5.1     | 5.1     | 5.1     | 5.1     |

#### 10.3.2 Depreciation

Depreciation estimates are based on the projected capital spending contained within each assumption. Depreciation estimates are influenced by future asset revaluations and depreciation charges are assessed following condition assessments. The overall depreciation charge is also impacted by the amount of assets granted to the municipality following subdivision.

#### 10.3.3 Materials and contracts

The broad assumption in materials and contracts is for an increase matching the Local Government Cost Indices. Outside of these broad parameters there have been a number of manually assessed items in this area including election expenses, valuation contract amounts and insurance.

#### 10.3.4 Special projects/consultancies

These activities are essentially one-off expenditures that do not constitute the creation of an asset and have been maintained at similar levels through the life of the SRP.

#### 10.3.5 Debt servicing and redemption

Debt redemption is calculated according to the restructured loan schedules. Council borrowings are dealt with in detail in Section 4.

#### 10.3.6 Written-down values of assets sold

All Written-down values relate to plant and land sold as part of the 10-year programme. These are based on information from Council's Asset Registers.

#### 10.3.7 Rate revenue

Subject to the outcome of 2014-2015 Budget deliberations, this SRP is based on an increase of 5.3 % for average rates and charges collected per assessment for 2014-2015.

An average increase of 5.3% has been applied to all future years in the SRP. Council's Rating Strategy indicates increases in average rates and charges of up to 6% per year.

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The mechanism to estimate supplementary revenue is at present an arbitrary one, based on historical dollar returns with forward probable development revenue estimated. Developing improved mechanisms is a difficult task given supplementary rate growth occurs not only via the creation of new subdivisions, but also with improvements on existing properties. In addition, revaluations every two years bring the potential for revenue loss through successful appeals against valuations being upheld.

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### **10.3.8 Service charges**

The waste management charges have been adjusted to keep in line with the Local Government Cost Index.

Funds raised are ultimately deployed to waste management (operating and capital) activities. This is discussed in Section 6.8 in more detail.

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### **10.3.9 Grant revenue**

An allowance has been made for operating grants & subsidies revenue for ongoing services and projects over the life of the SRP. In broad terms, a 2.0 percent per annum increase has been allowed for operating grants reflecting the nature of this revenue type, which has seldom increased by CPI across the board. Reimbursements from the State Revenue Office for land valuations have also been included in the appropriate years. An allowance of 3 percent has been made for the Victoria Grants Commission grant.

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### **10.3.10 Fees and charges**

Fees and charges have been increased by the base CPI index on where possible and feasible to do so.

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### **10.3.11 Statutory Fees and Fines**

Council has no control over a large amount of statutory fees prescribed by the State Government. Therefore these fees and fines have remained static.

Fines include town planning, local laws and the animal pound. Fees and fines are included in the above.

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### **10.3.12 Interest on investments**

Interest on investments has been estimated based on cash flow.

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### **10.3.13 Proceeds from sale of assets**

Proceeds from sale of assets are those relating to plant changeover and land sales.

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### **10.3.14 Capital grants**

Capital revenue from grants, subsidies and contributions from future years has been estimated to fund future capital works.

Capital grants have been forecast conservatively. Funds raised above or below the forecast amount will directly impact on the level of capital expenditure achievable. While conservative amounts have been included, it should be noted that Council does not pursue part-funded capital works that do not fit with its strategic direction.

## Strategic Resource Plan



### 10.3.15 Granted assets

Granted assets are those handed over to Council following the completion of a subdivision. These include roads, footpaths, curb, channel, drainage etc.

The level of granted assets is forecast to continue at low-levels based on predicted levels of property development. However, estimates beyond 2013-2014 are not based on any reliable data at this point. While granted assets add to Council's overall asset base, they also add to the future obligations to maintain and replace these assets at the end of their useful lives.

They therefore impact on Council's depreciation levels (see Item 2) and required capital spending (renewal) in the future. This area requires appropriate factoring into the financial model and therefore further review.

### 10.3.16 Capital expenditure

Capital expenditure amounts for local roads, waste and information technology (renewal), and the like and have been directly budgeted for during the next 4-years. The balance of capital expenditure has been left unallocated at this point. These funds may be available for capital renewal (priority), capital upgrade or expansion.

## 10.4 CONCLUSION

The Strategic Resource Plan continues to provide a financial framework for Council, enabling an assessment of Council resources and assisting Council to plan and fund capital infrastructure and meet future community aspirations. The Standard Statements (financial statements) are detailed in *Appendix C*.

### Strategic Direction

1. ***That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.***

Strategic Resource Plan



## 11.APPENDIX A

### GLOSSARY OF TERMS - DEFINITIONS

| TERM                                            | DEFINITION                                                                                                                                                                                                                                                          |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Adjusted operating surplus/deficit</b>       | Operating surplus/deficit less revenue from capital (non-recurrent) grants, developer contributions (i.e. assets contributed), asset revaluations, sale of assets plus expenditure from asset revaluations, WDV of assets sold and unfunded superannuation expense. |
| <b>Adjusted total operating expenses</b>        | Total operating expenses as per the "Statement of financial performance" – net of asset revaluations, unfunded superannuation expense and WDV of asset sold.                                                                                                        |
| <b>Adjusted total revenue</b>                   | Total revenue from "Statement of financial performance" – net of asset sales, asset contributions in kind. Capital grant funding and revaluation adjustments.                                                                                                       |
| <b>Capital grants (non-recurrent)</b>           | Capital or non-recurrent grants as disclosed in notes.                                                                                                                                                                                                              |
| <b>Current assets</b>                           | Total current assets from "Statement of financial position".                                                                                                                                                                                                        |
| <b>Current liabilities</b>                      | Total current liabilities from "Statement of financial position".                                                                                                                                                                                                   |
| <b>Debt redemption</b>                          | Debt principal repayments.                                                                                                                                                                                                                                          |
| <b>Debt servicing costs (interest)</b>          | Total borrowing costs or interest expense as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                     |
| <b>Fees and charges revenue</b>                 | Total fees and charges revenue as per the "Statement of financial performance" or as disclosed in note in some councils' statements (includes fines).                                                                                                               |
| <b>Grant income and reimbursements</b>          | Total grants revenue as per the "Statement of financial performance" or as disclosed in note in some councils' statements (includes Vic Roads sometimes shown as "reimbursements" by some councils).                                                                |
| <b>Granted assets</b>                           | Total value of assets received from developers (in kind) as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                      |
| <b>Interest earnings</b>                        | Total interest received as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                                       |
| <b>No. of rateable properties</b>               | Number of rateable properties in municipality.                                                                                                                                                                                                                      |
| <b>Non-current liabilities</b>                  | Total non-current liabilities from "Statement of financial position".                                                                                                                                                                                               |
| <b>Proceeds from sale of non-current assets</b> | Total proceeds from asset sales as per the "Statement of financial performance" or as disclosed in note in some councils' statements, (gross received not Written-down value).                                                                                      |
| <b>Rate revenue</b>                             | Total rate revenue as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                                            |
| <b>Rates outstanding at end of year</b>         | Rate debtor amount as disclosed in "Receivables" note.                                                                                                                                                                                                              |

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| TERM                                                                   | DEFINITION                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Total assets</b>                                                    | Total assets from "Statement of financial position".                                                                                                                                                                                                                                                                                                                                            |
| <b>Total capital asset outlays</b>                                     | Payments for capital purchases per the "Cash flow statement".                                                                                                                                                                                                                                                                                                                                   |
| <b>Total cash inflows from operations, finance and Investment Act</b>  | Total inflows per the "Cash flow statement".                                                                                                                                                                                                                                                                                                                                                    |
| <b>Total cash outflows from operations, finance and Investment Act</b> | Total outflows per the "Cash flow statement".                                                                                                                                                                                                                                                                                                                                                   |
| <b>Total depreciation</b>                                              | Total depreciation expense as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                                                                                                                                                                |
| <b>Total depreciation on infrastructure assets</b>                     | Total depreciation on infrastructure assets as disclosed in "Depreciation expense" note.                                                                                                                                                                                                                                                                                                        |
| <b>Total debt</b>                                                      | Total interest bearing liabilities (current and non-current) from "Statement of financial position".                                                                                                                                                                                                                                                                                            |
| <b>Total indebtedness</b>                                              | Total liabilities (current and non-current) from "Statement of financial position".                                                                                                                                                                                                                                                                                                             |
| <b>Total infrastructure assets</b>                                     | Total infrastructure assets from "Statement of financial position" or as disclosed in note (Written-down value). Infrastructure includes roads, bridges, drains, road structures, other structures, playground equipment, and other like categories. Heritage assets have been deemed to be building assets. Work in progress, where not separately split, has been included as infrastructure. |
| <b>Total net realisable assets</b>                                     | Total assets less total infrastructure assets.                                                                                                                                                                                                                                                                                                                                                  |
| <b>Total operating expenses</b>                                        | Total operating expenses as per the "Statement of financial performance".                                                                                                                                                                                                                                                                                                                       |
| <b>Total revenue</b>                                                   | Total revenue from "Statement of financial performance"                                                                                                                                                                                                                                                                                                                                         |
| <b>Written-down value of assets sold</b>                               | Written-down value of assets sold as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                                                                                                                                                         |



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## 12. APPENDIX B

### RATING PRINCIPLES, VICTORIAN LOCAL GOVERNMENT CONTEXT

#### *Sustainable financial management*

The aggregate revenue raised by Council plus that received from grants needs to be sufficient to cover the aggregate long-run cost of delivering the services provided measured on an accrual-accounting basis. Sustainable financial management requires the application of multi-year framework to financial management, asset management, planning, spending and revenue decisions.

#### *Evaluating and setting priorities*

Council is aware of and will have regard to the views of its communities with respect to the priority areas for Council services. Council will heighten the community's awareness of the short and long-term financial implications of potential service priorities and key decisions, including trade-offs between service priorities.

#### *Core Functions*

Council will continue to provide a full range of municipal goods and services in accordance with its statutory and community service obligations.

Where Council engages in the provision of services, that resemble those of private sector markets, the application of competitive neutrality principles requires

Council will aim to recover the full costs of all significant business activities, including the direct costs of providing goods and services, rate and tax equivalent payments and a commercial rate of return on investment.

#### *Identifying the cost of service delivery*

Council will understand the cost of delivering its services as an acknowledgement that this information is useful in determining the range of services, and the level of service provision, and the corresponding structure for rates and charges.

#### *Prudent borrowings for infrastructure*

Borrowings when undertaken prudently are an appropriate means for local government to finance long lived infrastructure assets as the cost of servicing of debt through rates or user charges enables the cost of the asset to be matched with the benefits from consumption of the services over the life of the asset, thereby promoting intergenerational equity.

#### *Rate setting and pricing of services*

The appropriate setting of rates and prices for goods and services is essential for the efficient recovery of the costs of providing council services and Council recognises that by choosing the appropriate instrument (rates, fees, user charges) it can achieve a better indication of the willingness of the community to pay for services and minimise the economic distortions that may arise when an inappropriate instrument is used.

Council will recover costs for services directly from the users of those services if a service benefits identifiable individuals or groups. If the benefit cannot be identified and/or if those that benefit directly cannot be excluded from using the service the costs should be allocated to the community.

Where infrastructure costs are directly attributable to individual property owners, Council will recover those costs through the application of special charge schemes, developer charges

## Strategic Resource Plan



or contributions.

Fees and charges should be applied as far as practicable to raise revenue for the provision of services that are not pure public services, with efficient pricing, to ensure that services provided by local government are supplied to those who are willing to pay the opportunity cost of supply.

Council will also take consideration of the community's ability to pay as well as the benefits derived from the provision of services.

### *Openness and transparency*

Council is accountable and responsible for the policy decisions with respect to the range of services provided, the expenditure and delivery of the services and the way services are funded and paid for by the community. Open and transparent processes for decision making of Council include the making of information openly available to people in the local community and seeking active participation by the community with respect to choices regarding the range and level of services provided and how they are funded.

### *Providing services on behalf of other tiers of government*

Effective interaction between Council and other tiers of government is important to ensure delivery of some essential services to the community. Where Council enters into the delivery of services on behalf of other tiers of government, the supply of these services should be delivered on commercial terms based on the incremental cost to Council.

In situations where Council determines to provide subsidies for the delivery of these services Council will make the costs transparent and inform the community about the purpose and amount of the subsidy and how it is to be funded.

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## 13. APPENDIX C STANDARD FINANCIAL STATEMENTS

This Appendix contains details of the Standard Statements.

The Standard Statements include the:

- Standard income statement;
- Standard balance sheet;
- Standard statement of cash flows;
- Standard statement of capital works; and

These statements are required under Part 2 Section 5 of the Local Government (Finance and Reporting) Regulations 2004. The Regulations commenced on 20 April 2004.

The original SRP statements partially differed in layout due to their release prior to the proclamation of the regulations.



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**13.1 STANDARD INCOME STATEMENT**

|                                                           | 2014-2015       | 2015-2016       | 2016-2017       | 2017-2018       |
|-----------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|
|                                                           | \$'000          | \$'000          | \$'000          | \$'000          |
| <b>Operating Revenue</b>                                  |                 |                 |                 |                 |
| Rate and Charge Revenue                                   | 26,137          | 27,596          | 29,136          | 30,762          |
| Operating (Recurrent) Grants                              | 9,762           | 10,055          | 10,357          | 10,667          |
| User Charges                                              | 3,619           | 3,728           | 3,839           | 3,955           |
| Statutory Fees and Fines                                  | 479             | 493             | 508             | 523             |
| Reimbursements and Subsidies                              | 157             | 162             | 167             | 172             |
| Interest Revenue                                          | 468             | 482             | 497             | 511             |
| Other Revenue Outside of Operating Activities             | 86              | 89              | 93              | 97              |
| <b>Total Revenue from Operating Activities</b>            | <b>40,708</b>   | <b>42,605</b>   | <b>44,596</b>   | <b>46,687</b>   |
| <b>Operating Expenses</b>                                 |                 |                 |                 |                 |
| Employee Benefits                                         | (16,490)        | (16,991)        | (17,167)        | (17,345)        |
| Materials & Consumables                                   | (14,313)        | (15,966)        | (16,804)        | (17,687)        |
| Depreciation                                              | (9,635)         | (10,124)        | (10,769)        | (11,375)        |
| Other Expenses                                            | (1,091)         | (1,312)         | (1,361)         | (1,412)         |
| Interest on Borrowings (Finance Costs)                    | (375)           | (356)           | (309)           | (259)           |
| <b>Total Operating Expenses</b>                           | <b>(41,904)</b> | <b>(44,750)</b> | <b>(46,410)</b> | <b>(48,078)</b> |
| <b>Underlying result for the year</b>                     | <b>(1,196)</b>  | <b>(2,145)</b>  | <b>(1,814)</b>  | <b>(1,391)</b>  |
| <b>Capital Revenue</b>                                    |                 |                 |                 |                 |
| Grants - Capital (Non-recurrent)                          | 5,218           | 3,930           | 4,008           | 4,088           |
| Contributions (Cash)                                      | 251             | 254             | 254             | 203             |
| Net Gain/(Loss) on Disposal of Property Plant & Equipment | 101             | 400             | 450             | 500             |
| <b>Total Capital Revenue</b>                              | <b>5,570</b>    | <b>4,583</b>    | <b>4,712</b>    | <b>4,791</b>    |
| <b>Capital Expenditure</b>                                |                 |                 |                 |                 |
| Capital asset write off                                   | (1,520)         | (1,513)         | (1,552)         | (1,592)         |
| <b>Total Capital Expenditure</b>                          | <b>(1,520)</b>  | <b>(1,513)</b>  | <b>(1,552)</b>  | <b>(1,592)</b>  |
| <b>Surplus (deficit) for the year</b>                     | <b>2,854</b>    | <b>925</b>      | <b>1,346</b>    | <b>1,808</b>    |

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**13.2 STANDARD BALANCE SHEET**

|                                                   | 2014-2015      | 2015-2016      | 2016-2017      | 2017-2018      |
|---------------------------------------------------|----------------|----------------|----------------|----------------|
|                                                   | \$'000         | \$'000         | \$'000         | \$'000         |
| <b>Current Assets</b>                             |                |                |                |                |
| Cash and Cash Equivalents                         | 11,030         | 10,794         | 10,248         | 12,553         |
| Receivables                                       | 4,995          | 4,256          | 4,354          | 4,548          |
| Inventory                                         | 226            | 228            | 231            | 233            |
| <b>Total Current Assets</b>                       | <b>16,251</b>  | <b>15,279</b>  | <b>14,832</b>  | <b>17,333</b>  |
| <b>Non Current Assets</b>                         |                |                |                |                |
| Property Plant and Equipment                      | 285,457        | 294,922        | 305,077        | 313,035        |
| Trade and Other Receivables (Long Term)           | 360            | 367            | 367            | 367            |
| <b>Total Non Current Assets</b>                   | <b>285,817</b> | <b>295,289</b> | <b>305,444</b> | <b>313,402</b> |
| <b>Total Assets</b>                               | <b>302,068</b> | <b>310,568</b> | <b>320,276</b> | <b>330,735</b> |
| <b>Current Liabilities</b>                        |                |                |                |                |
| Payables                                          | 1,912          | 1,381          | 1,397          | 1,444          |
| Trust Funds                                       | 249            | 254            | 259            | 264            |
| Current Provisions                                | 4,280          | 4,366          | 4,453          | 4,542          |
| Current Interest Bearing Liabilities              | 591            | 688            | 738            | 792            |
| <b>Total Current Liabilities</b>                  | <b>7,032</b>   | <b>6,688</b>   | <b>6,847</b>   | <b>7,043</b>   |
| <b>Non Current Liabilities</b>                    |                |                |                |                |
| Non Current Provisions                            | 4,608          | 4,699          | 4,793          | 4,889          |
| Non Current Interest Bearing Loans and Borrowings | 4,831          | 4,093          | 3,355          | 2,563          |
| <b>Total Non Current Liabilities</b>              | <b>9,439</b>   | <b>8,793</b>   | <b>8,149</b>   | <b>7,452</b>   |
| <b>Total Liabilities</b>                          | <b>16,471</b>  | <b>15,481</b>  | <b>14,996</b>  | <b>14,495</b>  |
| <b>Net Assets</b>                                 | <b>285,598</b> | <b>295,087</b> | <b>305,280</b> | <b>316,240</b> |
| <b>Equity</b>                                     |                |                |                |                |
| Accumulated Surplus                               | 118,622        | 119,547        | 120,893        | 122,701        |
| Asset Revaluation Reserve                         | 154,971        | 163,535        | 172,382        | 181,535        |
| General Cash Reserves                             | 12,005         | 12,005         | 12,005         | 12,005         |
| <b>Total Equity</b>                               | <b>285,598</b> | <b>295,087</b> | <b>305,280</b> | <b>316,240</b> |

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**13.3 STANDARD STATEMENT OF CASH FLOWS**

|                                                               | 2014-2015       | 2015-2016       | 2016-2017       | 2017-2018       |
|---------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|
|                                                               | \$'000          | \$'000          | \$'000          | \$'000          |
| <b>Cashflows from Operating Activities</b>                    |                 |                 |                 |                 |
| Cash Receipts from Operating Activities                       | 47,587          | 47,527          | 48,760          | 50,784          |
| Cash Payments in the Course of Operating Activities           | (32,112)        | (34,632)        | (35,137)        | (36,214)        |
| <b>Net Cash flows from Operating Activities</b>               | <b>15,475</b>   | <b>12,895</b>   | <b>13,623</b>   | <b>14,570</b>   |
| <b>Cashflows from Investing Activities</b>                    |                 |                 |                 |                 |
| Payment for Property Plant and Equipment and Infrastructure   | (15,165)        | (12,939)        | (13,977)        | (12,073)        |
| Proceeds from Property Plant and Equipment and Infrastructure | 396             | 800             | 800             | 800             |
| <b>Net Cashflows from Investing Activities</b>                | <b>(13,283)</b> | <b>(11,053)</b> | <b>(11,762)</b> | <b>(12,430)</b> |
| <b>Cashflows from Financing Activities</b>                    |                 |                 |                 |                 |
| Proceeds from Interest Bearing Loans and Borrowings           | 1,100           | -               | -               | -               |
| Repayments of Interest Bearing Loans and Borrowings           | (551)           | (636)           | (683)           | (733)           |
| Finance Costs                                                 | (400)           | (356)           | (309)           | (259)           |
| <b>Net Cashflows from Financing Activities</b>                | <b>149</b>      | <b>(992)</b>    | <b>(992)</b>    | <b>(992)</b>    |
| <b>Net Change in Cash Held</b>                                | <b>855</b>      | <b>(236)</b>    | <b>(546)</b>    | <b>2,305</b>    |
| <b>Cash at Beginning of the Financial Year</b>                | <b>10,175</b>   | <b>11,030</b>   | <b>10,794</b>   | <b>10,248</b>   |
| <b>Cash at End of the Financial Year</b>                      | <b>11,030</b>   | <b>10,794</b>   | <b>10,248</b>   | <b>12,553</b>   |

Strategic Resource Plan



**13.4 STANDARD STATEMENT OF CAPITAL WORKS**

|                            | 2014-2015     | 2015-2016     | 2016-2017     | 2017-2018     |
|----------------------------|---------------|---------------|---------------|---------------|
|                            | \$'000        | \$'000        | \$'000        | \$'000        |
| Buildings                  | 4,210         | 1,778         | 1,884         | 1,985         |
| Roads                      | 4,950         | 6,993         | 7,412         | 7,806         |
| Footpaths                  | 710           | 237           | 251           | 265           |
| Bridges                    | 1,000         | 119           | 126           | 132           |
| Drainage                   | 590           | 119           | 126           | 132           |
| Furniture & Equipment      | 805           | 711           | 754           | 794           |
| Plant & Machinery          | 1,417         | 1,067         | 1,131         | 1,191         |
| Recreation                 | 169           | 711           | 754           | 794           |
| Other                      | 157           | -             | -             | -             |
| Kerb and Channel           | 75            | 119           | 126           | 132           |
| <b>Total Capital Works</b> | <b>14,083</b> | <b>11,853</b> | <b>12,562</b> | <b>13,230</b> |

**Represented by:**

|                            |               |               |               |               |
|----------------------------|---------------|---------------|---------------|---------------|
| Renewal Investment         | 10,097        | 10,124        | 10,769        | 11,375        |
| Upgrade Investment         | 3,551         | 1,729         | 1,793         | 1,855         |
| Expansion/New Investment   | 435           | -             | -             | -             |
| <b>Total Capital Works</b> | <b>14,083</b> | <b>11,853</b> | <b>12,562</b> | <b>13,230</b> |

# Council Plan 2013-2017

## ***2014-2015 Draft Review***

16 April 2014



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## Executive Summary

Welcome to our Council Plan 2013-2017, which is a high level strategic document responding to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the next four years.

The key issues faced by our community have informed the choice of major projects/activities that Council has identified as its highest priority. Council has committed to complete these projects over the life of this plan, supporting the achievement of our stated goals.

The Council Plan does not contain the detail of day to day operational activities, short term projects or recurrent work programs. These additional activities/projects that also underpin our goals and strategies are contained in our Annual Operational Plan.

### Our Community

The Shire contains the major urban centre of Colac, the coastal resort towns of Apollo Bay and Skenes Creek, the rural townships of Birregurra, Beeac, Cressy and Forrest, and a large rural hinterland. A large proportion of the Shire is made up of and National Park and Forest Park.

Our estimated population for 2013 is 20,973. Our Shire experiences a higher employment rate, 97% (full time, 57%; part time, 40%) than for regional Victoria, at 94.8%.

### Our Vision - Our Challenges

Our vision for the community is for a sustainable, vibrant future. Along the way we face a number of key challenges, these are:

- *Financial constraints.* Financial sustainability is a key challenge with limited capacity to raise funds through traditional means, resulting in the need to find a balance between the financial burden faced by the community and the ability to meet future needs and aspirations.
- *Ageing population.* Our demographic indicates a significant ageing population, which presents challenges for the future provision of services.
- *Significant levels of disadvantage.* Research highlights that the particular challenges faced by our community are in the areas of Early Years, Youth, access to technology and diverse housing types.
- *Public transport networks.* Poor public transport infrastructure impacts those groups in our community that need to travel to access services, recreation facilities etc.
- *Climate change.* The effects of climate change will have social and environmental impacts, effect current infrastructure and has implications for future planning and development along with social and environ.
- *Assets – renewal, maintenance and new.* The challenge of addressing infrastructure assets is multi-faceted dealing with assets that are at the end of their useful life and the need to construct new infrastructure that meets modern service requirements and future demand as population grows.

### Our response

We will address these challenges through a combination of direct action and strong advocacy by Council. We will also strengthen partnerships with our community, State and Federal Government and the private sector.

## Our Vision, Mission and Values

### Vision

A sustainable community with a vibrant future

### Mission

Council will work with our community and partners to provide:

- Innovative leadership, good governance and financial accountability
- Value for money, accessible and appropriately targeted services
- A strong advocacy and engagement approach to achieve a truly liveable community

### Values

|           |                                                                                                                                                                                                                                                                   |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Respect   | Be open and consistent in our dealings with people and respect their views.<br>Continually work on developing relationships built on trust. Treat others as we would like others to treat us. Acknowledge the opinions of others and their right to be different. |
| Integrity | We will work in an open and transparent way, ensuring our processes, decisions and actions are ethical, responsible and honest.                                                                                                                                   |
| Goodwill  | We will have an attitude of kindness or friendliness and build a good relationship with our customers and community.                                                                                                                                              |
| Honesty   | We will be consistent, keep our promises, admit our mistakes and clearly communicate our decisions.                                                                                                                                                               |
| Trust     | We will act honestly, openly and fairly to build levels of trust.                                                                                                                                                                                                 |

### Our Commitment

We commit to being open and responsive to community needs; to being an effective Council, and to strive to make our Shire an inclusive, safe and desirable place to live.



## Mayor and CEO's Message

### **We welcome you to the 2013-2017 Council Plan.**

The Council Plan is based on what Council understands to be most important to people's lives, their hopes and aspirations, and what kind of Shire we all want in the years ahead. This information comes from community consultation and research.

The Council Plan 2013-2017 is Colac Otway Shire's key corporate document; it is a high level plan that sets out our goals, key strategic activities and performance indicators for the next four years. It will be underpinned by annual operational plans (financial year based) that provide the detail of the works and activities to be achieved.

Our plan is structured around four key themes or 'pillars'. These are: Good Governance, A Planned Future, A Place to Live and Grow and A Healthy Community and Environment.

### **The important things**

Council has developed this Plan through a collaborative process with its key stakeholders: elected Councillors, the organisation, the general community, business groups and progress associations. We conducted 14 community forums around the Shire during February/March 2013, to help us build this Plan. For the first time we used social media and our website to help us more actively engage the younger members of our community. Also taken into consideration were the results of detailed research undertaken on key factors and issues impacting on the future growth and development of the Shire.

The Council Plan guides our financial plans, the annual budget, annual operational plans and continuous improvement of our services.

Progress against our performance indicators will be measured quarterly. Results will be reported to Council and in the publication of our Annual Report.

Other key plans such as the Municipal Public Health Plan, Strategic Resource Plan, Long Term Financial Plan and Budget as well as business plans and specific topic strategies are aligned to the Council Plan.

This document also describes how the Council organisation is managed to achieve these benefits for the community; and provides some information about the Colac Otway Shire community itself.



**Cr Lyn Russell**  
Mayor



**Rob Small**  
Chief Executive Officer

## Our Council



**Cr Lyn Russell**  
Mayor

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*Cr Mick McCrickard resigned on xxx 2014 and was replaced by Cr Frank Buchanan.*

## How Council Operates

Our seven Councillors make up Colac Otway Shire Council, a statutory body constituted under the *Local Government Act 1989*. Council is responsible for setting the organisation's strategic objectives and for making decisions on the activities and key issues that impacts the liveability of our community. It also promotes policy and ensures that the organisation performs effectively on behalf of the community.

The Mayor is elected by the other councillors and is the leader of the Council, chairs council meetings and represents the Shire at important government, business and community meetings. The Mayor acts as the ceremonial head at civic events.

Councillors attend formal council meetings and community meetings. They also represent the council at civic events and functions and attend to issues raised by the community. The Council is responsible for making statutory decisions, approval of policy, advocacy and the appointment of the Chief Executive Officer.

### Council Meetings

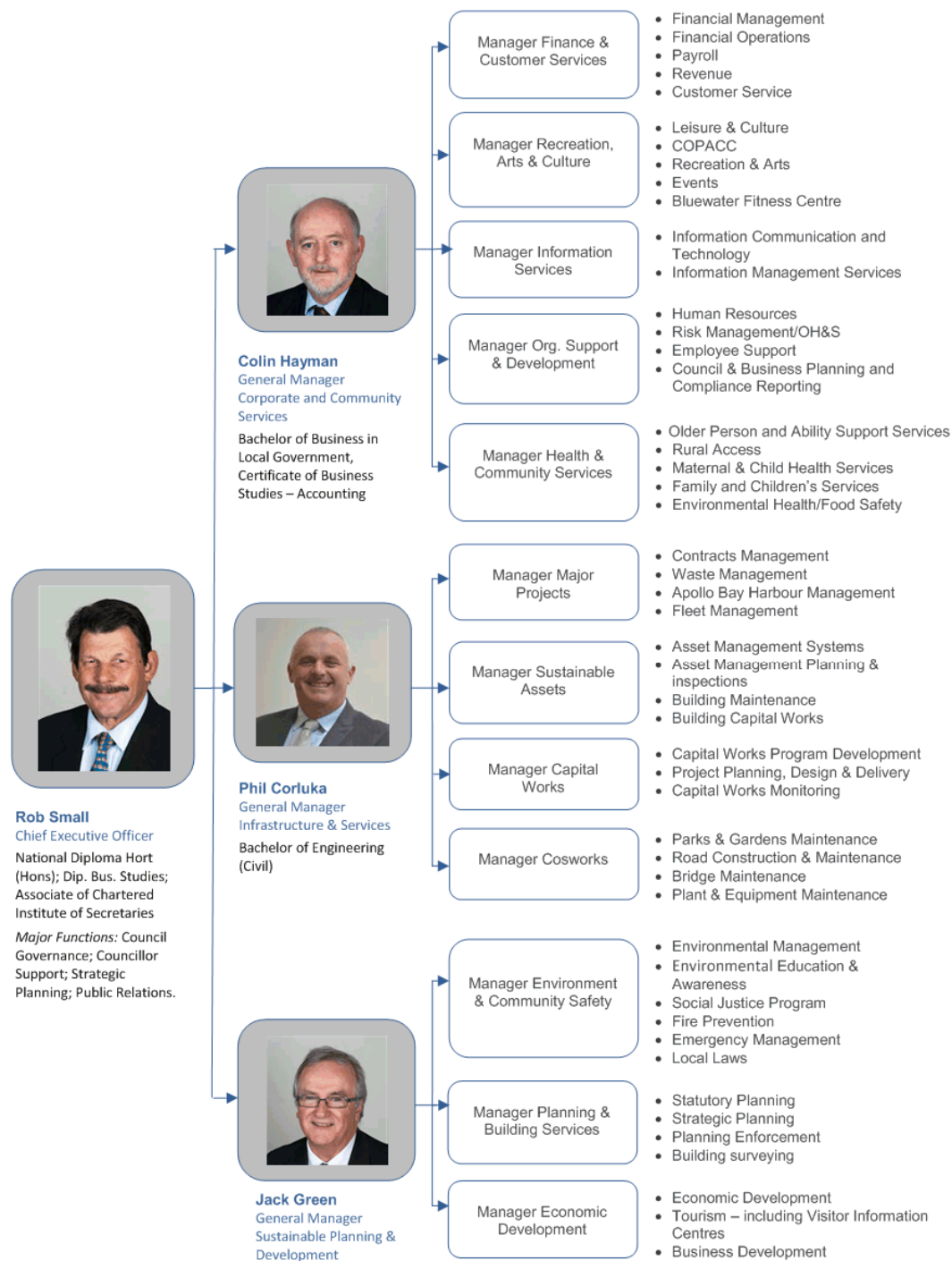
Council meetings are generally held on the 4<sup>th</sup> Wednesday of each Month and are open to the public. Council meetings are held at the Council offices in Colac, with two meetings a year held in Apollo Bay and one in Birregurra. Council's meeting agendas and minutes are available on the Colac Otway Shire website [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au).

Committee appointments are made annually by Council. Committees of Council are as follows:

| Committee                                              | Purpose/Comments                                                                                                                                                                                                                                       |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Audit Committee<br>(Advisory Committee)                | To review financial and risk management systems and assist Council to carry out its corporate governance responsibilities. It has an independent member as the chairperson.                                                                            |
| Australia Day Advisory Committee                       | To review nominations and select Australia Day Award winners in the various categories.                                                                                                                                                                |
| Festival & Events Support Scheme<br>Advisory Committee | To consider the applications received for the Festival & Events Support Scheme and make any recommendations to Council on any strategic directions for specific events or the Support Scheme.                                                          |
| Grants/Community Funding<br>Advisory Committee         | To consider the applications received for the Community Funding program and make recommendations on any strategic directions for the specific projects or funding programs.                                                                            |
| Planning Committee<br>(Special Committee)              | To consider and determine all matters referred to it pursuant to the instrument of delegation, matters relating to strategic issues, receiving regular reports on key performance indicators, and other matters referred to the Committee as seen fit. |
| Small Town Improvement Program<br>Advisory Committee   | To consider the applications received for the Small Town Improvement Program.                                                                                                                                                                          |

**Note:** A number of the committees include external members and staff.  
On an annual basis, Council also appoints Councillors to a number of other committees and external bodies.

## Our Organisation



General Manager Neil Allen resigned in xx 2013 and was replaced by Phil Corluka

## Our Shire Profile

### Location and history

Colac Otway Shire is located in Victoria's south west within a two hour drive of Melbourne, and approximately an hour to the large regional cities of Geelong to the east and Warrnambool to the west.

The Shire contains the major urban centre of Colac, the coastal resort towns of Apollo Bay and Skenes Creek, the rural townships of Birregurra, Beeac, Cressy and Forrest, and a large rural hinterland. A large proportion of the Shire is made up of Forest Park and National Park.

Development in the Shire dates from the 1850s when pastoralists and timber-getters established themselves in the areas around Colac. Colac experienced significant growth in the first half of the 20th century as it became the major service centre to the agricultural areas to the north and the timber getting areas to the south. Apollo Bay was established in the 1860s as a port for the timber being harvested in the Otway Ranges. The construction of the Great Ocean Road in the 1930s opened up the coastal strip for development and in more recent years Apollo Bay has established itself as a holiday destination.

### People

Our estimated population for 2013 is 20,973. The forecast through to 2031 is for a growth of approximately 1% per annum. We expect this to increase once the dual highway to Geelong is completed as it will open up the region making commuting an attractive option for both the local population and for those seeking a lifestyle change.

Growth over the coming 18 years is also predicted to be steady; however with an increasingly ageing population.

### Age Structure

Age structure is an important indicator of an area's residential role and function and how it is likely to change in the future. The age structure of a population is usually indicative of an area's era of settlement and provides key insights into the level of demand for services and facilities, as most services and facilities are age-specific.

|               |       |
|---------------|-------|
| 0 – 4 years   | 6.2%  |
| 5 – 19 years  | 19.4% |
| 20 – 34 years | 14.8% |
| 35 – 59 years | 34.0% |
| over 60 years | 25.6% |



### The Shire at a Glance

Area: 3,427 sq kilometres.  
 Length of Local Roads: 1,632 kilometres.  
 Coastline: 95 kilometres.  
 Forest and National Park: 110,000 hectares.  
 Estimated population: 20,973  
 Population born overseas: 7.5%  
 Population growth rate: 1.2%  
 Employment rate: 97% (full time, 57%)  
 Rateable properties: 14,768

### **Education and Employment**

Young people in Colac Otway Shire tend to leave school earlier and are less inclined to go to university, compared with regional Victoria. Overall, 41.9% of the population left school at Year 10 or below, and 31.9% went on to complete Year 12 or equivalent, compared to 39.0% and 35.6% respectively for regional Victoria.

On the other hand, our Shire experiences a higher employment rate, 97% (full time, 57%; part time, 40%) than for regional Victoria, at 94.8%.

The five major industry sectors are:

- Health Care and Social Assistance (1,133 persons or 13.7%)
- Manufacturing (1,048 persons or 12.7%)
- Agriculture, Forestry & Fishing (993 persons or 12.0%)
- Retail Trade (843 persons or 10.2%)
- Tourism (693 persons or 8.4%)

In combination, these five industries employed a total of 5,220 people or 63% of the employed resident population.

### **Housing**

The housing market in our Shire shows distinct variations. Colac and the rural areas primarily provide housing for families, with rural areas recording some population decline in recent years due to ongoing structural change in agriculture and the ageing of the population.

By contrast, our coastal areas have a dual housing market focussed on families and retirees. However, the vacancy rates are extremely high, reflecting their role and function as holiday destinations. It is expected that demand for housing in the coastal areas will predominantly come from further afield, such as Geelong and Melbourne.

There are significant differences in the supply of residential property within the Shire, which will have a major influence during the next five to ten years due to changing needs. New development opportunities have been identified in Elliminyt and the coastal areas, while the established areas of Colac and the rural areas have relatively low numbers of new dwellings expected over the forecast period.

#### **Sources**

Australian Bureau of Statistics Census 2011  
.id Consulting, Melbourne 2013  
REMPAN 2012



## Challenges Facing Council

The challenges we face can be clustered into two broad areas, these are:

1. **Council specific challenges** – these challenges are directly under the control or responsibility of Council and Council will need to decide if the challenge requires a strategic response and resource allocation.
2. **Broad Shire community challenges** – these liveability issues are faced by the whole Shire, not just the Council as a Local Government Authority, and therefore require multi-agency collaboration if they are to be addressed. Council therefore has a choice whether it gets involved through a leadership, advocacy, facilitation or participant role in addressing the challenge.

Our major current and future challenges are identified below. We will address these challenges through a combination of direct action and strong advocacy by Council. We will also strengthen partnerships and collaboration with our community and the State and Federal Government, along with the private sector. The challenges identified below have informed the development of our Council Plan, our Goals and Key Strategic Activities.

### Financial Constraints

Council has limited capacity to raise funds through traditional means i.e. rates. This results in a tension in finding a balance between the financial burden faced by the community and the ability to meet future needs and aspirations.

### Ageing Population

Colac Otway Shire has a growing ageing population, which presents challenges to future planning for:

- community care services
- arts, culture and open space facilities and events
- infrastructure to ensure accessibility
- pressure will increase for access to:
  - age-friendly built environment
  - appropriate housing
  - health services, especially outlying areas
  - transport opportunities throughout the shire
  - internet throughout the shire
  - community events throughout the shire.

An ageing population also has workforce implications, with a potential mass exodus of ‘baby boomers’ related to retirement and consequent loss of talent and experience.

### Significant Levels of Disadvantage

Colac Otway Shire has pockets of high socio-economic disadvantage characterised by lower incomes, education and skill levels, alongside higher levels of unskilled occupations, family and health issues.

The median net income of couple families is comparatively low, the proportion of sole parent families is higher than that for the rest of Victoria and education attainment for parents is lower.

### Early Years

This has implications for early years’ development including:

- Early years’ service provision. Overall demand for services is higher and the proportion of complex cases is greater. It is critical that services are affordable and physically accessible.
- A higher level of children in Colac specifically vulnerable in physical health and well being; social competence; and communication skills and general knowledge.

#### *Youth*

- We lose significant numbers of young adults as they seek employment and education and training opportunities in larger centres. This is a trend common to most rural and regional areas in Australia; however it is a particular issue for our Shire.
- Ongoing issues with helping young people find a sense of place and connection.
- South West Local Learning & Employment Network (SWLLEN) reports that the need to increase educational achievement in the region is a community issue because it is a limiting factor for both the life chances of individuals and the regional economy.

#### *Access to technology*

- Colac Otway has the highest proportion of homes without internet connection of all Great South Coast municipalities, 19% below the Victorian average and the lowest in the Barwon South West.
- Growing community demand to communicate with Council via social media.
- Demand for increased online services.

#### *Access to diverse housing types*

There is a growing demand for different types of residential property within the Shire to meet the needs of different age groups, especially the older section of the population. This will increase over the next five to ten years.

#### **Transport Network**

There is increasing pressure and growing need to increase public transport services (bus, rail etc), including:

- Connection with Geelong
- Connection within the Shire e.g. Apollo Bay – Colac
- Within the city of Colac

The potential for significant increases in road freight volumes will impact on liveability and tourism values across the shire. Responses to this will need to include:

- Developing an alternate truck route for Colac
- Improved pedestrian and cycling infrastructure

#### **Climate Change**

Implications for future planning and development:

- Minimise the impact of human settlement on the environment and protect significant landscapes and natural assets, including the natural functions of the region's waterways, wetlands, riparian areas (on or relating to the banks of a natural watercourse) and floodplains.
- Continued pressure for development along the coast for lifestyle choice and holiday destinations creates environmental and service delivery challenges.
- Development of the area immediately surrounding coastal settlements and further development of existing, old subdivisions will continue to generate policy challenges and can create long-term transport, health service and employment issues.
- Potential need to relocate infrastructure and assets.

#### **Assets – Renewal, Maintenance and New**

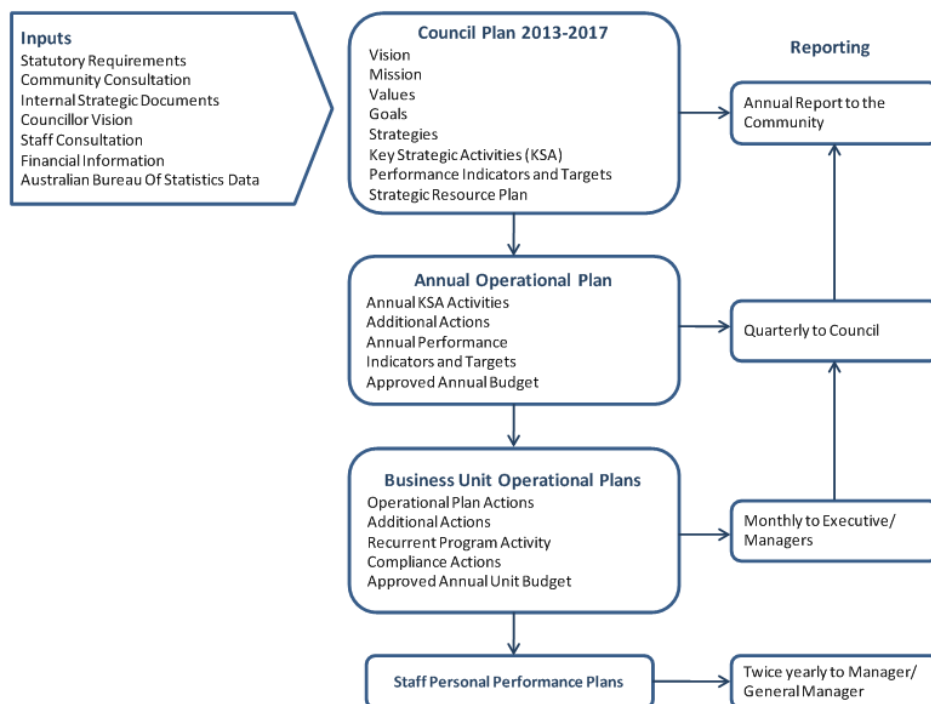
The challenge of addressing infrastructure assets is multi-faceted dealing with assets that are at the end of their useful life and the need to construct new infrastructure that meets modern service requirements and future demand as population grows. Other issues include:

- Major drainage issues across the Shire.
- Asset renewal, maintenance and provision of new infrastructure. Assets include roads, footpaths, drainage, bridges, public spaces, buildings and recreation facilities.
- The current standards do not meet community expectations.
- There is an unfunded community infrastructure renewal gap.



## Council's Integrated Planning Framework

Our integrated planning framework illustrates Council's planning and reporting cycle, which is structured around the Council Plan, our key corporate strategic document. It is underpinned by the Colac Otway Shire Annual Operational Plan, along with Business Unit Operational Plans that support the achievement of our Council Plan strategies.



### Continuous Improvement

Colac Otway Shire is committed to continuous improvement; ensuring we derive the best value from the resources we use and deliver the best possible services for our community.

Councils are required by the *Local Government Act 1989* to ensure their services take into account the following Best Value principles:

- Specific quality and cost standards for every Council service
- Responsiveness to community needs
- Accessibility and appropriately targeted services
- Continuous improvement
- Regular community consultation on all services and activities
- Frequent reporting to the community

Council will apply these principles to continuously improve strategic and service planning as well as service delivery. This ongoing improvement will assist Council to maintain flexibility and provide resources to meet the community's needs, thereby building on our commitment to provide high quality, value for money services and facilities that promote community wellbeing.

## Pillars, Goals and Key Strategic Activities

The Council Plan is a high level strategic document responding to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the next four years from 2013 to 2017. The Council Plan will be underpinned by annual operational plans (financial year based) that provide the detail of the works and activities to be achieved.

The Council Plan does not contain the detail of day to day operational activities, short term projects or recurrent work programs. These additional activities/projects that also underpin our goals and strategies are contained in our Annual Operational Plan (see page 13 for Council's integrated planning framework).

Our plan is structured around four key themes or 'pillars'. These are:

### 1. Good Governance

means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

#### *Our Goal:*

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

### 2. A Planned Future

creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

#### *Our Goal:*

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

### 3. A Place to Live and Grow

is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

#### *Our Goal:*

Improve access to buildings, spaces, services and education to support and enable quality of life.

### 4. A Healthy Community and Environment

actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

#### *Our Goal:*

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

### Key Strategic Activities

The key issues faced by our community have informed the choice of major projects/activities that Council has identified as its highest priority. Council has committed to complete these projects over the life of this plan, supporting the achievement of our stated goals.

## Pillar 1: Good Governance

means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

### This is about:

- Effective Governance
- Excellence in Local Government
- The Best Place to Work
- Engaging with the Community
- Customer Focus

### Services/Activities:

- Governance
  - Corporate
  - Democratic
- Local Laws (ensuring adequacy and currency of laws)
- Resource Management (maintaining the assets we use to deliver services to the community):
  - Assets e.g.:
    - ✓ Plant
    - ✓ Vehicles
    - ✓ Information Management Systems
- Our People
- Finance
- Triple bottom line

### Our Goal:

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

### Strategies

1. Transparent and accountable decision making.
2. Prudent and accountable financial, asset, risk and resource management.
3. Effective community engagement and participation.
4. Embed an organisation culture of a high performance, service excellence and safety.

### Key Strategic Activities

|                                                                   | Performance Indicators                                   | Targets |
|-------------------------------------------------------------------|----------------------------------------------------------|---------|
| Implement Council's Risk Management System.                       | Incident reporting and management system implemented.    | 100%    |
|                                                                   | Budget met with a tolerance of                           | +/- 5%  |
|                                                                   | Risk Register reviewed by the Risk Management Committee. | 100%    |
|                                                                   | Compliance audits completed.                             | 100%    |
|                                                                   | New risk register management system implemented.         | 100%    |
|                                                                   | Budget met with a tolerance of                           | +/- 10% |
| Implement Council's internal audit program.                       | Complete internal audits as per audit schedule.          | 100%    |
|                                                                   | Respond to all audit recommendations.                    | 100%    |
|                                                                   | Budget met with a tolerance of                           | +/- 5%  |
| Staged implementation of the National Asset Management Framework. | Stage 1: Asset Management system implemented.            | 100%    |
|                                                                   | Budget met with a tolerance of                           | +/- 3%  |

## Pillar 2: A Planned Future

creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

### This is about:

- Places and Buildings
- Travel and Transport
- Activity and Economy

### Services/Activities:

- Land use and planning
- Economic development
- Tourism
- Infrastructure (planning for the built environment and future growth needs – improving access to services)
- Emergency management planning

### Our Goal:

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

### Strategies

1. Plan for future land use to respond to population growth and changing needs.
2. Develop an integrated response to meet future infrastructure needs.
3. Advocate for improved public transport.
4. Promote local business, services and foster employment opportunities.
5. Grow tourism to support the local economy.

### Key Strategic Activities

|                                                             | Performance Indicators                                                                                       | Targets |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------|
| Community infrastructure and asset renewal plan.            | Develop Asset Management Plans for key community infrastructure types.                                       | 100%    |
|                                                             | Develop an Asset Renewal Plan with forward projections of funding requirements.                              | 100%    |
|                                                             | Identified asset renewal priorities funded.                                                                  | 100%    |
| Develop a Colac Otway Shire Footpath Strategy.              | Strategy Developed                                                                                           | 100%    |
| Staged implementation of the Colac CBD & Entrances Project. | Stage 1: Detailed design completed.                                                                          | 100%    |
|                                                             | Stage 2: Funding bid successful.                                                                             | 100%    |
|                                                             | Stage 3: Inner Eastern Entrance completed.                                                                   | 100%    |
|                                                             | Budget (stage 3) met with a tolerance of                                                                     | +/- 5%  |
| Apollo Bay Harbour Master Plan.                             | Stage 1: Master Plan completed and adopted as a reference document in the Colac Otway Shire Planning Scheme. | 100%    |
|                                                             | Stage 2: Implementation strategy developed.                                                                  | 100%    |
| Redevelopment of the former Colac High School site.         | Stage 1: Master Plan completed.                                                                              | 100%    |
|                                                             | Stage 2: Clearance and Handover to Colac Otway Shire.                                                        | 100%    |
|                                                             | Stage 3: Detailed design completed.                                                                          | 100%    |

### Pillar 3: A Place to Live and Grow

is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and where people have access to gain the skills and education needed to reach their potential.

#### This is about:

- Health and Wellbeing services
- Places and Buildings
- Skills development and Education

#### Services/Activities:

- Arts and culture (management of COPACC facility)
- Sport and Recreation facilities (management of BWFC facility etc)
- OPASS
  - Community ambassadors (improving liveability for older people in small communities)
  - Home Care
  - Home maintenance
  - Meals on wheels
- Maternal and Child Health
- Family Services
- Infrastructure (maintaining the built environment):
  - Roads
  - Footpaths
  - Bridges
  - Buildings
  - Parks and gardens

#### Our Goal:

Improve access to buildings, spaces, services and education to support and enable quality of life.

#### Strategies

1. Address the health and wellbeing needs of people of all ages and abilities.
2. Advocate for access to an increased range of education and training opportunities.
3. Increase the diversity of arts, culture and social spaces.
4. Maintain existing infrastructure.

#### Key Strategic Activities

|                                                                                     | Performance Indicators                                         | Targets  |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------|----------|
| Develop and implement the Public Health and Wellbeing Plan.                         | Plan developed.                                                | 100%     |
|                                                                                     | Plan implemented.                                              | 100%     |
|                                                                                     | Budget met with a tolerance of                                 | +/- 5%   |
| Staged implementation of the Beechy Precinct development program.                   | \$10 million Bluewater Fitness Centre redevelopment completed. | 100%     |
|                                                                                     | Budget met with a tolerance of                                 | +/- 2.5% |
|                                                                                     | Community sports field constructed.                            | 100%     |
|                                                                                     | Budget met with a tolerance of                                 | +/- 10%  |
| Staged implementation of the Open Space Strategy.                                   | Stage 1: Strategy incorporated into the Planning Scheme.       | 100%     |
|                                                                                     | Stage 2: Implementation strategy developed.                    | 100%     |
|                                                                                     | Stage 3: Priority actions implemented.                         | 100%     |
|                                                                                     | Budget (stage 3) met with a tolerance of                       | +/- 5%   |
| Implement the Workforce and Industry Development Project (Advancing Country Towns). | Industry workforce plan completed.                             | 100%     |
|                                                                                     | Budget met with a tolerance of                                 | +/- 5%   |
|                                                                                     | Green business audit completed.                                | 100%     |

Pillar 3: A Place to Live and Grow (continued)

|                                                       | Performance Indicators                                                                               | Targets  |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------|----------|
| Implement the asset renewal and maintenance programs. | Asset renewal project completion                                                                     | 90%      |
|                                                       | Budget met with a tolerance of                                                                       | +/- 3%   |
|                                                       | Inspect and maintain Council's road and footpath assets in accordance with the Road Management Plan: |          |
|                                                       | • Inspections completed as per schedule.                                                             | 100%     |
|                                                       | • Maintenance responsiveness.                                                                        | 85%      |
|                                                       | Road and footpath maintenance budget met with a tolerance of                                         | +/- 1.5% |

## Pillar 4: A Healthy Community and Environment

actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

### This is about:

- Places and Buildings
- Community Wellbeing
- Events
- Sport and Recreation
- The Environment

### Services/Activities:

- Sport and Recreation activities
- Events
- Arts and Culture activities
- Local Laws (keeping the community safe)
- Emergency management coordination
- Environmental Health activities
- Onsite Wastewater Management
- Food inspections
- Immunisation
- Environmental Sustainability
  - Waste Management
  - Water use
  - Power consumption
  - Climate change
  - Street lighting

### Our Goal:

Respect cultural differences, support a range of healthy and creative activities, foster community safety and promote environmental sustainability.

### Strategies

1. Encourage active participation in recreation, arts and leisure pursuits.
2. Promote respect and inclusion of social and cultural differences.
3. Increase environmental sustainability through direct initiatives and advocacy.
4. Protect and care for the natural environment.
5. Support community safety initiatives, local law enforcement and emergency management.

### Key Strategic Activities

|                                                                    | Indicators                                               | Target  |
|--------------------------------------------------------------------|----------------------------------------------------------|---------|
| Implement the relevant stages of the Environment Strategy 2010-18. | Develop bi-annual action plans.                          | 100%    |
|                                                                    | Completion of bi-annual plan actions.                    | 80%     |
|                                                                    | Budget met with a tolerance of                           | +/- 5%  |
| Implement the Active Transport Strategy.                           | Strategy adopted.                                        | 100%    |
|                                                                    | Implementation plan developed.                           | 100%    |
|                                                                    | Budget met with a tolerance of                           | +/- 10% |
| Implement the Municipal Emergency Management Plan.                 | Annual review and realignment completed.                 | 100%    |
|                                                                    | Colac Otway Shire Municipal Fire Plan actions completed. | 80%     |
|                                                                    | Budget met with a tolerance of                           | +/- 10% |

## Reference Documents

During the development of the Council Plan for the Colac Otway Shire (COS), the following Strategies and Plans were used as reference documents:

- Apollo Bay Structure Plan
- Colac Otway Public Open Space Strategy
- COS Arts & Culture Strategic Plan
- COS Positive Ageing Strategy Research Paper
- COS Recreation Strategy
- Early Years Plan 2010-2013
- Environment Strategy 2010-2018
- G21 Strategy
  - G21 Regional Growth Plan
- Health and Wellbeing Pillar – Community Health and Wellbeing Profile 2009
- ID Profile - Colac Otway Shire Community Profile
- Local Government Area Profiles – Department of Health – 2011
- Road Management Plan
- Public Health Plan & Wellbeing Plan 2010 - 2013
- State of the Regions Report 2012-13
- The Great South Coast Regional Strategic Plan



## Strategic Resource Plan

The Strategic Resource Plan (SRP) is a requirement under the *Local Government Act 1989*. The SRP details the financial and non-financial (includes people and assets) resources required to achieve Council's goals, as outlined in the Council Plan. The Strategic Resource Plan is updated annually and is reflected in Council's annual budget.

The information contained in this document is a summary of Council's Strategic Resource Plan. The complete SRP can be accessed on Council's website at [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au).

### Objectives of the Strategic Resource Plan

- Establish a financial framework and an assessment of the resources (financial and non-financial) to ensure Council achieves the goals of the Council Plan 2013-2017.
- Establish a basis to measure Council's adherence to financial policies and strategies.
- Support Council's compliance with sound financial management principles.
- Support the medium to long-term financial sustainability of the municipality.

### Key Strategies

The SRP builds a sustainable framework containing strategies, including financial and non-financial resources, to support the achievement of Council Plan goals. These are:

|                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Colac Otway financial indicators</b>    | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category.</li> <li>• That Colac Otway Shire Council applies the outcomes of this SRP to the 2013-2014 Budget.</li> <li>• That Colac Otway Shire Council continues to reduce its underlying operating deficit over the life of this SRP.</li> </ul>                                                                                                                                                                                                                                                                                                |
| <b>Long-term borrowing strategies</b>      | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council, based on previous Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity.</li> <li>• That Colac Otway Shire Council retains its debt servicing and redemption costs at or below 5 cents in the rate &amp; charges revenue dollar, towards interest and principal, over the life of this SRP.</li> <li>• That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.</li> </ul>                                                                                                                                                                    |
| <b>Notional reserves</b>                   | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled.</li> <li>• Reserves are fully backed with cash at the end of each financial year.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Rating and other revenue strategies</b> | <ul style="list-style-type: none"> <li>• That Colac Otway Shire Council applies the Key Strategic Outcomes in the Rating Strategy 2014-2017 to the raising of rates and charges that Council levies on ratepayers.</li> <li>• That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with Council Plan objectives.</li> <li>• That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges.</li> <li>• That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.</li> </ul> |

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Asset management</b>               | <ul style="list-style-type: none"> <li>That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets.</li> <li>That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.</li> <li>That Colac Otway Shire Council continues to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire's population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.</li> </ul> |
| <b>Capital works</b>                  | <ul style="list-style-type: none"> <li>That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme.</li> <li>That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Service provision and planning</b> | <ul style="list-style-type: none"> <li>That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Strategic Financial Plan</b>       | <ul style="list-style-type: none"> <li>That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## Resourcing the Council Plan

Standard financial statements depict how the Plan is resourced.

- **Standard Income Statement** shows the operating costs and income during the period.
- **Standard Balance Sheet** provides the value of Council's assets and obligations or liabilities for the period.
- **Standard Cash Flow Statement** indicates the cash expenses paid and cash income received for the period.
- **Statement of Capital Works** outlines the value of the capital works and capital purchases during the period.
- **Key Financial Indicators** from the various statements show trends or a simple set of numbers that provide indications of our performance.

The following table summarises the key financial results for the next four years, as set out in the SRP.

## Standard Income Statement

For the four years ending 30 June 2018

|                                                           | 2014-2015       | 2015-2016       | 2016-2017       | 2017-2018       |
|-----------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|
|                                                           | \$'000          | \$'000          | \$'000          | \$'000          |
| <b>Operating Revenue</b>                                  |                 |                 |                 |                 |
| Rate and Charge Revenue                                   | 26,137          | 27,596          | 29,136          | 30,762          |
| Operating (Recurrent) Grants                              | 9,762           | 10,055          | 10,357          | 10,667          |
| User Charges                                              | 3,619           | 3,728           | 3,839           | 3,955           |
| Statutory Fees and Fines                                  | 479             | 493             | 508             | 523             |
| Reimbursements and Subsidies                              | 157             | 162             | 167             | 172             |
| Interest Revenue                                          | 468             | 482             | 497             | 511             |
| Other Revenue Outside of Operating Activities             | 86              | 89              | 93              | 97              |
| <b>Total Revenue from Operating Activities</b>            | <b>40,708</b>   | <b>42,605</b>   | <b>44,596</b>   | <b>46,687</b>   |
| <b>Operating Expenses</b>                                 |                 |                 |                 |                 |
| Employee Benefits                                         | (16,490)        | (16,991)        | (17,167)        | (17,345)        |
| Materials & Consumables                                   | (14,313)        | (15,966)        | (16,804)        | (17,687)        |
| Depreciation                                              | (9,635)         | (10,124)        | (10,769)        | (11,375)        |
| Other Expenses                                            | (1,091)         | (1,312)         | (1,361)         | (1,412)         |
| Interest on Borrowings (Finance Costs)                    | (375)           | (356)           | (309)           | (259)           |
| <b>Total Operating Expenses</b>                           | <b>(41,904)</b> | <b>(44,750)</b> | <b>(46,410)</b> | <b>(48,078)</b> |
| <b>Underlying result for the year</b>                     | <b>(1,196)</b>  | <b>(2,145)</b>  | <b>(1,814)</b>  | <b>(1,391)</b>  |
| <b>Capital Revenue</b>                                    |                 |                 |                 |                 |
| Grants - Capital (Non-recurrent)                          | 5,218           | 3,930           | 4,008           | 4,088           |
| Contributions (Cash)                                      | 251             | 254             | 254             | 203             |
| Net Gain/(Loss) on Disposal of Property Plant & Equipment | 101             | 400             | 450             | 500             |
| <b>Total Capital Revenue</b>                              | <b>5,570</b>    | <b>4,583</b>    | <b>4,712</b>    | <b>4,791</b>    |
| <b>Capital Expenditure</b>                                |                 |                 |                 |                 |
| Capital asset write off                                   | (1,520)         | (1,513)         | (1,552)         | (1,592)         |
| <b>Total Capital Expenditure</b>                          | <b>(1,520)</b>  | <b>(1,513)</b>  | <b>(1,552)</b>  | <b>(1,592)</b>  |
| <b>Surplus (deficit) for the year</b>                     | <b>2,854</b>    | <b>925</b>      | <b>1,346</b>    | <b>1,808</b>    |

## Standard Balance Sheet

For the four years ending 30 June 2018

|                                                   | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 |
|---------------------------------------------------|-----------|-----------|-----------|-----------|
|                                                   | \$'000    | \$'000    | \$'000    | \$'000    |
| <b>Current Assets</b>                             |           |           |           |           |
| Cash and Cash Equivalents                         | 11,030    | 10,794    | 10,248    | 12,553    |
| Receivables                                       | 4,995     | 4,256     | 4,354     | 4,548     |
| Inventory                                         | 226       | 228       | 231       | 233       |
| <b>Total Current Assets</b>                       | 16,251    | 15,279    | 14,832    | 17,333    |
| <b>Non Current Assets</b>                         |           |           |           |           |
| Property Plant and Equipment                      | 285,457   | 294,922   | 305,077   | 313,035   |
| Trade and Other Receivables (Long Term)           | 360       | 367       | 367       | 367       |
| <b>Total Non Current Assets</b>                   | 285,817   | 295,289   | 305,444   | 313,402   |
| <b>Total Assets</b>                               | 302,068   | 310,568   | 320,276   | 330,735   |
| <b>Current Liabilities</b>                        |           |           |           |           |
| Payables                                          | 1,912     | 1,381     | 1,397     | 1,444     |
| Trust Funds                                       | 249       | 254       | 259       | 264       |
| Current Provisions                                | 4,280     | 4,366     | 4,453     | 4,542     |
| Current Interest Bearing Liabilities              | 591       | 688       | 738       | 792       |
| <b>Total Current Liabilities</b>                  | 7,032     | 6,688     | 6,847     | 7,043     |
| <b>Non Current Liabilities</b>                    |           |           |           |           |
| Non Current Provisions                            | 4,608     | 4,699     | 4,793     | 4,889     |
| Non Current Interest Bearing Loans and Borrowings | 4,831     | 4,093     | 3,355     | 2,563     |
| <b>Total Non Current Liabilities</b>              | 9,439     | 8,793     | 8,149     | 7,452     |
| <b>Total Liabilities</b>                          | 16,471    | 15,481    | 14,996    | 14,495    |
| <b>Net Assets</b>                                 | 285,598   | 295,087   | 305,280   | 316,240   |
| <b>Equity</b>                                     |           |           |           |           |
| Accumulated Surplus                               | 118,622   | 119,547   | 120,893   | 122,701   |
| Asset Revaluation Reserve                         | 154,971   | 163,535   | 172,382   | 181,535   |
| General Cash Reserves                             | 12,005    | 12,005    | 12,005    | 12,005    |
| <b>Total Equity</b>                               | 285,598   | 295,087   | 305,280   | 316,240   |

## Standard Statement of Cash Flows

For the four years ending 30 June 2018

|                                                               | 2014-2015       | 2015-2016       | 2016-2017       | 2017-2018       |
|---------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|
|                                                               | \$'000          | \$'000          | \$'000          | \$'000          |
| <b>Cashflows from Operating Activities</b>                    |                 |                 |                 |                 |
| Cash Receipts from Operating Activities                       | 47,587          | 47,527          | 48,760          | 50,784          |
| Cash Payments in the Course of Operating Activities           | (32,112)        | (34,632)        | (35,137)        | (36,214)        |
| <b>Net Cash flows from Operating Activities</b>               | <b>15,475</b>   | <b>12,895</b>   | <b>13,623</b>   | <b>14,570</b>   |
| <b>Cashflows from Investing Activities</b>                    |                 |                 |                 |                 |
| Payment for Property Plant and Equipment and Infrastructure   | (15,165)        | (12,939)        | (13,977)        | (12,073)        |
| Proceeds from Property Plant and Equipment and Infrastructure | 396             | 800             | 800             | 800             |
| <b>Net Cashflows from Investing Activities</b>                | <b>(13,283)</b> | <b>(11,053)</b> | <b>(11,762)</b> | <b>(12,430)</b> |
| <b>Cashflows from Financing Activities</b>                    |                 |                 |                 |                 |
| Proceeds from Interest Bearing Loans and Borrowings           | 1,100           | -               | -               | -               |
| Repayments of Interest Bearing Loans and Borrowings           | (551)           | (636)           | (683)           | (733)           |
| Finance Costs                                                 | (400)           | (356)           | (309)           | (259)           |
| <b>Net Cashflows from Financing Activities</b>                | <b>149</b>      | <b>(992)</b>    | <b>(992)</b>    | <b>(992)</b>    |
| <b>Net Change in Cash Held</b>                                | <b>855</b>      | <b>(236)</b>    | <b>(546)</b>    | <b>2,305</b>    |
| <b>Cash at Beginning of the Financial Year</b>                | <b>10,175</b>   | <b>11,030</b>   | <b>10,794</b>   | <b>10,248</b>   |
| <b>Cash at End of the Financial Year</b>                      | <b>11,030</b>   | <b>10,794</b>   | <b>10,248</b>   | <b>12,553</b>   |

## Standard Statement of Capital Works

For the four years ending 30 June 2018

|                            | 2014-2015     | 2015-2016     | 2016-2017     | 2017-2018     |
|----------------------------|---------------|---------------|---------------|---------------|
|                            | \$'000        | \$'000        | \$'000        | \$'000        |
| Buildings                  | 4,210         | 1,778         | 1,884         | 1,985         |
| Roads                      | 4,950         | 6,993         | 7,412         | 7,806         |
| Footpaths                  | 710           | 237           | 251           | 265           |
| Bridges                    | 1,000         | 119           | 126           | 132           |
| Drainage                   | 590           | 119           | 126           | 132           |
| Furniture & Equipment      | 805           | 711           | 754           | 794           |
| Plant & Machinery          | 1,415         | 1,067         | 1,131         | 1,191         |
| Recreation                 | 169           | 711           | 754           | 794           |
| Other                      | 157           | -             | -             | -             |
| Kerb and Channel           | 75            | 119           | 126           | 132           |
| <b>Total Capital Works</b> | <b>14,081</b> | <b>11,853</b> | <b>12,562</b> | <b>13,230</b> |
| <b>Represented by:</b>     |               |               |               |               |
| Renewal Investment         | 9,779         | 10,124        | 10,769        | 11,375        |
| Upgrade Investment         | 3,867         | 1,729         | 1,793         | 1,855         |
| Expansion/New Investment   | 435           | -             | -             | -             |
| <b>Total Capital Works</b> | <b>14,081</b> | <b>11,853</b> | <b>12,562</b> | <b>13,230</b> |

## Non-financial Resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements for the 2014/15 year is shown below:

### Statement of Human Resources

For the four years ending 30 June 2018

| Indicator                      | Forecast      | Budget        | Strategic Resource Plan Projections |               |               |
|--------------------------------|---------------|---------------|-------------------------------------|---------------|---------------|
|                                | Actual        |               |                                     |               |               |
|                                | 2013/14       |               | 2015-16                             | 2016-17       | 2017-18       |
| <b>Staff expenditure</b>       | <b>\$'000</b> | <b>\$'000</b> | <b>\$'000</b>                       | <b>\$'000</b> | <b>\$'000</b> |
| Employee costs – operating     | 15,642        | 16,490        | 16,991                              | 17,167        | 17,345        |
| Employee costs – capital       | 545           | 550           | 760                                 | 770           | 780           |
| <b>Total staff expenditure</b> | <b>16,187</b> | <b>17,040</b> | <b>17,751</b>                       | <b>17,937</b> | <b>18,125</b> |
| <b>Staff numbers</b>           | <b>EFT</b>    | <b>EFT</b>    | <b>EFT</b>                          | <b>EFT</b>    | <b>EFT</b>    |
| Employees                      | 211.1         | 213.3         | 213.3                               | 213.3         | 213.3         |

## 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 used in the context of the organisation's objectives.

| Indicator                  | Definition                                                                             | Measure                                                            | Notes | Forecast | Budget | Strategic Resource Plan |         |         | Trend |
|----------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------|----------|--------|-------------------------|---------|---------|-------|
|                            |                                                                                        |                                                                    |       | Actual   |        | Projections             |         |         |       |
|                            |                                                                                        |                                                                    |       | 2013/14  |        | 2014-15                 | 2015-16 | 2016-17 |       |
| Operating Position         |                                                                                        |                                                                    |       |          |        |                         |         |         |       |
| Adjusted underlying result | Measures whether revenues exceed expenses.                                             | Adjusted underlying surplus (deficit)/ Adjusted underlying revenue | 1     | -4.8%    | -2.3%  | -5.0%                   | -4.1%   | -3.0%   | o     |
| Liquidity                  |                                                                                        |                                                                    |       |          |        |                         |         |         |       |
| Working capital            | Measures the ability to pay existing liabilities in the next 12 months                 | Current assets/ Current liabilities                                | 2     | 219.0%   | 231.0% | 228.0%                  | 217.0%  | 246.0%  | +     |
| Unrestricted Cash          | Measures the proportion of current liabilities that can be paid from unrestricted cash | Unrestricted cash/ Current liabilities                             |       | 67.8%    | 66.1%  | 65.7%                   | 65.4%   | 65.2%   | o     |

| Indicator                              | Definition                                                                                      | Measure                                                  | Notes | Forecast<br>Actual | Budget  | Strategic Resource Plan<br>Projections |         |         | Trend     |
|----------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------|--------------------|---------|----------------------------------------|---------|---------|-----------|
|                                        |                                                                                                 |                                                          |       | 2013/14            | 2014-15 | 2015-16                                | 2016-17 | 2017-18 | + / o / - |
| Obligations                            |                                                                                                 |                                                          |       |                    |         |                                        |         |         |           |
| Loans and borrowings                   | Measures the proportion of rates that is required to underwrite existing debt                   | Interest-bearing loans and borrowings/ Rate revenue      | 3     | 19.7%              | 20.7%   | 17.2%                                  | 13.8%   | 10.8%   | -         |
| Loans and borrowings (Debt repayments) | Measures the capacity to service current debt                                                   | Interest and principal repayments/ Rate revenue          |       | 3.5%               | 3.6%    | 3.3%                                   | 3.1%    | 2.9%    | o         |
| Indebtedness (Long term obligations)   | Measures the proportion of own sourced revenue that is required to meet non-current liabilities | Non-current liabilities/ Own source revenue              |       | 29.9%              | 29.8%   | 29.0%                                  | 22.4%   | 18.9%   | -         |
| Asset renewal                          | Measures the ability to meet asset renewal demand                                               | Actual renewal expenditure/ Depreciation                 | 4     | 101.7%             | 101.5%  | 100.0%                                 | 100.0%  | 100.0%  | -         |
| Stability                              |                                                                                                 |                                                          |       |                    |         |                                        |         |         |           |
| Rates concentration                    | Measures the concentration of revenue sources and reliance on rates                             | Rate revenue/ Adjusted underlying revenue                | 5     | 62.1%              | 64.0%   | 64.7%                                  | 65.5%   | 66.3%   | o         |
| Rates effort                           | Measures the rating level set based on the community's capacity to pay                          | Rate revenue/ Property values (CIV)                      |       | 0.48%              | 0.49%   | 0.51%                                  | 0.52%   | 0.54%   | o         |
| Efficiency                             |                                                                                                 |                                                          |       |                    |         |                                        |         |         |           |
| Expenditure level                      | Measures resources used efficiently in the delivery of services                                 | Total expenditure/ no. of property assessments           |       | \$2,684            | \$2,825 | \$2,975                                | \$3,732 | \$3,298 | +         |
| Revenue level                          | Measures resources used efficiently in the delivery of services                                 | Residential rate revenue/ No. of residential assessments |       | \$1,128            | \$1,149 | \$1,247                                | \$1,313 | \$1,383 | +         |



| Indicator          | Definition                                                      | Measure                                                    | Notes | Forecast          | Budget  | Strategic Resource Plan Projections |         |         | Trend     |
|--------------------|-----------------------------------------------------------------|------------------------------------------------------------|-------|-------------------|---------|-------------------------------------|---------|---------|-----------|
|                    |                                                                 |                                                            |       | Actual<br>2013/14 | 2014-15 | 2015-16                             | 2016-17 | 2017-18 | + / o / - |
| Workforce turnover | Measures resources used efficiently in the delivery of services | No. of resignations and terminations/ average no. of staff |       | 12.1              | 13.5    | 12.7                                | 11.9    | 12.3    | o         |

#### Key to Forecast Trend

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

#### Notes to indicators

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

**2 Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2014/15 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.

**3 Debt compared to rates** - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

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

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

